WE CARE
World Class Manufacturing

Elica’s DNA is infused by a drive towards innovation and development. WCM is an instrument which the Group has decided to pursue to channel this reinvigorating energy and to consolidate it within the organisation. WCM is a structured an integrated production system which incorporates the organisation of the factory as a whole and promotes the systematic and long-term improvement of the system, through evaluation and reduction of any type of waste or loss, applying rigorous and standard methods which involve the entire organisation.

WCM, created and developed by Fiat in partnership with leading European and Japanese experts, seeks to raise production standards to a globally recognised standard. Based on the most advanced aspects of the Toyota Production System, WCM is inspired by the concepts of Total Industrial Engineering (TIE), Total Quality Control (TQC), Total Productive Maintenance (TPM) and Just In Time (JIT), and focuses on the continual improvement of the productive processes. The system concerns the organisation of the factory as a whole, from the designing of new products and processes, from maintenance to logistics, from the safety system to the quality system and the organisation of work stations, pursuing continuous improvement of the productive performance and the progressive elimination of all waste, in order to guarantee the quality of the product, its maximum flexibility in responding to the demands of clients and the involvement and the motivation of all individuals who work at the production sites.

One of the unique aspects introduced by WCM compared to other systems of lean manufacturing is that WCM systematically defines the priority given to actions: activities are guided by the Cost Deployment area which scientifically analyses losses and waste and oversees the plan for their reduction. The WCM areas of action are broken into 10 technical pillars and 10 managerial pillars, each of which have pre-set improvement increments, quantified through clearly identifiable and measurable results.

Involvement in the WCM programme requires that the level reached by each individual production site involved is certified by external auditors belonging to the WCM Association, a non-profit association bringing together companies which in their respective sectors represent best practice, as the companies which apply the method aspire to become a global model in their sector: the best.

In 2009 Elica joined the WCM Association and from that moment the WCM programme has become a priority, but development is a continuous process and today Elica wishes to apply this methodology and this approach not only to the production structure but more generally to the entire corporate value chain, engaging in a process of change which will create a faster, more reactive and less wasteful logistic-production process and which takes close control of worker safety and the safety of the finished product.
In these years the Group has changed the way that individuals work on the production and assembly lines, achieving significant results in terms of cost savings, improving the safety and ergonomics of work stations. Some of the most significant examples achieved by the application of WCM in Elica include:

- 2 years without an accident at the laser cutting factory of Cerreto d’Esi;
- 1 year without an accident in the varnishing department at the Mergo production site;
- 1 year without an accident in the shearing workshop of the Castelfidardo production site;
- Reduction of the Frequency Index of accidents by over 80%.

The house organ Elicanews reported the comments of the WCM Director of Elica SpA, Alessandro Moret:

“As I write this article, in front of me on the office wall the fundamentals of WCM are written, expressed in the Values and the Commandments of Elica! involvement, self-managed teams, teamwork, objectives, innovative thinking, curiosity, cost reduction...! The DNA of this company has always included a push towards change and towards speedier processes and WCM is a natural expression of this.

Since 2009 much has been done - our Italian production sites have been transformed in terms of Manufacturing and I can attest to this having visited in 2009 and then revisited in 2013, after 4 years outside. It seems like a different company! So, what can Elica now do?

It can do 2 things:

1. Change fundamentally, in its supporting structures, in its Backbone, so that when a new product is created it should already have been conceived in terms of WCM - that the components that we purchase have since the start been planned to arrive in the crates which feed the production lines. To do this, the WCM policies must become our way of working also in R&D and in Logistics.

2. Involve everybody in the change, wherever they are in the world. We have begun with the training in March in Poland and at the beginning of 2014 Mexico will be involved.

The company has decided to invest heavily in 2013 in WCM training, but the fundamental ingredient will be you, the reader! If you are all on board in the change, with a desire to “learn WCM” and to join the discussion, Elica can change. We must change and we must do it fast, the Chairman and the Chief Executive Officer has underlined this many times, and now we know how and we have the opportunity. Let’s not waste it!”
Corporate Social Responsibility

Elica’s focus on Corporate Social Responsibility (CSR) begins with senior management and involves equally all sections of the community. The BC3 “formula” sums up the application of CSR within Elica, encapsulating a philosophy in which business activity is seen as a balancing point between Conservation, Community and Culture.

CSR for Elica therefore seeks to Create Shared Value, based on the fundamental assumption that the business world should not operate against the general interests of society but rather in support of it, while still remaining profitable. Our belief is that good business is created in an environment which facilitates well-being. Elica’s interpretation of social responsibility takes responsibility for the environment and the localities which host the production sites and offices of the Group throughout the world and also the individual - the most important resource for the Company. For Elica, this commitment is a priority and is embodied in the rights of workers, the caring for individuals, the implementation of an inclusive industrial relations system, the contribution to sustainable development, the reduction of emissions and consumption in the production processes and proper and transparent communication.

From its beginnings as a family business, Elica has inherited and continues to draw inspiration in the development of its policies from its social responsibility activities. Elica pursues a culture of quality at all levels - in relation to the product, toward client relationships, supplier relationships - and naturally - principally in its relations with employees. This represents a firmly established outlook which the Group brings to all of its activities and all of its relations and throughout the regions in which it operates. As part of this approach to business in harmony with the social interests, the climatic, training, development, work life balance and diversity initiatives have taken root.

In 2011 Elica signed the Charter for Equal Opportunity in the Workplace, promoted by Sodalitas, under the patronage of the President of the Republic, in order to contribute to the establishment of an inclusive corporate culture and policies, free from discrimination and prejudice, evaluating abilities in all their diversity.

CSR is a value which encompasses the entire Group and therefore an inter-departmental committee was created, comprised of key members from all departments (HR, Quality, R&D, Production, Supply Chain, Marketing, Finance and Administration, Planning and Control, Internal Audit and the Press Office), which allows Elica to operate in a harmonious and mutually beneficial way in all areas in which it is involved.
2012 INITIATIVES

Elica Life*

Aware that it is not possible to “create excellence” if one does not live within an excellent workplace for the well-being of the employee, not just within the business but also outside, Elica has created the Elica Life* programme which is annually reviewed, adding or improving initiatives aimed at fostering the well-being of employees, always flexible to the needs of the individual, imparting and consolidating company strategies and values. The objective of the programme, involving all employees, is to create through a series of periodic initiatives direct contact between the company and the employee, which goes outside the professional realm.

The activity which the Group pursues together with the Ermanno Casoli Foundation can also be expanded upon within this space, with the mission to communicate – in a manner beneficial to all – two worlds historically far apart: the arts and business.

I am

I am, an international programme now in its seventh edition, through which the Group communicates to family members open and multicultural ideas, contributing to foreign study vacations for employees' children where they can learn the English language. In 2012, 40 young persons spent ten days on the university campus of Walsall near Birmingham, in the heart of the Midlands. At Christmas the closing event took place at the Fabriano headquarters. On this occasion, the Chairman Francesco Casoli welcomed the more than 40 young persons, together with their families and the project sponsors.

Simultaneously, in Poland the second edition of *I am Poland: took place: for the more than 20 participants, children of Elica Group Polska employees, a sport and languages camp was provided, drawn up to meet their specific needs, in collaboration with the Berlitz International Languages School. The children, divided by age category, spent 10 days together learning English and taking part in sports such as sailing and tennis in the Pojezierze Drawskie district, set in the countryside close to the Drawska lake.

Member Card

A Member card, provided to all Group employees, is utilisable by all the family - a card which grants access to a series of subsidised services for a number of activities within the commerce, services and healthcare area, with discounts of between 5% and 60% in all regions in which Elica is present. Operating with Postepay since 2011, in 2012 the number of participating partners was extended in 2012, increasing further the purchasing power of all employees as availing also of the Poste Italiane negotiated discounts.

Training

For Elica training is a very important development instrument and a strategic element for growth for the entire organisation at all levels. The individual as a whole and not just as an employee is at the heart of the award winning system established by the Group. Investing in the individual, in their way of thinking, is considered strategic to remain competitive internationally. Elica strongly believes in this and invests in human capital, encouraging the individual to produce new ideas and seek inspiration also from worlds which may appear far away. The principal role of the Human Resources department is to provide support to the company in the provision to each employee of the best personal and professional development conditions possible and of the appropriate instruments for them to take control of their growth with the same determination which they bring to the growth of the Group.

Training in 2012 was undertaken to promote both innovation and international expansion. For the blue collar workers, training courses on World Class Manufacturing, security, IT and finance were organised.
Junior Talent Training

Particular attention was focused on new employees, with the drawing up of an ad hoc training and growth programme on cross-departmental issues such as security, quality, communication, creativity and team work, language training and employment contracts.

New Mind

The partnership with ISTUD continued also in 2012, undertaking the study of a new format for the internal New Mind masters, in line with the Company’s strategic assets such as cultural integration and innovation.
The close internal focus on CSR issues resulted in 2012 in Elica taking part in Rewords, a survey promoted by the Great Place to Work Institute, drawn up to examine how Corporate Social Responsibility is applied within the company, seeking a balance between the "best place to work" and the "most sustainable place to work" and to award the most active companies in Italy in this area which have developed sustainable practices, which are committed to improve the lives of their employees, of their suppliers, of their clients, their products and the communities in which they operate.

The survey was broken into three levels: a questionnaire based on a representative sample of the internal population, a sustainability audit and a telephone interview with a number of Elica’s most important stakeholders. Rewords drew up a classification in which Elica achieved second place.

Great Place to Work

In 2012, Elica SpA for the second year in a row was judged among large enterprises as the “Best Place to Work” in Italy. The recognition, which confirms the strength of the human resource management policies of the Group, was awarded by the Great Place to Work Institute Italy, an international institute which evaluates excellence in the workplace environment, involving more than one hundred companies and over thirty thousand persons.

The achievement of first place in the national classification of the Great Place to Work, based on questionnaires filled out by employees, represents for Elica a very important assessment of the activities which the Group advances to create the best internal environment possible.

Also in 2012 the Polish subsidiary Elica Group Polska for the first time took part in the survey, achieving fourth place in the best place to work in Poland category among companies with more than 500 employees.

Top Employers

Elica was confirmed in the Top Employers 2012 for the fourth consecutive year, qualifying as one of the best Italian companies to work for according to the Top Employers Italy 2012 classification.

The Certification highlights Elica’s points of excellence: corporate values and a social commitment; company welfare and work/life balance; transparency; development and career opportunities and the promotion of diversity.

Top Employers, which recognises and documents excellence within companies in the management of human resources and in talent attraction, motivation and fostering of loyalty is a prestigious international recognition.

The certification is issued following research carried out by the CRF institute through the Top Employers HR Best Practices Survey™, a scientific and objective survey which examines a wide range of policies and dynamics regarding the management of Human Resources, broken down into five categories: remuneration policies, work and benefit conditions, corporate culture, training and development and career opportunity. The result of the research is then distilled into an excellence rating, according to a number of stars from 1 to 5. Only companies which exceed the required standard established by the research are awarded the Top Employers Certification.
INTERNAL COMMUNICATION

Elica’s internal communication, managed by the Human Resources department together with the Press Office, plays a part in building and strengthening group spirit in order to instill and share common values between all employees of the Group and to give Elica – a multi-national – a single voice. It fulfills a number of functions:

- consolidates the sense of belonging to the Group;
- increases employee participation and their involvement in the company’s business and life;
- develops a common corporate identity, which at the same time respects and values cultural differences within the Group;
- issues and shares company information.

Internal communication takes place through consolidated company instruments such as the intranet, the house organ and events, which all highlight the drive within the employees of Elica. In order to achieve objectives, internal communication utilises a support network of individuals within the countries in which Elica is present. In each Group entity throughout the world a contact person has been assigned to provide information on happenings within their environment. The network is continuously involved in the development of the ElicaNews house organ through a central edition and local editions issued in the various Countries.

The press review is another internal communication instrument used within the company; every day the press office selects the most important news from the press concerning Elica and informs employees on how Elica is viewed externally in the world.

ElicaNews

ElicaNews is the house organ of the Elica Group, issued in paper format and online to all employees. The newspaper improves internal communication and consolidates team spirit in the company as a whole. ElicaNews in fact is the principal communication channel between Corporate headquarters and the various industrial districts. The newspaper, translated into 4 languages, has a circulation of approximately two thousand copies, is issued quarterly and has a dual function: to provide company news to all those involved and to facilitate listening-dialogue within the Elica community.
Intranet

The company intranet is a portal which hosts various sections dedicated to the divergent corporate areas, with information which is updated periodically and enables access to useful services and information.

Video WCM

A special internal communication project was developed in 2012 concerning the issue of World Class Manufacturing (WCM). Overcoming inter-departmental restrictions in favour of a teamwork approach and the involvement of all personnel is a fundamental principle of WCM. Elica has created a short film in order to properly explain this new approach. The video, structured similarly to a documentary with direct testimonies of Elica personnel - from the Chairman to line operators - was presented in December, in the Christmas period, in Piazza Elica. At the “premiere” of the video, Group employees from headquarters and from the Italian production sites were present, together with the Chairman and the Chief Executive Officer. The video thereafter, translated into Polish, Spanish and English, was shared with all Group employees in the various global offices through the corporate intranet.
Eurocucina 2012

Architecture
Emotion
Sustainability

On April 17, 2012 Elica participated at the Furniture Fair of Milan at Eurocucina for the FTK event – Technology for Kitchen – dedicated entirely to the home appliance sector, presenting its products based on three key concepts: Architecture, Emotion and Sustainability.

For each of these concepts a dedicated pavilion was created, to which a fourth space dedicated to the products of the Gutmann brand was added - the high-end entity of the Elica Group.

In the Architecture pavilion innovative products were presented integrated with the architecture of the kitchen environment, which not only optimise the space available but also put forward original design and aesthetic solutions.

A sensorial experience however was featured in the Emotion pavilion, with the senses awakened by colours, materials and other surprising interactions which the displayed products evoked from visitors. Good design also means energy efficiency and in the Sustainability pavilion the cutting-edge technologies created by Elica in this regard could be discovered.

The product concepts created through collaboration by the Elica Group with prestigious Italian designers were also featured at the event.

— Eccentrica System by Giulio Lacchetti and Riccardo Dottallevi for a “design aspiration” wherever a fume exit is found.

— Bluebell by Stefano Giovannoni, reduced sizes for a unique cylinder in the shape of a flower.

— Tangram by Ludovica + Roberto Palomba, a range hood which, as in a geometric game, can be shaped in a personalised manner, meeting specific usage needs.

Finally, a preview of the research which Elica is carrying out within the area of Air purification: Air Switch by Fabrizio Crisà, a new concept which unites the functions of a kitchen hood with those of a filter hood and a modular air purifier.

Dedicated to internal design professionals, the Designer Lounge space is the physical equivalent of the online space, for meetings and exchanges to understand the products better and the projects developed around them, highlighting all the possibilities which may be explored.
Dedicated to the memory of the founder of Elica, the Ermanno Casoli Foundation was established in 2007 in order to strengthen the link between the worlds of the arts and industry, promoting initiatives in which contemporary art could act as a development tool and one through which a greatly innovative workplace environment is allowed to thrive. The basis of the activities promoted by the Ermanno Casoli Foundation is the conviction that contemporary art, in its role of provoking thought, contributes to breaking traditional paradigms of common thinking, allowing individuals who come into close contact with it to take confidence, creating a mental and emotional state which brings one to contemplate unexpected possibilities.

This promotes art as the most appropriate instrument to create open and innovative experiential environments. The Foundation promotes projects which influence art and corporate organizations, which can trigger original processes of innovation, strengthening creativity and social cohesion. In all of these activities, the Ermanno Casoli Foundation plays the role of mediator, guaranteeing artists full independence and liberty of expression and to the company cohesiveness and compatibility of the initiatives with their needs and their objectives.

Under this supervision of the Director of the Foundation, Deborah Carè, and of the Artistic Director, Marcello Smarrelli, a number of initiatives took place in 2012.

Six editions of E-STRARORDINARIO, a training programme which brings contemporary art to the corporate world: through a cycle of theoretical meetings and workshops, national and overseas artists worked on a project with the employees of various companies. The artists involved were: Tomaso De Luca, Margherita Moscardini and Alberto Tadiello for MSD Italia (Merck & Co. Group); Ettore Favini for BricoCenter; Marinella Senatore for the Business School of Sole 24 ORE; Cesare Pietroiusti for Confindustria Ancona.
The Ermanno Casoli Award, in its XIII edition, was awarded to Anna Franceschini, who created the video installation Rock – Papers – Scissors, subsequently shown at the Video Pavilion constructed for the occasion at Elica of the “Salotto buono” project.

In 2012 the Aspiranti Aspiratori project reached its conclusion, created by Sissi: the artist, in 2011, created a studio within the Elica prototype laboratory, working for one year in close contact with the technicians, in order to rethink the concept of air purification. The Aspiranti Aspiratori created from this collaboration were shown in Milan, in the flagship store of Elica and for the occasion Sissi created also a book of the artist and a videoanimation entitled Casting, which documents the process for the creation of the hoods. Aspiranti Aspiratori was subsequently shown also at the MAMbo museum of Bologna.

The participation at the “Poiesis” festival is also highlighted, with the attendance of the artist Francesco Arena, who created the performance Canzone (Povera Patria), the lecture of Adelita Husni-Bey at the auditorium of the Elica headquarters at Fabriano and the guided tour at the MAXXI museum of Rome with the managers of the Angelini company.

www.fondazionecasoli.org