People

→ **Governance**

→ **People**

→ **Supply chain**

The green side of…

→ **Products & services**

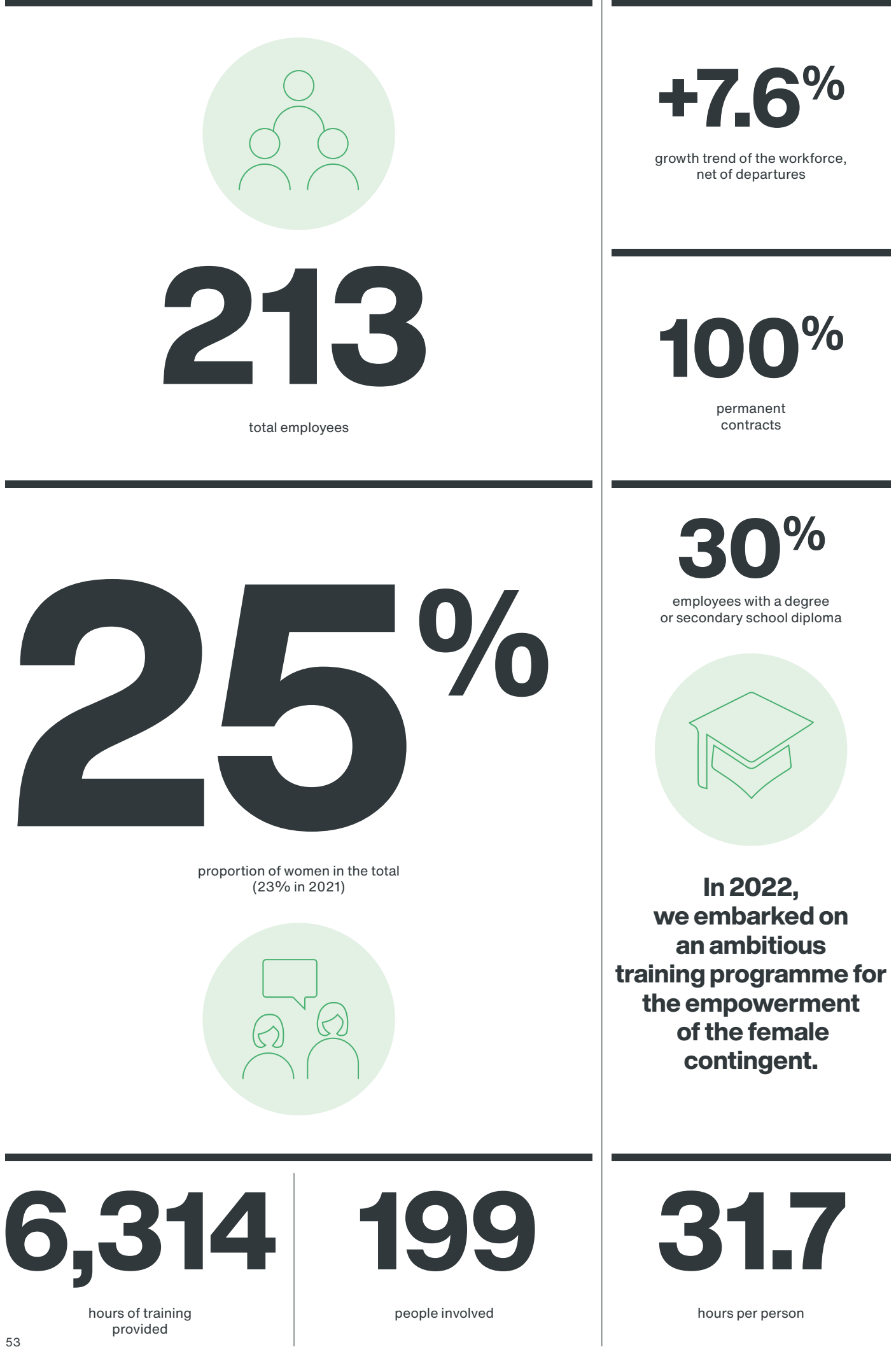→ **Production and business processes**

When the team is everything.

At SEW-EURODRIVE we believe that individual talent is no longer enough: to provide an impeccable service, all departments must be excellent and, above all, they must keep in step with each other.

Our culture and social responsibility is built around enabling people to express their potential. Accordingly, enabling people to grow through delegation and widespread responsibility is central to the empowerment of our entire company. Unleashing more and more creative energies is the real challenge we want to win today.

The goal - also represented by our vision - is to bring about a fertile environment, a 4.0 culture that unlocks everyone's potential. Creating corporate culture is the linchpin of our strategy and embodies our vision.

213
total employees

+7.6%
growth trend of the workforce, net of departures

100%
permanent contracts

30%
employees with a degree or secondary school diploma

25%
proportion of women in the total (23% in 2021)

In 2022, we embarked on an ambitious training programme for the empowerment of the female contingent.

6,314
hours of training provided

199
people involved

31.7
hours per person

PEOPLE

Goals

The table summarises the corporate goals for the area of People with an impact on sustainability, broken down by ESG topics, strategic actions and areas of development.

PEOPLE

Sustainability goals	ESG topics	Actions	Indicators	Target 2023	Target 2024	Target 2025
Implement agile and trust-based HR management with a high impact on growth	Dissemination and growth of a sustainable culture	Strengthen partnerships with secondary schools, universities, local and governmental authorities, with the aim of making a positive impact on society	Number /percentage of active partnerships	6 active partnerships	7 active partnerships	8 active partnerships
	Enhance skills and wellbeing	Implement agile management models with a focus on enhancing and improving the quality and speed of decision making to create an excellent, trust-based working environment	Percentage of population fully assessed

Result of Great Place to Work (GPTW) Trust Index score | 100% of population fully assessed

Result of Trust Index survey score GPTW 60% | GPTW Trust Index: 68% | GPTW Trust Index: 73% |
		Create a team of energy consultants with a focus on energy management with related training support.	Percentage of positions staffed and trained	Identification of people	100% positions required staffed with trained personnel	
Ensure high standards of health and safety	Occupational health and safety	Develop an H&S risk management system, based on recognising the risk, continuous assessment and prevention	Percentage completed	75%	85%	100%
Develop an inclusive environment that fully embraces diversity	Gender equality	Increase the number of women employed, with a predominance in management, smart factory, sales and technical support	Percentage of women / total employees	onboarding of 1 woman in management and 28% women hired	29% women	30% women
		Ensure fair pay in terms of gender and ethnicity	Percentage wage gap based on market benchmarks	-	-	0% wage gap based on market benchmarks
		Hire at least one person under 30 in each department	Percentage departments with at least one person under 30	33%	66%	100%

People: ESG topics

+
Occupational health and safety - **material topic**

+
Dissemination and growth of a sustainable culture - **material topic**

+
Gender equality

+
Digital culture

+
Enhance skills and wellbeing

Growth starts from the people

We have known for some time that our business has changed.

We have moved from a "product-based" rationale to a "solution/system-based" approach. For a company like ours, with a successful history of over 90 years, 50 of which in Italy, this transition represents a major change. Selling a product is, in fact, completely different from selling a solution/system. We gradually want to become a service company, where the difference will not be the "what" (the technology), but the "how" (i.e. the sales methods and the type of unique experience the company is able to convey to the customer). To succeed against the competition, it is crucial to increasingly focus on something that makes us stand out - service, which only people can provide.

We have known for some time that our business has changed.

This is the origin of our commitment to support a management and social policy model based on engagement and trust between management and employees, both through continuous training to convey a leadership style in line with the times, and through systems for assessing mood and management that involve all employees.

For some time now, we have introduced a comprehensive assessment for management as a means of fostering consistency between declarations of intent and actions. As of 2023, we will extend this model to the entire company population, demonstrating our determination and conviction in pursuing a cultural transformation to support the business.

We have moved from a "product-based" rationale to a "solution/system-based" approach.

From health to wellbeing

We believe it is essential to focus on people's health and safety in a broad sense, with a view to overall wellbeing in the workplace. We place great emphasis on monitoring everyone's wellbeing by providing an open, listening and trusting atmosphere. This is why, periodically, we take part in the Great Place To Work© survey and we are pleased to have obtained both the national certification that seals our commitment to people and recognition as one of the leading Italian companies ranked for quality of the workplace for production lines.

Skills for a changing world

Training is a fundamental pillar of our social policy. Against the background of rampant digitisation and agile management models, the upskilling and reskilling of people is becoming increasingly strategic. To this end, we have embarked on an ambitious training plan whereby the entire company population will receive basic coding and computational thinking skills. For some positions, we have initiated advanced training programmes in data literacy and data governance.

Female empowerment

Another mainstay of internal training is the ambitious programme we have launched for the empowerment of the female population. One interesting aspect of this is the participation of management in the first place, who have become aware of the importance of not falling into gender stereotypes when exercising their leadership. The next step of this initiative, which will be implemented in 2023, will be raising the same awareness in all female staff members to empower their own development potential.

Our training programmes cover three areas:

+
soft skills

+
technical and specialist skills

+
quality and safety

Our workforce

The number of employees has grown by 7.6% in 2022 compared to the prior year.
Over the three reporting years, the percentage of women out of the total increased from 22% to 25%, although there are no women managers.

WORKERS BY POSITION	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
MANAGERS	11	0	11	11	0	11	9	0	9
MIDDLE MANAGERS	21	2	23	20	3	23	28	3	31
OFFICE WORKERS	78	40	118	82	41	123	81	46	127
MANUAL WORKERS	43	0	43	41	0	41	41	5	46
TOTAL*	153	42	195	154	44	198	159	54	213

*workers at 31/12 (unlike last year's report, where the average for the year was reported)

Very few of our workers are not employees: we have only 12 people on temporary contracts, 5 interns and 7 agency staff.

12
People on temporary contracts

TYPE OF CONTRACT*	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
Agency employees	0	0	0	0	3	3	3	4	7
Interns	4	0	4	3	3	6	3	2	5
TOTAL	4	0	4	3	6	9	6	6	12

*Workers who are not employees

The largest functional area is Sales in the Drive Center, followed by Operations, located in the Solaro headquarters.

WORKERS BY FUNCTIONAL AREA*	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
Administration, Finance and Credit	3	7	10	3	7	10	3	8	11
General Management, Marketing, IT, HR	7	5	12	6	5	11	7	6	13
Operations	50	7	57	50	9	59	48	15	63
Innovation Technology – Customer Service	22	3	25	21	3	24	24	5	29
Industry Management – Central Sales	10	4	14	10	5	15	9	5	14
TOTAL SOLARO	**92**	**26**	**118**	**90**	**29**	**119**	**91**	**39**	**130**
Drive Center (DC)	**61**	**16**	**77**	**64**	**15**	**79**	**68**	**15**	**83**
of which:									
Milan	13	4	17	13	3	16	14	2	16
Bologna	15	6	21	16	6	22	16	6	22
Turin	10	2	12	10	2	12	11	2	13
Verona	14	3	17	16	3	19	16	3	19
Caserta	9	1	10	9	1	10	11	2	13
TOTAL	**153**	**42**	**195**	**154**	**44**	**198**	**159**	**54**	**213**

*workers at 31/12 (unlike last year's report, where the average for the year was reported)

The proportion of young people in the company, aged under 30, increased from 3.5% in 2021 to 7% in 2022.
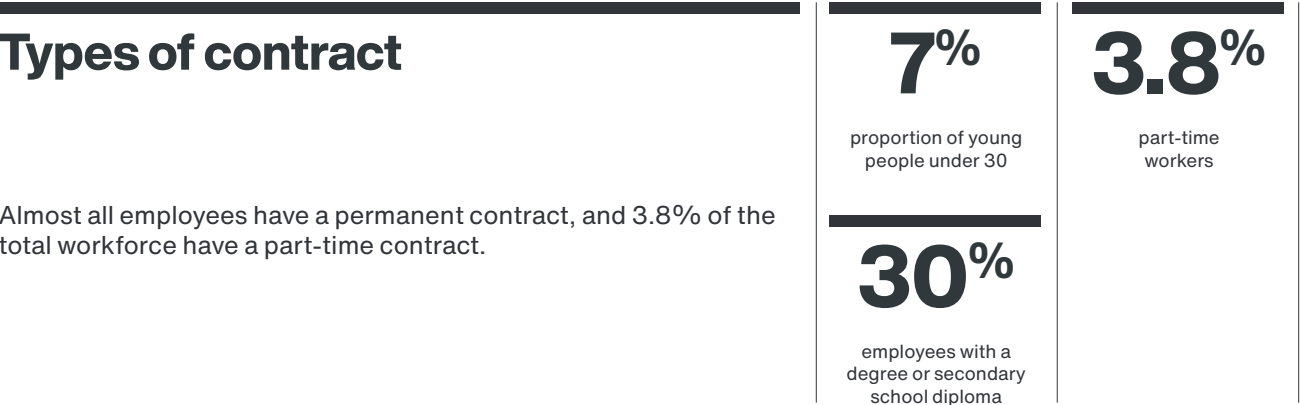
AGE BRACKET*	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
<30 years old	12	3	15	4	3	7	6	9	15
31-50 years old	85	30	115	86	27	113	102	28	130
>50 years old	56	9	65	64	14	78	51	17	68
TOTAL	**153**	**42**	**195**	**154**	**44**	**198**	**159**	**54**	**213**

*workers at 31/12 (excluding interns and agency staff)

59% of the employees a secondary school graduates. In addition to this percentage, 30% of employees have a university degree (bachelor's and specialisation) or higher.

WORKERS BY EDUCATIONAL QUALIFICATIONS*	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
MIDDLE SCHOOL	26	0	26	25	0	25	23	0	23
SECONDARY SCHOOL DIPLOMA	88	32	120	78	31	109	88	38	126
BACHELOR'S DEGREE	6	5	11	10	6	16	13	6	19
SPECIALISATION	29	2	31	37	5	42	31	10	41
POSTGRADUATE	4	3	7	4	2	6	4	0	4
TOTAL	**153**	**42**	**195**	**154**	**44**	**198**	**159**	**54**	**213**

*workers at 31/12 (excluding interns and agency staff)

Types of contract

7%
proportion of young people under 30

3.8%
part-time workers

30%
employees with a degree or secondary school diploma

Almost all employees have a permanent contract, and 3.8% of the total workforce have a part-time contract.

TYPE OF CONTRACT	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
EMPLOYEES ON PERMANENT CONTRACTS	153	42	195	153	43	196	159	53	212
EMPLOYEES ON TEMPORARY CONTRACTS	0	0	0	1	1	2	0	1	1
TOTAL EMPLOYEES*	**153**	**42**	**195**	**154**	**44**	**198**	**159**	**54**	**213**

*workers at 31/12 (unlike last year's report, where the average for the year was reported)

FULL-TIME & PART-TIME WORKERS	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
FULL-TIME	153	34	187	154	36	190	159	46	205
PART-TIME	0	8	8	0	8	8	0	8	8
TOTAL*	**153**	**42**	**195**	**154**	**44**	**198**	**159**	**54**	**213**

*For the three years in the table, the numbers of workers at 31/12 were reported (unlike last year's report, where the average for the year was reported).

Recruitment and turnover

We firmly believe that business development must go hand in hand with creating and protecting jobs. And this is where our strong focus on the professionalism of each employee stems from; at the same time, we try to raise their awareness of the importance of always putting themselves out there and stepping out of their comfort zone.

In order to achieve this, people need to be fit for the challenges of change that we want to set ourselves. Therefore, our recruitment processes are very scrupulous and are based on interviews with the HR and line functions and on analysis tools, such as the DISC model, which photographs behavioural and communication styles.

Company onboarding is facilitated by what is known as the Induction Plan, whereby new recruits get to know all company functions and make themselves known.

In order to retain talent, we try to offer a value-added environment where people can experience a trusting atmosphere and grow professionally on the basis of their aptitudes and motivation. Periodic feedback and development interviews, participation in training courses, an individual and collective performance rating system, and a compensation model that takes market benchmarks into account result in low company turnover, net of retirements.

In 2022, 28 new employees were hired, all of them under 50, while 11 resources left, 63.6% of them over 50.

HIRES*	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
<30	1	0	1	4	1	5	2	7	9
hiring rate	8%	0%	7%	100%	33%	71%	33%	78%	60%
30-50	5	1	6	7	1	8	13	5	18
hiring rate	6%	3%	5%	8%	4%	7%	13%	18%	14%
>50	2	0	2	0	0	0	1	0	1
hiring rate	4%	0%	3%	0%	0%	0%	2%	0%	1%
TOTAL	8	1	9	11	2	13	16	12	28
hiring rate	5%	2%	5%	7%	5%	7%	10%	22%	13%

* The percentages in the table of hires are expressed as new hires/employees at 31/12 in the corresponding age bracket.

TERMINATIONS*	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
<30	5	0	5	1	0	1	0	0	0
termination rate	42%	0%	33%	25%	0%	14%	0%	0%	0%
30-50	2	0	2	4	1	5	2	2	4
termination rate	2%	0%	2%	5%	4%	4%	2%	7%	3%
>50	2	0	2	4	0	4	7	0	7
termination rate	4%	0%	3%	6%	0%	5%	14%	0%	10%
TOTAL	9	0	9	9	1	10	9	2	11
termination rate	6%	0%	5%	6%	2%	5%	6%	4%	5%

* The percentages in the table of terminations are expressed as terminations/employees at 31/12 in the corresponding age bracket.

Training and careers

To be able to rely on adequately trained professional resources that are up to the challenges of the company and the market, we prepare an employee training plan based on the training needs defined annually by each department. This process expresses the budget required to address the needs of the various departments, the standard training paths for each professional position/family and the strategic projects underlying the new challenges.

The type of course determines how it will be used.

In 2022, we conducted awareness-raising initiatives for management and the entire population through plenary sessions, also with the support of external consultants. One particular highlight was a specific session to raise awareness of sustainable modes of transport, primarily electric mobility.

Type of training

+ face-to-face in classroom

+ on-the-job training

+ e-learning

+ videoconferencing

+ Train-the-Trainer

Total hours of training provided and staff involved in training

NO. OF TRAINING HOURS*	2020		2021		2022	
	M	W	M	W	M	W
MANAGERS	714	0	853	0	1,271	0
MIDDLE MANAGERS	736	60	865	144	1,315	163
OFFICE WORKERS	553	424	1,606	1,129	2,269	773
MANUAL WORKERS	88	0	435	52	499	24
HOURS OF TRAINING BY GENDER	2,091	484	3,759	1,325	5,354	960

*hours of learning (classroom hours x no. of learners)

NO. PEOPLE INVOLVED IN TRAINING	2020		2021		2022	
	M	W	M	W	M	W
MANAGERS	11	0	11	0	10	0
MIDDLE MANAGERS	20	2	22	3	26	3
OFFICE WORKERS	28	15	65	39	82	46
MANUAL WORKERS	16	0	14	0	30	2
TOTAL	75	17	112	42	148	51

There are three types of training areas:

+
Cross-cutting: focused on building skills common to multiple company roles (communication, leadership, languages, coding, digitisation, coaching);

+
Technical-Specialist: focused on building skills specific to each corporate role;

+
Quality - Safety - Environment: focused on developing skills in the areas of Quality, Safety, Environment.

TRAINING HOURS* BY TYPE OF SKILL	2020		2021		2022	
	M	W	M	W	M	W
Cross-cutting training	1,242	292	1,449	558	2,195	406
Specialist - technical training	783	192	677	171	2,274	360
Health, quality and safety training	66	0	1663	596	885	194
TOTAL	2,091	484	3,759	1,325	5,354	960

COST OF TRAINING BY TYPE OF SKILL	2020		2021		2022	
	M	W	M	W	M	W
Cross-cutting training	79,800	6,800	116,385	35,314	110,160	34,760
Technical - specialist training	3,000	3,213	5,500	3,550	24,787	15,740
Training in Health, quality and safety	1,810	160	15,175	3,320	17,652	2,740
Total by gender	84,610	10,173	137,060	42,184	152,599	53,240
TOTAL	94,783		179,244		205,839	

In 2022 we promoted various training activities to boost cross-cutting strategic skills, in order to address the growing complexity in a context of digital transformation:

a training course that involved the entire company population to provide the basics of coding and computational thinking, which are essential skills to tackle current and future challenges;

people management courses for team leaders;

business coaching courses for managers;

a course for management to raise awareness of stereotypes that influence managerial action. This initiative is the first stage of a more structured course that will involve the entire female population in a path of empowerment and promotion of female leadership;

a digital sales course to support digital transformation in sales;

a data governance course to promote a data-driven business model and develop the skills to handle big data;

a highly specialised course in machine learning to boost technical-application skills and generate value for the customer.

We also help the development of our people by setting up individual development paths. More specifically, different types of individual development paths have been implemented, incorporating a variety of approaches, tools and information:

Individual DISC profile

Personal improvement areas and expectations that emerged in feedback and development interviews with the individual's manager

Company, area and individual training needs

Individual job category and salary profile.

Wellbeing of people

Our people-centric vision is further proof that the wellbeing of our employees is at the heart of our social policies.

The Smart Factory at Solaro relieves workers of many repetitive tasks, raising the overall standard of ergonomics quality at each workstation. The AGV smart shuttles act both as a trolley for transporting semi-finished products inside the factory and as a dynamic workbench. This way, each shuttle is self-regulating and adapts to the assembly activity and physical features of each employee. This brings benefits both in terms of increased productivity and improved working conditions in the factory.

Wellbeing and attentiveness to employees also means promoting a welfare policy full of functional and efficient social services, income support and work-life balance.
Accordingly, we are aware of the part that private companies play in supporting and incorporating public policies. If strategically managed, this role may be an opportunity and a driver of innovation in terms of:

+
Relations between company and workers, and between company and local bodies and institutions

+
Family income support by means of services with high added value

Based on these considerations, we have a plan called SEWelfare that offers numerous services in three areas: work-life balance and time-money saving; healthcare protection; family support.

1. Flexible working hours
2. Supplementary pension
3. Insurance cover against accidents and disability
4. Life insurance
5. Readiness to grant part-time
6. Extension of paternity leave
7. Time-saving service (laundry, mail, car servicing/washing, on-site package delivery)
8. Filling out tax form 730
9. On-top credit on welfare portal
10. Supplementary healthcare
11. Pink parking spaces for pregnant women
12. Paid time off for medical examinations
13. Covid-19 services (epidemiological screening for employees and their families)
14. Counselling service
15. Study grants for employees' children
16. Internships in the company for employees' children
17. Company discounts
18. Employee loans
19. Restaurant tickets

The main welfare services

Workers on permanent contracts	Workers on temporary contracts	Workers full-time	Workers part-time
1 2 3 4	1 4 5 6	1 2 3 4	1 2 3 5
5 6 7 8	7 8 9 10	5 6 7 8	6 7 8 9
9 10 11 12	11 12 13 14	9 10 11 12	10 11 12 13
13 14 15 16	15 16 17 18	13 14 15 16	14 15 16 17
17 18 19	19	17 18 19	18 19

WORKING FROM HOME	2021			2022		
	M	W	Tot.	M	W	Tot.
Number of employees who worked from home	110	44	154	109	50	159
% of people working from home on the total	71%	100%	77%	68%	93%	74%
Total no. days working from home	5,899	3,567	9,466	4,310	3,120	7,430
% of days on total no. days working from home	18%	43%	23%	13%	33%	18%
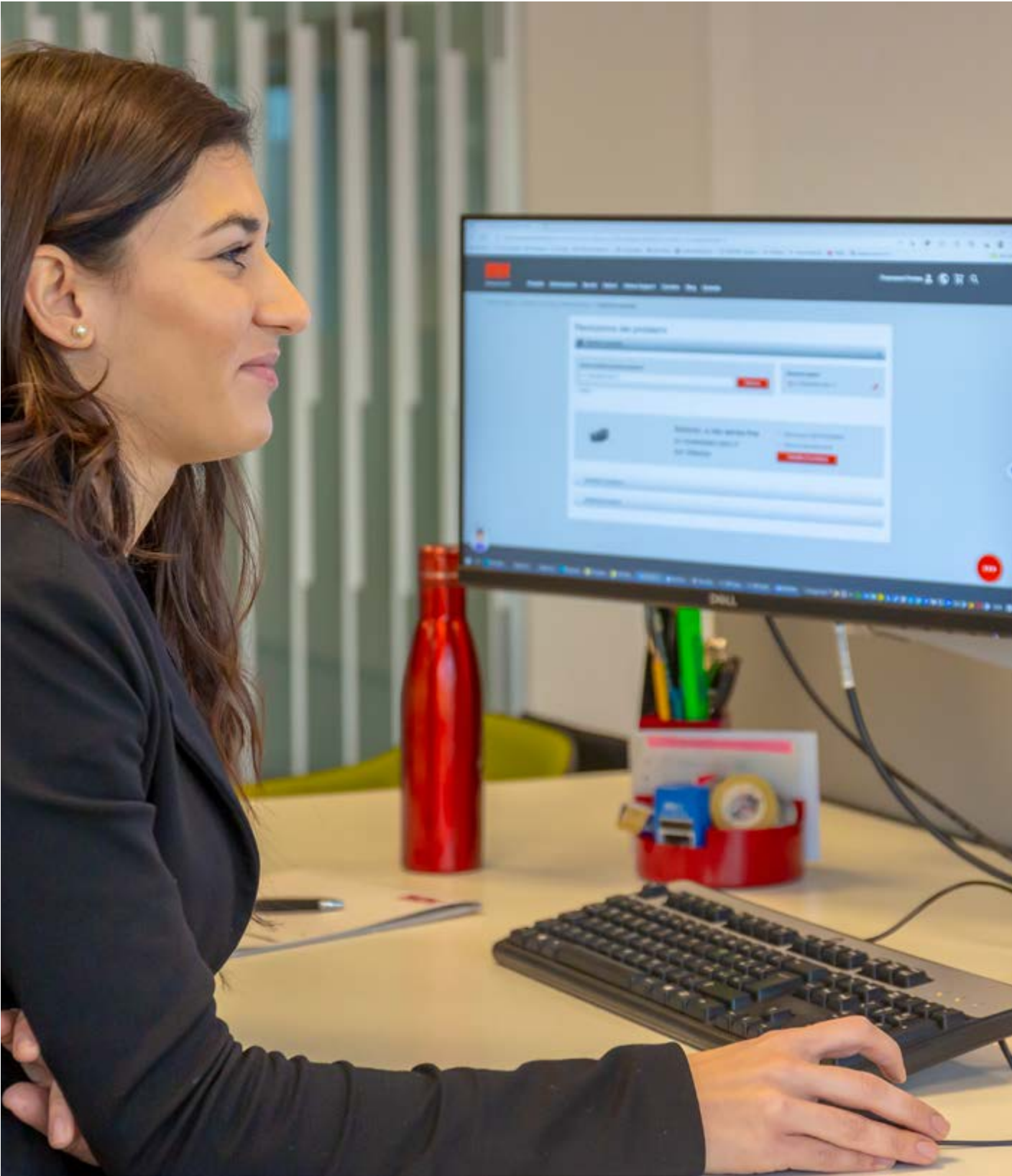
Equal opportunities and remuneration

We adopt two types of management models to foster equal opportunities and equity:

+
Competencies-based model: our recruitment, merit-based recognition and performance evaluation and development systems are all primarily based on the competencies model, which by definition is a model that ensures equity in day-to-day management;

+
Compliance model: the code of ethics on the one hand (which places great emphasis on the importance of ensuring equal opportunities and fair treatment) and the system of reporting violations to the compliance structure on the other hand ensure an adequate system for stamping out discrimination.

We continue to work on improving pay equity.

FIXED GROSS ANNUAL EARNINGS RATIO - WOMEN/MEN - BY CATEGORY	2020	2021	2022
	W/M	W/M	W/M
MIDDLE MANAGERS	0.82	0.94	0.92
OFFICE WORKERS			
B1	0.96	0.94	0.91
B2	0.86	0.84	0.84
B3	-	-	0.83
C2	0.97	0.98	-
C3	0.94	0.94	0.90
MANUAL WORKERS			
C1	-	-	0.98
C2	-	-	0.93

People who are hired during the year receive an amount proportionate to their months of service. Hence the apparent imbalance in the ratio of women to men, with particular reference to the "manual workers" category, where five people were hired in 2022.

RATIO VARIABLE EARNINGS* WOMEN/MEN BY JOB CATEGORY**	2020	2021	2022
	W/M	W/M	W/M
MIDDLE MANAGERS	0.76	0.97	1.06
OFFICE WORKERS			
C2	0.96	0.76	1.07
C3	0.79	0.74	0.89
B1	0.84	0.77	0.81
B2	0.72	1.13	0.84
B3	-	-	0.76
MANUAL WORKERS			
C1	-	-	0.54
C2	-	-	0.45

*excluding interns and agency staff
**Variable bonuses are amounts actually received in the year in question. Eligible persons are people hired on a permanent contract after successfully completing the probationary period.

PROTECTED CATEGORIES	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
OFFICE WORKERS	4	4	8	4	5	9	4	6	10
MANUAL WORKERS	2	0	2	2	0	2	1	0	1
TOTAL	6	4	10	6	5	11	5	6	11

PARENTAL LEAVE	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
No. of employees who were entitled to this leave	8	6	14	11	3	14	6	5	11
No. of employees who took leave	7	6	13	11	3	14	6	5	11
No. of employees who returned to work after parental leave	7	6	13	11	3	14	6	5	11
No. of employees who returned to work after parental leave who are still employees at SEW in the 12 months after returning	7	6	13	10	3	13	6	5	11
Rate of return	100%	100%	100%	100%	100%	100%	100%	100%	100%
Retention rate*	100%	100%	100%	91%	100%	100%	100%	100%	100%

* No. of employees who remained in the company for 12 months after returning to work after parental leave/No. of employees who returned from parental leave in the previous reporting period.

Occupational health and safety

ACCIDENTS EMPLOYEES	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
No. of deaths caused by accidents in the workplace	0	0	0	0	0	0	0	0	0
Total no. of accidents in the workplace recordable	1	0	1	1	0	1	1	0	1
No. of accidents with serious consequences*	0	0	0	0	0	0	0	0	0
Total hours worked	254,791	62,857	317,648	264,263	71,040	335,303	262,578	75,478	338,056
Rate of accidents in the workplace with serious consequences**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Rate of accidents in the workplace recordable**	**0.39**	**0.00**	**0.31**	**0.38**	**0.00**	**0.30**	**0.38**	**0.00**	**0.30**

* leading to a death or injury from which the worker cannot recover,
does not recover or cannot realistically be expected to fully
regain their health prior to the accident within 6 months.
** Rate calculated as (total number of accidents / hours worked) X 100,000

HEALTH SURVEILLANCE	2020			2021			2022		
	M	W	Tot.	M	W	Tot.	M	W	Tot.
Medical check-ups	107	18	122	94	16	110	119	32	151
Fitness to work out of no. of medical check-ups	80	3	81	56	2	58	66	8	74
Fitness to work with requirement and restrictions out of no. of medical check-ups carried out	26	15	41	38	14	52	53	23	76
Temporary unfitness to work out of no. of medical check-ups carried out	1	0	1	0	0	0	0	1	1
No. of reports of occupational diseases	0	0	0	0	0	0	0	0	0

The data in the tables above do not include agency staff.
In 2022, there were 2 accidents involving agency staff, both of a non-serious nature.

There were no recorded:

Deaths as a result of accidents in the workplace

Occupational accidents with serious consequences for the worker involved

Deaths caused by occupational diseases

For us, the health and safety of people is not a mere indicator, it's the only way to operate. The mission of the health and safety function is to contribute to business development by minimising risks.

The principles of operational excellence:

+
Safety starts first and foremost with the behaviour of workers;

+
Everyone is involved, no-one is excluded;

+
There is no such thing as zero risk;

+
Zero accidents as a common goal, every day and in every condition.

In 2022, the Health, Safety and Quality (HSQ) function internally developed the first version of the occupational health and safety management system (SGSL) to control, monitor, evaluate and improve all aspects of prevention and protection.

The model is built on the basis of compliance with the regulatory requirements set out in particular in Italian Legislative Decree 81/08 and the current body of legislation.

Process standardisation and continuous improvement are fully embedded in the model.

The Prevention and Protection system is made up of 8 ELEMENTS that include all the main aspects:

+ PILLAR 1: Commitment of top management

+ PILLAR 2: Management of risks and hazards

+ PILLAR 3: Safety of equipment, work tools, plant and machinery verification

+ PILLAR 4: Continuous training

+ PILLAR 5: Safety management external enterprises and companies

+ PILLAR 6: Accident review

+ PILLAR 7: Emergency preparedness and response

+ PILLAR 8: Recognising the risk

Each pillar is made up of several "requirements", which are also evaluated by the Prevention and Protection Service (SPP) by means of a checklist and an associated score that measures the degree of maturity achieved by the SGSL.

The company's target is set at a higher level of implementation each year, through a long-term programme, to reach the total degree of implementation of the 8 pillars and the 40 sub-assessed requirements.

1

Commitment of top management
All managers work on applying best practice in health and safety.

Purpose: to ensure that safety is one of the company's priorities, with visible commitment and investment

How:

+
Reviewing safety performance and events

+
Allocating responsibilities

+
Discussing procedures, regulations and application

+
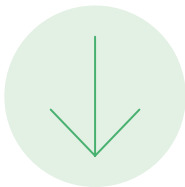Analysing deficiencies, searching for continuous improvement solutions

2

Recognising the risk

Purpose: Identifying hazards, assessing risks and investigating incidents.

Reporting of observed criticalities and proposals for improvement to reduce risks are the key to success in this area.
Risks are assessed by the Prevention and Protection Service Officer (RSPP), in consultation with the Employer and with the support of the supervisors and workers. The assessment method involves completing a matrix $R = PxD$ (Risk = Probability x Damage) for each generic and specific risk identified in the workplace.

The input data is collected directly in the workplace, sometimes with the intervention of external consultants and technicians, and all the steps and equipment involved in each work cycle, as well as the products used, are examined in detail. A fundamental contribution is provided by the information received from the occupational physician, gathered during the inspections or interviews carried out during health surveillance. The risk assessment results in an improvement Corrective Action, Preventive Action (CAPA) plan, which sets out the specific actions, timeframes, responsibilities and priorities of response.

Indicators of the 2022 training masterplan:

+
143 workers trained and involved in at least one learning module

+
1,100 hours of training provided (both e-learning and in-person)

+
20 different modules

+
38 classes managed

3

Equipment, work tools, plant verification
This technical pillar encompasses risk assessments, technical reports and field audits for operational aspects such as working at height, handling flammable substances, industrial handling equipment, trip and fall prevention, etc.

4

Continuous training
We believe in the importance of training resources also in health and safety. Indeed, developing job-specific skills and general compulsory training are a fundamental part of the system. This way, workers can demonstrate the skills they have acquired in relation to their job responsibilities.

Training and, where applicable, specific training take place:

+
when the employment (or agency supply) relationship begins

+
when transferring or changing jobs

+
when new work equipment or new technologies, new hazardous substances and preparations are introduced

The health and safety training programme (training masterplan) is managed by the HR and HSQ functions and is structured in macro-steps:

+
analysis of general training needs (certification deadlines, regulatory requirements, job descriptions)

+
collection of individual workers' needs (based on job risks)

+
definition and approval of training budget

+
selection and involvement of external (accredited) training school

+
annual action planning

+
successfully completed test and handover of certificates. The courses are split into compulsory (state-region agreement) and specific (job-related).

70

5

Prevention and mitigation of health and safety impacts for contracted technical operations
Companies working in our area must operate in a manner consistent and compatible with our environmental, health and safety policies and procedures.

We have developed a specific safety procedure for the management of contractors in accordance with Title IV of Italian Legislative Decree 81/08. As the commissioning company, we verify the professional eligibility and compliance with safety regulations of all suppliers and contractors, where applicable, by obtaining supporting documentation (absence of disqualification measures, self-certification of professional eligibility, compliance with social security contributions, employment contracts, training and education certificates, etc.). We prepare an assessment of risks generated by interference between activities conducted simultaneously in the workplace (DUVRI) for each supplier. This document contains information on the company's risks and any risks introduced by the supplier.

The Prevention and Protection Service, with the support of external expert consultants, assesses the conformity of the documents received from the companies and approves their operation in the event of a positive outcome.

6

Analysing incidents and finding causes
The culture of reporting is widespread in the company as a means of communicating abnormalities and critical conditions in order to prevent accidents and emergencies. Reports that include risks and hazards reach the RSPP, who analyses the incident and classifies it according to type. In the event of an accident or near miss, we first speak with the injured or otherwise affected person, if possible; if not, we use the testimonies of the personnel present

and postpone the interview with the person until as soon as possible (usually when they return to the company).
We use a root cause investigation model that analyses key information to guide the analysis of the event such as:

+
Circumstances that led to the event

+
Interviews of the persons involved

+
What exactly happened

+
Triggering factors

+
Analysis of apparent cause

+
Root cause analysis for complex and serious events

+
Corrective/preventive actions

Safety pyramid

+
Accident (breakdown by days of absence)

+
Fire/explosion

+
Dressing (treatment without days of absence and not hospitalised)

+
Near miss

+
Unsafe action

+
Unsafe condition

Managing events
In the case of an event relating to the health and safety of workers (nonconformity), we act as follows:

Phase	Purpose
Urgent response based on severity of event	Make the worker safe in the event of an accident or indisposition
Verify	Impact, damage, circumstances of the accident
Description of facts, analysis of causes	Identify cause and effect relationships (5W1H, 5 whys, fishbone)
Countermeasures	Corrective technical-managerial-organisational action (e.g. on the training of workers in order to correct any gaps in the training of personnel involved in the incident to eliminate further occurrences of the same nature)
Verify	Effectiveness of countermeasures, preventive and corrective actions

7

Emergency preparedness
Emergency preparedness and response plans are documented, accessible and clearly communicated.

Equipment, facilities and appropriately trained professionals for emergency response are defined and immediately available.

Simulations and drills are conducted on planned response methods for specific emergency scenarios.

8

Recognising the risk
Prevention is based on techniques for observing unsafe conditions and reporting abnormalities. In order to build up the safety pyramid, events without consequences for property and persons but important for eliminating the probability of an accident are reported - unsafe conditions, unsafe actions and near misses respectively.

Field service actions
Field operations at our customers' facilities (domestic and foreign area) are managed by means of a standardised workflow with the aim of protecting off-site workers, by means of a pre-assessment of the operation and a document check during the planning phase.

All our technical consultants and service operators undergo continuous training by means of courses for Expert Person (PES), Informed Person (PAV), work at height, use of Mobile Elevating Work Platforms (MEWPs), Personal Protective Equipment (PPE) management, and forklift driving, which not only provide role-specific technical knowledge and skills, but also minimise possible personal injury, thereby safeguarding the safety and health of workers.

Occupational health services
According to legislation, health surveillance is entrusted to the (external) occupational physician.

The occupational physician collaborates and cooperates with the SPP on aspects such as:

+
content and updates of Risk Assessment Document (DVR);

+
major changes in the production process, company organisation and working methods that may impact on the risk;

+
evidence of workplace inspections;

+
regular meetings;

+
identification and definition of job-related risk profiles.

The company health protocol was defined and prepared thanks to the collaboration of the occupational physician.

On the basis of the job descriptions assessed in the DVR, a "plan of check-ups" was structured, defining which health checks (preventive and periodic) are considered necessary to guarantee the health of all workers exposed to the various job-specific risks (clinical examinations, diagnostic investigations and subsequent check-up with the occupational physician).

In-company cardio protection project
In 2022, two defibrillators (AEDs) were installed at the Solaro site. A group of 10 workers completed external training on their use, including practical resuscitation and first response in cases of cardiac arrest.

Communication

Internal communications

The primary purpose of internal communication is to involve all employees in order to connect people, establish functions, and activate processes, defining connections that add value to the company.

The governance system itself (see page 46), which is structured into various constantly evolving teams and meetings, is the company's main communication platform because it is based on human relations between people, sharing experiences in an increasingly participatory and two-way manner. One example is the creation of the SEW Lab, with the aim of promoting digital innovation through agile methods and outside normal hierarchical structures.

Methods of internal communication:

+
Digital Signage - monitors positioned in the offices that transmit information and various updates on events, Corporate Social Responsibility initiatives, activities with strategic customers, financial data, energy consumption and performance of renewables, progress of cross-disciplinary and innovation projects;

+
DriveNet - the group's Intranet, where organisational charts, internal communications, updates on the performance indicators of the various departments are published and which can be used to access various company tools to manage documents for internal use, monitor specific commercial and administrative activities, access e-learning training and much more;

+
a six-monthly promoted magazine (MEG) to share information, interesting facts and updates on brand positioning, digital and sustainability projects and activities with customers, followers and all stakeholders. Some of the information is anticipated by an internal bi-monthly newsletter to share updates on lead management projects, new business opportunities, events, trade fairs, interviews with customers and colleagues.

THE DECISION TEST

↓

Employee engagement tool for significant changes

For SEW-EURODRIVE Italy, the relationship between employees and management is crucial, especially when significant changes are taking place in the company.

And this is why, in 2018, we introduced introduced the "Decision Test", a method of engaging workers whenever management intends to implement significant changes in the company.

Basically, the company has committed to always incorporating a phase of listening to the people concerned in order to better understand the repercussions, fears, resistance and aspects to be taken into consideration.

The tools adopted might be focus groups, internal surveys or both, depending on the complexity of the projects for change.

In general, whenever it is appropriate to implement a significant project of change, a dedicated project team is set up, with members selected solely on the basis of their specific expertise.

External communication

It is important for a company to engage in dialogue with all company stakeholders and potential audiences through appropriate tools and strategies. By structuring listening and interactive channels, external communication contributes to building the perception of the quality of the products and services we offer; it defines the brand's values and the content that can attract the various stakeholders (corporate customers, suppliers, business partners, institutions, associations, agencies and foundations, schools, universities and job seekers, banking bodies, investors); it encourages the brand's social, cultural and economic development process; it collects feedback to monitor the needs and tastes of the target audience.

External communication defines and generates the company's image, which stems from the attention to individual details of the various communication tools, e.g. logos, events, lettering, promotional visuals, social media, blogs and website, co-marketing, printed materials and product lines.

At SEW-EURODRIVE Italy, the Marketing department is responsible for external communication, also helping to introduce and advance interaction and communication methods, accelerating the modernisation of the communication system with stakeholders or experimenting with and launching new tools, channels and services. At SEW-EURODRIVE Italy, external communication also seeks to make people and company management better known and to raise awareness of policies and management models, and the Marketing department also oversees the sustainability report communication project, from printed versions to digital or web versions.

Communication strategy

Our Italy marketing department draws up an annual communication strategy to define the positioning of the brand in the industrial, social, environmental and territorial context of our operations, contributing to our growth and to achieving our social and cultural sustainability goals. The department uses a content and distribution strategy focused on the implicit and explicit needs of the target audience to define and structure the oversight of all corporate communication channels to facilitate openness and communication between internal departments and external stakeholders.

Every year, specific brand positioning indicators are defined - lead generation targets and targets for the type and quantity of content to be produced, depending on the dissemination and communication strategy. Additionally, every month, the marketing department defines the topics and contents to be disseminated the following month, also on the basis of the parent company's Sales Release and in relation to the editorial plan for the Blog, so as to be able to also plan the timing of the posts and contents (graphic cards, carousels, etc.) for the posts on social networks and dissemination on all the other channels envisaged by the Inbound Marketing strategy. The marketing department oversees the entire lead management process, from the generation of qualified contacts to nurturing and monitoring the results of sales approaches, either through a specific Marketing Automation platform, with tools for tracking and analysing data, or by using certain functions of the company CRM. While the Marketing department is in charge of Lead Generation, the Lead qualification and conversion phases are instead in the hands of the sales force and specific individuals called Digital Customer Care Consultants whose objective is to customise the Value Proposition starting from the analysis of Intent Data and thus increase the use of the company's e-business channel (called Online Support).
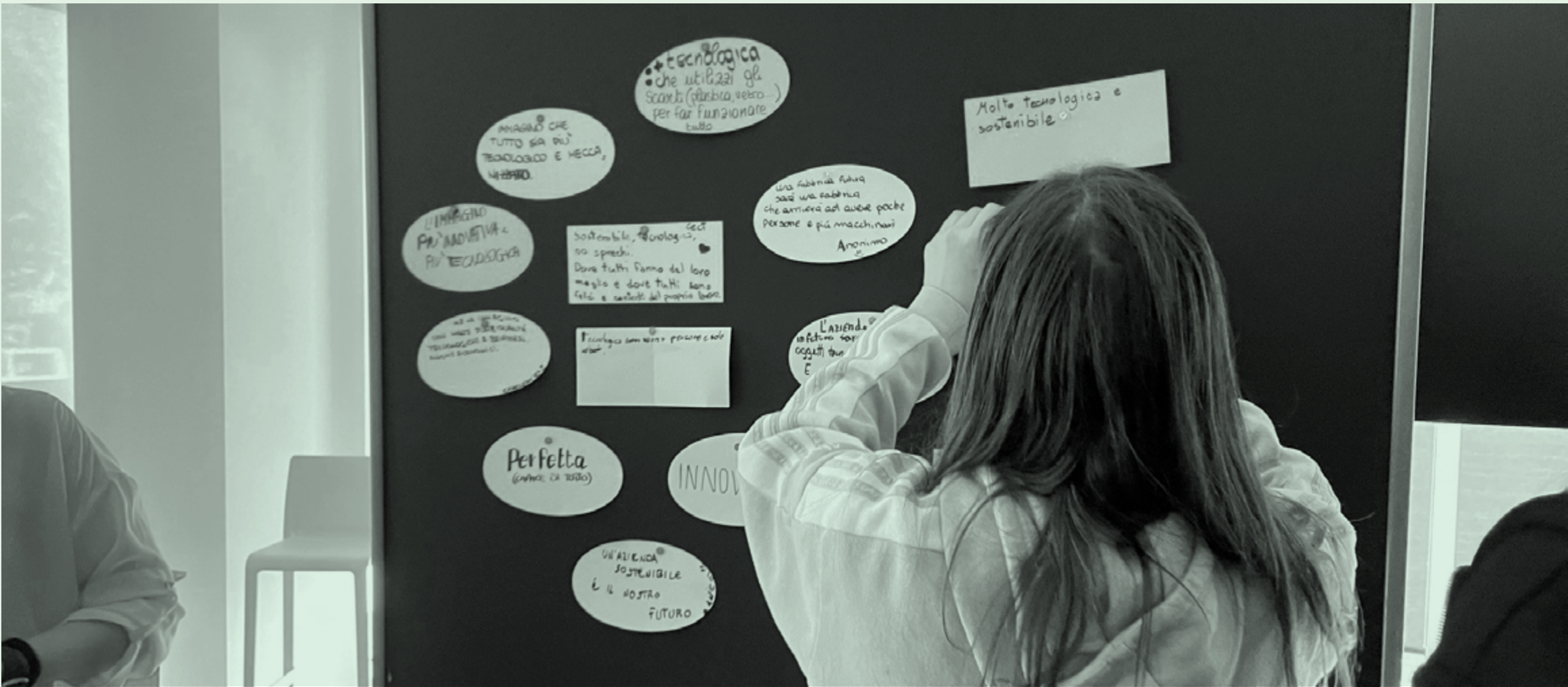

2

Editorial plans

+
specific annual plan for the corporate blog

+
monthly for the Italian website

PEOPLE
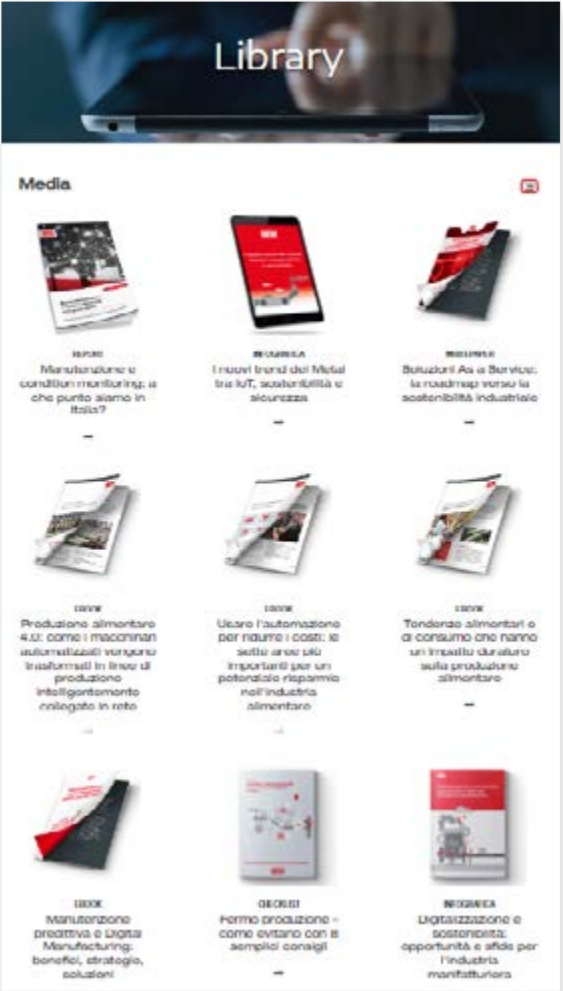
For the territory and the community

Messe Frankfurt launched the She SPS Italia Award during the 2022 edition of the SPS Italia trade fair in Parma to recognise the knowledge and experience of women working in automation and technology for industry. The She SPS Italia Award judging panel recognised SEW-EURODRIVE for the SEWy chatbot, the result of a hi-tech project realised by a team of female professionals. SEWy delivers an experience with a Bot with Machine Learning, trained through user conversations, personalised, immediate and always on hand, which optimises the relationship between user and company and sets up a single point of contact for all technical assistance and sales support needs.

Together with the Business School of the LIUC University, we have created Industrial Innovation Lab, a cultural laboratory aimed at helping to transform small and medium-sized enterprises in Italy into agile, innovative and sustainable organisations. Industrial Innovation Lab is a free initiative to create a community with our stakeholders. It is open to entrepreneurs, managing directors/general managers, function directors and human resources managers of small/medium-sized companies, as well as to teachers, researchers, professors and social stakeholders who are particularly sensitive to the Lab's objectives. The lab works on four aspects:

\+
People: the skills and values that underpin a dynamic and responsible business system

\+
Technology: technological innovation as an enabling factor for cultural, organisational and productive renewal and the development of new skills

\+
Sustainability: intended as responsibility for the environment and energy resources, and vis-à-vis the social context of the laboratory and its members

\+
Business and Management Models: a business environment that supports the adoption of innovative solutions to overcome the challenges of

change and foster the economic sustainability of the enterprise. At December 2022, 13 companies were members of the Lab.

We are one of the winners in the "Investments" category of the 2022 edition of the German-Italian economic award organised by the German-Italian Chamber of Commerce AHK Italien. We were awarded for the project to open the new Service Center in Caserta. An investment capable of boosting employment in southern Italy, providing more proximity to manufacturing industries through more extensive coverage, and protecting the environment by reducing energy costs thanks to renewables.

From 2019 to 2022, we were the technology partner of MADE, Competence Center of the Milan Polytechnic, a training centre created to support companies in their process of growth and consequent digital transformation towards Industry 4.0.

We are a partner of the Master of Science in Innovation and Technology Management organised by the Università Cattolica del Sacro Cuore in Milan.

In 2022, we sponsored the second-level Master of Science in Mechatronics & Management MEMA at LIUC Cattaneo University in Castellanza.

We support the Officina Futuro foundation W Group, which founded the "Girls Code It Better" project, an orientation and training initiative created to bring the world of women closer
to technology, in an attempt
to break down cultural prejudices concerning gender diversity.

In 2022, we supported the Higher Technical Institute Foundation for Sustainable Mobility Aerospace/ Mechatronics of Piedmont, providing a specific theory and hands-on training course for the construction and management of a self-driving vehicle.