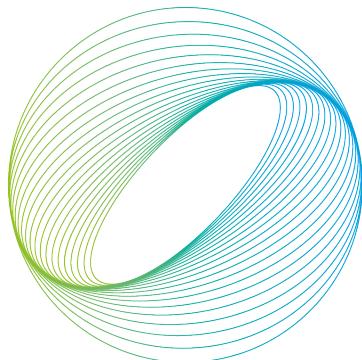


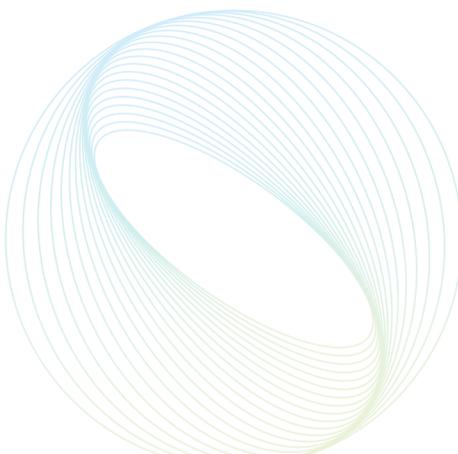


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the European Union.



# SEEDING

Social Economy Enterprises addressing Digitalisation,  
INdustrial relations and the European Pillar of Social Rights



CASE STUDY  
ITALY

## Formula Servizi Società Cooperativa



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SYNDICAT  
EUROPEEN  
TRADE UNION

innova

## Formula Servizi Società Cooperativa



NAME OF THE PRACTICE	DIGITAL MAP – STRADE PER L'INCLUSIONE SOCIALE (ROADS FOR SOCIAL INCLUSION)
<b>Responsible actor</b>	<ul style="list-style-type: none"> <li>management</li> </ul>
<b>Type of practice</b>	<ul style="list-style-type: none"> <li>business plan</li> <li>collective agreement</li> </ul>
<b>Challenges addressed</b>	<ul style="list-style-type: none"> <li>automation of work</li> </ul>
<b>Employment impact</b>	<ul style="list-style-type: none"> <li>job retention</li> <li>skills and training</li> <li>health and safety at work</li> </ul>
<b>Geographical coverage</b>	<ul style="list-style-type: none"> <li>Forlì-Cesena and Rimini territorial areas (Emilia-Romagna, Italy)</li> <li>Ascoli Piceno (Marche, Italy)</li> </ul>
<b>Sectoral coverage</b>	<p>The practice is focused on the service sector which includes cleaning, logistics and facility management.</p> <p>This sector has over 2,500,000 employees in Italy and is characterised by a negative profit and employment trend, partly due to the increasing introduction of digital and automation technologies.</p>

<b>Company coverage</b>	<p>The company has an overall turnover of €56,117,192 generated by the following sectors:</p> <ul style="list-style-type: none"> <li>• cleaning and sanitation</li> <li>• industrial and hospital logistics</li> <li>• facility management</li> <li>• culture and conservative restoration</li> <li>• paper and digital storage</li> <li>• social services</li> </ul> <p>The turnover trend is positive (+6.53%) with the most significant contribution deriving from the cleaning and logistics sectors. The operating profit in 2018 is positive (€567,051), even if the profit trend is negative due to a general decrease of economic margins and profitability in these services.</p>
<b>Occupational coverage</b>	<p>The number of workers is 2,009 (2018) of whom 86% are permanent employees. The employment trend and the turnover ratio are positive.</p> <p>730 employers are shareholders. In the multiservice sector the number of workers is 1,959.</p> <p>Due to the integration of new business areas in the group in recent years, the number of skilled people with a degree in scientific and technical areas has significantly increased. The cooperative has always promoted flexible work policies, mostly in terms of work-life balance.</p>
<b>Workforce addressed</b>	<p>82.19% of the workforce are women, mostly with low-skilled profiles.</p> <p>9.38% of the workforce are foreign workers (from third countries and new EU Member States).</p>
<b>ACTORS INVOLVED IN THE ACTION</b>	
<b>Company management</b>	Yes
<b>Worker members of the cooperative at large</b>	Yes
<b>Works councils</b>	No
<b>Trade unions</b>	Yes (CGIL, CISL, UIL)
<b>Employers' organisations</b>	No
<b>NGO</b>	No
<b>Public authority</b>	No

DESCRIPTION	
<b>Rationale for the adoption of the practice</b>	<p>New technological devices and solutions are more and more applied in the cleaning and logistics sectors in order to provide a better and more efficient service to clients.</p> <p>Moreover, a significant level of automation has also been introduced to simplify and improve working conditions.</p>
<b>Process of the adoption of the practice</b>	<p>Trade unions (CGIL – CISL – UIL): a general information activity has been carried out towards trade union confederations and an agreement on the implementation of a training programme has been signed.</p>
<b>Description of the practice</b>	<p>During recent years Formula Servizi has introduced digitalisation and robotic technologies in hospitals, in particular in the following areas:</p> <ul style="list-style-type: none"> <li>Internal distribution and transport of drugs, meals, linen and waste using AGV (automated guided vehicle) systems in Pierantoni Hospital in Forlì.</li> <li>Cleaning and sanitation services: smart trolleys have been introduced with tablets and bar code/QR code readers which allow service tracking. Workers have direct access to layout plans and product safety data sheets, and are supported in the implementation of each single operation.</li> <li>Pharmaceutical warehousing and distribution: Formula Servizi has been awarded a public contract to manage a centralised automated warehouse in Cesena for pharmaceutical storage and distribution which serves 13 hospitals throughout the Romagna area (5,100 square km).</li> <li>Development of a common digital platform through which pay slips and other documents are made available for workers; use of Whatsapp to facilitate communication with workers.</li> </ul> <p>Following this process, the cooperative has started a massive training programme in order to provide a significant number of workers with basic digital and technical skills.</p> <p>In the last four years around 520 workers have participated in training courses with over 3,000 hours of training carried out. This programme has engaged workers operating in different areas (Forlì-Cesena, Rimini and Ascoli Piceno). This programme has become part of a national agreement signed in 2018 by the three national trade union confederations, including all training activities in 2018-2019, representing an estimated 8,000 hours of training.</p> <p>Moreover, Formula Servizi is currently engaged in a research project with Scuola Sant'Anna di Pisa for the use of wearable robots (exoskeletons) for heavy work. This application is particularly innovative in Italy, as the use of exoskeletons has only been tested in the automotive sector so far.</p> <p>Formula Servizi has been measuring the impact of its activity through its ordinary monitoring instruments like the Sustainability Report.</p> <p>More recently, SWG has undertaken a survey on behalf of Formula Servizi on shareholders', workers' and citizens' perceptions of the role of the cooperative in the territory.</p>
<b>Dismissed alternatives</b>	None

**ASSESSMENT**
**IMPACT OF THE PRACTICE ON:**

<b>Job stability and secure employment</b>	<p>High level of job stability.</p> <ul style="list-style-type: none"> <li>• All people have maintained their jobs in the area of cleaning and sanitation.</li> <li>• The application of robotics in Pierantoni Hospital in Forlì has brought about a reskilling process in which 7 out of 14 workers have been trained to carry out basic robot maintenance.</li> </ul> <p>Due to the increased number of hospitals served through the centralised and automated warehouse, Formula Servizi has been able to retain the same number of workers (40 workers serving 13 hospitals).</p>
<b>Skills needs and training</b>	<p>In cleaning and sanitation, basic digital skills have been transferred to the workers so that they can use the new devices and technologies adopted in hospitals correctly. Basic training in social media management and the use of digital platforms has been delivered to a significant number of workers. Specific technical courses have been provided for workers in the automated warehouse. In this field, new engineering profiles have also been included in the organisational structure.</p>
<b>Working conditions</b>	<p>The introduction of automation and digitalisation in hospitals has contributed both to the reduction of errors and to the standardisation of processes, with an improvement in work organisation, quality and safety. Moreover, training has improved awareness of the innovation process going on in the various business areas. Training programmes have thus empowered workers and improved their responsibility for decision-making regarding their specific organisational tasks. Future research and innovation developments will bring further improvements in health and safety conditions.</p>
<b>Company performance</b>	<p>The most relevant effect is cost optimisation for public clients (around €900,000/year savings at Pierantoni Hospital). Cost-effective solutions have contributed to business expansion in the public sector, also due to the possibility for the client to have complete control in real time over the process carried out by the cooperative.</p>
<b>Overall strengths and weaknesses</b>	<p>Innovation has been introduced in the company without any negative impact on employment. Furthermore, technologies still need to develop in order to ensure the same level of quality in the implementation of services: more specifically, available technologies are not yet able to ensure the appropriate level of integration among all the requested operational tasks. This factor has prevented job losses so far. The most significant weakness has been the negative attitude and resistance to organisational change shown by a number of workers.</p>
<b>Overall opportunities and threats</b>	<p>Automation and robotics are opening new business opportunities and are improving overall working conditions. Nonetheless, further developments in automation will have negative impacts on employment in the medium-long run.</p>

	Job longevity and age-related decrease in physical abilities will worsen the situation for people who do not take part in training programmes.
<b>Potential for social partners and collective bargaining to upscale/transfer the practice</b>	High
<b>Potential for public authorities to support upscaling/transferring the practice</b>	High
<b>List of annexes, sources</b>	<ul style="list-style-type: none"> <li>• 2108 Sustainability Report</li> <li>• Formula Servizi's website</li> <li>• newspaper articles</li> <li>• SWG survey</li> </ul>
<b>Website</b>	<a href="https://www.formulaservizi.it/">https://www.formulaservizi.it/</a>

**The case study was prepared by: Legacoop Produzione & Servizi (Italy).**