



SUSA S.p.A.

Sustainability Brochure 2022

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Letter to stakeholders

Dear stakeholders,

We are pleased to publish the first SUSA Sustainability Brochure, which outlines our commitment to sustainability.

This document represents an important opportunity for our company in order to promote dialogue in relation to Environmental, Social and Governance (hereinafter ESG) themes that appear to be of extraordinary relevance and centrality for our business.

In the global landscape of sustainable development, the transport and logistics sector plays a significant role in the sustainable transition and toward the Net Zero target by 2050. The sector is responsible for a significant proportion of greenhouse gas emissions and environmental impacts related to energy consumption, resource use and pollution produced.

Our Company has already begun to implement strategies and actions aimed at the sustainable development of the Organization. This commitment is demonstrated by investments in LED relamping projects, the installation of photovoltaic plants and the introduction of environmental selection criteria for transporters. In the social field, SUSA has focused on developing initiatives aimed at increasing the well-being of staff and at attracting new talent.

Our results represent a starting point, not a destination. We strongly believe in this project, and we think that the incentive to create something that looks to the future of all is so great that it convinces people to make this extra effort.

Our children will have to consider SUSA as a company that will do everything to ensure a society for their own children as well.

Flavio Cecchetti
President

Pierluigi Cardoni
General Manager

1. Methodological note

This document represents **the first Sustainability Brochure of SUSA S.p.A.**, realized with the aim of providing a complete view of the strategy, the operating model and governance, offering to the reader an account of the **ESG** (Environmental, Social and Governance) issues relating to the year 2022 (reporting period from January 1 to December 31, 2022) to testify to the path of transparency and continuous improvement that the company has undertaken for several years.

The Brochure has been drawn up describing the activities, achievements and objectives to be pursued with a view to sustainable development. In particular, this document contains qualitative and quantitative information concerning the relevant ESG areas, identified in this first year through an analysis of the context in which SUSA operates and described in the following paragraph.

To provide a complete, clear and comparable reporting of the information, this document has been prepared according to the **GRI Standards 2021**: “with reference” option, defined by the Global Reporting Initiative (GRI) and identified as an internationally recognized framework.

The reporting perimeter of economic, environmental and social data and information refers to SUSA S.p.A. Any specifics and exceptions to the perimeter are indicated in the relevant sections.

Detailed information regarding the indicators reported is given in the table in the paragraph “GRI Content Index”. In order to enable the data to be compared correctly, the quantitative data for the previous year (1 January 2021 to 31 December 2021) were entered. In the case of use of estimates, these are expressly indicated in the document.

This document is available at the public address: www.susa.it.

Any questions concerning the Sustainability Brochure 2022 can be communicated by writing to the address: f.francomano@susa.it.

1.1 The relevant areas for SUSA

For this Sustainability Report, SUSA has identified **the relevant ESG areas** that include the significant economic, environmental and social impacts for the Company and that can influence the assessments and decisions of the Company and its stakeholders.

The process of identifying ESG areas involved an analysis of the context, an examination of national and international sector trends and megatrends, and a *benchmark analysis*.

The relevant ESG areas identified are as follows:

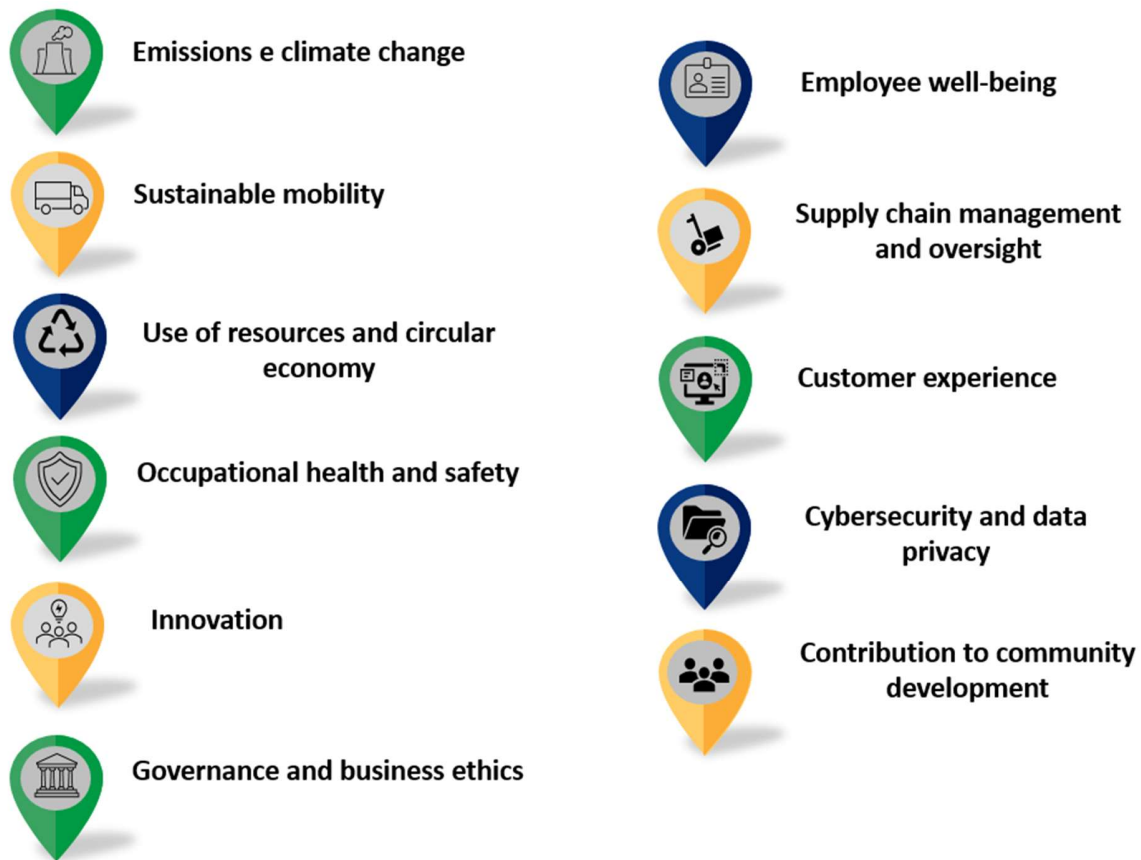


Figure 1 - The relevant areas

2. SUSA transport and shipping

2.1 About us

The history of SUSA has always embodied a **set of values** that are now considered the foundation of **Sustainability**. Consideration for people and their work, equal opportunity management at all levels, resistance to discriminatory phenomena, and attention to a proper relationship with clients, suppliers and institutions have always been part of **the company's DNA**.

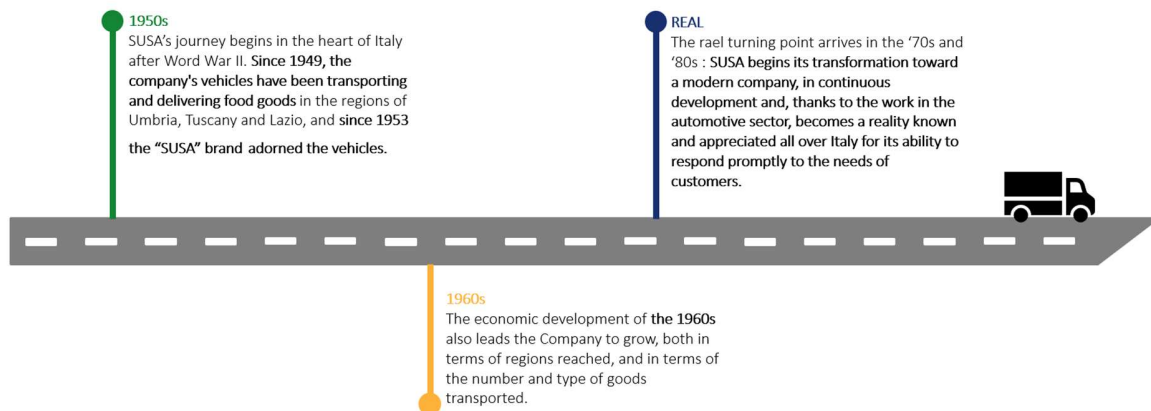


Figure 2 - Our story

The activities carried out daily by SUSA concern **shipments, logistics and the transport** of goods on behalf of customers throughout **Italy and Europe**. Thanks to the extensive company fleet and the widespread distribution of facilities across the entire national territory, the Company is able to handle medium to large-sized goods. Furthermore, through its logistics centers, SUSA is able to store and organize goods in an optimal way, and to ensure the highest standards of efficiency, as well as maximum speed for its customers.

In view of the activities described above, the Organization relies mainly on suppliers for the handling and distribution of goods, but also on other services, such as stationery, workshop and electricity supply. The entities downstream of the value chain are therefore represented by customers who rely on SUSA to manage their goods according to contractually defined activities, which may include transportation and/or logistics. The market served mainly concerns the automotive, industrial and collective sectors.

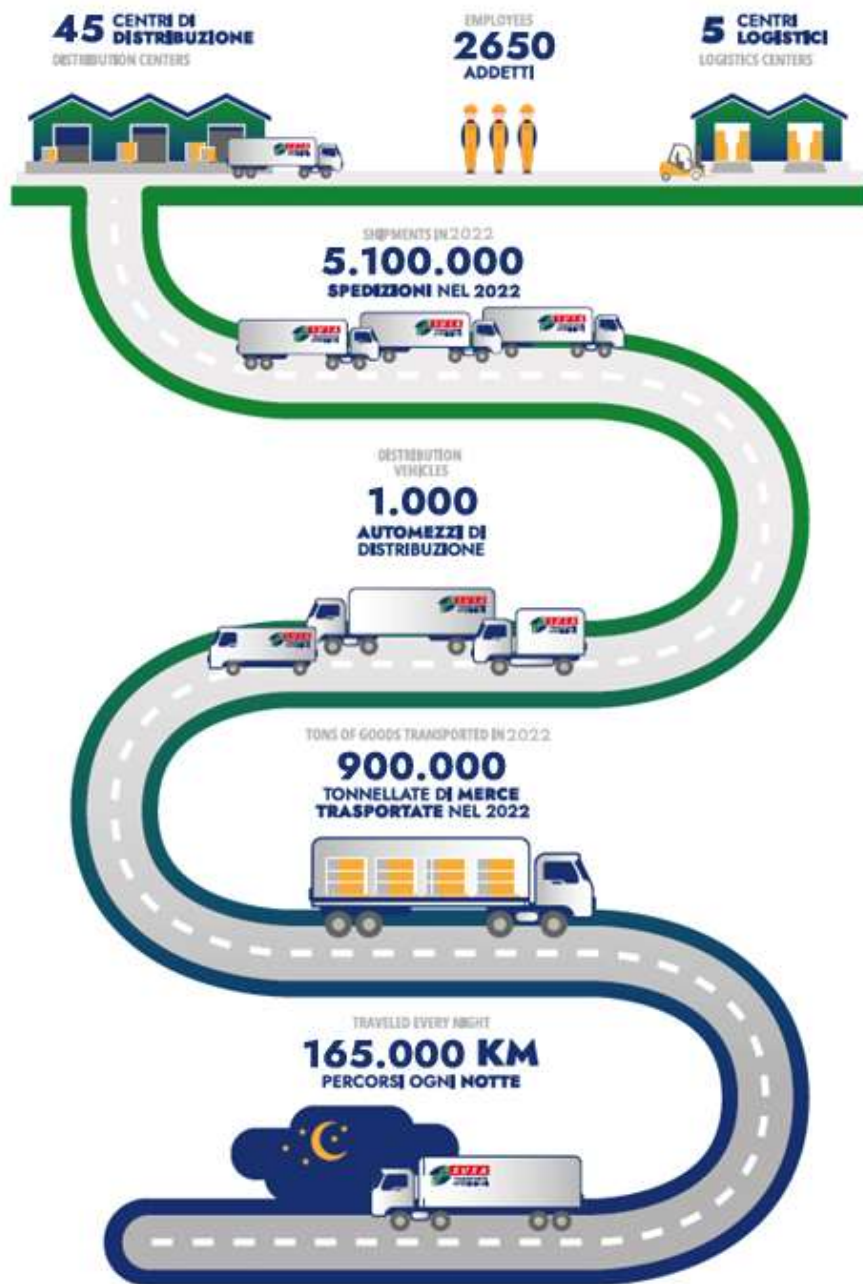


Figure 3 - The numbers of SUSA

The **growth trend** that has always characterized SUSA and the results it has been achieving for years, confirm **the solidity of the company** and serve as the foundation for building new development projects every day. As evidence of this, **the revenue trend** over the years is presented below.



Through its activities, SUSA contributes to **the development of the economic and social fabric of the territory** in which it operates. The ability of the Organization to generate wealth and subsequently share it with its stakeholders can be enhanced through the reporting of **the economic value directly generated and distributed**.

In 2022, SUSA generated an economic value of approximately **210 million euros**, an increase of **13%** compared to the previous year.

Economic value generated and distributed		
	31/12/2022	31/12/2021
Value distributed to suppliers and other operating charges	165.372.369 €	149.617.897 €
Personnel remuneration	23.757.631 €	23.126.557 €
Remuneration of lenders (related companies and banking institutions)	153.374 €	219.343 €
Remuneration of the shareholders	2.160.000 €	1.620.000 €
Remuneration of the Public Administration	5.142.346 €	3.019.824 €
Value distributed	196.585.720 €	177.603.621 €
Value retained	13.282.576 €	8.005.533 €
Economic value generated	209.868.296 €	185.609.154 €

Table 1: economic value directly generated and distributed by the organization (GRI 201-1)

The distributed value represents the organization's ability to **respond**, in terms of available resources, **to the needs of its stakeholders**, specifically to suppliers of goods and services, to its employees, to the community and to Public Administration.

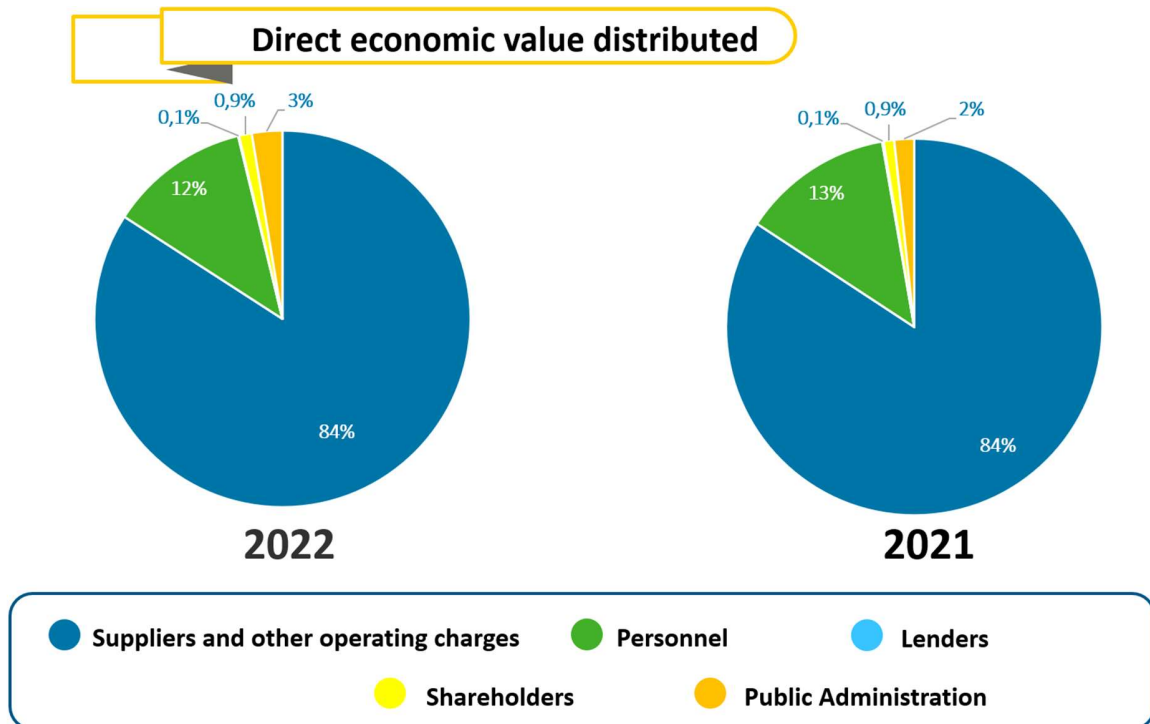


Figure 4 - Direct economic value distributed to stakeholders (GRI 201-1)

As highlighted in the pie charts above, the majority of value distribution in 2022 was allocated to **suppliers** and **personnel** (96%), to the Public Administration for 3%, and the remaining share distributed to **shareholders** (0.9%) and **lenders** (0.1%).

2.2 Our services

SUSA constantly strives to create a range of **quality products** and **services**:

- The **BUSINESS** service, which organizes deliveries from and to **production companies**, **large retailers** and **supermarkets** with delivery times ranging from two to three working days, depending on the needs and areas to be reached;
- The **FAST** service, where **delivery** is carried out within **24 hours** for most areas of Italy, except for the most remote areas or for different specificities in which the service is guaranteed within 48 hours;
- The **IN NIGHT** service, particularly requested by customers in the automotive sector, involves deliveries to the consignee's premises but in their absence, usually during the nighttime hours of the day following the takeover of the goods by the carrier. In this type of service, the trust relationship between the sender, carrier, and consignee is extremely important;
- The **Full Truck Load (FTL)**, a new service for **full loads** management, currently available for shipments throughout Italy. This service, in addition to the exclusivity of the vehicle,

guarantees countless advantages, including the efficiency of logistics, cost optimization for large quantities of material to be shipped, the ability to handle non-standard goods and reduced times;

- **Online services:** services reserved to each customer through the access to the “**My SUSA**” portal that allows tracking of shipments and pickups, management of stocks, reservation of pickups, and downloading of invoices in PDF format. Moreover, with prior authorization from the sales management, there is the possibility of using **the remote billing system**, which reduces processing times as well as the customers’ ability to monitor each individual shipment and eliminate any routing errors.

In addition to transport-related services, SUSA also stands out for its **logistics management**, which involves various processing stages: from receiving goods to packaging, issuing transport documents, and, finally, shipment. The wide network of distribution centers (45) and logistics hubs (9, including 4 centers at customer locations), supported by an always up-to-date computer system, allows the provision of **personalized services**, designed in every single detail.

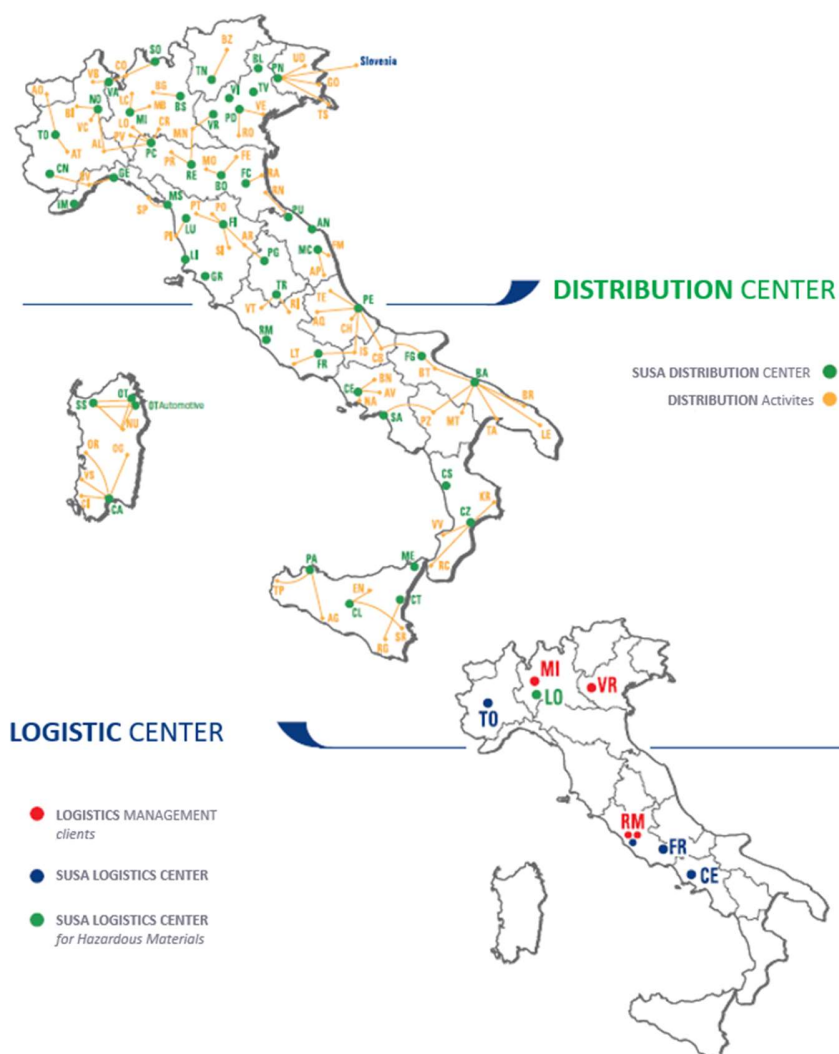


Figure 5 - mapping distribution centers and logistics centers

The services required can include **inbound, outbound and other logistics** activities (accounting and physical management of stocks, personalized customer support service, batch management, deadlines, F.I.F.O./F.E.F.O. and cyclic and physical inventories).



Figure 6 - process of logistics and delivery to the final recipient

2.3 Our stakeholders

In accordance with historical corporate principles, SUSA considers it essential to have a **transparent approach** with its stakeholders, outlining suitable communication tools that foster **constructive dialogue**.

An **factor of considerable importance** for SUSA is **the knowledge** and **involvement** of **key stakeholders**, as proposals, analyses and related controls are directed towards them. In this regard, a **stakeholders mapping** was carried out, identifying the positioning and the degree of impact for each category.

Based on **positioning**, **internal stakeholders** have been identified in those individuals who **interact within the organization**, such as employees, shareholders and collaborators, and **external stakeholders** in all the individuals that **operate outside the company** but have an interest in its activities. This category includes customers, suppliers, partners, government institutions and agencies, associations, unions, competitors and the media. On the other hand, based on **the degree of impact**, **primary** stakeholders were classified, including all entities and groups to which the company is connected for its survival. This includes employees, shareholders, collaborators, suppliers, partners and customers. **Secondary stakeholders** are individuals or groups **that may influence the policies, working processes or products of the company**, including, competitors, media, unions, associations, government institutions and agencies.

The result of this classification process is as follows:

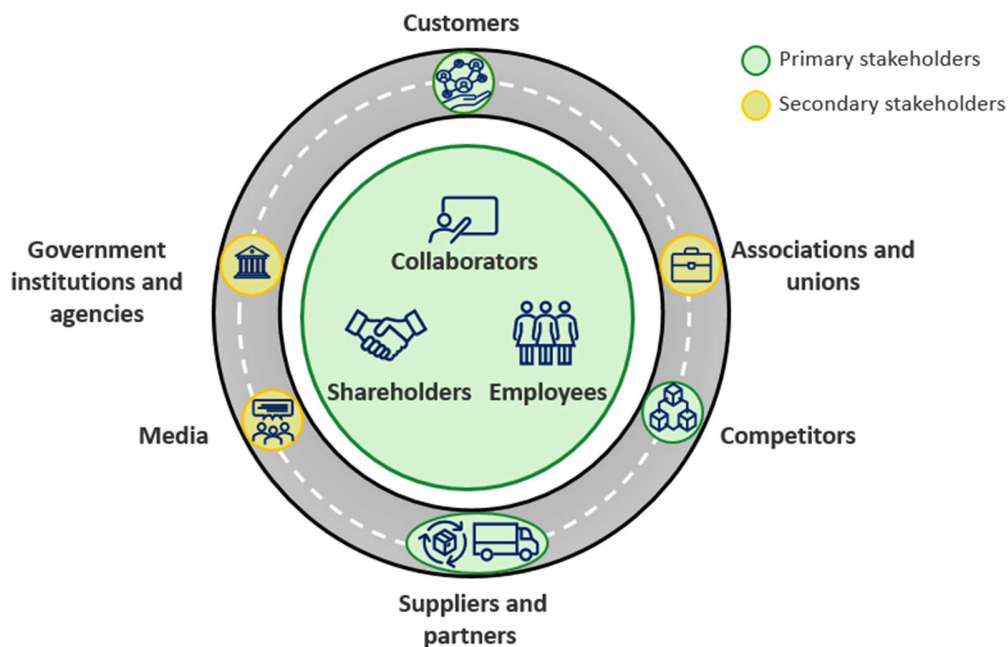


Figure 7 - Mapping stakeholders

3. Our Governance

3.1 The Company structure

SUSA was founded **70 years ago** as a **family-owned** transportation company. To date, the company has **14 shareholders**.

To comply with the requirements of independence, also foreseen by the law in force, SUSA has a system of administration and control that clearly separates the administration and management, which concerns **the Board of Directors (BoD)** and the supervisory activity, led by **the Board of Auditors**.

In 2022, the Board of Directors consisted of **6 members** (2 for each family group that participated in the company's establishment), each serving a term of three years. The Board of Directors is composed of a **President** as well as a legal representative, responsible for convening meetings, presiding over their proceedings, and announcing the results of votes. In addition, with the support of the other BoD members and of the Management Committee, the President decides on strategic guidelines, including those relating to **risk management** and **the manner** in which the **various activities are implemented and monitored**.

To support and implement corporate directives, the above-mentioned **Management Committee** has been established, consisting of **3** members of the Board of Directors: the General Manager, the Operations Manager and the Sales Manager. The 3 BoD members have broader delegated power compared to the remaining members and have decision-making authority regarding **the supervision and management of the organization's impacts on the economy, environment, and people**.

The Management Committee operates in the definition of:

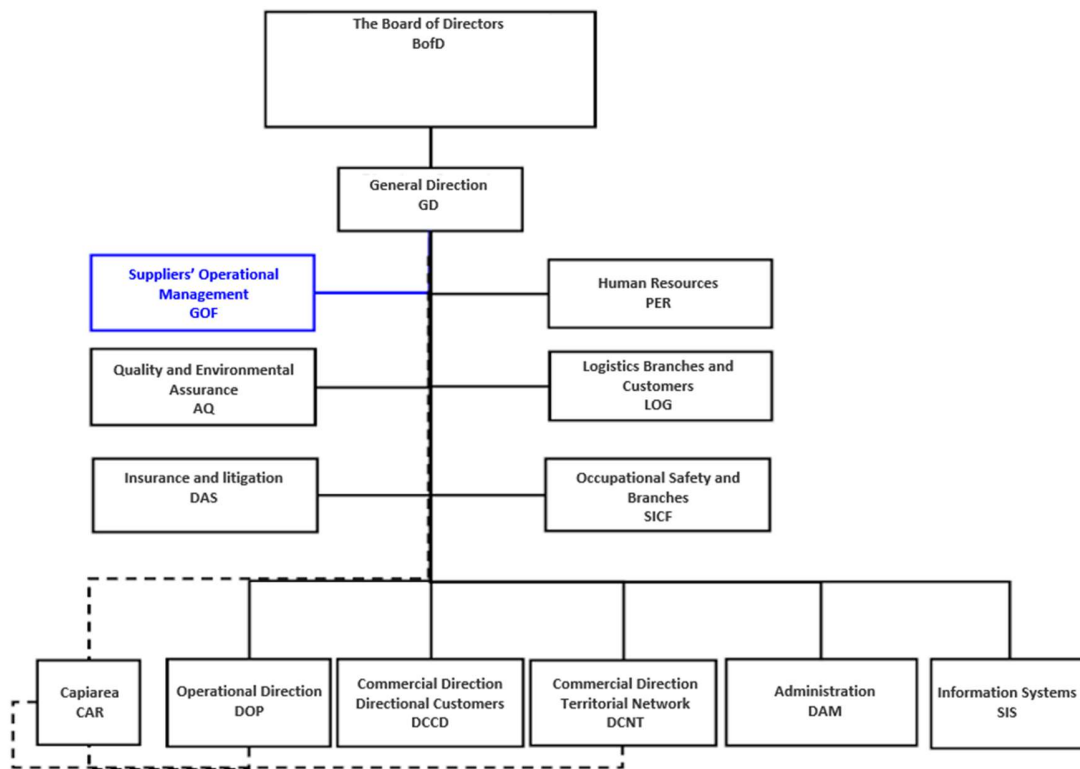
- strategic guidelines;
- guidelines related to risk management;
- the respective methods of implementation;
- the respective methods of control.

In addition, the Company is in the process of implementing **a management system in compliance with Model 231/2001**, whose purpose is to prevent the commission of crimes in the interest of the Company and its Directors. This involves establishing a Surveillance Body (OdV) to oversee the overall system, ensuring its adequacy and effectiveness, updating it, and supporting staff training. To date, oversight activities regarding reckless actions or potential conflicts of interest that could compromise the corporate assets are the responsibility of the Board of Statutory Auditors, which participates in shareholders' meetings and Board of Directors meetings.

From an operational perspective, the structure is organized through a **main office** and a series of **secondary offices** dedicated to the management and processing of goods, which can be categorized as follows:

- **Transit Point (TP) or branches:** where the goods to be transported stay only for the necessary time for the effective execution of transportation.;
- **Logistics centers (CL):** where the goods are stored for long periods of time and are managed according to customers' instructions.

The secondary offices fully align with the central office, namely the Perugia office, following the overall organizational model, described in the underlying organizational charts.



The dotted line highlights a “matrix and priority” linkage

Figure 8 - business organization chart

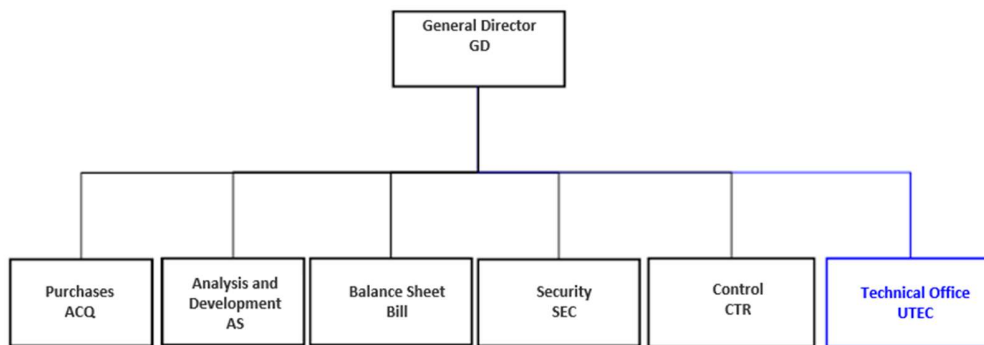


Figure 9 - Corporate management structure

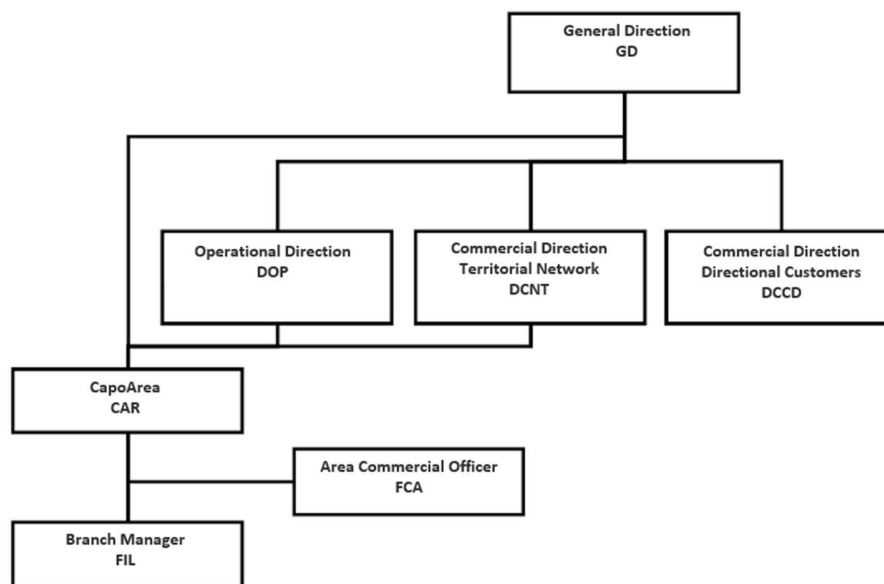


Figure 10 - the relationship structure of the secondary sites

The CapoArea play a role of supervision and control of the various clusters of secondary offices. Their connection with the structure is “*matrix and priority*”. Specifically, they report to the DOP (Operational Direction) for all operational issues, to the DCNT (Territorial Network Commercial Direction) for commercial problems:

- Directions from the General Management take precedence and prevail over those provided by DOP and DCNT;
- In case of conflicting instructions between DOP and DCNT, the CapoArea (CAR) must prioritize the General Management's directives;
- The CARs serve as a feedback mechanism from the territory, evaluating all facts and providing guidance to the General Management.

The CAR is responsible for the area from the perspective of the overall income statement; therefore, they are responsible both operationally (costs) and from a commercial point of view (revenues). In addition, the CAR is responsible **for the implementation and control of the entire ESG management system**¹ in accordance with the mandates outlined in the relevant company rules and procedures. This allows for the connection of the headquarters with CARs for the management of branch offices, as the FIL (Branch Manager) is similarly responsible for these activities in relation to their respective location.

The inclusion of the Area Commercial Officer (FCA), reporting directly to the CAR, has the explicit goal of enabling the entire company to achieve its set commercial objectives.

This position provides commercial support to the CAR, reporting hierarchically to them, as it focuses solely on a specific aspect of the business. This role is crucial as it is responsible for guiding the staff that interacts with customers initially. The CAR and FCA receive general guidelines for the commercial aspect from the DCNT, share them, and define subsequent actions.

The role of the CAR and FCA also includes "harmonizing the guidelines" and implementing them in the field, taking into account specific characteristics of branches and the territory.

3.2 The control system

SUSA uses different types of organizational controls to verify the compliance of its management systems and the consistency of **the ESG management system** with the goals set at the management level. The controls are based on:

1

First-level controls including the Annual Management Review and the Annual Audit of the Board of Auditors;

2

Second-level controls, including internal audits and regular audits by the Management Committee.

The Annual Management Review is carried out annually by the Board of Directors on the basis of the report of the General Direction to re-evaluate **the ESG management system** and ensure its continued suitability, adequacy and effectiveness, as well as alignment with the strategic guidelines of the Organization and any change requirements.

¹ The ESG Management System is the set of figures, tools, actions and controls implemented by the Organization to manage its impacts on the economy, the environment and people, in order to achieve the objectives set in the ESG framework.

The result of the Review is summarized in the Review Report which summarizes the analyses, decisions and actions to be taken on:

- maintenance and improvement of the suitability, adequacy and effectiveness of the ESG management system;
- improvement of services in relation to customer requirements;
- changes necessary to meet new or modified applicable requirements;
- resource requirements.

The Review may lead to the issue of requests for corrective, preventive and/or system changes and, where appropriate, policy documents and objectives and targets. In defining the actions to be taken, the opinions of the functions involved and concerned are considered before each activity is formally approved.

The Annual Audit of the Board of Statutory Auditors is conducted at the time of the preparation of the Annual Financial Statements and consists of both the Administrative-Financial Report to the Financial Statements and the ESG Management System Report, which examines organizational aspects by tying together controls on all three ESG aspects.

The Annual Management Review is one of the input documents for the Board of Statutory Auditors, which, based on the audits carried out during the fiscal year, may request further investigation into certain aspects to gain a more comprehensive understanding of the effectiveness of the system, particularly in the evaluation of Corporate Compliance and Risk Assessment.

Internal audits may cover all elements of the ESG management system and are planned on the basis of a BoD proposal. They may be carried out with or without prior communication to the entities subject to verification and shall comprise the following steps:

- 1** **planning**, identifying the areas to be checked, objectives, responsible persons, components of the audit team and timeline;
- 2** **preparation**, in which the procedures to be tested are studied, possible support tools are provided and the division of the tasks among the components of the group is defined;
- 3** **execution**: an initial meeting is held to inform the body/function being audited and, after execution, a final meeting is held to inform the main points of feedback;
- 4** **documentation of the results**: an Audit report is drawn up with the points of intervention, the body responsible for coordinating the relevant corrective actions with the relevant deadlines and the responsibility for verifying the correct and effective resolution.

Internal audits are designed to **verify the adequacy of the ESG management system** and its control system, in particular that:

- the organization ensures the correct achievement of the objectives;
- the information system is safe and functional;
- business activities comply with compliance principles;
- risk assessment is constant and reliable;
- non-conformities are readily detected;
- the necessary corrective actions are developed in a timely manner.

The findings arising during audits may be classified as conforming, non-conforming or significant, in which case a corrective or observation action management procedure should be initiated, indicating the identified aspect which could be improved.

Finally, the regular audits of the Management Committee are carried out on average every two months to ascertain the state of implementation of the strategic business plans and, therefore, of the ESG management system. Unlike the Audit System, which is essentially performed “in the field”, these are developed through an examination of the KPIs, the progress of improvement projects and the results of the audits themselves. Particular attention is devoted to **risk management**, a topic on which the Company is focusing in relation to the project of development of an organizational model consistent with Legislative Decree 231/2001.

A key part of risk reduction is complete business compliance. This is not just about compliance with laws, but also about compliance with the relevant regulations, standards or best practices. Instead, proper management of the Company cannot ignore the correct, balanced and transparent behavior of the staff employed. In the same way, correct behaviors must be conveyed as well as promoted, to create a more cohesive and transparent atmosphere of business trust. Thanks to the Company's commitment, in the two-year period 2021-2022, SUSA recorded no corruption or non-compliance with laws and regulations², nor cases of unfair competition, anti-trusts and monopoly practices.

² It is specified that for reporting cases of non-compliance with laws and/or regulations, a threshold of significance for monetary sanctions of EUR 10 thousand has been defined.

4. Commitment to people

4.1 Our people

As expressly stated in the Company's Ethics Code, **SUSA recognizes the centrality of human resources**: each employee, through his own individual contribution, contributes to the development and success of the Company.

In 2022, SUSA has **475 employees**, of which just over 92% have permanent contracts, while the remaining percentage consists of employees with fixed-term contracts or apprenticeships. Most of the staff (437 employees) are full-time, compared to 38 employees with part-time contracts. In addition, all SUSA employees are covered by collective bargaining agreements.

Total number of employees by contract type, gender and region							
Site	Contract type	2022			2021		
		Men	Women	Total	Men	Women	Total
Northern Italy	Permanet	144	65	209	149	68	217
	Temporary	4	1	5	0	0	0
	Apprenticeship	20	4	24	12	3	15
Total Northern Italy		168	70	238	161	71	232
Central, Southern Italy and Italian islands	Permanet	163	67	230	162	73	235
	Temporary	1	0	1	0	1	1
	Apprenticeship	1	5	6	0	1	1
Total Central, Southern Italy and Italian islands		165	72	237	162	75	237
Total		333	142	475	323	146	469

Table 2: Total number of employees by contract type, gender and region (GRI 2-7)

Total number of employees per full-time/part-time contract, gender and region							
Site	Full time / part time	2022			2021		
		Men	Women	Total	Men	Women	Total
Northern Italy	Full-time	165	55	220	158	53	211
	Part-time	3	15	18	3	18	21
Total Northern Italy		168	70	238	161	71	232
Central Italy, Southern Italy and Italian islands	Full-time	162	55	217	159	58	217
	Part-time	3	17	20	3	17	20
Total Central, Southern Italy and Italian islands		165	72	237	162	75	237
Total		333	142	475	323	146	469

Table 3: Number of employees per full-time/part-time contract, gender and region (GRI 2-7)

Given the geographical distribution of the Company's services, about 50% of SUSA's staff are located in northern Italy, while the remaining share is distributed in the south-center and islands of the national territory.

Total number of employees by gender and region						
Site	2022			2021		
	Men	Women	Total	Men	Women	Total
Northern Italy	168	70	238	161	71	232
Central Italy, Southern Italy and Italian islands	165	72	237	162	75	237
Total	333	142	475	323	146	469

Table 4: Total number of employees by gender and region (GRI 2-7)

Overall, the company's staff in 2022 consisted of 1% of executives, 3% of managers, 94% of employees and 2% of workers. The tables below show the details of the employee percentages by professional category, gender and age group respectively.

Number of employees by gender and age group								
Number of employees	2022				2021			
	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Men	51	153	129	333	40	171	112	323
Of which executives	-	-	3	3	-	-	4	4
Of which managers	-	2	10	12	-	-	9	9
Of which employees	48	146	113	307	37	167	96	300
Of which workers	3	5	3	11	3	4	3	10
Women	11	91	40	142	9	95	42	146
Of which executives	-	1	-	1	-	1	-	1
Of which managers	-	-	2	2	-	-	2	2
Of which employees	11	90	38	139	9	94	40	143
Of which workers	-	-	-	-	-	-	-	-
Total	62	244	169	475	49	266	154	469

Table 5: Number of employees by gender and age group (GRI 405-1)

Regarding the composition of the Board of Directors, 80% of leadership roles are held by men over the age of 50, while 20% are held by woman in the 30-50 age group.

Diversity within governance bodies by gender and age group								
Number of employees	2022				2021			
	Men	Women	Total		Men	Women	Total	
	Number	Number	Number	Percentage	Number	Number	Number	Percentage
< 30 years	0	0	0	0%	0	0	0	0%
30-50 years	0	1	1	20%	0	1	1	17%
> 50 years	4	0	4	80%	5	0	5	83%
Total	4	1	5	100%	5	1	6	100%

Table 6: Diversity within the Board of Directors by gender and age group (GRI 405-1)

In 2022, employees belonging to protected categories amount to 6, all in the role of clerks, comprising 5 men and 1 woman. This is consistent with 2021, where they were 7 (5 men and 2 women). Additionally, in 2022, there are 6 external workers categorized as detailed in the following table.

Number of workers who are not employees by professional category and gender (headcount)							
Professional category	2022			2021			
	Men	Women	Total	Men	Women	Total	
Trainees	0	1	1	2	3	5	
Administered staff	0	0	0	0	0	0	
Other collaborators (Co.Co.Co, VAT, etc, ...)	4	1	5	3	0	3	
Total	4	2	6	5	3	8	

Table 7: Workers who are not employees by profession and gender (GRI 2-8)

In 2022, the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees is 6.4 almost similar to the previous year, while in terms of annual percentage change of compensations, the ratio is 1.4³.

Annual total compensation ratio		
	2022	2021
Total annual compensation ratio	6,40	6,39
Change in the annual total compensation ratio	1,14	-

Table 8: Annual total compensation ratio (GRI 2-21)

³ The change in the annual total compensation ratio compared to the previous year of 2021 is not available.

The recruitment rate for the year 2022 was 13%; SUSA hired a total of 60 people, 68% of which were men, compared to 54 discharges, about 75% of which were justified by voluntary resignation. The details of new hires and employee turnover, divided by gender and age groups, and the rates of recruitment and turnover, are further elaborated in the tables below.

Number of employees	New hires									
	2022					2021				
	<30 years	30-50 years	>50 years	Total	Recruitment rate %	<30 years	30-50 years	>50 years	Total	Recruitment rate %
Northern Italy	20	19	4	43	18%	0	16	20	36	16%
Men	16	11	4	31	18%	0	13	15	28	17%
Women	4	8	0	12	17%	0	3	5	8	11%
Center, Southern Italy and Italian islands	9	7	1	17	7%	3	7	1	11	5%
Men	6	3	0	9	5%	2	4	1	7	4%
Women	3	4	1	8	11%	1	3	0	4	5%
Total	29	26	5	60	13%	3	23	21	47	10%

Table 9: Total new hires (GRI 401-1)

Number of employees	Turnover									
	2022					2021				
	<30 years	30-50 years	>50 years	Total	Turnover %	<30 years	30-50 years	>50 years	Total	Turnover %
North Italy	10	18	10	38	16%	14	12	3	29	13%
Men	6	14	7	27	16%	9	12	3	24	15%
Women	4	4	3	11	16%	5	0	0	5	7%
Center, Southern Italy and Italian islands	2	7	7	16	7%	2	4	4	10	4%
Men	2	3	4	9	5%	0	3	4	7	4%
Women	0	4	3	7	10%	2	1	0	3	4%
Total	12	25	17	54	11%	16	16	7	39	8%

Table 10: Total number of employees discontinued (GRI 401-1)

4.2 Employee well-being

SUSA's commitment is focused on **the well-being of employees**, with the aim of establishing an optimal relationship with the workers and present itself as a highly attractive reality for potential new resources.

The company has always placed professionalism and the individual contribution of people at the core of its operations, maintaining a relationship style that aims to recognize each person's work as a fundamental element of both corporate and personal development. In this regard, the following are the new guidelines based on the planning of training programs, the structuring of a personnel evaluation system, and the definition of Professional Growth Plans.

Specifically, the structuring of an objective and recognized professional evaluation system, combined with well-defined training programs, allows employees to be aware of the possibility

of accessing higher levels for tasks, roles, and organizational positions through a correct and predetermined system. Additionally, the definition of Professional Growth Plans is a fundamental element to ensure that employees are motivated through achievable and correct objectives.

Moreover, a targeted analysis has been conducted to **understand the needs and requirements of the personnel** in order to outline new corporate welfare initiatives, which will be defined by an internal regulation. These projects will integrate with those already in place, in particular, it should be noted that in 2022 about 500 thousand euros were distributed to employees in the form of corporate bonuses.

As stated in the Code of Ethics, SUSA prohibits all forms of discrimination based on gender, sexual orientation, health status, ethnicity, nationality, political opinions and religious beliefs of its interlocutors, as well as all kinds of forced or child labor, promoting respect for equality among its employees. In this regard, the Company operates within the framework of the Universal Declaration of Human Rights, the ILO (International Labor Organization) Fundamental Conventions and the OECD Guidelines. For the sake of transparency, the ratios between the salary and pay of women and men for each category of employees are shown in the tables below.

Ratio of the salary of women to men for each employee category		
Average basic salary per capita	2022	2021
	Women/Men ratio [%]	Women/Men ratio [%]
Executives	82%	81%
Managers	89%	88%
Employees	85%	85%
Workers	0%	0%

Table 11: Relationship between the basic salary of women and men for each employee category (GRI 405-2)

Ratio of the remuneration of women to men for each employee category		
Total compensation	2022	2021
	Women/Men ratio [%]	Women/Men ratio [%]
Executives	81%	81%
Managers	84%	79%
Employees	76%	76, %
Workers	0%	0%

Table 12: Relationship between the remuneration of women and men for each employee category (GRI 405-2)

4.3 Occupational Health and Safety

SUSA believes that the attention to **health and safety** requirements in its activities, together with ethical and social commitment achieved through constant dedication in every phase of the business process, is the key to adequately meet the needs of customers and the community with which it interacts daily. This includes both the community hosting its offices and welcoming employees, as well as the community encountered daily during its operations. In 2022, **the Health and Safety Policy** was updated and published, declaring the organization's commitment to risk reduction and continuous improvement of safety standards, with following objectives:

- consistent compliance with laws and regulations in force concerning health and safety in the workplace;
- operational efficiency of processes with a preventive approach;
- continuous improvement and accident prevention.

As evidence of this commitment, the Company, in addition to complying with the UNI INAIL 2001 guidelines, is undertaking **a path aimed at obtaining the ISO 45001 certification**. The Organization, therefore, has already structured a Health and Safety Management System, which covers all internal and external workers and outlines a specific structure for each branch, appointing the occupational health and safety manager and related emergency teams.

The Company also carries out a periodic punctual assessment of Health and Safety risks appropriately illustrated in the Risk Assessment Document (DVR). Great importance is assigned to the management of interference risks, related to the different types of activities commissioned at the various operating sites. In this regard, the Unified Document for the Evaluation of Interference Risks (DUVRI) is kept active and updated, along with the related Road Plan specifically designed to prevent the risk of investments.

The most impactful risks, concerning the protection of worker health across the entire processes, are mainly identified in ergonomic risks, manual handling of loads, handling of chemicals, collision/crushing, road accidents, and fire.

SUSA promotes and implements training programs for employees at all levels of the company and for all persons working on behalf of SUSA to disseminate the Security Policy and provide the skills necessary to avoid accidents. This ensures that the company's staff are aware of their responsibility and the need to operate in compliance with current legislation and internal operating standards. The responsibility for managing Health and Safety is entrusted to all employees based on their roles, functions and tasks.

Each year, a safety training plan is developed to address all company needs, including supervisors, Health and Safety Representatives (RLS), emergency teams, etc. Direct training is not provided for non-employee workers, but evidence of training is required during the annual technical-professional suitability assessment carried out on goods handling companies.

The company's goal is to have "zero injuries" and "zero casualties" with a absenteeism rate for illness at the lower limit in a comparative benchmark among companies in the same sector. For this reason, one of the most significant indicators in the field of occupational health and safety is monitoring the progress of the accident performance linked to its workers.

In 2022, a total of 27 accidents were recorded, all involving non-employee workers, with 26 accidents without serious consequences and 1 resulting in a fatality.

Work-related injuries	2022	2021
Number of recordable work-related injuries for employees	0	2
of which high- consequence	0	0
of which fatalities	0	0
Number of recordable work-related injuries for non-employee workers	27	25
of which high- consequence	0	0
of which fatalities	1	0
Rate of recordable work-related injuries*	0	2,6
Rate of high-consequence work-related injuries	0	0
Rate of fatalities as a result of work-related injuries	0	0

*The rate of recordable work-related injuries was calculated as the ratio between the total number of an injuries (6) and the total hours worked of employees (750336,38 hours in 2022 and 755676,23 hours in 2021 respectively), using a multiplication factor of 1.000.000. The rate of recordable injures could not be calculated for workers who are not employees because SUSA did not implement a monitoring of hours worked.

Table 13: Injuries at work (GRI 403-9)

In 2022, only one case of occupational illness was recorded, caused by biomechanical overload of the upper limbs, compared to 2021 when no cases occurred.

Finally, SUSA has signed an agreement with UNISALUTE to promote the well-being and health of workers. This agreement includes check-up programs that can be attended by each worker.

4.4 Connection with the territory

SUSA is strongly linked to the territories in which it operates and is aware of the impacts it can have on them, also in terms of economic and social development. The Society operates with full respect for local communities and supports numerous initiatives of cultural and social value. Moreover, participation in associations is the most suitable and effective instrument for the representation of legitimate business interests. For this reason, SUSA is a member of the Perugia Industrial Association.

SUSA and sport

SUSA believes in the enhancement of sport on the territory. During 2022 it sponsored several sporting organizations:

- **Testi Cicli:** Sports Association Dilettantist that manages cyclists athletes offering the possibility to carry out both activities on the road and Mountain Bike;
- **BellSpeed:** a company that deals with supplied racing cars for the various Italian and international championships;
- **SIR Safety Volleyball Perugia:** Men's volleyball team from Superleague;
- **Team Trasimeno:** historical reality of Italian motorcycling.



Cultural and social partnership

During 2022, SUSA also contributed to several cultural and social initiatives.

Due Mondi Festival

SUSA has supported the “Festival dei due Mondi”, one of the main European events of live shows that is held annually in the city of Spoleto since 1958.



ALBA Onlus

SUSA supported ALBA Onlus, an association established in 1992 active in the Katanga region to ensure children the opportunity to study and have a better future.

AVIS - Association of Italian Blood Volunteers

SUSA participated actively in the 14th edition of the “Festa del Donatore” organized by AVIS in Corciano.



Croce Rossa Italiana

Comitato di Corciano



Italian Red Cross of the Committee of Corciano

Given the constant commitment in the health field demonstrated over the years by the volunteers of the C.R.I. committee, SUSA decided to contribute to the purchase of an ambulance.

Association of Saint Lucia

SUSA participated in the 20th edition of the “Cena di Santa Lucia”, an event organized by the Santa Lucia Association with the aim of raising funds to support economic initiatives benefiting local communities in Ukraine, Peru, Tunisia, Lebanon, Burundi, Uganda and Italy.



5. Commitment to the environment

As stated in **the Company's Environment Policy**, SUSA believes that the protection and improvement of the environment are both components of the future and competitiveness of its services.

In order to minimize the impacts of the Organization on the surrounding environment, the following **strategic targets** have been outlined:



Figure 11 - environmental targets

A first step toward achieving these objectives is the maintenance of **the ISO 14001 certified Environmental Management System**. Such a system assumes a central role, being not only a management tool of environmental complexity and of internal and external security to the activities of the company, but also a means to transform environmental constraints into business opportunities, to reduce costs and to save resources.

5.1 The sustainable use of resources

SUSA assigns a central role to the circular economy. In fact, among the planned commitments are the reduction of waste production, an increase in the quantities of waste sent for recycling, and the increasingly widespread use of recyclable materials and low environmental impact equipment.

About **80%** of the materials used by the Company to carry out its activities **are renewable**, specifically paper and labels (21%). The remaining portion includes non-renewable materials, mainly heat-shrinkable for packaging.

Raw materials used				
Renewable Raw materials				
Type of material	Unit	2022	2021	
Printing paper	Kg	71.568	73.754	
Toilet paper	Kg	4.876	4.417	
Packaging carton	Kg	2.741	3.096	
Labels	Kg	20.660	21.723	
Non-renewable Raw materials				
Shrink-wrapped for packaging	Kg	15.461	12.535	
DDT adesive	Kg	5.900	5.784	
Scotch	Kg	1.349	1.623	
Total Raw materials used	Kg	122.554	122.932	

Table 14: Renewable and non-renewable Raw materials used (GRI 301-1)

As can be seen from the table, in 2022 there was a **reduction** of about **11%** in the use of packaging cartons and about 3% in printing paper compared to the previous year. The latter result was achieved through the acquisition of the Arxivar document management program, which has allowed **the dematerialization** of both paper documentation and related company management procedures. In addition, the paper used for printing and packaging cartons are **100% recycled materials**⁴, while the toilet paper is made up of only **30% virgin raw material**.

Regarding waste, it is managed based on the procedures outlined by **the Environmental Management System**, certified **ISO 14001** and is divided into:

- **solid urban waste (RSU) and similar waste**, produced in warehouses located throughout Italy. Managed by the relevant municipal authority or the interport, for which the quantities produced are not known;
- **special waste from logistic activities**, a portion of the waste produced, related to paper, plastic, wood and mixed materials.

⁴ Paper with FSC (Forest Stewardship Council) and PEFC (Program for the endorsement of Forest Certification) certifications.

In 2022 SUSA generated approximately **1.976** tons of **waste**⁵, of which only **1%** is **hazardous** waste. The latter is produced only in case of accidental events such as oil spills, paints, liquids in general and solids.

Compared to the previous year, there was a **3% reduction** in the total amount of **waste generated**. In detail, waste production in 2022 mainly involved wood (53%), mixed materials (27%) and paper and cardboard (13%).

Waste management and monitoring **vary depending on the branch**. Waste is separated within the facilities using specific containers and later sent to storage in containers, in order to proceed with removal through a qualified and authorized entity. In 2022, **99,7%** of the waste produced was **recycled**, of which 1.955 tons of non-hazardous waste and 15 tons of hazardous waste, while the remaining **0,3%**, consisting of **hazardous waste**, was destined for disposal⁶. The increase in the quantity of hazardous waste recorded in 2022 was due to the disposal of goods that were destroyed by a fire of a vehicle.

Waste composition	Unit	Total weight of waste generated					
		2022			2021		
		Products	Recycled	Landfill	Products	Recycled	Landfill
Total non-hazardous	ton	1.955	1.955	-	2.031	2.031	-
Paper, cardboard	ton	256	256	-	256	256	-
Plastic	ton	27	27	-	31	31	-
Wood	ton	1.048	1.048	-	1.202	1.202	-
Mixed	ton	537	537	-	474	474	-
Other types of non-hazardous waste	ton	87	87	-	68	68	-
Hazardous	ton	21	15	6	15	12	3
Total	ton	1.976	1.970	6	2.046	2.043	3

Table 15: Total waste generated (GRI 306-3, 306-4 and 306-5)

⁵ This total quantity does not take into account the waste generated by the logistic activities of the branches of Ancona, Padova and Rome, as the removal is entrusted directly to a company entrusted by the local municipal authority.

⁶ As regards the disposal of non-hazardous waste, the Company does not have the details of the method of disposal.

Moreover, SUSA is committed to monitoring its **water withdrawals**, with the aim of **optimizing the use of water resources** at its branches and promptly responding, through immediate interventions, in case of anomalies. In particular, monitoring is carried out on a monthly basis by reading the meters installed in each operating branch. Once the data is collected, it is analyzed and compared with the water withdrawals from previous months, in order to trace the presence of leaks.

In general, regarding SUSA's activities, almost all water withdrawn (about 98% in 2022) is used for civilian use, while the remaining portion (2%) pertains the water used for fire prevention. Examining the table below, it is evident that water withdrawals in 2022 **reduced by 18%** compared to the previous year, reaching approximately **18 Megaliters⁷**, of which only **14%** came from **areas with water stress**.

Sources	Unit	Water withdrawal			
		2022		2021	
		Total areas	Areas with water stress	Total areas	Areas with water stress
Groundwater (total)*	ML	0,1	0	0,1	0
Freshwater (≤ 1000 mg/L total dissolved solids)	ML	0,1	0	0,1	0
Other water (> 1000 mg/L total dissolved solids)	ML	0	0	0	0
Third-party water (total)	ML	18,1	2,5	22,1	3,0
Freshwater (≤ 1000 mg/L total dissolved solids)	ML	18,1	2,5	22,1	3,0
Other water (> 1000 mg/L total dissolved solids)	ML	0	0	0	0
Total water withdrawal	ML	18,1	2,5	22,2	3,0

*Water from the Ellera (PG) branch

Table 16: total of water withdrawals and areas with water stress (GRI 303-3)

5.2 Energy consumption and emissions

In line with the abovementioned commitments, starting this year, SUSA has decided to undertake a monitoring and reporting process of emissions related to its consumption.

The main energy consumption attributable to the Company concerns the purchase from the grid, self-production of electricity and the fuel consumption for company vehicles.

In 2022, SUSA recorded a **decrease of 13% in total consumption** compared to the previous year, following investments in energy saving and **efficiency** projects such as the relamping of some corporate locations with LED lights, the replacement of air conditioning and heating systems and the reduction of diesel consumption for automotive use.

⁷ The total quantity shall take into account the water withdrawals of all branches under the control of SUSA, with the exception of that of Novara for which the data cannot be monitored.

Raw materials used				
Renewable raw materials				
Type of material	Unit	2022	2021	
Printing paper	Kg	71.568	73.754	
Toilet paper	Kg	4.876	4.417	
Packaging carton	Kg	2.741	3.096	
Labels	Kg	20.660	21.723	
Non-renewable raw materials				
Shrink-wrapped for packaging	Kg	15.461	12.535	
DDT adesive	Kg	5.900	5.784	
Scotch	Kg	1.349	1.623	
Total raw materials used	Kg	122.554	122.932	

Table 17: Energy consumption within the organization (GRI 302-1)

The share of self-consumption of electricity, amounting to approximately **1.140 GJ** in 2022, is guaranteed by the production of **photovoltaic plants owned** by SUSA, installed in 6 operating branches. This contributes to the generation of clean energy and the reduction of greenhouse gas emissions. Moreover, SUSA plans to **maximize** the self-production of electricity from **renewable sources**, by installing additional photovoltaic plants. In cases where this is not possible, the company aims to prioritize the use of energy from external renewable sources.

Based on these consumption patterns, SUSA calculates - using the GHG Protocol guidelines – and reports:

- **“Scope 1” Direct emissions** representing emissions from direct combustion associated with the use of fossil fuels, such as fuels from company cars and fuels used for space heating.
- **“Scope 2” emissions**, i.e. indirect emissions related to the production of the electricity consumed.

With regard to the carbon footprint, in 2022, SUSA recorded a total emission of **654 tons of CO₂eq** from the use of fossil fuels (scope 1), **a decrease of 32%** compared to the previous year, and a total of **1.380 tons of CO₂eq** from **the purchase of electricity** (scope 2), consistent with 2021.

Total energy consumption within the organization			
Energy	Unit	2022	2021
Non-renewable fuel consumed, of which:	GJ	9.446	13.862
Natural gas	GJ	2.593	3.434
LPG	GJ	106	126
Diesel for traction	GJ	6.589	10.221
Automotive gasoline	GJ	158	81
Total electricity consumed, of which:	GJ	20.292	20.236
purchased	GJ	19.008	18.860
self-produced from renewable sources	GJ	1.140	1.204
district heating from renewable sources	GJ	144	172
Electricity generated and sold/returned to the grid produced from renewable sources	GJ	1.810	1.866
Total power consumption	GJ	29.737	34.099

Table 18: Direct and indirect emissions by the organization (GRI 305-1 and 305-2)

Currently, SUSA is working with a third-party company to develop and implement a **method of calculating the CO₂ emissions** generated **by the transport activity** on behalf of customers at the single shipment level. This initiative, in addition to keeping track of possible developments in transport-related emissions, will allow for the calculation of the impact of implemented improvement measures. Starting from 2023, SUSA will be able to report on “**Scope 3**”, which includes indirect emissions from other sources not directly controlled by the organization, but which are the result of the company’s activities.

By monitoring energy consumption and emissions related to SUSA's activities - specifically by comparing the total energy consumed and the carbon footprint with the quantity of goods shipped – it is evident that in 2022 both **energy intensity and emission intensity** (calculated according to the Location based approach) **have decreased**, confirming the effectiveness of initiatives undertaken in terms of managing and optimizing energy consumption⁸.

Energy intensity			
	Unit	2022	2021
Quantity of goods transported	t	914.208	900.040
Total power consumption	GJ	29.737	34.099
Energy intensity (based on quantities transported)	GJ/t	2	3

Table 19: Energy intensity (GRI 302-3)

⁸ A multiplication factor of 1000 was used for the calculation of the energy and emission intensity.

Emission intensity (scope 1 + scope 2 "Location based")

	Unit	2022	2021
Quantity of goods transported	t	914.208	900.040
Emissions (scope 1 + scope 2 LB)	tCO ₂	2.034	2.338
Emission intensity (based on quantities transported)	tCO ₂ /t	32	38

Table 20: Emission intensity (GRI 305-4)

6. Our value chain

6.1 Suppliers

SUSA, in order to ensure and maintain a **high-quality standard for its services** related to shipping, logistics and transport, avails itself of the collaboration with several supplying companies. **Suppliers** can be divided into **three macro-categories** based the services provided:

- **Handling services providers**, responsible for the handling of goods, with whom a contract is signed;
- **transport suppliers**, which operate both primary, long-range and distribution services, where transport is carried out from a single branch to the final recipient. For this type of activity, a transport contract (sub-carriers) is signed;
- **suppliers of other types of Services**, mainly local companies that supply goods and materials necessary for the organization's activities.

In 2022, as in the previous year, SUSA exclusively relied on **local suppliers**⁹, accounting for **100%** of the expenditure. Below is the detail of the percentage of expenditure in relation to the various categories of services and goods purchased.

Proportion of spending on local suppliers		
Category of services and goods	2022	2021
	Italy	Italy
	Percentage	Percentage
Goods distribution and tractions: operating costs for goods distribution and transfer between branches	54%	52%
Major Correspondents: operating costs for distribution of entrusted goods	6%	6%
Logistics and branches: costs related to the handling of goods in warehouses	16%	17%
Real estate purchases and rentals	4%	4%
Routine and extraordinary property maintenance	1%	1%
Staff costs (wages and salaries)	13%	14%
Overhead costs: business costs, hardware & software, bank fees, professional fees, training and development	2%	2%
Utilities (electricity, gas, water and telephone)	1%	1%
Goods and consumables (stationery, soaps, shrink wrap, cartons, tape and labels)	1%	0%
Vehicle management (purchasing, repairs, service and spare parts)	2%	2%
Total	100%	100%

Table 21: percentage of expenditure for local suppliers broken down by the various categories of services and goods (GRI 204-1)

⁹ For local we refer to suppliers based in Italy.

A **selection and evaluation process** is established for each supplier category, requiring an initial accreditation phase. This phase involves a preventive verification of administrative aspects, verifying the possession of necessary authorizations and vehicle registration documents. Evaluations are carried out by means of an appropriate evaluation file, managed by the various functions and stored on the company server, and are carried out in consideration of criteria such as: quality, reliability, price of the asset or service, actual availability, guarantees of assistance and timeliness.

Starting from 2022, **The Environmental Procedure (PRA)** has been implemented, including the relevant “Ecodriving” section, explicitly stating that the vehicles used the suppliers for transportation must comply with European directives and at least with the EC “Euro 4” directive. This PRA is entrusted to transporters during the contractual stipulation and is referenced in the transport DUVRI and published on the dedicated page of the company website. The primary objective is to provide a quality service, limiting the risks related to the work activity and the emissions produced by defining the correct behavior to be followed by the transporter.

In 2022, **100%** of operating suppliers¹⁰ were screened using environmental criteria, marking a one percentage point increase compared to the previous year.

Suppliers screening by environmental criteria

	2022	2021
Total new suppliers	109	149
New suppliers evaluated according to environmental criteria	109	148
Percentage of new suppliers that have been evaluated using environmental criteria	100%	99%

Table 22: number and percentage of new suppliers that were screened using environmental criteria (308-1)

¹⁰ For the calculation of the new suppliers evaluated according to environmental criteria, only the suppliers carrying out operational activities, i.e. suppliers dealing with the transport of goods, the waste disposal and the cleaning of the company premises, have been considered. they have a greater economic and environmental impact. This type of supplier consists of about 32% of the new suppliers in 2022 and 42% of the selected suppliers in 2021.

SUSA has decided to develop the initiatives necessary to promote **corporate social responsibility** through the adoption of the Ethics Code. Each supplier is therefore required to learn and comply with the precepts contained in the said document. Specifically, suppliers are bound to:

- **comply with the laws and regulations** and any codes of self-regulation adopted, with particular reference to environmental and health and safety aspects at work;
- **provide clear, complete, truthful and correct information** in the negotiation and establishment of contractual relations and to refrain from making offers that are inconsistent with its technical, commercial and financial capabilities or inconsistent with normal market conditions;
- **not disclose confidential information** to the company and/or its business partners that they become aware of within the contractual relationship and refrain from any conduct that could cause harm to the dignity and reputation of SUSA or jeopardize its activities;
- **agree**, where required, **to carry out audits**, inspections and site visits at its premises and/or operational units to verify the requirements within the selection and award processes for supplies;
- **refrain from offering, giving, promising, accepting or receiving money or other utilities or benefits** in relationships with SUSA employees in order to gain undue benefit in the allocation of supplies;
- **report to the Company any violation** or suspected violation of this Code, committed by anyone, of whom they become aware.

SUSA is aware that to address the challenges of sustainability and emission reduction in the transport chain, the fleet of carriers **must be renewed**. To date, the Company renews its commitment **by favoring means of transport with increasingly higher "Euro" classes and with zero emissions based on technological developments**. SUSA will act based on the overall indications of governments and institutions, as it is not yet clear the guidelines that are intended to be pursued between pure electrification or mediated by an energy carrier, typically hydrogen.

6.2 Clients

SUSA's main business is the **transport of goods by road on behalf of third parties** at both national and international levels, as well as **the management of logistic platforms**. The overall goal is to achieve and maintain a high level of service, aiming long-term customer relationship, ensuring their satisfaction and establishing a solid corporate foundation. This commitment is also defined within the Quality Policy, the respect of which is attested by the decade-long ISO 9001 certification.

For the type of activities carried out by SUSA, the term "customer" takes on a **dual meaning**: it is not only considered a customer that who entrusts goods, but also any operator who performs activities within the process.

SUSA's task is based on understanding the different needs of its customers in order to build a functional and organized system that can effectively and quickly respond to their requests. This result is achieved through **the wide network of distribution and logistics centers**, supported by an always up-to-date computer system. This enables meeting the demands of many companies belonging to different sectors, such as Industry, Consumer & Retail and Automotive.

Customer satisfaction is not only declined with the offer of diversified services, but also with the possibility of using **a customer care system** able to solve any urgent problems or provide the information requested. The system also allows to actively control and verify the SUSA's operation. Thanks to the Company's careful analysis, during 2021 and 2022, no cases of non-compliance with regulations or self-regulation codes related to the impact on the health and safety of products and services were identified.

SUSA attaches particular importance to the adoption and implementation of **effective security systems to defend corporate information heritage and prevent data breaches**. The Company, therefore, strives to guarantee the confidentiality of data and information; currently, access to management systems is authorized only through the use of a private network and the data is not managed via cloud-based systems. Moreover, in order to increase the security of corporate information systems and prevent potential cyber-attacks, external consulting by an expert was sought for the implementation of a more sophisticated protection system. In the two-year period 2021-2022, there were no substantiated complaints concerning breaches of customer privacy and their loss of data.

6.2.1 Quality of service

As a testament to the continuous desire for growth and improvement, the Company invests time and resources each year to certify the quality of the service offered, manage the fleet effectively and optimize the logistic processes of its centers.



Since **1999** SUSA has been **ISO 9001**certified to attest to its **quality system** and the excellence of internal management processes.

Since **2005** SUSA has also obtained **ISO 14001** certification, demonstrating its commitment to a low-impact **Environmental Management System**.

Speed and reliability are the two principles that guide SUSA's business. In order to ensure that these principles are respected, the Company organizes logistics and plans shipments for every part of Italy and Europe in the shortest possible time. This is possible thanks to **the widespread presence of the distribution centers throughout the national territory** and the ability to keep **the loading and sorting system active 24 hours a day**.

SUSA relies on a fleet of over **900 vehicles**, constantly reviewed and checked for maximum safety. **90%** of vehicles have **tail lifts**, making loading and unloading operations **simpler, safer** and **faster**. Moreover, having vehicles of various dimensions allows adapting to the load and specific characteristics of the delivery location, customizing the service.



Technological evolution is at the core of the Organization's continuous development and a fundamental driver to ensure the reliability and traceability of each service offered. For this reason, SUSA uses **advanced** and always **up-to-date computer systems** that can accurately track every movement of goods and monitor compliance with operating procedures, timings and methods of dispatch, both in storage and logistic management, and during transportation. Each employee is equipped with radio frequency **barcode readers** for warehouse control and handhelds devices for **real-time data transmission**.

7. GRI Content Index

Statement of use	SUSA S.p.A. reported the information mentioned in this index of GRI content for the period 01/01/2022-31/12/2022 with reference to GRI Standards.
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