2018 Sustainability Report
“The International Labour Organization must address its efforts to [...] supporting the role of the private sector as a principal source of growth and job creation by promoting an enabling environment for entrepreneurship and sustainable enterprises, as well as cooperatives and the social and solidarity economy in order to generate decent work, productive employment and improve living standards for all.”

From the Centenary Declaration of the ILO
International Labour Organization for the Future of Work 2019
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The Sustainability Report represents the certification of the business’ ethical profile and, therefore, it focuses on corporate responsibility in the sectors in which it operates, highlighting the importance of creating sustainable value over time and promoting a circular economy. In reaching these goals, the business, which operates in a cultural and creative context and particularly given that it operates as a cooperative, is considered both in Italy and in Europe to be at the forefront of the dynamics of sustainable development. The figures for last year underline the business’ ordinary operation with a constant focus on the different levels of stakeholder engagement, ranging from simple awareness-raising initiatives to the building up of lasting relations to consolidate an increasingly direct collaboration.

The 2018 edition of CoopCulture’s Sustainability Report is the fifth step along the journey launched in 2014. For the first time, two versions of the document have been produced: a short, printed summary that contains the salient points of the Cooperative’s results in 2018, and an extended version that will be made available online, providing more details about the projects carried out in the regions and the performance of individual initiatives.

The Sustainability Report refers to the period from 1st January to 31st December 2018. The method adopted is in line with the approach assumed in 2017, the year in which CoopCulture – thanks to the support of Struttura Srl and ECCOM – launched its own methodological approach able to provide a structured assessment that considers the increasingly complex architecture of the projects carried out. This year traditional indicators of economic, corporate, social and cultural sustainability have been updated to reflect the new guidelines issued by the Global Reporting Initiative and the guide published by the Organisation for Economic Co-operation and Development (OECD): CULTURE AND LOCAL DEVELOPMENT: MAXIMISING THE IMPACT. Guide for Local Governments, Communities and Museums.
Economic Sustainability

Measuring the economic impact in terms of the creation and redistribution of income and the impacts on regions and the supply chain.
GENERATED VALUE

**PRODUCTION VALUE**

€ 69,903,365

+8.6% compared to 2017

+40% compared to 2016

€ 51,358,961,41

Net global added value

+5% compared to 2017

€ 51,938,125,57

Gross core added value

+6% compared to 2017

**OPERATING INCOME BY ACTIVITY**

- **23.7% Museum Services**
- **6.9% Non-Museum Services**
- **13.8% Libraries**
- **1.6% Research, Innovation, Marketing**
- **51% Museum Grants**
- **1% Digital Archiving Activities**

**COMPARISON WITH THE NATIONAL AVERAGE**

CoopCulture was awarded a tax break for research and development activities, in the form of tax credits, of € 449,800.89 or 50% of the incurred and documented expenses.

The added value generated by CoopCulture in 2018 represents approximately 2% of the value produced at national level in the historical and artistic heritage sector (source: Symbola 2018).
REDISTRIBUTION OF VALUE

VALUE REDISTRIBUTED TO EMPLOYEES

€ 39,283,153.00
expenditure allocated to personnel

57% of total intermediate production costs

+7% in one year
+31% compared to 2016
22mln compared to 2016

€ 145,219 allocated to the Ethics and Quality project developed by the Members Office

VALUE REDISTRIBUTED TO THE COMMUNITY

€ 103,043.00
allocated to support for the cooperative movement and donations

+28% in one year
+40% growth, in particular, in economic support for the cooperative sector compared to 2017

€ 245 k allocated to improve the functionality of managed sites
VALUE DISTRIBUTED TO SUPPLIERS

€ 19,056,865,89

total expenditure allocated to supplies

- 19% Hospitality and management
- 40% Ticket offices
- 6% Educational institutions
- 9% Concept store

90%

TECHNOLOGY, CULTURAL AND TOURIST SERVICES, R&S AND GENERAL SERVICES absorb approximately 90% of all value redistributed to the supply chain

€ 4,404,571,00

Expenditure allocated to the cultural and creative sector through supplies and highly specialised services

VALUE DISTRIBUTED TO CLIENTS

€ 2,931,642,72

Total value generated for our clients

- 27% Taxes € 804,098.00
- 23% Royalties € 662,305.53
- 39% License fees € 1,151,493.19
- 11% Property leases € 313,746.00

INVESTMENTS IN GROWTH

€ 899,601,78

Investments in Research and Innovation

+50% approximately compared to 2017

Investments in growth in 2018 were 50% higher than those across the previous three-year period

€ 434,159,00

Investments in technical and strategic consultancy

+83% compared to 2017
IMPACTS

REGIONAL IMPACT

NORTH € 36,362,144.68
CENTRE € 42,725,520.00
SOUTH € 11,817,697.02

VALUE GENERATED BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH</td>
<td>40,00%</td>
<td>43,20%</td>
<td>39,60%</td>
</tr>
<tr>
<td>CENTRE</td>
<td>47,00%</td>
<td>46,00%</td>
<td>49,10%</td>
</tr>
<tr>
<td>SOUTH</td>
<td>13,00%</td>
<td>10,80%</td>
<td>11,34%</td>
</tr>
</tbody>
</table>

IMPACT ON THE SUPPLY CHAIN

COOPCULTURE ADDED VALUE

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>€ 51,368,961.41</td>
</tr>
<tr>
<td>2017</td>
<td>€ 48,417,699.00</td>
</tr>
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</table>

DIRECT IMPACT

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>€ 90,905,361.70</td>
</tr>
<tr>
<td>2017</td>
<td>€ 85,754,991.83</td>
</tr>
</tbody>
</table>

IMPACT ON THE SUPPLY CHAIN

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>€ 142,282,550.71</td>
</tr>
<tr>
<td>2017</td>
<td>€ 134,172,690.83</td>
</tr>
</tbody>
</table>
Corporate sustainability

Measuring the impact in terms of employment growth, the innovation of skills and the regional impact of operation
HUMAN RESOURCES

DEVELOPMENT OF WORKING RELATIONS

+ 2% \(\leftrightarrow\) + 0.1%

Is the growth in the number of CoopCulture employees in the year after the merger with COPAT that led to a 20% increase in 2017.

The increase in employees in the historical and artistic heritage sector at national level (source: Symbola 2018).

3.4%

Employment at CoopCulture represents 3.4% of the total number of employees in the historical and artistic heritage sector recorded in the last *Io sono cultura* report published by Symbola in 2018.

TOTAL EMPLOYEES | OF WHICH MEMBERS
--- | ---
1729 | 1025

REGIONAL DISTRIBUTION

+ 17% in one year

+ 29% in one year

+ 55% in one year

+ 50% in one year
RECRUITMENT

4,500 applications reviewed

2,500 interviews carried out

New hires

800 for a total post-interview hiring rate of 32%

TRAINING

10,900 corresponding to 149 training initiatives

to

6,3 hours per employee

1,387 for shareholders (members), employees, active partners

80% of the CoopCulture workforce

TYPES OF TRAINING

- 50% external training
- 38% occupational health and safety
- 12% professional training and innovative skills updating

COMMITMENT IN THE LAST THREE YEARS

<table>
<thead>
<tr>
<th>Year</th>
<th>Training Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>9,234</td>
</tr>
<tr>
<td>2017</td>
<td>10,182</td>
</tr>
<tr>
<td>2018</td>
<td>10,900</td>
</tr>
</tbody>
</table>
EMployment Features

human capital

qualification level

- 51% Graduate / Post-Graduate
- 44% Diploma
- 5% School Diploma

age

- 2% 20 and under
- 39% 21 to 35
- 38% 36 to 50
- 21% over 50

length of service

- 58% from 1 to 5 years
- 17% from 6 to 10 years
- 25% over 10 years

contract type

- 71% permanent
- 29% temporary

employees by company sector

- 64% Museum services
- 16% Libraries
- 7% Non-museum services
- 6% Communication and education
- 4% Support offices
- 2% Marketing
- 1% Digital ecosystems

employees by gender

- 71% women
- 29% men
EFFECTIVENESS OF COMMERCIAL ACTIVITIES

CALLS FOR TENDERS

161 calls for tenders participated by CoopCulture in 2018

53% success rate

74% of all partnerships are with operators in the cooperative sector

45 new business acquired

TENDERS AWARDED BY REGION

INTERNATIONAL PROJECTS

For the sustainable development of Bolivia and the cultural routes in the Mediterranean Area

THE EXTERNAL NETWORK

CLIENTS

9% MIBAC
8% Foundations
58% EELL
7% Private companies
5% Consip
4% Other
9% Cultural institutions and Universities

OUR SUPPLIERS

82 suppliers on the supplier register of which

45% are cooperatives operating in various sectors

3,762 suppliers engaged with in one year
Measuring the social impact in terms of the capacity to engage stakeholders and external communities.
OUR MEMBERS

1025 Total number of CoopCulture members

94% Ordinary
1% Lenders
5% Special

INTERNAL PARTICIPATION

431 Participants to Sector Meetings
444 Valid Votes
46 Delegated Shareholders to Meetings
ESSERESOCIO

Essere Socio was founded in 2015 to promote growth, learning, relations, exchange, participation in shared moments, feedback and debate among shareholders. It also monitors the welfare of shareholders and proposes national and local support initiatives and benefits for free time and family life.

Newsletters sent
out of which

15
2

Essere Socio was founded in 2015 to promote growth, learning, relations, exchange, participation in shared moments, feedback and debate among shareholders. It also monitors the welfare of shareholders and proposes national and local support initiatives and benefits for free time and family life.

15
2

newsletters sent
out of which

included the bi-annual publication #EssereSocio news

570

hours of training dedicated to improving communication and internal organisational procedures within the corporate structure

280
240
50

hours of pre-meeting training sessions
hours of training for coordinators
hours of EssereSocio team training

8
3
1014

social events as part of end-of-year celebrations with the distribution of

competition for shareholders: HAIKUlture, a poetry contest for aspiring poets: 27 haiku, 25 participants, 1 winner, 3 commendations, 3 judges, 2000 Haikulture calendars given to shareholders and friends in December 2018.

Christmas gifts to shareholders

POETRY COMPETITION FOR SHAREHOLDER WORDSMITHS

training and updating courses held as part of Sector Meetings with the Parole O_Stili team, an awareness-training and educational project aimed at facing and overcoming online hostile language (and elsewhere) to reduce, limit and contrast negative practices and language.
THE EXTERNAL COMMUNITY

PARTICIPATION IN COOPERATIVE REPRESENTATION INITIATIVES

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>memberships to central cooperatives Legacoop and ConfCooperative</td>
</tr>
<tr>
<td>6</td>
<td>shareholders in national, regional and sector associations</td>
</tr>
<tr>
<td>15</td>
<td>meetings held in one year with CulTurMedia and Alleanza delle Cooperative Italiane</td>
</tr>
</tbody>
</table>

PARTICIPATION IN LOCAL COMMUNITIES

Like every year, CoopCulture supported the development and implementation of projects to promote social inclusion, rehabilitation and assisted living for less privileged people, including centres aimed at welcoming migrants, such as those at Palazzo Merulana in Rome or the Valley of the Temples in Agrigento, people with disabilities, such as the Jewish Museum in Venice, or convicts, such as the prison library system in the Marche region.

In 2018, for the first time a structured call to action was launched dedicated to communities and focused on promoting the co-design of the cultural activities now offered through the museum events programmes. The museums taking part in the initiative were Palazzo Merulana in Rome and the Salinas Museum of Archaeology in Palermo.

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>call at national level</td>
</tr>
<tr>
<td>550</td>
<td>participants</td>
</tr>
<tr>
<td>328</td>
<td>projects submitted</td>
</tr>
</tbody>
</table>

LOCAL COMMUNITIES

CoopCulture’s approach to the regions in which it operates is characterised by the strong commitment to community engagement and collaboration with public administrations. The cooperative collaborates with 708 local administrations but synergies with all local operators are becoming increasingly common as part of cross-sector approach and a focus on collaborative planning.

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>708</td>
<td>bodies and institutions</td>
</tr>
<tr>
<td>368</td>
<td>local bodies and institutions</td>
</tr>
<tr>
<td>340</td>
<td>cultural institutions</td>
</tr>
</tbody>
</table>
Cultural Sustainability

Measuring the cultural impact in terms of increasing accessibility, dialogue and participation between the sites’ owner (the State) and local communities, particularly focusing on young people and less privileged sectors of society.
THE AUDIENCE

COOPCULTURE ONLINE

THE WEBSITE

3,093,847 users, generating 4,498,723 browsing sessions and 12,197,127 page views

00:02:39 average session time with a bounce rate of 51.84%

The majority of visitors come from Italy, the United States and Spain

More than 18.5% are returning visitors who generate more than 30% of all sessions, have a bounce rate 5% above the average and whose sessions are approximately one minute longer on average.

SOCIAL MEDIA

3 corporate social media channels, 11 social media channels managed for individual projects, 739 activities including campaigns and posts generating a public response of over 285 thousand interactions including comments, likes and shares.

25,523 likes and 26,213 followers

73% of fans are women and 27% are men

Average follower age between 25 and 34

2.284 followers
+ di 3500 impressions each week

4,904 tweets
3.995 followers
3,017 likes

Followers are 71% women, 29% men

CALLS TO CALL CENTRES

209,182 Total number of calls received by our call centres in 2018

COOPCULTURE ON SITE

18,390,212 visitors welcomed

+36% compared to 2017

69% purchased the entrance ticket only

31% purchased other services in addition to the entrance ticket

SALES CHANNELS

on-site ticket offices 50%
+112%

web 20%

b2b platform 26%
+72%

call centres 4%
THE CULTURAL COMMUNITY

VISITORS / USERS OF VISITOR FACILITIES

500,000 tourism and educational visitors
740,000 users of audio/video/radio guides
12 new interactive cultural learning tools such as children’s audioguides, Italian Sign Language guides, multilingual guides
16 new versions of supporting materials designed for use by visitors

AUDIENCE DEVELOPMENT

401 initiatives developed to support new audiences and increase participation
41,000 new users

ENGAGEMENT THROUGH SHARED SITE MANAGEMENT

700 m² freely accessible space at managed sites
5 urban regeneration and regional projects that have contributed to revitalising the local area around the site

FOR A TOTAL OF
800 mq donated to communities
THE LEARNING COMMUNITY

The CoopCulture programme of initiatives offers various visitor experiences able to combine the pleasure of knowledge with learning and the development of conscious citizenship. The cooperative’s usual focus on evolving methods of communication, as well as more traditional proposals, registered an increase in the use of digital communication, where purpose-designed and developed technologies are used to meet educational aims.

Teachers are able to test the cooperative’s scheduled events thanks to an educational programme involving various cultural towns and sites. Pupils and older students are able to test themselves through dedicated initiatives, such as ArtPlanner Scuole, the CoopCulture Work-School Programme, which helps to introduce them to the fascinating world of digital professions with an artistic and cultural focus.

COMMUNICATIONS CHANNELS

1 school’s office with a dedicated contact center

educulture → 15,000 the monthly newsletter for over 12 schools digital catalogues structured by region

INVolVEMENT OF TEACHERS

20 educational visits organised

2,000 participating teachers at all grades and levels
TYPES OF SCHOOL VISITS

- 4% Fun itinerary
- 25% Workshop itinerary
- 38% Workshop
- 4% Intercultural visit
- 7% Fun visit
- 9% Sensory visit
- 13% Themed visit

330 educational initiatives
163,000 students involved

ENGAGEMENT INITIATIVES

17 Work-School programmes initiatives ranging from archaeology, modern art and street art

PARTNERSHIPS WITH UNIVERSITIES

12 partnerships started thanks to the permanent cooperation with the education system

THE CULTURAL COMMUNITY

TOURIST CIRCUITS

9 partnerships in place with various regions with tourist route/card circuits that offer combined cultural services of different sites

PARTNERSHIPS ON CULTURAL PRODUCTS

154 partners in the cultural and creative sector (libraries, museums, theatres, but also craft-workers, creatives, artists) involved in the cultural design and product of the sites

35 partnerships in place in related sectors (sport, food & wine, training) contributing to audience development initiatives to produce innovative cultural contents

COLLABORATIONS WITH THE CULTURAL & CREATIVE SECTOR AND TRAINING CENTRES

25 active partnerships with artists, creatives, designers, craftworks for in-house projects, co-working initiatives, and the co-design of products and merchandise inspired by the collections

73 workshops, conferences and seminars to present the cultural and management approach adopted by CoopCulture
THE BUSINESS COMMUNITY

THE INVOLVEMENT OF THE BUSINESS COMMUNITY

232 total B2B contracts

5 Eductours involving operators

5 → 250

3 fairs with over B2B meetings

3 → 100

25 loyalty marketing campaigns dedicated to the so-called Major Clients

25 → 100

35 new contracts activated

RESULTS ACHIEVED THROUGH BROKERAGE ACTIVITIES

4,899,363 tickets sold through the B2B platform

11,865 securities issued for associative tourism + 25% compared to 2017

ORIGIN OF TOUR OPERATORS

- 45% USA
- 32% Italy
- 9% UK
- 4.5% Ireland
- 9% Spain
- 7% France
- 4,5% Germany
- 3% San Marino
- 3% Switzerland
- 7% Italy
- 86% organised groups
- 3% cruise passengers
- 7% individuals
- 4% groupage
COOPCULTURE SITES

LEGAL DEPARTMENT AND CENTRAL-NORTH OFFICE

VENICE
Corso del Popolo, 40
venezia@coopculture.it

HEADQUARTERS AND CENTRAL-SOUTH OFFICE

ROME
Via Sommacampagna, 9
roma@coopculture.it

REGIONAL OFFICES

TURIN
Corso Ferrucci, 77
torino@coopculture.it

FLORENCE
Via Guelfa, 9
firenze@coopculture.it

NAPLES
Corso Umberto I, 58
napoli@coopculture.it

PALERMO
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sicilia@coopculture.it
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Teresa di Bartolomeo
Sara Moscatelli
Sara Sottini

in collaboration with
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Deputy Chairwoman

Letizia Casuccio
General Manager, Central-South Area

Adriano Rizzi
General Manager, Central-North Area

Ugo D’Antonio
Administrative Director

And with the offices of:
External Relations,
Development and Internationalisation,
Administration, Tenders,
Human Resources, Marketing,
Training, Sales, Statistics,
Shareholders

With thanks to all of our shareholders
for the results achieved

graphic design
Pazlab

photography by
Joan Porcel, Sara Dabrilli

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