



COMPANIES PERMANENT CENSUS QUESTIONNAIRE YEAR 2018

1. OWNERSHIP, CONTROL AND MANAGEMENT

1.1 At 31 December 2018, was the company controlled, directly or indirectly, by a natural person or family?

- 1. Yes → go to question X.1.2
- 2. No → answer questions X.1.3 and X.1.4 then go to Section 2

X.1.2 Who was responsible for running the company?

- 1. The entrepreneur or the main or sole partner
- 2. A member of the owner family or parent company
- 3. A manager selected from within the company.....
- 4. A manager hired from outside the company
- 5. Another subject

X.1.3 In the 2016-2018 three-year period, what strategic objectives were pursued by the company and with what result?

(one answer per line)

	Objective pursued	Objective not pursued	Result <i>(one answer per line)</i>		
			Objective fully reached	Objective partly reached	Objective not reached
a. Defending the company's competitive position.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Expanding the range of goods and/or services offered .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Accessing new market segments.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Increasing activity abroad.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Increasing activity in Italy.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Returning previously outsourced activities to the company.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Resizing the activity abroad (<i>downsizing</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Resizing the activity in Italy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Activating or increasing collaborations with other companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Other strategic objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

X.1.4 In the three-year period 2019-2021 which objectives will the strategies of the company mainly focus on?
(multiple answers possible)

- 1. Defending own competitive position.....
- 2. Increasing the range of goods and/or services offered
- 3. Accessing new market segments.....
- 4. Increasing activity abroad.....
- 5. Increasing activity in Italy.....
- 6. Returning previously outsourced activities to the company
- 7. Resizing the activity abroad (*downsizing*)
- 8. Resizing the activity in Italy
- 9. Activating or increasing collaboration with other companies.....
- 10. Increasing investment in new technologies.....
- 11. Activating or increasing measures aimed at social and environmental responsibility.....
- 12. Other strategic objectives.....

1.5 From 2013 to today, has the company experienced at least one generational transition?

- 1. Yes, between 2013 and 2015
 - 2. Yes, between 2016 and 2018
 - 3. Yes, in 2019
 - 4. No, but it could do so by 2023
 - 5. No.....
- } go to question 1.7

1.6 What consequences has the generational shift had on the role of the owner or controlling family in the company?

- 1. Strengthening the role of the owner or controlling family
(reduction of the influence of any members outside the family).....
- 2. Maintaining the role of the owner or parent family.....
- 3. Reduction of the role of the owner or controlling family
(entry of new members or strengthening of members external to the family)
- 4. Loss of control by the owner or controlling family

1.7 What were the obstacles faced by the company in the generational transition (or what could they be)?
(multiple answers possible or only answer 7)

- 1. Difficulty in transferring skills and/or contacts with customers and suppliers
- 2. Economic and/or financial difficulties
- 3. Bureaucratic, legislative and/or fiscal difficulties.....
- 4. Absence of interested and/or qualified heirs or successors
- 5. Family conflicts
- 6. Other obstacles
- 7. No obstacle

2. HUMAN RESOURCES

2.1 In the 2016-2018 three-year period, did the company acquire human resources?

Include external collaborators.

Exclude workers who only modified the type of contract (for example, from a permanent contract to a temporary contract).

1. Yes.....
2. No → go to q. 2.6

2.2 What types of human resources were acquired?

(multiple answers possible)

1. Employees with a permanent contract.....
2. Temporary employees.....
3. Temporary workers.....
4. Other collaborators including external collaborators with a VAT number

X.2.3 What methods did the company use to identify and select the human resources acquired in the 2016-2018 three-year period?

(multiple answers possible)

- A. Informal channels (personal knowledge, recommendations from persons close to the company, etc.)
- B. Use of information already available within the company on potential candidates (the systematic collection of curricula, internal personnel recognition, proprietary database, etc.)
- C. Collaboration with authorised parties in the intermediation activity (bilateral bodies, local authorities, public and private schools and universities, trade associations)
- D. Active search for potential candidates by the company (advertisements or announcements on: media, company website, portals or specialist websites, public domain databases, etc.)
- E. Private employment agencies (subjects that perform services of placement, search for and selection of personnel)
- F. Public employment agencies (Employment Centres)
- G. Other modes

X.2.4 In the 2016-2018 three-year period, were the company's functional areas affected by the acquisition of human resources?

(multiple answers possible or only the answer L)

- A. Projects and industrial design
- B. Research and development
- C. Production technical-engineering support functions
- D. Advanced professional computer science (sw development, web design, corporate info systems)
- E. Management strategic planning
- F. Organisation and management (including human resource management)
- G. Production
- H. Sales, marketing and communication.....
- I. Quality control.....
- J. Finance
- K. Other functional areas.....
- L. No functional area in particular

2.5 In the 2016-2018 three-year period, what transversal skills did the company consider the most important in the selection of human resources?
(up to three answers possible or only the answer H)

- A. Ability to anticipate future scenarios and to provide adequate responses
- B. Ability to solve problems and critical situations
- C. Ability to adapt to new work contexts and new roles within the company
- D. Team-working skills.....
- E. Ability to communicate and interact effectively with other parties
- F. Ability to develop innovative and original ideas and solutions
- G. Other transversal skills
- H. No transversal skill

2.6 In the 2016-2018 three-year period, what were the main obstacles that the company encountered in the acquisition of human resources?
(up to three answers possible or only answer H or only answer I)

- A. Uncertainty about the future sustainability of the costs of a new resource
- B. Overly high work cost
- C. Insufficient space or other logistical problems.....
- D. Difficulties in finding personnel with the required transversal skills
- E. Difficulty finding staff with the required technical skills
- F. Insufficient incentives from the state or difficulty in accessing them.....
- G. Other obstacles
- H. No obstacle
- I. The company did not consider the possibility of acquiring human resources

X.2.7 In the 2016-2018 three-year period, what personnel management practices were used by the company?
(multiple answers possible or only answer K)

- A. Incentives based on results or on the overall productivity of the company
- B. Incentives based on results or on individual worker productivity
- C. Periodic assessment of workers' skills
- D. Mobility between functions and job rotation agreed with the workers and with their representatives.....
- E. Flexibility of working time.....
- F. Flexibility in the way work is performed
 (remote working, on project, offsite, etc.)
- G. Communication between workers and ownership/management to promptly intercept
 signs of dissatisfaction or inefficiency
- H. Systematic collection of opinions on production processes and suggestions for improvement
- I. Activities to promote the physical, psychological and social well-being of workers
 (sporting, cultural, solidarity initiatives, etc.)
- J. Other personnel management practices.....
- K. No specific personnel management practices

X.2.8 In the 2016-2018 three-year period, which practices to attract and/or retain qualified personnel were used by the company?
(multiple answers possible or only answer 1)

- A. Definition and negotiation of accelerated career paths
- B. Possibility of salary increase (e.g. allowances over basic pay)
- C. Incentives for self-training and professional growth activities, also outside the company
- D. Access to corporate benefits
 (company car, facilities to use services, personal insurance policies, etc.).....
- E. Formal recognition of work performed and of results obtained
 (for example specific products or patents)
- F. Increasing degrees of autonomy in the workplace in relation to specific skills or duties.....
- G. Transfer of company shares, partnerships, etc.....
- H. Other practices
- I. No practice.....

2.9 In 2018, did the company carry out corporate training other than compulsory training?

- 1. Yes
- 2. No..... → go to q. 2.14

X.2.10 In 2018, what non-compulsory corporate training activities were performed by the company?
(one answer per line)

	Yes	No
IN-HOUSE MANAGEMENT TRAINING COURSES		
<hr/>		
a. Training for new recruits	<input type="checkbox"/>	<input type="checkbox"/>
b. Continuous training of company personnel.....	<input type="checkbox"/>	<input type="checkbox"/>
c. Requalification of personnel assigned to new tasks or functions	<input type="checkbox"/>	<input type="checkbox"/>
EXTERNAL MANAGEMENT TRAINING COURSES		
<hr/>		
d. Training for new recruits	<input type="checkbox"/>	<input type="checkbox"/>
e. Continuous training of company personnel.....	<input type="checkbox"/>	<input type="checkbox"/>
f. Requalification of personnel assigned to new tasks or functions	<input type="checkbox"/>	<input type="checkbox"/>
g. Training activities other than courses	<input type="checkbox"/>	<input type="checkbox"/>

Only if at least one training course has been completed (previous question)

X.2.11 With reference only to internal or external training courses, which professional competencies were the subject of non-compulsory corporate training activities carried out in 2018?
(multiple answers possible)

- A. Technical-operational or skills specific for the work.....
- B. Relationship skills (also with customers)
- C. Basic computer skills
- D. Advanced computer skills
- E. Skills in foreign languages
- F. Managerial and management skills.....
- G. Work organisation
- H. Ability to contribute to group work (*team-working*).....
- I. Attitude aimed at solving problems (*problem-solving*)
- J. Effective communication skills (written and verbal).....
- K. Reading skills and comprehension of texts, basic mathematical knowledge.....
- L. Other skills.....

X.2.12 In 2018, what percentage of personnel took part in at least one non-compulsory corporate training activity?

Consider all company personnel, excluding apprentices.

- 1. Less than 5%.....
- 2. From 5% to less than 15%
- 3. From 15% to less than 30%
- 4. From 30% to less than 50%
- 5. 50% and above

X.2.13 In the 2016-2018 three-year period, did the total expenditure incurred by the company for non-compulsory corporate training activities increase, decrease or did it remain the same compared to the previous three-year period?

- 1. It increased
 - 2. It stayed the same.....
 - 3. It fell.....
- } go to Section 3

X.2.14 In 2018, what were the main reasons why the company limited its spending on non-compulsory company training (or did it not)?
(up to three answers possible)

- A. The company chose to hire new qualified personnel rather than carrying out training activities.....
- B. The company had difficulty assessing its business training needs.....
- C. Absence on the market of training courses tailored to the needs of the company
- D. Training costs were too high
- E. The company preferred to use the initial training (apprenticeship) with respect on ongoing training
- F. The company had already completed training before 2018
- G. Staff had limited time available for training activities
- H. Other reasons

3. RELATIONS BETWEEN COMPANIES AND OTHER INSTITUTIONS

3.1 In 2018, did the company have any of the following relationships with other companies or organisations?
(one answer per line)

	Yes	No	
a. Ordering (the company is the client, that is, it purchases goods and/or services).....	<input type="checkbox"/>	<input type="checkbox"/>	} if all "No" go to q. 3.9
b. Subsupply/subcontracting (the company is a subsupplier, i.e., it sells goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	
c. Formal agreements (consortium, network contract, <i>joint venture</i> , TAC, etc.).....	<input type="checkbox"/>	<input type="checkbox"/>	
d. Informal agreements	<input type="checkbox"/>	<input type="checkbox"/>	
e. Other types of relationship	<input type="checkbox"/>	<input type="checkbox"/>	

3.2 With which subjects did the company maintain the indicated relationships?
(multiple answers possible per line)

	Group comps. (if the company belongs to a group)		Others companies		Universities or research centres	Public administration	Other subjects
	IN ITALY	ABROAD	IN ITALY	ABROAD			
a. Ordering (company purchases goods a/o services) <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Subsupply/Subcontracting (company sells goods and/or services)... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Formal agreements (consortium, network contract, <i>joint venture</i> , TAC, etc.)..... <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Informal agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Other types of relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

X.3.3 In order to carry out these functions did the company in 2018 maintain the indicated relationships?
(multiple answers possible per line)

	Main activity	R&S, innovation, design	Information technology (ICT)	Procurement	Distribution, transportation and warehousing	Marketing, sales and post-sales services	Financial and/or legal services	Other function
a. Ordering (the company purchases goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Subsupply/Subcontracting (the company sells goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Formal agreements (consortium, network contract, <i>joint venture</i> , TAC, etc.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Informal agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Other types of relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.4 What are the main reasons that led the company in 2018 to maintain the relationships indicated?
(up to three answers per line possible)

	Cost reduction	Development of new products/processes	Access to new skills or technologies	Search for greater organisational flexibility	Access to new markets or customers	Internationalisation (commercial and/or productive)	Other reasons
a. Ordering (the company acquires goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Subsupply/Subcontracting (the company sells goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Formal agreements (consortium, network contract, <i>joint venture</i> , TAC, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Informal agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Other types of relationship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

X.3.5 With which subjects did the company in 2018 maintain the indicated relationships?
(one answer per line)

	1	From 2 to 4	From 5 to 9	10 and above
a. Ordering (the company purchases goods and/or services).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Subsupply/Subcontracting (the company sells goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Formal agreements (consortium, network contract, <i>joint venture</i> , TAC, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Informal agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Other types of relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if "Yes" go to q. 3.1.a

X.3.6 Of the total purchases made on order in 2018, what was the percentage of purchases from the main subsupplier?

1. Less than 25%.....
2. From 25% to 50%
3. From 51% to 75%
4. Over 75%

Only if "Yes" go to q. 3.1.b

X.3.7 In 2018, what was the percentage of revenues from sales of goods and/or services provided by the main customer?

1. Less than 25%
2. From 25% to 50%
3. From 51% to 75%
4. Over 75%.....

Only if the company had relations with at least one other company, of the group or not, in Italy or abroad (q. 3.2.)

X.3.8 In which sectors of economic activity do the companies with which you have dealt with operate?
(multiple answers possible per line)

	Agriculture and the food sector	Chemicals and pharmaceuticals	Mechanics, Electronics automotive	Other manuf., sectors	Constructions	Sports & logistics commerce	Professional services	Other services
a. Ordering (the company acquires goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Subsupply/Subcontracting (the company sells goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Formal agreements (consortium, network contract, joint venture, TAC, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Informal agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Other types of relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.9 What were the main difficulties encountered by the company in starting the indicated relationships?
(up to three answers possible or only answer h)

- a. Relationships can only be maintained with other group companies.....
- b. Difficulties related to own location
- c. Limited company size.....
- d. Poor availability of partners with the necessary requirements.....
- e. Legal/regulatory barriers or bureaucratic/administrative obstacles
- f. Fear of losing decision-making autonomy.....
- g. Other difficulties
- h. No difficulty

X.4.1 In 2018, in which areas did the company earn revenues from sales of goods or services?
(multiple answers possible)

- A. Municipality of localisation of the company.....
- B. Other municipalities in the same region
- C. Other regions of Italy
- D. EU countries.....
- E. Other non-EU European countries
- F. F. BRIC Area (Brazil, Russia, India, China)
- G. Rest of the world

4.2 In 2018, were the company's final customers mainly families?

- 1. Yes → [go to question X.4.5](#)
- 2. No

X.4.3 To which sector did the first three customers of the company in Italy and abroad belong, i.e. the customers from which the greatest revenues from the sales of goods and services were derived in 2018?

	Agriculture, forestry, fishing	Industry (excluding construction)	Construction	Commerce	Other services	Public administration
IN ITALY						
1st client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2nd client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3rd client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ABROAD						
1st client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2nd client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3rd client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.4 In 2018, what were the percentages of the revenues earned by the company in Italy and/or abroad on the total revenues from the sale of goods and on the total revenues from the provision of services?

	In Italy	Overseas	Total	
A. Sale of goods	<input type="text"/> % <input type="text"/> % <input type="text"/> %	<input type="text"/> % <input type="text"/> % <input type="text"/> %	100	The company did not sell goods <input type="checkbox"/>
B. Provision of services.....	<input type="text"/> % <input type="text"/> % <input type="text"/> %	<input type="text"/> % <input type="text"/> % <input type="text"/> %	100	The company did not provide services..... <input type="checkbox"/>

X.4.5 In 2018, what was the prevailing criterion with which the company determined the prices of its products or services on the main reference market?

- 1. As a margin of total costs.....
- 2. As a margin of variable costs
- 3. Based on market trends
- 4. Regulated prices or tariffs
- 5. Other criteria

4.6 In 2018, where were the main competitors of the company located?

(up to three answers possible)

- A. Municipality of localisation of the company
- B. Other municipalities in the same region
- C. Other regions of Italy
- D. EU countries.....
- E. Other non-EU European countries
- F. BRIC Area (Brazil, Russia, India, China)
- G. Rest of the world

X.4.7 In 2018, what were the main strengths of the company's competitive capacity?

(up to three answers possible)

- A. Prices of products and/or of services.....
- B. Quality of products and/or of services
- C. Ability to quickly adapt production volumes to changing demand
- D. Extent of the distribution network
- E. Diversified offer of products and/or of services
- F. Introduction of new or improved products and/or services
- G. Localisation of the company
- H. Professionalism and skills of personnel
- I. Other strengths.....

4.8 In 2018, what were the main obstacles to the company's competitive capacity?

(multiple answers possible or only the answer L)

- A. Insufficient financial resources
- B. Difficulty in finding information on the reference market
- C. Poor socio-environmental context
- D. Administrative and bureaucratic hurdles
- E. Insufficient infrastructures
- F. Insufficient level of qualified personnel
- G. Low and/or no demand
- H. Difficulty in finding personnel.....
- I. Difficulty in finding suppliers.....
- J. Lack of technological adaptation.....
- H. Other obstacles
- I. No obstacle

X.4.9 In 2018 the company believed that its competitive capacity compared to its main competitors was:

- 1. Weaker.....
- 2. More or less the same.....
- 3. Stronger.....

5. TECHNOLOGY, DIGITALISATION AND NEW PROFESSIONS

5.1 In the 2016-2018 three-year period, did the company perform, internally or through an external service provider, one or more of the following activities within its own innovation projects?
(multiple answers possible or only answer K)

- A. Research and development activities carried out within the company
- B. Acquisition of research and development services
- C. Staff training on adopted and/or planned innovations.....
- D. Technical and aesthetic design (design)
- E. Acquisition of licences and patents.....
- F. Acquisition or development of software, databases and data analysis services
- G. Acquisition of computer hardware, network and telecommunications equipment
- H. Acquisition of machinery, equipment and facilities for adopted or planned innovations
- I. Marketing for the launch of new goods and/or services.....
- J. Other activity.....
- K. The company was not involved in innovation projects → go to q. 5.3

5.2 In 2018, what was the expenditure incurred for the activities carried out as part of innovation projects as a percentage of turnover?

Sustained expenditure..... % turnover 2018

5.3 In 2018, what digital platforms did the company use to sell goods and/or to provide services?
(multiple answers possible or only answer J)

- A. (For all companies) Multi-sector commercial brokerage platforms (Amazon, Ebay, Etsy, etc.)
- B. (Only for ATECO divisions 25-32, 45-47) Specialised commercial brokerage platforms in electronics and similar sectors (EPrice, Pixmania, etc.).....
- C. (Only for ATECO divisions 13-17, 22-28, 31-32, 45-47) Commercial brokerage platforms specialized in household goods and clothing (Westwing, Zalando, YOOX, etc.).....
- D. (Only for ATECO divisions 45-47, 49-53, 55-56, 68) Platforms for short-term real estate rental and/or for tourist services (Airbnb, Booking, Expedia, etc.).....
- E. (Only for ATECO divisions 45-47, 49-53) Transportation service platforms, including air transport (Volagratis, Skyscanner, etc.)
- F. (Only for ATECO divisions 45-47, 55-56) Platforms for meal home deliveries (Deliveroo, Just Eat, Uber Eats, etc.).....
- G. (For all companies) Platforms for home deliveries of various products (Glovo, Take My Things, etc.).....
- H. (Only for ATECO divisions 45, 58-82) Platforms for technical and professional services (ProntoPro, Fazland, etc.).....
- I. (For all companies) Other digital mediation platforms
- J. The company did not use digital platforms to sell goods and/or to provide services..... → go to q. X.5.7

X.5.4 In 2018, what percentage of the company's turnover was obtained thanks to the intermediation of digital platforms?

Turnover 2018 % → If the percentage is zero, go to q. X.5.6

X.5.5 Was this percentage obtained thanks to the intermediation of a single platform or multiple platforms?

- 1. One platform
- 2. Multiple platforms

X.5.6 In the 2016-2018 three-year period, what consequences did the use of digital mediation platforms have?

(multiple answers possible or only answer F)

- A. The company increased its turnover by at least 10%
- B. The company strengthened its competitive position.....
- C. The company managed to stay on the market
- D. The company acquired clients abroad
- E. Other consequence.....
- F. No consequence

X.5.7 In the 2016-2018 three-year period, did the company use software for business management (for example, ERP, CRM, etc.)?

- 1. Yes
- 2. No.... → go to q. X.5.9

X.5.8 For what purposes did the company use business management software?

(multiple answers possible)

- A. Management of corporate documentation
- B. Industrial accounting
- C. Business management planning
- D. Planning of production activities
- E. Production management
- F. Customer relations
- G. Supplier and warehouse management
- H. Other functions.....

X.5.9 In the 2016-2018 three-year period, did the company use cloud services for remote management of data and business processes?

- 1. Yes
- 2. No..... → go to question X.5.12

X.5.10 What cloud services were used by the company?

(multiple answers possible)

- A. Database hosting and file storage.....
- B. Remote management software (finance, accounting, customer relations, etc.)
- C. Analysis of business data remotely (Data Analytics, including Big Data analysis)
- D. Office software like Microsoft Office 365 (writing programs, spreadsheets, etc.)
- E. Communication and collaboration services (e-mail, remote desktop applications, etc.)
- F. Other services

X.5.11 In 2018, how much was the cost incurred by the company for public and private cloud services?

Indicate zero if no costs were incurred

- A. Spending on public cloud services 1000 Euro
- B. Spending on private cloud services 1000 Euro
- Total**..... 1000 Euro

X.5.12 Did the company invest in the 2016-2018 three-year period or does it intend to invest in the 2019-2021 three-year period in the following digital technologies?

	The company invested in the 2016-2018 three-year period		The company plans to invest in the three-year period 2019-2021	
	YES	No	YES	No
INTERNET-BASED TECHNOLOGIES				
A. Internet connection via optical fibre ultra-broad band	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Internet connection on the move (4G-5G)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Internet of Things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FIELDS OF APPLICATION OF ARTIFICIAL INTELLIGENCE				
D. Immersive technologies.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Big Data processing and analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Advanced automation, collaborative robots and smart systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OTHER TECHNOLOGICAL AREAS				
G. 3D printers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Simulation between interconnected machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. IT Security (Cyber-security)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if the company has invested at least in one aspect in the 2016-18 three-year period (previous application)

X.5.13 What were the main consequences of the digitisation process that took place in the 2016-2018 three-year period?

(up to three answers possible or only answer I)

- A. Greater ease in sharing information and knowledge within the company
- B. Increased efficiency of production processes
- C. Greater ease in acquiring knowledge from the outside
- D. Better quality of services, raw materials and semi-finished products purchased by the company ..
- E. Greater outsourcing opportunities.....
- F. Less efficiency or productivity in the digital transition phase.....
- G. Less efficiency or productivity due to excessive digital investments.....
- H. Other consequences
- I. No consequence

Only if the company used software for business management (q. X.5.7), or used cloud services (q. X.5.9) or invested at least in one aspect in the 2016-18 three-year period (q. X.5.12)

X.5.14 In the 2016-2018 three-year period, did the company need to carry out staff training on the digital technologies adopted?
(one answer per line)

	Yes	No
A. Business management software.....	<input type="checkbox"/>	<input type="checkbox"/>
B. Cloud services	<input type="checkbox"/>	<input type="checkbox"/>
INTERNET-BASED TECHNOLOGIES		
C. Internet Connection.....	<input type="checkbox"/>	<input type="checkbox"/>
D. Internet of Things	<input type="checkbox"/>	<input type="checkbox"/>
FIELDS OF APPLICATION OF ARTIFICIAL INTELLIGENCE		
E. Immersive technologies.....	<input type="checkbox"/>	<input type="checkbox"/>
F. Big Data processing and analysis	<input type="checkbox"/>	<input type="checkbox"/>
G. Advanced automation, collaborative robots and smart systems ...	<input type="checkbox"/>	<input type="checkbox"/>
OTHER TECHNOLOGICAL AREAS		
H. 3D printers	<input type="checkbox"/>	<input type="checkbox"/>
I. Simulation between interconnected machines	<input type="checkbox"/>	<input type="checkbox"/>
J. IT Security (Cyber-security)	<input type="checkbox"/>	<input type="checkbox"/>

X.5.15 In 2018, which of the following digital skills were relevant to carrying out the company's activities and adequately possessed by the staff?
(one answer per line)

	Relevant skill for the company		Skill adequately held by personnel	
	Y	No	Y	No
A. DIGITAL ALPHABETISATION				
A1. Search, selection and modification of digital documents in any form	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A2. Evaluation, analysis and use of data, information and digital content, also downloaded from the Web.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A3. Management, processing and classification of data, information and digital content, also in a Web environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. COMMUNICATION AND COLLABORATION				
B1. Communicating at the workplace by e-mail or through other digital connections.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B2. Sharing work information through digital technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B3. Collaborating on work through digital technologies.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. SECURITY				
C1. Protecting digital devices from viruses or external attacks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2. Protecting personal data and privacy.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. PROBLEM-SOLVING				
D1. Solving technical and IT problems in the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2. Identifying the needs of colleagues and preparing appropriate responses based on digital technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if the company used software for business management (q. X.5.7), or used cloud services (q. X.5.9) or invested or plans to invest at least in one aspect (q. X.5.12)

X.5.16 In the 2019-2021 three-year period, as a result of the digitalisation process, will the proportion of personnel dedicated to the tasks relevant to the business predictably increase, remain unchanged or decrease with respect to the current situation?
(one answer per line)

	It will increase	It will remain unchanged	It will decrease	Task not relevant for the company
A. Specialist professional tasks (Research, analysis, evaluation and planning, construction, design, drawing, development of rules or regulations, use and interpretation of rules).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Interaction and communication tasks (Negotiation, lobbying, coordination, organisation, teaching and training, sales, purchasing, customer advice, advertising, entertainment and presentations, hiring and managing personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Technical and operational tasks (calculation, accounting, text/data correction and measurement of quantities such as length/weight/temperature).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Non-specialised manual tasks (Use, control, supply and maintenance of machinery and equipment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Specialised manual tasks (Repair or renovation of homes/machinery/vehicles, restoration of works of art/monuments, service activities to persons or companies, reception services).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if the company expects to invest in the three-year period 2019-2021 at least on one aspect (q. X.5.12)

X.5.17 In the three-year period 2019-2021, how does the company plan to deal with the consequences on management

(multiple answers possible or only answer H)

A. Paying more attention to digital skills when selecting staff	<input type="checkbox"/>
B. Investing to a greater extent in the automation of corporate functions (both of production and of services)	<input type="checkbox"/>
C. Making use of the digital skills of consultants or collaborators	<input type="checkbox"/>
D. Making use of the digital skills acquired independently by staff.....	<input type="checkbox"/>
E. Performing systematic training activities for the digital skills of personnel	<input type="checkbox"/>
F. Accelerating the replacement of personnel without digital skills with experienced staff	<input type="checkbox"/>
G. Other modes.....	<input type="checkbox"/>
H. The company is not planning specific actions	<input type="checkbox"/>

6. FINANCE

6.1 At 31 December 2018, what were the main sources of financing for the company? (multiple answers possible)

- | | | |
|--------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------|
| 1. Self-financing | <input type="checkbox"/> | } if only this or these answers present go to Section 7 |
| 2. Equity deriving from capital increase in IPO (Initial Public Offering)..... | <input type="checkbox"/> | |
| 3. Equity (own funds)..... | <input type="checkbox"/> | |
| 4. Venture capital and/or private equity | <input type="checkbox"/> | |
| 5. Short-term bank credit (less than 12 months)..... | <input type="checkbox"/> | |
| 6. Medium or long-term bank credit (12 months and over) | <input type="checkbox"/> | |
| 7. Commercial credit..... | <input type="checkbox"/> | |
| 8. EU contributions and/or funds | <input type="checkbox"/> | |
| 9. Securities lending | <input type="checkbox"/> | |
| 10. Intra-group loans | <input type="checkbox"/> | |
| 11. Public financing | <input type="checkbox"/> | |
| 12. Leasing or factoring | <input type="checkbox"/> | |
| 13. Public incentives and/or incentives | <input type="checkbox"/> | |
| 14. Project finance..... | <input type="checkbox"/> | |
| 15. Crowdfunding | <input type="checkbox"/> | |
| 16. Minibonds | <input type="checkbox"/> | |
| 17. Promissory notes | <input type="checkbox"/> | |
| 18. Other sources of external financing | <input type="checkbox"/> | |

X.6.2 In 2018, what was the degree of dependence of the company's activity on external financing? (one answer per line)

- | | None
or almost none | Low | Medium | High | Very
high |
|------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. With respect to all sources of external financing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. With respect to banks only..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

X.6.3 In 2018, what were the reasons why the company resorted to external financing? (multiple answers possible)

- | | |
|----------------------------------------------------------------------------------------------------------------|--------------------------|
| 1. Investments for the expansion of production capacity..... | <input type="checkbox"/> |
| 2. Investments to implement measures aimed at social and environmental responsibility | <input type="checkbox"/> |
| 3. Investments in new digital technologies..... | <input type="checkbox"/> |
| 4. Investments in new non-digital technologies..... | <input type="checkbox"/> |
| 5. Internationalisation | <input type="checkbox"/> |
| 6. Participation (including shareholding) in companies linked to the main business activity | <input type="checkbox"/> |
| 7. Participation (including shareholding) in companies not directly linked to the main business activity | <input type="checkbox"/> |
| 8. Liquidity and/or cash capital requirements | <input type="checkbox"/> |
| 9. Another reason..... | <input type="checkbox"/> |

X.6.4 In 2018, how many banks did the company have credit dealings with?

If the company did not have credit dealings with any bank, indicate 0

Number of banks..... credit dealings → If 0 go to Section 7, if 1 go to q. X.6.6

X.6.5 At 31 December 2018, what percentage of the company's bank debt was held by the main bank?

- 1. Less than 25%.....
- 2. From 25% to 50%
- 3. From 51% to 75%
- 4. Over 75%

X.6.6 What was the type of bank (or main bank)?

- 1. Local bank (BCC, Cassa di Risparmio, Banca Popolare).....
- 2. National bank
- 3. Foreign branch of a national bank
- 4. National branch of a foreign bank
- 5. Foreign bank

X.6.7 What factors affected the choice of the bank (or main bank)?

(multiple answers possible)

- 1. Geographical proximity of the branch
- 2. Extent of the network of branches abroad.....
- 3. Extent of the network of branches in Italy.....
- 4. Competitiveness of the services and/or financing.....
- 5. Internet services efficiency.....
- 6. Clarity and transparency of credit granting criteria.....
- 7. Consultancy services on financial decisions
- 8. Customer service skills.....
- 9. Historical and/or trust-based relationship
- 10. Bureaucratic streamlining (in terms of practices, procedures, etc.)
- 11. It is the main bank of the group to which the company belongs....
- 12. Other factors

X.6.8 What did the bank (or the main bank) need to assess the creditworthiness of the company?
(multiple answers possible)

1. Real guarantees
2. Personal guarantees.....
3. Information on financial statements.....
4. Interviews with management on company policy
and on its strategic objectives.....
5. Company business projects.....
6. Documents that track payments
and/or that verify the solvency of debts.....
7. Value and brand recognition
8. Other

Only if bank credit is the main source of financing for the company (answer 5 and/or 6 go to 6.1)

X.6.9 In 2018, what tools were adopted by the company to improve its negotiating position with the banks?
(multiple answers possible or only answer 5)

1. Internal credit assessment system.....
2. Use of external consultants
for the assessment of creditworthiness
3. Use of rating tools or of other quantitative indicators.....
4. Other instruments.....
5. No instrument.....

X.7.1 In 2018, did the company carry out at least part of its production activities abroad (delocalisation)?
(multiple answers possible or only answer 3)

- 1. Yes, via Foreign Direct Investment (FDI)
(greenfield, foreign affiliates/subsidiaries, brownfield, M&A).....
- 2. Yes, via delocalisation agreements or contracts.....
- 3. No..... → [go to q. X.7.8](#)

Only if of the answers to the previous question the answer is 1 (FDI)

X.7.2 In 2018, did the company outsource production through Foreign Direct Investment (FDI) in the following areas?
(multiple answers possible per line or only "No")

	Yes, via branch or foreign subsidiary of a company	Yes, via investee company or joint-venture	No
A. Euro area countries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Other non-Euro EU countries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Other non-EU European countries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. China	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. India.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Other Asiatic countries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. North America.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Central and South America	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Other countries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if of the answers to question X.7.1 the answer is 1 (FDI)

X.7.3 In 2018, what were the destinations of production carried out abroad through Foreign Direct Investment (FDI)?
(multiple answers possible)

- A. Sale in the country where it was delocalised.....
- B. Import into Italy for sale on the Italian market
- C. Import into Italy for use in production in Italy
- D. Import into Italy for subsequent export to third countries.....
- E. Direct sales in third countries where the company did not produce
- F. Direct sales in third countries
in which the company produced other goods and/or services
- G. Other destinations

Only if of the answers to question X.7.1 the answer was 2 (delocalisation agreements or contracts)

X.7.4 In 2018, what were the main areas in which the company delocalised production through agreements or contracts?
(multiple answers possible)

- A. Euro area countries.....
- B. Other non-Euro EU countries.....
- C. Other non-EU European countries
- D. China
- E. India.....
- F. Other Asiatic countries.....
- G. North America.....
- H. Central and South America
- I. Other countries.....

Only if of the answers to question X.7.1 the answer was 2 (delocalisation agreements or contracts)

X.7.5 In 2018, what were the destinations of production carried out abroad through agreements or contracts?
(multiple answers possible)

- A. Sale in the country where it was relocated
- B. Import into Italy for sale on the Italian market
- C. Import into Italy for use in production in Italy.....
- D. Import into Italy for subsequent export to third countries.....
- E. Direct sales in third countries where the company did not produce
- F. Direct sales in third countries where the company produced other goods and/or services
- G. Other destinations

X.7.6.1 In 2018, did the company provide work/processing services to other companies?
(multiple answers possible or only answer 5)

- 1. Yes, to companies of the group in Italy
- 2. Yes, to other companies in Italy
- 3. Yes, to companies of the group abroad
- 4. Yes, to other companies abroad
- 5. No, it did not provide work/processing services

X.7.6.2 In 2018, did the company commission manufacturing/processing services to other companies?
(multiple answers possible or only answer 5)

- 1. Yes, to companies of the group in Italy
- 2. Yes, to other companies in Italy
- 3. Yes, to companies of the group abroad
- 4. Yes, to other companies abroad
- 5. No, it did not commission manufacturing/processing services.....

X.7.7 In 2018, what were the main reasons for the decision to relocate production in each of the areas indicated?
(multiple answers possible per line)

	Containment of work costs	Containment of other costs	Access to new markets	Strategic decision taken by parent co.	Following strategies or examples of competing companies	Fiscal reasons or financial incentives	Other reasons
A. Euro area countries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Other non-Euro EU countries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Other non-EU European countries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. China	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. India.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Other Asiatic countries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. North America.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Central and South America.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Other countries.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

X.7.8 What were the main obstacles encountered in relocating your production activity (or that prevented it)?
(up to three answers possible or only answer 9)

1. Legal and/or administrative barriers (e.g. duties).....
2. Linguistic and/or cultural barriers.....
3. Need to stay close to current customers.....
4. Fiscal matters
5. The delocalisation of production is in conflict with the corporate values of the company...
6. Uncertainty around international standards.....
7. Fears that the operation would generally exceed the anticipated benefits.....
8. Other obstacles
9. No obstacle

8. NEW DEVELOPMENT TRAJECTORIES

8.1 In which of the following areas of specialisation did the company operate in the 2016-2018 three-year period or does it plan to operate in the three-year period 2019-2021?
(one answer for every three years)

	Has the company operated in this area in the 2016-2018 three-year period?			Does the company plans to invest in the three-year period 2019-2021?	
	YES	NO, BUT IT CREATED PRODUCTIONS, SERVICES AND TECHNOLOGIES THAT CAN BE USED FOR THIS AREA	NO	YES	NO
1. Aerospace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Agro-food.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Marine economy.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Green chemistry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Design, creativity and made in Italy..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Energy and the environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The smart factory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Sustainable mobility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Health.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Smart, secure and inclusive communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Technologies for life environments ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Technologies for cultural heritage....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.2 In 2018, out of the total revenue of the company, as a guide, what percentage was attributable to:

THE SALE OF GOODS OF WHICH:

- A. Sale of goods incorporating technical services..... %
- B. Sale of goods not incorporating technical services

THE SUPPLY OF SERVICES OF WHICH:

- C. Supply of services sold jointly with the products..... %
- D. Supply of services sold separately to the products..... %

Only if you have filled in the "Sale of goods that incorporate technical services" field in the previous application

8.3 In 2018, which of the following technical services were incorporated into the goods sold by the company?
(one answer per line)

	Was the service usable in digital mode?	
	YES	NO
a. Technical assistance.....	<input type="checkbox"/>	<input type="checkbox"/>
b. IT services and other technical services	<input type="checkbox"/>	<input type="checkbox"/>
c. Professional and scientific services	<input type="checkbox"/>	<input type="checkbox"/>
d. Another technical service	<input type="checkbox"/>	<input type="checkbox"/>

8.4.1 In 2018, which of the following enabling technologies were produced by the company?

(one answer per line)

	Yes	No
1. Advanced materials	<input type="checkbox"/>	<input type="checkbox"/>
2. Advanced manufacturing systems	<input type="checkbox"/>	<input type="checkbox"/>
3. Photonics	<input type="checkbox"/>	<input type="checkbox"/>
4. Biotechnologies.....	<input type="checkbox"/>	<input type="checkbox"/>
5. Nanotechnologies	<input type="checkbox"/>	<input type="checkbox"/>
6. Micro and nanoelectronics	<input type="checkbox"/>	<input type="checkbox"/>
7. Geospatial and geomatic technologies	<input type="checkbox"/>	<input type="checkbox"/>

8.4.2 In the 2016-2018 three-year period, which of the following enabling technologies were used by the company to innovate processes, goods and services?

(one answer per line)

	Yes	No
1. Advanced materials	<input type="checkbox"/>	<input type="checkbox"/>
2. Advanced manufacturing systems	<input type="checkbox"/>	<input type="checkbox"/>
3. Photonics	<input type="checkbox"/>	<input type="checkbox"/>
4. Biotechnologies.....	<input type="checkbox"/>	<input type="checkbox"/>
5. Nanotechnologies	<input type="checkbox"/>	<input type="checkbox"/>
6. Micro and nanoelectronics	<input type="checkbox"/>	<input type="checkbox"/>
7. Geospatial and geomatic technologies	<input type="checkbox"/>	<input type="checkbox"/>

8.5.1 In the 2016-2018 three-year period, what was the intensity of the company's investments in the following areas?

(one answer per line)

	High	Medium	Low	No investment
a. Research and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Technologies and digitalisation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Human capital and training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Internationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Social and environmental responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.5.2 In the 2019-2021 three-year period what will be the intensity of the investments planned by the company in the following areas?

(one answer per line)

	High	Medium	Low	No investment
a. Research and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Technologies and digitalisation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Human capital and training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Internationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Social and environmental responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.6 In 2018, with how many companies, public administrations and universities/research centres did the company maintain relations through formal and/or informal agreements in the region, outside the region or abroad?

	Comp-anies	Public administration	Universities/Public and private research centres
FORMAL AGREEMENTS (CONSORTIUM, NETWORK CONTRACT, JOINT VENTURE, TAC, ETC.)			
A. In the region	<input type="text"/>	<input type="text"/>	<input type="text"/>
B. Out of the region.....	<input type="text"/>	<input type="text"/>	<input type="text"/>
C. Abroad.....	<input type="text"/>	<input type="text"/>	<input type="text"/>
INFORMAL AGREEMENTS	<input type="text"/>	<input type="text"/>	<input type="text"/>
D. In the region	<input type="text"/>	<input type="text"/>	<input type="text"/>
E. Out of the region	<input type="text"/>	<input type="text"/>	<input type="text"/>
F. Abroad.....	<input type="text"/>	<input type="text"/>	<input type="text"/>

8.7 In 2018, what services were purchased by the company?

For each service purchased, indicate how the expense is divided in percentage terms based on the location of the supplier.

(one answer per line)

	Service acquired		Percentage of expenditure based on the location of the supplier				TOTAL
	Yes	No	NATIONAL SUPPLIER < 50 K KM	NATIONAL SUPPLIER 50 - 200 K KM	NATIONAL SUPPLIER OVER 200 KM	OVERSEAS SUPPLIER	
A. Software, IT consulting and related activities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100
B. Information services and other IT services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100
C. Legal and accounting services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100
D. Business management and management consulting (Management consulting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100
E. Architectural and engineering services; technical testing and analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100
F. Scientific research and development..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100
G. Marketing and market research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100
H. Services of transportation, warehousing and couriers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100
I. Other services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	100

8.8 In 2018, how did the company manage customer relations?

(one answer per line)

	Yes	No
a. It dedicated human resources to social media management...	<input type="checkbox"/>	<input type="checkbox"/>
b. It performed customer loyalty activities	<input type="checkbox"/>	<input type="checkbox"/>
c. Through a complaints office	<input type="checkbox"/>	<input type="checkbox"/>
d. Through a dedicated service office.....	<input type="checkbox"/>	<input type="checkbox"/>

8.9 In the 2016-2018 three-year period, did the company experiment with the following development processes?

(one answer per line)

Yes No

- | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|
| a. Technological modernisation of its area of activity | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Diversification through the creation of a new area of activity beyond the main activity | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Transition to a new main business area | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Innovative transformation of own business, which involves the production of new goods and/or services not introduced on the market by competing companies..... | <input type="checkbox"/> | <input type="checkbox"/> |

8.10 Is the company familiar with the public intervention strategy called Smart Specialisation Strategy (S3 or RIS3)?

- | | | |
|--------------------------------------------------------------------------------|--------------------------|-----------------|
| 1. Yes, it knows only of the general purposes | <input type="checkbox"/> | |
| 2. Yes, it knows of both the general purpose and the procedures and tools..... | <input type="checkbox"/> | |
| 3. It has not heard of it..... | <input type="checkbox"/> | → go to q. 8.12 |

8.11 Through which channels did the company learn about the public intervention strategy called Smart Specialisation Strategy (S3 or RIS3)?

(multiple answers possible)

- | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 1. Information desks of local public bodies (regions, autonomous provinces, provinces, municipalities or chambers of commerce) | <input type="checkbox"/> | 6. Press bodies or radio/television broadcasting companies | <input type="checkbox"/> |
| 2. Information desks of other bodies (European Union or ministries) | <input type="checkbox"/> | 7. Websites or social networks | <input type="checkbox"/> |
| 3. Universities and/or research institutes | <input type="checkbox"/> | 8. Information services provided by incubators, technological science parks, technology districts and innovation hubs | <input type="checkbox"/> |
| 4. Intermediaries (professionals, consultants, accountants, trade associations) or consulting companies) | <input type="checkbox"/> | 9. Meetings for the definition and implementation of the Smart Specialisation Strategy (S3 or RIS3) | <input type="checkbox"/> |
| 5. Other companies | <input type="checkbox"/> | 10. Other channels | <input type="checkbox"/> |

8.12 What were or could be the main obstacles to the participation of the company in the tenders that implement the Smart Specialisation Strategy (S3 or RIS3)?

Answer the question regardless of whether or not you take part in the tender
(one answer per column)

Main obstacle Second obstacle in order of importance Third obstacle in order of importance

- | | | | |
|--------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|
| a. Lack of necessary requisites..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Lack of adequate internal professionalism to develop the project | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Insufficient time for preparation of the documentation..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Lack of partners for joint projects | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Poor support from local institutions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Lack of opportunities for the networking of research and technology transfer activities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Bureaucratic complexities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Poor availability and/or clarity of information..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i. Other obstacle..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j. No obstacle | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9. ENVIRONMENTAL SUSTAINABILITY, SOCIAL RESPONSIBILITY AND SAFETY

9.1 In addition to achieving satisfactory financial results at company level, what other actions were undertaken by the company?

(one answer per line)

	Yes	No
A. Reduction of the environmental impact of own activities.....	<input type="checkbox"/>	<input type="checkbox"/>
B. Improvement of occupational well-being, equal opportunities, parenting and work-family reconciliation.....	<input type="checkbox"/>	<input type="checkbox"/>
C. Supporting/implementing initiatives of collective interest outside the company.....	<input type="checkbox"/>	<input type="checkbox"/>
D. Supporting or carrying out beneficial initiatives of the productive fabric of the territory in which the company operates	<input type="checkbox"/>	<input type="checkbox"/>
E. Increasing safety levels within the company or in the territory in which the company operates.....	<input type="checkbox"/>	<input type="checkbox"/>

9.2 What are the main reasons that led the company to take the actions indicated?

(multiple answers possible per line)

	It is consistent with the main activity and/or with the legal form of the company	It is part of the strategy and/or mission of the company	It improves the reputation perceived by customers and suppliers	It consolidates ties with the local community	It is advantageous in the presence of specific taxes and/or subsidies	Other reasons
A. Reduction of the environmental impact of own activities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Improvement of occupational well-being, equal opportunities, parenting and work-family balance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Supporting or implementing initiatives of collective interest outside the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Supporting or carrying out initiatives for the benefit of the productive fabric of the territory in which the company operates....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Increasing safety levels within the company or in the territory in which the company operates.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.3 Which financial or resource-sharing tools were used by the company to pursue the stated objectives? (multiple answers possible or only answer F)

A. Economic financing of projects or initiatives	<input type="checkbox"/>
B. Sharing and free or facilitated use of company assets (machinery, technology, real estate, etc.)	<input type="checkbox"/>
C. Internal activity carried out free of charge or facilitated by company personnel	<input type="checkbox"/>
D. External activity carried out free of charge or facilitated by company personnel	<input type="checkbox"/>
E. Other instruments.....	<input type="checkbox"/>
F. The projects or initiatives are still at the negotiation or planning stage.....	<input type="checkbox"/>

Only if of the answers to the previous question the answer is A (Economic financing...)

9.3.1 Did the financing involve the active participation of stakeholders in the planning or implementation phase of the projects and/or initiatives?

- A. Yes, in all the projects or initiatives
- B. Yes, only in a few
- C. No.....

Only if of the answers to question 9.3 the answer is A (Economic financing ...)

9.4 How were projects and/or initiatives financed?
(multiple answers possible)

- A. Autonomously
- B. In partnership with public bodies
- C. In partnership with private bodies.....
- D. In partnership with third sector bodies
- E. In partnership with mixed subjects (public, private and third sector).....

9.5 In the 2016-2018 three-year period, in addition to what has been necessitated by law, did the company make investments for the efficient and sustainable management of energy and transport?

Consider investments both in the production process and at the company sites.

Yes, using incentives Yes, without incentives No

(one answer per line)

- | | Yes, using incentives | Yes, without incentives | No |
|---------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|
| A. Installation of efficient machinery, equipment and/or appliances that reduce energy consumption..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Thermal insulation of buildings and/or construction of buildings with low energy consumption | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Installation of plants for the production of electricity from renewable sources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Installation of plants for the production of THERMAL energy from renewable sources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Installation of plants for cogeneration or trigeneration and/or for heat recovery | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Purchase of electric or hybrid vehicles | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| G. Other investments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

9.6 In the 2016-2018 three-year period, in addition to what has been necessitated by law, what actions were taken by the company to reduce the consumption of natural resources and to manage waste and emissions in a sustainable manner? (one answer per line)

- | | es | No |
|------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|
| A. Containment of extractions and water consumption..... | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Wastewater treatment for the containment and control of pollutants | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Reuse and recycling of waste water..... | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Saving of material used in production processes | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Use of secondary raw materials (waste from the production process recovered and returned to production) | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Separate collection and recycling of waste | <input type="checkbox"/> | <input type="checkbox"/> |
| G. Waste management for the containment and control of pollutants | <input type="checkbox"/> | <input type="checkbox"/> |
| H. Containment of atmospheric emissions | <input type="checkbox"/> | <input type="checkbox"/> |
| I. Containment of noise and/or of light pollution | <input type="checkbox"/> | <input type="checkbox"/> |
| J. Use of suppliers who have already adopted processes to reduce the environmental impact of their activities... | <input type="checkbox"/> | <input type="checkbox"/> |
| K. Other actions..... | <input type="checkbox"/> | <input type="checkbox"/> |

Only if of the actions taken by the company indicated in q. 9.1 the answer is A (Reducing the environmental impact ...) and at least one of the investments indicated in q. 9.5 was made or at least one of the actions of those indicated in q.9.6 was adopted

9.7 In the 2016-2018 three-year period, did the company also involve its suppliers in Italy and/or abroad in initiatives aimed at reducing the environmental impact of their activity?

	It involved suppliers	It did not involve suppliers.	It does not have suppliers
A. In Italy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Abroad.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if of the actions taken by the company indicated in q. 9.1 there is answer A (Reducing the environmental impact ...)

9.8 In the 2016-2018 three-year period, what solutions were adopted by the company to promote environmental sustainability initiatives?
(one answer per line)

	Yes	No
A. Redesigning the production process and/or adopting new production models	<input type="checkbox"/>	<input type="checkbox"/>
B. Acquiring voluntary environmental certification of product or process	<input type="checkbox"/>	<input type="checkbox"/>
C. Drafting environmental and sustainability reports and/or accounts	<input type="checkbox"/>	<input type="checkbox"/>
D. Appointing an internal contact person a/o establishing a structure for environm. responsibility	<input type="checkbox"/>	<input type="checkbox"/>
E. Conducting training initiatives with internal staff for the protection of the environment and for the management of natural resources	<input type="checkbox"/>	<input type="checkbox"/>
F. Conducting training initiatives with external personnel for the protection of the environment and for the management of natural resources	<input type="checkbox"/>	<input type="checkbox"/>
G. Other solutions	<input type="checkbox"/>	<input type="checkbox"/>

Only if of the actions taken by the company indicated in q. 9.1 there is answer A (Reducing the environmental impact...) and at least one of the investments indicated in q. 9.5 was made or at least one of the actions of those indicated in q.9.6 was adopted

9.9 Did the company perform an assessment of the environmental sustainability initiatives carried out in the 2016-2018 three-year period?
(multiple answers possible or only answer 5)

1. Yes, with qualitative tools designed within the company
2. Yes, with qualitative tools designed with the assistance of third parties.....
3. Yes, with quantitative tools designed within the company
4. Yes, with quantitative tools designed with the assistance of third parties
5. No, no assessment was performed.....

Only if of the actions taken by the company indicated in q. 9.1 there is mode B (Improvement of occupational wellbeing ...)

9.10 In the 2016-2018 three-year period, what measures were adopted to improve occupational well-being and to guarantee equal opportunities within the company?
(one answer per line)

	Yes	No
A. Good practices related to the professional development of personnel	<input type="checkbox"/>	<input type="checkbox"/>
B. Good practices related to the protection of equal opportunities of personnel	<input type="checkbox"/>	<input type="checkbox"/>
C. Maintaining high employment levels even in the presence of reduced profits.....	<input type="checkbox"/>	<input type="checkbox"/>
D. Acquisition of personnel in difficult conditions above the quota required by law.....	<input type="checkbox"/>	<input type="checkbox"/>
E. Involvement of staff in defining corporate objectives.....	<input type="checkbox"/>	<input type="checkbox"/>
F. Identification within the company of a figure for social responsibility	<input type="checkbox"/>	<input type="checkbox"/>
G. Other measures.....	<input type="checkbox"/>	<input type="checkbox"/>

Only if of the actions taken by the company indicated in q. 9.1 there is answer B (Improvement of occupational well-being ...)

9.10bis Did the company implement or does it intend to implement direct or indirect measures to support parenting and work-family balance?
(one answer per line)

	It was implemented in the 2016-2018 three-year period		It intends to implement it in the 2019-2021 three-year period	
	YES	No	YES	No
A. Internal company communication on the rights to parenthood provided for in the current legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Authorisation/leave/part-time for the birth of a child beyond what is required by law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Authoris. for inclusion of children in a nursery school/kindergarten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Company crèche under free or subsidised conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Economic support for workers and family members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Extension of the duration of parental leave.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Extension of the duration of leave for serious reasons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Flexible working hours (arrival, departure, breaks, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Agile/smart working.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Remote working.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if of the actions taken by the company indicated in q. 9.1 there is answer C (Supporting or implementing initiatives ...)

9.11 In the 2016-2018 three-year period, did the company implement or contribute to carrying out any of the following initiatives of collective interest?

For each initiative, also indicate the territorial area of reference.
(one answer per line)

	Yes	No	Territorial area of reference (multiple answers possible per line)			
			LOCAL	REGIONAL	NATIONAL	ABROAD
A. Urban and/or territorial regeneration initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Health initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Social welfare initiatives.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Initiatives to combat poverty and social hardship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Humanitarian initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Sports-related initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. General cultural and informational initiatives (that is, not connected to the company activities).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Initiatives to support scientific and general training activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if the company adopted or implemented at least one of the measures or initiatives indicated in questions 9.10, 9.10bis or 9.11

9.12 Did the company perform an assessment of the measures adopted for occupational well-being and/or initiatives of collective interest in the 2016-2018 three-year period?

(multiple answers possible or only answer 7)

- 1. Yes, with qualitative tools designed within the company
- 2. Yes, with qualitative tools designed with the help of third parties
- 3. Yes, with quantitative tools designed within the company
- 4. Yes, with quantitative tools designed with the help of third parties
- 5. Yes, with the active involvement of stakeholders
- 6. Yes, with recognised methods or certifications.....
- 7. No, no assessment was performed..... → go to q. 9.14

9.13 Is the assessment included in the social report or in another document made public by the company? Include accountability and transparency actions and practices.

- 1. Yes
- 2. No

Only if of the actions taken by the company indicated in q. 9.1 there is answer D (Supporting or implementing initiatives ...)

9.14 In the 2016-2018 three-year period, did the company contribute, either economically or by making its own resources available, to the planning or implementation of the following initiatives to strengthen knowledge and the competitive capacity of the actors present in the territory in which it operates?
(multiple answers possible per line or only "No")

	Yes		No	
	LOCALLY	REGIONALLY		
A. Academic or professional courses, also open to external persons.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	} if all "No" go to q. 9.16
B. Research or experimentation for process and/or product innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
C. Support for internationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
D. Support for the development of new productive specialisations in the territory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
E. Implementation of infrastructures for improving road conditions and the logistics of the territory.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
F. Implementation of infrastructures to improve connectivity and Internet access in the territory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
G. Communication activities to improve the image of the territory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
H. Support for the cultural and landscape heritage of the territory.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

9.15 How important were the following factors for the success of the initiatives implemented by the company to promote the economic development of the territory in which it is located?

(one answer per line)

	Very	Fairly	Not particularly important	Not at all important
a. Implementation of projects with companies that share a sense of responsibility in the economic development of the territory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Participation of the company in area or supply chain collective bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Presence of strong interests constituted at local or supply chain level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presence of a shared vision of the economic development of the area ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only if of the actions taken by the company indicated in q. 9.1 there is answer E (Increasing safety levels ...)

9.16 How relevant are the following safety aspects to the company?
(one answer per line)

	Very	Fairly	Not particularly important	Not at all important	
A. Safety of personnel in the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	} if all "Not at all important" the questionnaire is completed here
B. Safety of production processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
C. Safety of the products and services sold	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
D. Safety of the infrastructures of the territory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
E. Environmental safety in the territory in which the company operates.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
F. Security of company information systems.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Only if there is at least one aspect "Very", "Fairly", "Not particularly important" relevant to the previous question

9.17 The relevance of the reported aspects mainly depends on:

1. The assessment of a high risk.....
2. The need to make production more efficient
3. The opportunity to improve own competitive ability
4. Corporate culture
5. Another factor.....

9.18 What actions, other than those envisaged by the legislation, have been planned or carried out by the company to guarantee the various aspects of safety?
(multiple answers possible per line or only the answer "No action")

	Investments in new machinery and equipment	Appointment of a company manager with a dedicated budget	Adoption of advanced procedures	No action
A. Personnel safety in the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Safety of production processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Safety of products and services sold	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Security of company information systems.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>