

2020 CORPORATE SOCIAL RESPONSIBILITY REPORT



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Letter to Our **Stakeholders**

2020 has been an important challenge for the country and for our organization. The impact of COVID-19 and the measures needed to combat it affirmed the importance of digital technology, through which social services and production systems were able to survive, despite the restrictions imposed by the health emergency.

In a year filled with challenges, our way of being a community and doing business has been decisive, driven and united by a common thread in which innovation and digitization are the key levers for improving the environment around us, while placing the safety and well-being of our people at the center of everything.

In each of our projects, we contribute to making technology democratic and inclusive, interpreting it and putting it at the service of citizens, communities and companies.

We provide our customers with innovative solutions that benefit from our research activities, in line with our company's mission: an approach that has always distinguished our Group, placing it at the forefront of research and experimentation in the most innovative technologies. We share this vision with our customers in order to design together the Digital Transformation of the world in which we live and to improve the performance of Environmental, Social and Governance measures.

The numerous internal and external challenges arising from the COVID-19 emergency have not prevented us from keeping our commitment to the community, through initiatives and projects for research, culture and sports, and by promoting social values such as digital inclusion, diversity and the circular economy.

We have responded to the challenges of climate change through shared initiatives with our suppliers and with the community, and also by means of a conscious and certified environmental policy.

We have multiplied and renewed our alliances and participation in global projects and networks, such as our membership of the United Nations Global Compact, by endorsing the Ten Principles on Human Rights, Labor, the Environment and Anti-Bribery, and by committing ourselves to the Sustainable Development Goals of the 2030 Agenda.

We have joined Valore D, the association for gender balance, inclusion and diversity in companies.

We have started on the path toward obtaining SA8000 Ethical Certification, which has to do with the sphere of social responsibility with regard to the conditions of workers within the company and also in all parts of the supply chain.

We're taking part in the CDP assessment, to implement and report our progress in reducing emissions.

The digital sustainability which is a part of our DNA has allowed us to face an extraordinary year like 2020 with flexibility and determination of thought and action. We must also recognize how the pandemic has led us to reflect even more proactively on how Engineering can contribute to the sustainable development of the country, with its projects for people and the environment.

Initiatives and projects carried out through the extraordinary professionalism and motivation of our people: 12,000 colleagues, the true heartbeat of our business and our identity, a team that never stops being a community and is always endeavoring to design a better future in terms of technology and sustainability, even in the face of the toughest challenges.



Paolo Pandozy
Managing Director

A handwritten signature in black ink that reads "Paolo Pandozy". The signature is written in a cursive, flowing style.

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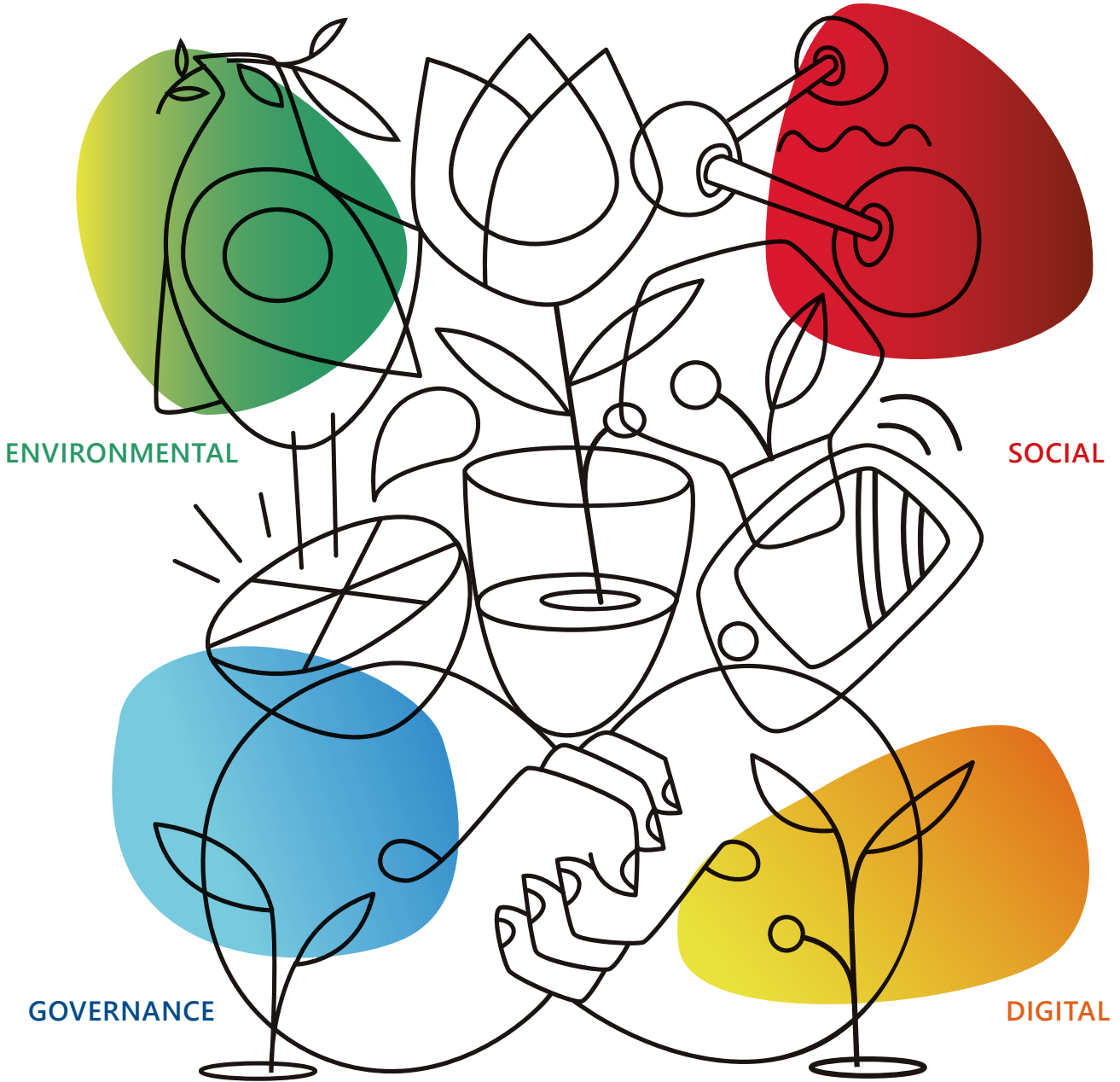
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ENVIRONMENTAL

SOCIAL

GOVERNANCE

DIGITAL

With our 2020 Report, we have launched a new cycle of the social reporting that we began in 2013.

Over the past year, we have intensified our commitment in all areas of sustainability and have expanded our initiatives for reporting on social responsibility to our stakeholders.

The overall structure of this edition of our Social Report is organized according to the three ESG parameters for assessing sustainability performance (Environmental, Social, Governance).

It reports strategies and initiatives relating to our environmental responsibility, while paying attention to the social dimension - people, territories and communities - and to the ethical management of our company.

Commitments and specific objectives are demonstrated by the new initiatives we have undertaken: the association with Valore D for the enhancement of diversity and for overcoming the gender gap; the participation in the CSR audits of the Ecovadis Agency and in the CDP assessment (formerly, the Carbon Disclosure Project) for the improvement of our environmental impact; the entry into the Open-es Community and the beginning of the path to SA8000 Ethical Certification.

And above all, our membership in the UN Global Compact, the strategic initiative to promote a sustainable global economy that respects core values in the areas of human rights, labor standards and environmental practices.

This membership also includes the launch of the Communication on Progress (COP), the annual reporting of our commitment and progress in pursuing the Global Compact's ten principles for achieving the UN 2030 Agenda Sustainable Development Goals (SDGs) through their integration into our business model.

The specific component of our social responsibility derives from our core business, and our specific contribution to sustainable development involves a fourth pillar, Digital Sustainability, which is increasingly becoming an operational tool for the pursuit of environmental, social and economic goals.

In fact, Digital Transformation, in which we are leaders and with which we promote new models of coexistence and business for our stakeholders, is our primary contribution to improving the world in which we live. This is evidenced by our digital innovation projects, which in this edition, are reported in accordance with the SDGs of the 2030 Agenda. This report shows the close alignment between our business and our approach to sustainability and it also describes how we can do business with a view toward the future.

JOINING THE UN GLOBAL COMPACT

The UN initiative was created to encourage companies around the world to adopt sustainable policies in compliance with corporate social responsibility and to make public the results of the actions they have undertaken.

Companies participating in the Global Compact have a strong sense of social responsibility and desire to contribute toward sustainable global growth, which takes into account the interests of their stakeholders and, through the commitment to environmental protection, also takes into account the expectations of future generations.

By means of a Letter of Commitment sent to UN Secretary General António Guterres, we have formally endorsed the Ten Universal Principles relating to human rights, labor, the environment and the fight against bribery, in order to promote the values of sustainability in the long term, through corporate policies and practices, and social and civil initiatives.

This endorsement confirms the strength of our commitment to put into practice the founding values and the social responsibility measures that we consider essential to ensure the future of new generations and of our business from a global perspective.

WE SUPPORT



A GROUP THAT INVESTS IN THE **FUTURE**

GRI 102-5

HIGHLIGHTS

11,632

EMPLOYEES

1.24 BILLION EUROS

IN REVENUES

14%

FOREIGN REVENUES

40+

OFFICES WORLDWIDE

20

COUNTRIES SERVED

40 MILLION EUROS

INVESTED IN RESEARCH

100

RESEARCH PROJECTS IN PROGRESS

6

DEVELOPMENT LABORATORIES

450+

RESEARCHERS AND DATA SCIENTISTS

300+

INNOVATION LEADERS

Company profile

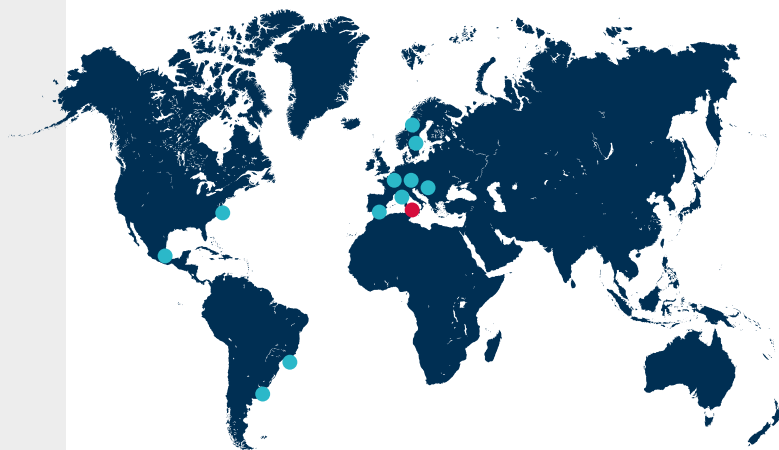
GRI 102-2 GRI 102-4 GRI 102-6 GRI 102-7 GRI 102-10

Engineering one of the major players in the Digital Transformation of public and private companies and organizations, offering innovative solutions for the main market segments.

The Group and its subsidiaries is committed to forging new boundaries in the application of emerging technologies, working to implement and integrate systems and to redefine processes with the aim of generating innovation for companies and the Public Administration.

With 12,000 professionals in 65 offices in Italy, Belgium, Germany, Norway, Serbia, Spain, Sweden, Switzerland,

The Engineering Group throughout the world



● USA, Mexico, Brazil, Argentina, Spain, Belgium, Norway, Sweden, Switzerland, Germany and Republic of Serbia

● Italy

Argentina, Brazil, Mexico and the United States, Engineering manages projects in over 20 countries, supporting clients in the business areas where digitization is generating the greatest changes.

Our services cover all strategic segments, including Digital Finance, Smart Government and E-Health, Augmented Cities, Digital Industry, Smart Energy and Utilities, Digital Media and Communication.

Our goal is to help change the way the world lives and works, by combining technological infrastructures organized into a unique hybrid multicloud model, offering its ability to interpret new business models and using its specialized skills in all the latest technologies, such as Artificial Intelligence, Advanced Data Analytics, Cybersecurity, Robotics, Digital Twins, IoT and Blockchain.

Through its significant investments in R&D, we play a leading role in research, coordinating national and international projects with its team of 450 researchers and data scientists and a network of scientific and university partners throughout Europe.

One of the Group's strategic assets is its careful staff training policy. In fact, since 1999, Engineering has had its own structure dedicated to multidisciplinary training activities, the Enrico Della Valle School of IT & Management, whose over 300 certified teachers and hundreds of courses have provided over 15,000 days of technical, methodological and process training in the last year, all of which was offered online.

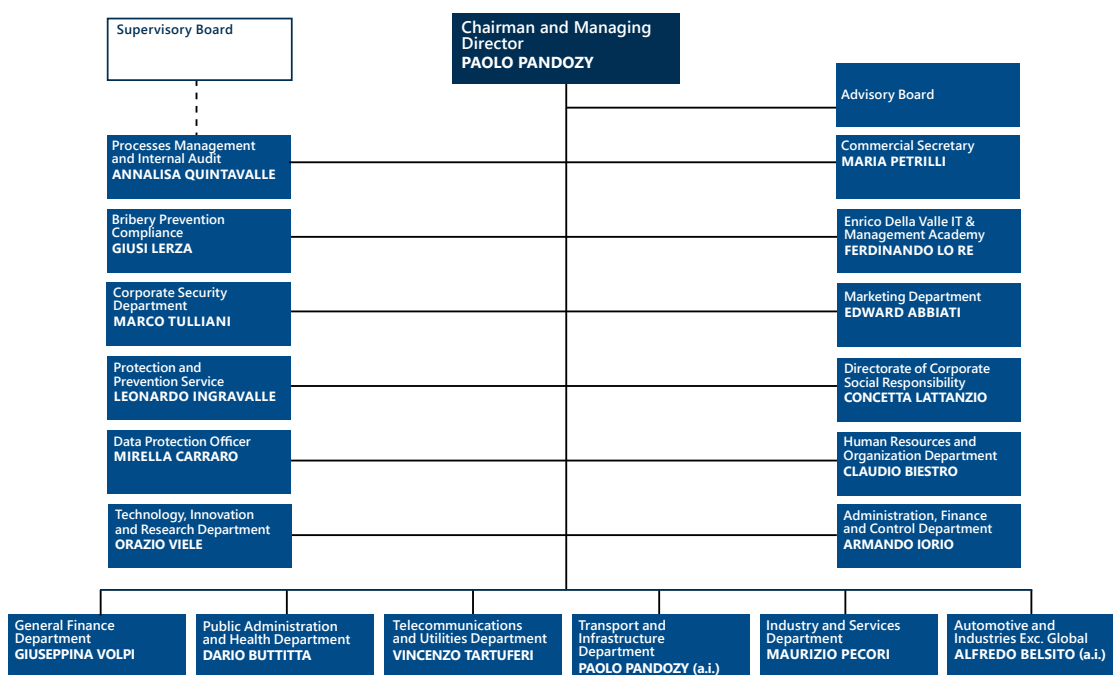
The Parent Company

The Parent Company, Engineering Ingegneria Informatica S.p.A., whose headquarters are in Rome, is the strategic and managerial hub that serves its subsidiaries worldwide, provides support for the Group's range of services and promotes the image of the company, which is known for its high-value innovative solutions. In order to govern its widespread international presence, the Group has set up a coordination structure in all its centers of management responsibility.

The organizational model of the Parent Company includes:

- ▶ The Staff departments, which guarantee the efficiency and uniformity of rules and procedures through the offering of its services to the various companies of the Group
- ▶ The Market departments, which oversee the vertical segments (Finance, Public Administration and Healthcare, Telecommunications and Utilities, Transport and Infrastructure, Industry and Services, Automotive and Industries Exc. Global)
- ▶ The Technical, Innovation and Research Department that coordinates the execution of the software production process through Engineering Software Labs (ESL); research activities through Research Laboratories; the development of specialized skills, both technical and applicative, across the different markets, through the Centers of Expertise
- ▶ The Enrico Della Valle School of IT & Management which provides professional courses to enhance the managerial, technological and behavioral skills of employees and customers.

Organizational Chart (July 2021)



Main subsidiaries in Italy

Cybertech: the first operator on a national scale specializing in Cybersecurity and one of the leading European players in the field. With more than 300 specialists, Cybertech protects and enables the secure growth of the business and minimizes the IT risks arising from Digital Transformation.

Deus Technology: a digital enabler for companies specializing in savings management, provides innovative Robo Advisory solutions and advanced portfolio analysis using a database of over 300,000 tools to calculate data-driven solutions.

Digitelematica: specializes in the development of standard and custom web and mobile software applications. For some years now, Digitelematica has been a leader in the development of e-Commerce solutions for large and medium-scale retail, with a specific interest in Click&Collect.

Engineering D.HUB: a partner for outsourcing services and transition to the Cloud, it offers methodological standards and a technological and service platform to support Digital Transformation in Engineering's various market segments.

Engineering 365: the Group company specializing in services and solutions based on the Microsoft technology platform. Engineering 365 analyzes processes and offers deep functional and technical knowledge on Dynamics ERP, CRM BI & Data Science, Microsoft 365 and all Azure services.

Engiweb Security: belongs to the Engineering Software Lab organizational structure and has design and development laboratories for system integration software. Engiweb Security offers expertise on the market's most popular application platforms on the market and on the most innovative software design, development and testing methodologies.

FDL Servizi: with its suite of Energy Service System products is a reference point in the market for the management of technological energy systems, including the integrated use of renewable energies.

LiveBox: a software company with an innovative offer in digital workplace and travel management, integrated with high-level security systems. LiveBox designs and develops proprietary application platforms to help companies evolve their way of working.

Municipia: supports large Italian municipalities with ad hoc solutions and projects, provides assistance services and parameterizable solutions to over 600 small and medium-sized municipalities and plays a primary role in the innovation of cities.

Nexen: specializes in strategic, business and regulatory consulting services for banks, insurance companies and finance companies. Nexen supports clients in organizational and process changes, new business and function development, regulatory compliance, risk assessment and identification, and reporting activities.

OverIT: specializes in the optimization of field service management processes through the Geocall application platform and of augmented, mixed and virtual reality solutions with the SPACE1 product.

SofiterTech: offers consulting and services to companies, in operational and functional areas ranging from analysis and organizational design to the implementation of integrated systems for the management of information and business processes with particular reference to the world of agricultural resources.

WebResults: the reference point for the development of Cloud applications based on the Salesforce.com platform.

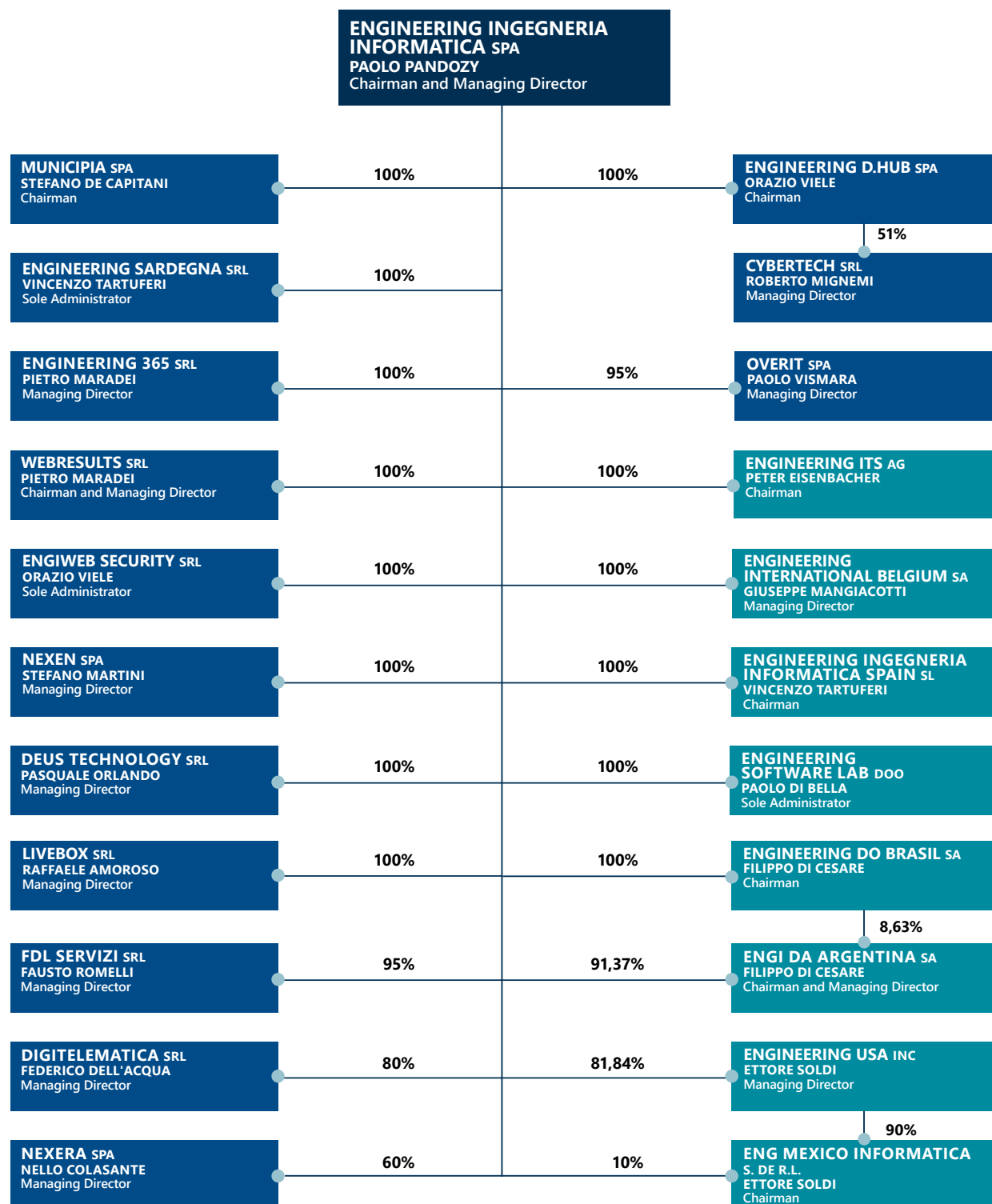
Main subsidiaries abroad

Engi da Argentina: controlled by Engineering do Brasil, it has long-term local experience and specializes in solutions for telecommunications and industry.

Engineering do Brasil: supports internationalization in markets with high growth and development potential in innovative areas. Engineering do Brasil has offices in São Paulo, Belo Horizonte, Rio de Janeiro and Buenos Aires. In 2016, it completed its acquisition of the Logann company.

Engineering Ingegneria Informatica Spain: oversees the Water, Gas and Electricity sectors for Spanish customers and Italian companies seeking an IT and strategic partner in Spain and Latin America. The company is based in Madrid and has a Center of Expertise for the Energy and Utilities market.

Consolidation area (July 2021)



- ITALIAN COMPANIES
- FOREIGN COMPANIES

Engineering International Belgium: a technological partner of the European Union, is active in international organizations and in the public and private market in the Benelux area and, more generally, in the EMEA area.

Engineering ITS: based in Germany, is the holding company created from the partnership with the German group Fnet to oversee the German-speaking market.

Eng Mexico Informatica: the Group's Central American hub, with a focus on industrial technology and manufacturing solutions. It leads all sales and project activities for customers and industrial partners in Mexico, Central America and the Caribbean.

Engineering Software Lab: founded in 2012 in Belgrade, it currently has more than 200 developers and specialists working in the areas of consulting, project management and information systems development.

Engineering International USA: the North American arm of the Group. It leads and manages sales, project and support activities in the United States, Canada and Mexico. Operating in the world of manufacturing and transportation, it specializes in niche solutions and system integration for Industry 4.0.

Centers of Expertise

Change Management: works closely with project teams and applies its proven methodology to implement change and to support people in adopting new ways of working.

CRM & CX Consulting Services: operates on leading market platforms and major Digital Marketing suites, and develops proprietary application components to accelerate turnaround times and contain project costs.

Data & Analytics: a team of qualified professionals with transversal expertise in the world of Data Analytics, to take advantage of the benefits of the Digital Transformation by adopting best practices and proprietary methodologies.

Digital Solutions: designs, builds and manages multichannel and multimedia solutions, hybrid and native client applications and web solutions dedicated to consumer services, with a consulting approach to the Digital Experience based on Design Thinking.

ECM - Enterprise Content Management: a team of domain specialists with consulting skills who offer solutions and services to large organizations aimed at transforming information into business assets and smart content.

Engineering Enterprise Solutions: focuses on business process management solutions related to leading Software Vendors such as SAP, Microsoft and Oracle.

Engineering Interactive: offers consulting services to support digital evolution by designing products, services, and communication and training strategies consistent with new organizational and business models, through participative and user centered methodologies (e.g., Design Thinking, Design Sprint and LeanUX).

Enterprise eXcellence Center: ensures the value and centrality of enterprise data integration by developing integration projects with the most relevant technologies in the sector (e.g., TIBCO, Dell Boomi and MuleSoft) and management methodologies (e.g., PMI, Agile Scrum and ITIL).

GIS - Geographic Information System: combining twenty years of experience in geographic solutions with the potential offered by market leading and open source products, it offers flexible, integrable, high-performance solutions that can also be used in mobility..

Industries eXcellence Global: a global center of expertise specializing in the design, development, integration and deployment of comprehensive digital solutions that cover the entire life cycle of industrial products and processes.

Project Management Center of Excellence: works together with Project Managers in the startup and management of large projects and contracts, for customers it performs Project Management Office activities and supports the Flexible Transformation path, is responsible for the internal methodology for Project Management and is a contact, in collaboration with the Training School for Project Managers, PMO Specialists and Scrum Masters.

Robotic Process Automation: a team of accredited professionals ensures the development of a valuable Robotic Industrialization Office and guarantees a structured governance, with a methodological approach.

Innovating to create value starting from ideas

GRI 103-2 GRI 103-3

Innovation is one of the most interesting and debated topics of our time. It is often associated with positive concepts, such as economic growth, social welfare, environmental sustainability and good ideas that lead to the creation of products and services that improve our daily lives, the way we work and the way we relate to others.

It is therefore a process that generates value starting from ideas, and for us, innovation is exactly that: the generation of value for our customers, for citizens and for the world we live in.

In fact, we create technological solutions that help improve business processes, public policies, and in general, the quality of people's lives.

For our Group, innovation means creating, collecting, analyzing and integrating data for companies, administrations, cities, and public and private organizations. Data that is interpreted and shaped to promote a new digital era, designed and implemented using enabling technologies (AI & Advanced Analytics, RPA, Cloud, Digital Twin, Cybersecurity, IoT, Blockchain and AR-MR-VR) and emerging technologies, which will be innovative tomorrow.

For us, presiding over the frontier of innovation means investing in technological excellence and human capital, transforming the organizational and business processes of companies in order to enable a fair and sustainable growth of the world around us.

We make significant investments in Research in order to have the necessary tools to support and increase its competitive edge, to continuously and rapidly evolve according to the needs of the IT market, following the trends and priorities outlined by the innovation roadmaps, defined both at the EU and national levels.

The Research and Development Department, which opened its first laboratory in 1987, works together with the most important European scientific institutions and with top-level industrial companies, maintaining its leadership in the field of technological research through the coordination of numerous national and international projects by networking with scientific and university partners all over Europe.

In 2020 we invested over 40 million euros in research

and development, employed 450 researchers and data scientists in seven laboratories and were involved in over 70 research projects.

The Research and Development Department plays a dual role in promoting software research at an international level and transferring innovation to the production cycle of its business structures, in order to make the most of new market opportunities and to constantly innovate its offer.

Innovation and sustainability are the guidelines that define our approach, guide us towards the achievement of our goals and animate the activities of our laboratories, which include:

- ▶ Research activities
- ▶ Open Innovation activities
- ▶ Activities involving fast-growing technologies ready to be marketed.

The strong synergy of the network of our more than 300 innovation leaders, who are engaged in the study of future technologies and in innovation activities with customers, allows us to transfer the most innovative solutions within the business areas and to respond in a timely manner to the needs of the market areas.

This is a crucial link that ensures an integrated approach to research that combines traditional and innovative technologies, while also being more closely aligned with the needs of customers and partners.

Linking research to the services we provide is a distinctive feature that highlights the practicality and relevance that the Engineering Group has always aimed to achieve.

A tangible example of this is the Digital Enabler solution, our data platform that has enabled the creation of the DE4Bios biosurveillance system, which is used to monitor and fight the COVID-19 pandemic.

New technologies for social and service innovation

Evolution, innovation and transformation are generated when the needs of business intersect with the opportunities coming from the frontiers of technology.

Our research and innovation activities are based on generating value for the community through the application of enabling and emerging technologies to the different areas of our lives.

- ▶ **Augmented Cities:** we enhance the way our cities and citizens use time and space, improving the quality of life of all key actors in the city and offering projects characterized by solid economic and financial sustainability.
- ▶ **Smart Energy and Utilities:** we transform business models by digitizing processes along the entire energy supply chain, through knowledge of core processes, and by promoting the creation of new and reliable business paradigms.
- ▶ **Smart Transportation:** we optimize the reliability and security of data-driven mobility services dedicated to people, goods and infrastructure.
- ▶ **Digital Media & Communication:** we are the end-to-end partner for our clients' Digital Transformation, leveraging deep knowledge of digital technologies to create value, building new integrated business models and improving core processes.
- ▶ **Digital Industry:** we enable the future of manufacturing through Digital Transformation.
- ▶ **Digital Finance:** we help organizations transform the way they manage data and processes, improving relationships between Stakeholders, and leading them towards new digital ecosystems.
- ▶ **Digital Retail & Fashion:** we help retail and fashion companies to revolutionize the customer shopping experience and to simplify operations, reduce costs and increase revenues.
- ▶ **Smart Agriculture:** we help industry players reap the benefits of Digital Transformation through an integrated ecosystem of technologies and data management systems along the entire supply chain, from field to farm, to government organizations.
- ▶ **Smart Government:** we transform public administration to make it more efficient and sustainable, starting with core processes and focusing on people's user experience to achieve a new and mature form of digital citizenship.
- ▶ **E-Health:** we optimize healthcare through the digitization of processes and the use of innovative technologies, to improve patient care, the quality of work of professionals and the overall sustainability of healthcare systems.
- ▶ **Digital Defense, Aerospace & Homeland Security:** we enable the secure acquisition, management and distribution of data from military operations, homeland security and logistical support in the maritime, land, air, space and cyber domains.

In the Global Innovation network

We collaborate with the leading international scientific institutions and with first-level industrial players. We maintain leadership in the field of technology research by coordinating numerous projects. We play a strategic role in the international research community as a partner in networks at all levels that bring together industrial, scientific and academic excellence from all over Europe.

▶ 5G PPP

Public-Private Partnership co-funded by the European Commission under Horizon 2020. Together with the European Commission, 5G PPP brings together representatives from industry, SMEs and research and aims to strengthen European leadership in the field of advanced 5G networks.

Engineering: *Coordinator of two 5G PPP projects: 5G-MEDIA and NRG-5*

▶ BIG DATA VALUE ASSOCIATION (BDVA)

An international non-profit, industry-led organization with over 200 members in Europe, including large, small and medium-sized enterprises, universities and research centers. The association was founded as a private counterpart of the EC in the BigDataValue Public-Private Partnership, aimed at defining a unified vision and innovative solutions to increase European competitiveness in terms of ability to use Big Data.

The mission of the BDVA is to develop an innovation ecosystem that takes full advantage of the potential of Artificial Intelligence data to achieve a true Digital Transformation in Europe.

The BDV PPP, launched in 2014, has been fully operational since 2016, thanks to funding devoted to the development of dedicated research initiatives and new business scenarios and opportunities based on the use of data.

Engineering: *Full Member and member of the Board of Directors and the Partnership Board. Engineering also coordinates the Smart Manufacturing Industry, Smart Cities and Security groups.*

▶ ECSO

A PPP (Public Private Partnership) on cybersecurity that brings together the Public Administration, Universities, Research Centers and Companies with

the aim of making the cybersecurity industry more innovative and competitive. The PPP has been active since 2018 and has more than 200 active members and will benefit from about 250 million euros.

Engineering: *Member of the organization and member of the Partnership Board. Engineering is also co-chair of Working Group WG6.1 on ecosystems, co-chair of WG2.2 on investment and innovative business models, chair of WG3.7 on smart cities, and member of WG5 on education*

► EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY - EIT CLIMATE-KIC

A Knowledge and Innovation Community (KIC) that addresses climate change through innovation. Founded by the European Institute for Innovation and Technology (EIT) in 2010 with the aim of bringing together all organizations who, through creativity and ingenuity, are responding to the challenge of climate change.

Engineering: *Partner*

ITALIAN ASSOCIATION FOR ARTIFICIAL INTELLIGENCE AND SUSTAINABLE DEVELOPMENT

The Association aims to spread the knowledge of Artificial Intelligence, to encourage its teaching and to promote theoretical and operational research through seminars and targeted initiatives and sponsored events. Founded in 1988, today it is a point of reference for the academic and institutional world.

As part of our collaboration, we have contributed to the drafting of the book "Artificial Intelligence for Sustainable Development," commissioned by the Ministry of Foreign Affairs and presented to the European Parliamentary Commission, which deals with the theme of ecosystem platforms (Digital Enablers) as the basis for the creation of smart solutions to support operators in the sector.

As a specific focus, our offer is in the field of Smart Agriculture and innovative ideas to support experts in the agri-food and wine sector for sustainable development, particularly in the economies of emerging countries.

During one of the Association's public events, we presented our solutions in the health sector, with a focus on our biosurveillance system, an asset which is still being used to manage the COVID emergency in some Italian regions.

► EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY - EIT DIGITAL

The European Commission's main instrument for supporting the knowledge economy and ICT innovation for economic growth and quality of life.

Engineering: *Core partner and already a member of the European Executive Steering Board*

► THE EUROPEAN ORGANIZATION FOR SECURITY (EOS)

A European association that brings together the main European industrial and academic players in the Security sector. The approximately 50 members of the EOS are located in 15 different European countries and offer security solutions and services, including the monitoring of maritime and land borders, transportation security, cybersecurity, critical infrastructure protection and crisis management. For more than a decade, the EOS has promoted the development and harmonization of the security market in Europe and has contributed significantly to the creation of initiatives in specific areas. In particular, the EOS has contributed to the creation of ECSO, the Public Private initiative dedicated to Cybersecurity. Engineering: *Founding member of the organization and member of the Board of Directors. Coordinates the Cybersecurity working group*

► FIWARE

A non-profit foundation under German law based in Berlin that was created by the Future Internet Public Private Partnership (FI-PPP).

FIWARE provides a set of Open Source software components (called Generic Enablers) that enable and simplify the development of smart applications based on standard data models for different application domains including Smart-Cities, Industry 4.0, Agri-food, Water and Energy.

The Foundation now has about 400 members worldwide and is gaining more and more visibility, so much so that the main component of FIWARE, the context broker, has been included with the support of all European countries in the CEF catalog that the European Commission makes available to Member States for the development of cross-border applications. More recently, after lengthy evaluation, FIWARE has been chosen as the reference platform for the development of the smart city program promoted by the government of India.

Engineering: *Founder and Chair of the Board of Directors*

GAIA-X FOR A EUROPEAN DATA ECONOMY

A data infrastructure based on a new open, transparent, secure and fully trusted digital ecosystem

To create a European data strategy in which Europe can exercise its data sovereignty without depending on others. To implement a Cloud infrastructure and an ecosystem of data and applications, in which member states will not only exchange information, but will govern the entire Digital Transformation process.

Promoted by France and Germany with the participation of 22 major European entities, GAIA-X was created to achieve these goals. Based on existing standards and open source technology, GAIA-X is a data infrastructure and an ecosystem that aims to enable innovative, open, consistent, quality assured and easy-to-use services. A mission that makes interoperability the fulcrum of a new totally European data economy.

GAIA-X therefore represents the frontier of an economy based on interoperable and shared data and infrastructures, and on the consequent development of European Data Spaces, thus contributing to the economic growth of the continent, improving its productivity and competitiveness.

In 2018, Engineering became one of the first associates at the international level of the International Data Spaces Association (IDSA). Engineering is a Day-1 Member of the GAIA-X Foundation and one of the three Italian companies having a member in the European board, and has an active role in defining the governance of the project.

Through an important awareness project, now in its first phase, Engineering promotes the participation of Italian companies and players in the initiative. Having the same prerogatives of the founding members, we also help to design the architecture of GAIA-X and to establish the basic principles on which the entire infrastructure will be developed at the European level. By joining this project, we reaffirm our firm belief in the need to create a Data Space Economy, leveraging digital solutions based on the principles of data sovereignty and on the highest standards of security and interoperability.

GAIA-X is therefore an important tool for creating new business opportunities in all productive sectors, including the industrial, medical diagnostics, finance, Public Administration, energy, mobility and agricultural sectors.

► INTERNATIONAL DATA SPACE ASSOCIATION (IDSA)

In this Association, business and research take an active role in defining a reliable architecture for the data economy. IDSA has among its members more than 100 organizations of different sizes (several are on the Fortune 500 list), belonging to 18 countries and to different productive sectors. and research take an active role in defining a reliable architecture for the data economy.

The association has among its members more than 100 organizations of different sizes (several are on the Fortune 500 list), belonging to 18 countries and to different productive sectors. IDSA's primary goal is to create an open, standard, vendor-independent solution that enables data sovereignty, i.e., the ability to control and regulate the use of shared private data. The reference architecture defined within IDSA is the basis of a data marketplace based on European values, i.e., privacy and data security, equal opportunities through a federated design and data sovereignty for both the owner and the users of the data.

Engineering: *European Board Member*

► NESSI

Established over 10 years ago, Nessi, the European Technology Platform, aims to develop a strategy for software and services driven by a common European research agenda. The initiative, today considered an independent Think Tank, has about 400 members, including leading IT companies, the major universities and the most advanced research centers in Europe.

Over the years, Nessi has contributed substantially to the creation of important initiatives such as the Future Internet Public Private Partnership, from which FIWARE was created, and the BigDataValue.

Today, NESSI actively contributes to the initiatives and the debate that is taking place at European level on crucial issues for the development and competitiveness of the entire European production system, such as CyberSecurity, Open Platforms supporting the Digital Transformation and Artificial Intelligence.

Engineering: *Founder and Board Member*

► OW2

A global, independent open source software community. OW2's mission is to promote the development of open source middleware, generic enterprise applications, cloud computing platforms and to promote a vibrant community and a business ecosystem.

Engineering: *Corporate Member*

► WATER EUROPE

Aims to increase coordination and collaboration among various water stakeholders to help solve global water-related challenges. Water Europe promotes cross-sector collaboration initiatives; creates a favorable environment for water-related projects and innovation, and proactively increases the importance of the water sector.

Engineering: *Standard Member and contributor to the ICT working group*

Engineering participates as an international expert in the following working groups worldwide:

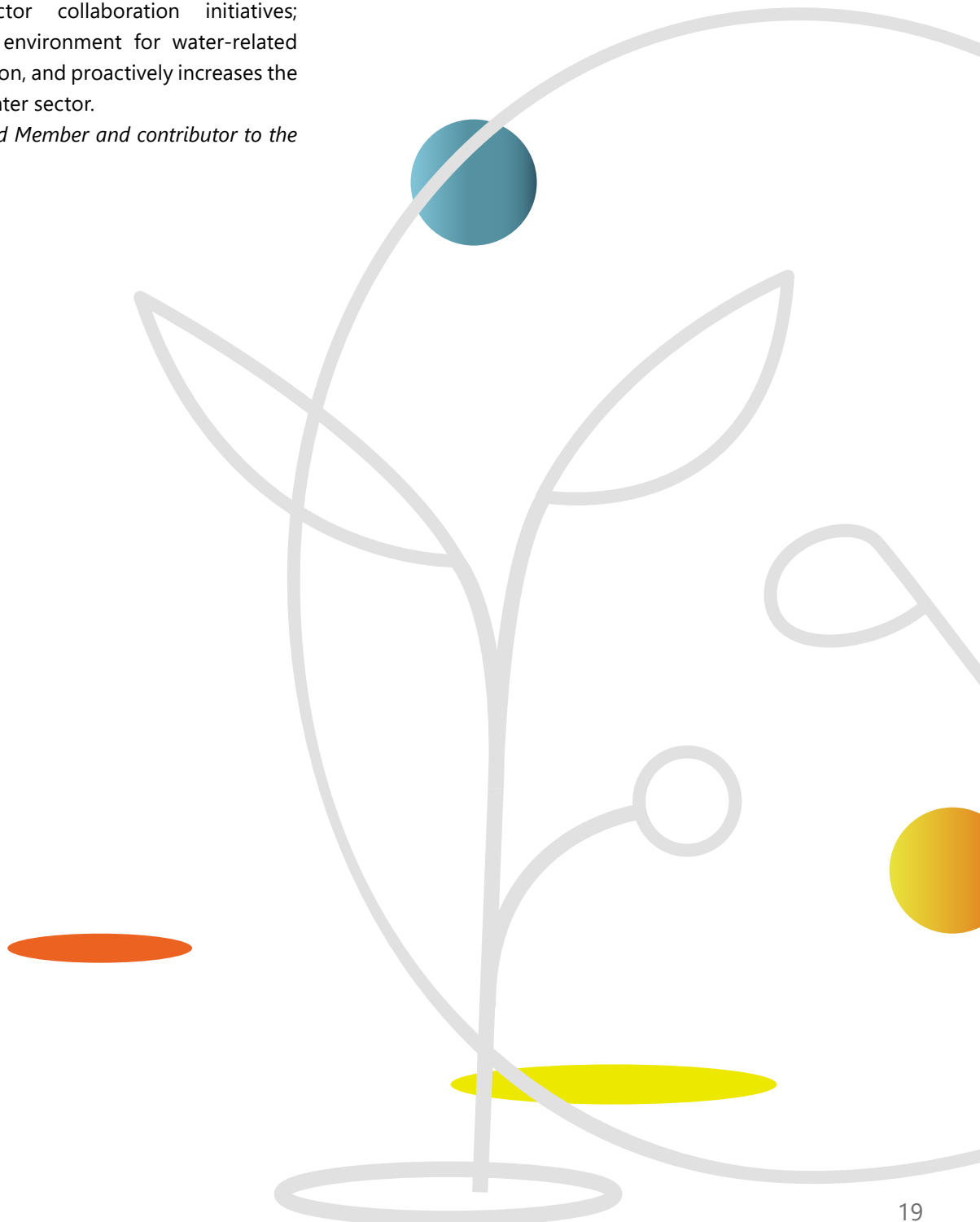
ISO/TC 279 "Innovation Management"

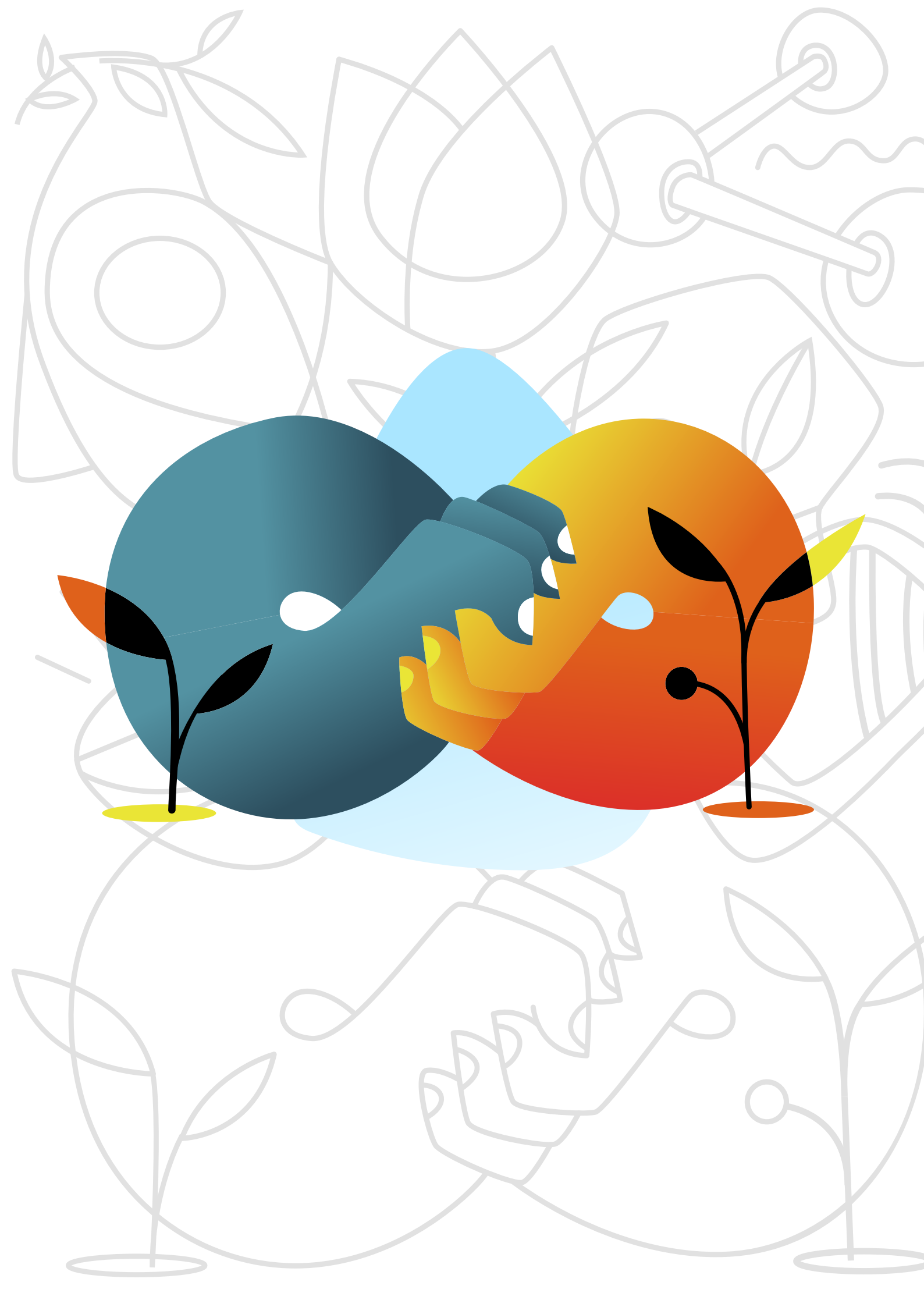
ISO/TC 307 "Blockchain and electronic distributed ledger technologies"

ISO/IEC JTC 1/SC 42 "Artificial intelligence"

ISO/IEC JTC 1/SC 41 "Internet of things and digital twins"

ISO/IEC JTC 1/AG 2 "Advisory Group on JTC 1 Emerging Technology and Innovation (JETI)."





EFFECTIVE AND RESPONSIBLE GOVERNANCE

A well-structured governance that aims to create long-term value is certainly necessary to achieve the best results in terms of environmental, social and economic impact. It can be considered the prerequisite for corporate sustainability, which is essential for defining corporate identity.

Our Corporate Governance system plays a central role in the clear and responsible performance the entire Group's operations and contributes significantly to the creation of sustainable value in the medium to long term for both shareholders and all Stakeholders, in compliance with the principles of social responsibility that apply in all the countries in which we operate.

Some aspects of the Corporate Governance focus on social responsibility constitute our Group's core set of values and practices, such as ethics, anti-bribery, information security and the related policies and procedures.

We have always aimed to implement and maintain processes that can ensure the identification, analysis and adoption of best practices and principles in the conduct of business.

In fact, our governance system aims to achieve the best balance between the need for flexibility and timeliness in decision-making, the search for the greatest transparency in the relationships between the various centers of responsibility and external entities and the precise identification of roles and responsibilities, for the purpose of guaranteeing correct and effective company management in compliance with the principles of our Code of Ethics.

Because we recognize the importance of the ethical-social component in the exercise of our activities, we have defined a social responsibility strategy aimed at ensuring high standards of integrity and transparency, which also takes into account the respect for human rights and the fight against bribery. In the last year, the desire to focus our governance on sustainability has led us to adopt, at the highest level, the principles and values of international bodies. Our recent joining of the UN Global Compact and our commitment to the ten principles in the areas of human rights, labor, environment and anti-bribery, testify to the empowerment of the company leadership in these areas.

WITH THE OPEN-ES COMMUNITY FOR SUSTAINABILITY IN INDUSTRIAL SUPPLY CHAINS

Engineering has joined the Open-es Community, the new digital platform dedicated to sustainability in industrial supply chains.

The goal of Open-es, in which over 1,600 companies from nearly 40 countries worldwide participate, is to create an inclusive and collaborative ecosystem of companies, who are willing to measure their performance according to a path of sustainable growth and development, towards a widespread awareness throughout the value chain. Through an ESG data model, based on the core metrics defined in the WEF Stakeholder Capitalism Metrics initiative, Open-es will allow all companies to measure their performance, with a simple and flexible approach, on a path of sustainable growth and development, towards a widespread awareness throughout the value chain.

By joining the Open-es, we confirm our willingness to continue to play a leading role in the growth of an industrial ecosystem based on the dimensions of sustainability and to support energy transition and economic growth that takes into account the needs of the planet, its citizens and its communities.

A SYSTEM FOR CREATING SHARED VALUE

GRI 102-12 GRI 102-16 GRI 102-18 GRI 103-2 GRI 103-3

HIGHLIGHTS

1,241.5 MILLION EUROS
IN REVENUES

1,142.4 MILLION EUROS
ECONOMIC VALUE DISTRIBUTED
TO STAKEHOLDERS

190.8 MILLION EUROS
NET PROFIT

ISO 37001
EXTENSION OF CERTIFICATION
TO MUNICIPAL CONTROL

APPROX. 5,000
COST CENTERS MONITORED BY THE
MANAGEMENT CONTROL SYSTEM

The results of our commitment

GRI 103-1 GRI 103-2 GRI 203-1 GRI 203-2

As a year marked by the COVID-19 pandemic, 2020 has been an extraordinary test case for us that has enhanced our flexibility and resilience.

In a context of profound uncertainty and change, which has altered the way we live and work in every part of the world, the companies that have reacted best are those that have always believed in innovation and Digital Transformation, elements that are a part of our DNA.

In fact, our ability to combine consolidated knowledge of business processes with the opportunities provided by the most recent evolutions in technology has enabled us to maintain steady performance in terms of revenues and profitability.

The Group closed fiscal year 2020 with a growth in profitability in terms of percentages across all key indicators, despite a decline in absolute values.

In detail:

- value of production was 1,241.5 million euros, down 2.6% compared to 2019
- adjusted EBITDA amounted to 177.4 million euros, down 1.5% compared to the previous year but growing at 14.6% as a percentage of net revenues;
- EBIT amounted to 90.1 million euros (61.2 million euros in 2019) with a percentage return of around 7.4% due essentially to lower provisions compared to 2019
- net income was 190.8 million euros, up 335.2% compared to the same period of the year

previous year, mainly due to the realignment between higher accounting values present at December 31, 2019 and lower tax values

- the Group reported pro-forma net financial debt of -49.5 million euros compared to -113.7 million euros at December 31, 2019.

Contribution to the Italy's economy

GRI 103-2 GRI 103-3 GRI 201-1

The goal of a healthy business is to create wealth for its shareholders, employees and suppliers, while also generating well-being for the community and new wealth for the country. As of December 31, 2020, the Group generated a direct economic value of 1,261.5 million euros, 90.6% of which was distributed. The share contributed to the State was 47.8 million euros (3.8%).

Code of Ethics and Model 231, pillars of our business

GRI 103-2 GRI 103-3

As part of our Corporate Governance system, we have a Code of Ethics that applies to all Group companies.

The Code, revised in editorial form in 2019, brings together the fundamental rights and duties where our values and tethical-social responsibilities (both internally and externally) are defined, and with which compliance is required from employees, managers, directors, members of the Board of Auditors, members of the Supervisory Board, temporary or permanent external collaborators, partners, suppliers and customers.

The company departments concerned are responsible for updating and disseminating the Code of Ethics,

SUMMARY OF ECONOMIC RESULTS FOR THE THREE-YEAR PERIOD 2020-2018

(amounts in millions of euros)

Description	2020 31.12	2019 31.12	2018 31.12
TOTAL REVENUES	1,241.5	1,274.0	1,180.3
Net revenues	1,218.5	1,250.9	1,154.9
Adjusted EBITDA*	177.4	180.0	147.2
% on net revenues	14.6	14.4	12.7
Reported EBITDA	159.9	160.9	137.3
% on net revenues	13.1	12.9	11.9
EBIT	90.1	61.2	78.0
% on net revenues	7.4	4.9	6.8
Net profit	190.8	43.8	57.7
% on net revenues	15.7	3.5	5.0
Net assets	836.8	611.0	615.8
Net financial position	-49.5	-113.7	-69.9

* Adjusted EBITDA refers to results of EBITDA before Stock Option costs and Extraordinary Expenses.

ECONOMIC VALUE GENERATED AND DISTRIBUTED IN THE THREE-YEAR PERIOD 2020-2018

(amounts in millions of euros)

Description	2020		2019		2018	
	V. Absolute	%	V. Absolute	%	V. Absolute	%
DIRECT ECONOMIC VALUE GENERATED*	1,261.5	100	1,286.5	100.0	1,196.1	100.0
DIRECT ECONOMIC VALUE DISTRIBUTED	1,142.4	90.6	1,149.2	89.3	1,076.1	90.0
Suppliers (operating costs)	440.5	34.8	463.9	36.1	445.8	37.3
Employees	637.8	50.6	639.9	49.7	589.0	49.2
Lenders	16.0	1.3	10.9	0.8	12.0	1.0
State	47.8	3.8	33.7	2.6	28.5	2.4
Community**	0.3	0.1	0.8	0.1	0.8	0.1
DIRECT ECONOMIC VALUE WITHHELD	119.1	9.4	137.3	10.7	120.0	10.0

(*) Production value plus financial income.

(**) Includes charitable contributions and sponsorships with a social impact.

promoting its continuous improvement through the analysis and assessment of processes.

The Code of Ethics is an integral and substantial part of the Organization and Management Model ("Model 231") adopted by the Parent Company, by the subsidiary Engineering D.HUB and by Municipia, in compliance with the provisions of Legislative Decree 231/2001 which regulates the administrative liability of legal persons and according to which entities are responsible, in the manner and terms indicated, for offences committed in the interest or to the advantage of the Company. With the support of the company departments concerned, the Supervisory Board (SB) monitors compliance with the rules contained in the Code, by receiving and analyzing reports of possible violations.

Model 231 is continuously updated and improved, in accordance with the regulatory development of the Decree, the evolution of jurisprudence and legal doctrine, the experience gained and organizational changes in the company.

The Code of Ethics and Model 231 are published and disseminated on the company website (Internet and Intranet) and explained during training sessions for new employees.

All suppliers are required to read and be familiar with both the Code of Ethics and Model 231 when registering in the Supplier Register (PAGE).

The annual audit plan includes information initiatives on anti-bribery issues and specific training sessions on Model 231 and anti-bribery.

Fight against bribery: zero tolerance

GRI 103-2 GRI 103-3

In carrying out all its activities, Engineering prohibits any action, toward or by third parties, intended to promote or favor its interests, to gain an advantage, or capable of undermining the impartiality and autonomy of judgment. In addition to being an issue of business ethics, bribery is an intolerable obstacle to business efficiency and fair competition.

In December 2019, the Parent Company obtained the ISO 37001 Anti-Bribery Management System Certification, issued by the DNV GL - Italy certification body.

During 2020, the process to extend the certification to the subsidiary Municipia was carried out, which was

successfully completed in January 2021.

As part of the anti-bribery compliance growth program, the Policy for the Prevention of Bribery was extended to all Italian and foreign companies and again, in 2020, the Parent Company's Management System was extended to Municipia.

Among the activities conducted for the extension of the management system for the prevention of bribery was a risk assessment, similar to the assessment conducted for the Parent Company, with a focus on the specific activities carried out by Municipia, such as relations with the Public Administration and public-private partnership activities. With reference to tenders, for example, the "Partner Verification Procedure" was introduced to govern the process of assessing active and passive partnerships.

The ISO 37001 international management standard, which applies to any type of public or private organization, describes the requirements for the implementation of a management system for the prevention of bribery aimed at continuous improvement and the adoption of measures to avert the risks of bribery in a reasonable manner and in proportion to the organization's sector of activity, size and complexity. This standard does not overlap with the instruments of prevention of the risk of corruption provided for by law (Law 190 on plans for the prevention of corruption or organizational models pursuant to Legislative Decree 231), but serves to better coordinate the overall organization with the aim of preventing bribery, in a way that is effective and integrated with other business management systems.

In compliance with the standard, in 2019 the "Compliance Department for the Prevention of Bribery" was established to report directly to the Managing Director, and during 2020, it was also extended to Municipia.

In February 2020, the subsidiary Municipia obtained the highest score in the Legality Rating, awarded to it by the Antitrust Authority.

In order to disseminate the tools adopted to prevent and combat bribery, the Company dedicates specific training sessions to employees. A training session on issues relating to anti-bribery and Model 231 was held in 2020, involving 100% of the Group's managers in Italy.

Planning has also begun for the "Bribery Prevention Course," to be delivered in Web Based Training (WBT) mode during 2021 to all personnel of the Group's Italian companies.

Respect for human rights, a growing commitment

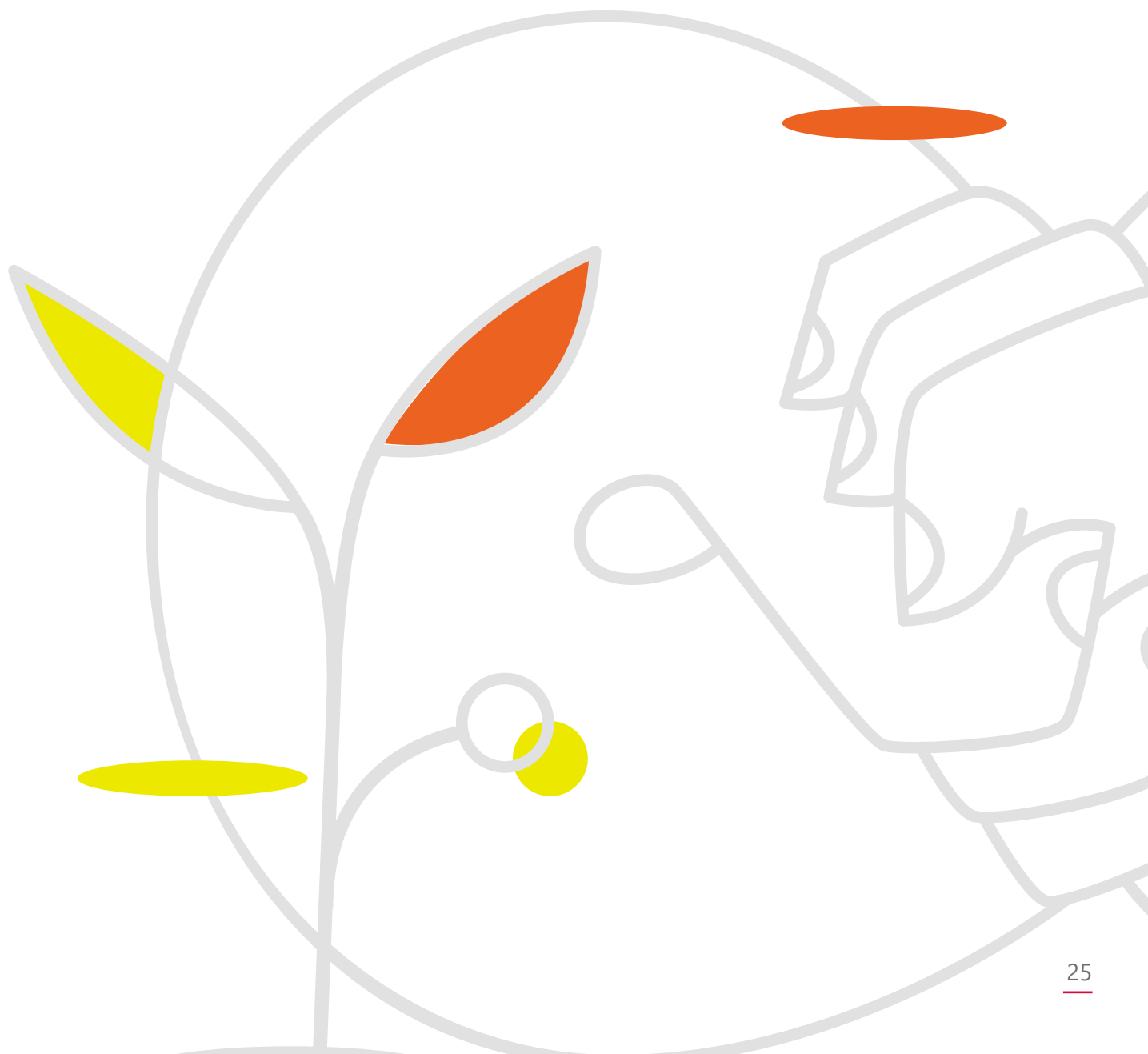
We have always been committed to respecting and promoting the protection of human rights, both within our business activities and along the value chain.

We operate mainly in Italy, where the legal framework regulates and protects respect for fundamental human rights, and through the dissemination of the Code of Ethics, we are committed to spreading our principles to all Group companies worldwide.

We reject all forms of discrimination and promote fair and reasonable wages, working conditions that protect the health and safety of our employees, freedom of association and the right to collective bargaining.

As a confirmation of our commitment, we have set ourselves the goal of obtaining - during 2021 - SA 8000 Social Accountability certification, the most widespread international standard that assesses the adoption of certain behaviors relating to a company's ethical and social responsibility. This standard is an effective tool for the proper management and constant monitoring of all activities and processes that have an impact on issues relating to the conditions of workers, and also extends these requirements to suppliers and subcontractors.

By joining the United Nations Global Compact in early 2021, we have taken another important step on the path towards consolidating social responsibility and reaffirming our commitment to integrating the values of sustainability into our business.



RECOGNITIONS AND AWARDS



BBS SPECIAL AWARD FOR SOCIAL COMMITMENT

The BBS - Library Social Report "Special Award for Social Commitment" went to Engineering for "attention to the community as a cultural and social growth of our country, where science, social culture, art and universities are combined with inclusion, participation and the circular economy." This award confirms the value of our choice to make a genuine contribution to the cultural and social growth of the country by means of a responsible approach that promotes inclusion, participation and sustainability. In 2018 and 2019, Engineering also received a Mention in Social Scope and was the recipient of the Special Stakeholder Award.



BEST DIGITAL SOLUTION FOR RESILIENCE AWARD

With its support for the city of Bamberg's overcrowding problem, Engineering won the Best Digital Solution for Resilience Award.

The German city's congestion problems, due to the high number of tourists and the city's cramped architecture, were solved by using IoT sensors to measure the number of pedestrians and to process the data, using a FIWARE-based platform. This solution can be replicated in other cities during a time when avoiding crowded places is certainly a safety issue.



MOST ATTRACTIVE EMPLOYER

The research conducted on 36,000 students in 48 universities by Universum Global, a leading Swedish company in employer branding, places Engineering in the ranking of the most attractive companies for Italian university students and the ideal destination for their career path, and also places Engineering in first place among companies in the IT and engineering consulting sector.



INDUSTRIA FELIX AWARD - ITALY IN COMPETITION

Engineering was awarded the "Industria Felix Award - Italy in Competition," organized by the quarterly economics and finance magazine Industria Felix Magazine in collaboration with Cerved, LUISS Guido Carli University and Sustainable Development. The award is for management performance, financial reliability and activities that contribute toward modernizing the world we live and work in, combining expertise in the latest frontier technologies, technological infrastructure organized in a unique hybrid multicloud model and the ability to interpret new business models.



MOST INNOVATIVE KNOWLEDGE ENTERPRISE - GLOBAL MIKE WINNER

In 2020, Engineering was one of the "Global MIKE Award winners" for its commitment and performance in innovation. "Most Innovative Knowledge Enterprise Award" is an international recognition that identifies best practices related to how companies cultivate and convert their knowledge into outstanding products, services and solutions.



GREAT PLACE TO WORK (GPTW)

For the second consecutive year, Engineering Do Brasil has been recognized as an Excellent Place to Work, according to Great Place to Work, the global consulting firm that evaluates and certifies organizations with the goal of achieving the best results through a culture of trust, high performance and innovation. With the "O Enger no Centro de Tudo" (Engineering at the Center of Everything) campaign, Engineering Do Brasil encouraged the Company's participation in the survey in 2021, recording a further improvement in employee perception, especially in the areas of Respect, Credibility, Pride and Team Spirit. This result confirms the strengthening of projects and actions aimed at people that allows the company to compete for inclusion in the national ranking of the 150 best companies to work for in Brazil.



THE FINANCIAL TIMES DIVERSITY LEADERS AWARD

Engineering is among the "Global MIKE Award winners" in 2020. The "Most Innovative Knowledge Enterprise Award" identifies best practices related to how companies cultivate and convert their knowledge into outstanding products, services and solutions.



OUR COMMITMENT TO THE ENVIRONMENT

Environmental protection and combating climate change are fundamental aspects of sustainable development. Adopting the goals of the United Nations 2030 Agenda means to deal concretely with how to translate the environmental SDGs into the management of the company, its organization and the conducting of its business.

In recent years, and since 2020 with increasing planning, we have taken on the fight against climate change, and more generally, the promotion of environmental sustainability, as some of the main challenges and opportunities for the Company and our Stakeholders.

We have ensured the green management of electronic waste, expanded the company's fleet of electric vehicles and adopted the most innovative solutions to improve the energy efficiency of our offices (which are now 92% powered by renewable sources) and our Data Centers (which are now powered by energy from 90% renewable sources).

This commitment is shared by the Companies of the entire Group, which have long since chosen to implement and certify an Environmental Management System in compliance with the requirements of UNI EN ISO 14001:2015.

Corporate responsibility must be applied to strategic choices, to daily practices, to the creation of a shared culture, and also through information, training and the promotion of environmentally friendly behaviors.

We promote environmental awareness and responsibility along the entire value chain by promoting our Code of Ethics, making green mobility choices, contributing to research and development and participating in projects to protect, safeguard and prevent climate risks.

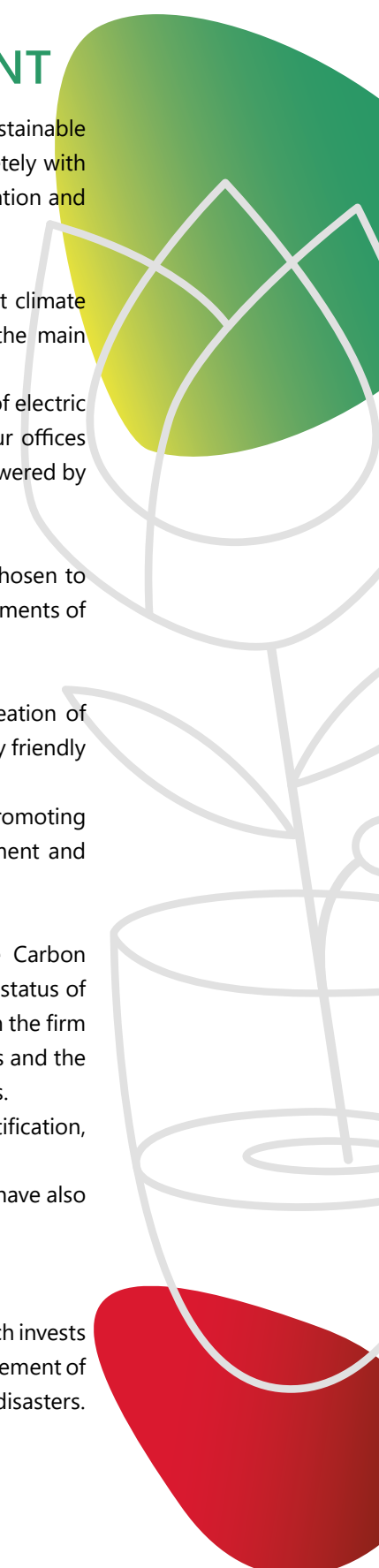
Among the most recent initiatives, participation in the CDP assessment - formerly the Carbon Disclosure Project - which highlights the company's desire to share with all stakeholders the status of our environmental impact and the initiatives to be undertaken in the short to medium term, in the firm belief that the environmental challenge concerns everyone - employees, customers, suppliers and the region - and that only by working together can we succeed in reversing environmental trends.

It is also worth mentioning the path we are taking towards obtaining ISO 14064-1:2006 certification, which has to do with the reporting of greenhouse gas emissions and removals.

As part of the ever-increasing awareness of the importance of a sustainable supply chain, we have also recently begun to monitor the environmental performance of our suppliers.

However, we also contribute to sustainability through our own expertise.

In fact, we are concentrating our greatest efforts on innovation and Digital Transformation, which invests in and defines the New Normal, aimed at reducing waste of energy and resources in the management of cities and regions, optimizing work and production methods, and preventing environmental disasters.



THE PROTECTION OF THE ENVIRONMENT AS A PREMISE FOR INNOVATION

GRI 103-2 GRI 103-3

HIGHLIGHTS

146,556

GJ TOTAL ENERGY CONSUMPTION

-30% COMPARED TO 2019

9,370

TONS OF CO₂ EMISSIONS.

(Direct and indirect, SCOPE 1 + SCOPE 2)

-38% COMPARED TO 2019

LEED

CERTIFICATION OF THE ROME
HEADQUARTERS

(Leadership in Energy and Environmental Design)

18,439,546

KWH ELECTRICAL ENERGY
CONSUMPTION IN THE DATA CENTERS

1.67

GROUP PUE

Safeguarding the environment is an essential premise for any form of social innovation because modernization can only be envisioned together with the protection of the landscape and the well-being of the region.

We have long since put into place an environmental management system certified according to the international ISO 14001 standard that covers our offices in Pont-Saint-Martin, Vicenza, Naples, Palermo and all the companies that operate there (Municipia, Engineering D.HUB, Nexen and WebResults).

Being a service company, the environmental impact of our activities is generated mainly by the four Data Centers (Pont-Saint-Martin, Turin, Milan, Vicenza) and by the Group's more than 40 offices whose environmental footprint is attributable to urban users, i.e., the consumption of water, electricity for lighting and natural gas for space heating.

The Rome office, which houses about 20% of the Group's employees, has LEED certification, developed by the US Green Building Council (USGBC) and awarded to buildings with excellent performance in energy and water savings, materials and resources used, design and site selection, which guarantee the reduction of CO₂ emissions and the improvement of the ecological quality of the building interior.

In 2020, a feasibility study was launched to prepare a structured plan for energy savings in collaboration with a leading energy company. The first step will be to install smart energy performance meters at all locations to monitor energy consumption, optimize energy management and further reduce climate impacts.

The environmental impacts of Data Centers are generated by the production of electronic waste and the consumption of electricity for IT equipment, cooling systems and ventilation, and electrical distribution systems.

The Data Centers are also used to manage the information technology infrastructure on which the remote activities of the Group's offices in Italy are based.

The calculation of the environmental impact also includes the use of water for cooling the Pont-Saint-Martin and Vicenza Data Centers and the atmospheric emissions resulting from staff mobility.

Green Data Centers, cutting-edge models

We pay the utmost attention to the correct and responsible management of the environmental impacts of our Data Centers and can claim excellent performance in terms of environmental sustainability.

Since 2011, the Pont-Saint-Martin Data Center in Valle d'Aosta has been equipped with a geothermal system that operates by using the water in the underlying aquifer, which has a constant temperature of about 13 degrees, to cool the data center.

We have started a project that will be completed at the end of 2021 which will increase geothermal capacity by drilling two additional wells (and will also include the complete renewal of the plant's technology) that will increase the withdrawal capacity of the water used for cooling, from 50 liters per second to 96 liters per second. As a result of this investment, it will no longer be necessary to use the refrigeration units that, until now, were used to cool the water to 7 degrees, thus guaranteeing considerable savings in electrical energy consumption, which will be monitored and reported on starting in 2022.

As a further environmental benefit of this new plant set-up, some of the heat contained in the water in the return circuit will be recovered and used to heat the offices, thus reducing atmospheric emissions related to the combustion of methane and also reducing the costs of purchasing methane.

Confirming an excellent level of efficiency, in 2020 the Pont-Saint-Martin Data Center has again confirmed a PUE of 1.52^(*) (Power Usage Effectiveness, the parameter that measures energy sustainability).

With the completion of the hydronic project mentioned above, we expect a further significant reduction in PUE starting in 2022.

WATER

	2020	2019	2018
Groundwater withdrawals* (millions of m ³)	1.02	1.06	1.11
Industrial cooling wastewater discharges (millions of m ³)	1.02	1.06	1.11

* The water is drawn only for cooling the Pont-Saint-Martin Data Center and is not subjected to any industrial process other than temperature variation; the increase in flow rate planned for the hydronic pump expansion project has no significant impact on the environment and has already received permission from the local authorities. The temperature of the water returned to the Lys river complies with the specifications of the concession of the Aosta Valley Region.

ENERGY CONSUMPTION OF THE GROUP'S DATA CENTERS*

Data Center Year	Pont-Saint-Martin			Torino		
	2020	2019	2018	2020	2019	2018
Electrical energy consumption GWh	9.97	10.04	11.08	1.99	1.75	1.97
Electrical energy consumption GJ	35,887	36,144	39,900	7,159	6,300	7,070
Power Usage Effectiveness (PUE)	1.52	1.52	1.52	1.80	1.80	1.80
Data Center Year	Vicenza			Assago		
	2020	2019	2018	2020	2019	2018
Electrical energy consumption GWh	3.17	3.12	3.34	3.32	3.30	2.40
Electrical energy consumption GJ	11,934	11,232	12,034	11,412	11,880	8,640
Power Usage Effectiveness (PUE)	1.75	1.71	1.70	2.14	2.30	2.50

* Also includes 466 GJ of energy consumed by diesel engines used for Emergency generators.

^(*) This parameter, according to the standard definition of the international industry consortium, The Green Grid, indicates the ratio between the total electricity consumption of a Data Center (air conditioners, fans) and the electricity consumption of IT equipment only. To have an efficient level of consumption, the PUE of a Data Center must be less than 3. A value of 2 represents an excellent level of efficiency, while values around 1.5 are considered excellent.

Measuring our impact with the Carbon Footprint calculation

GRI 103-2 GRI 103-3 GRI 305-1 GRI 305-2 GRI 305-3

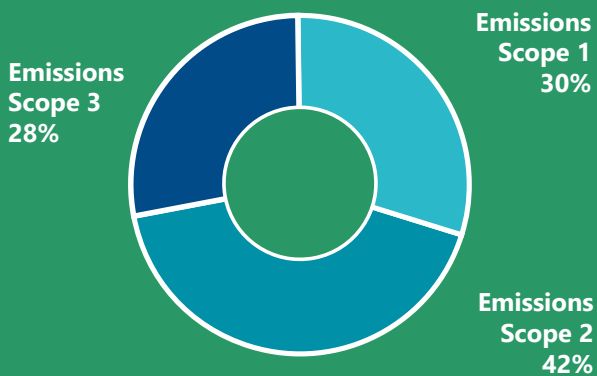
With reference to the Group's Italian companies, the Carbon Footprint* is calculated in line with the GHG Protocol. The Carbon Footprint is the main environmental indicator that quantifies the impact of an organization on climate change in terms of direct and indirect CO₂ emissions, thus allowing the identification of activities having the greatest impact along the entire value chain. In particular, the following have been included in the calculation:

- Scope 1 direct emissions, from stationary combustion generated by the combustion of natural gas for office heating and the combustion of diesel fuel used for emergency generators in Data Centers, and mobile combustion emissions generated by the vehicle fleet, most of which is powered by diesel fuel and a smaller proportion by gasoline
- Scope 2 emissions from the consumption of electricity purchased from the grid used at the Group's offices and the four Data Centers in Pont-Saint Martin, Assago, Vicenza and Turin
- Scope 3 emissions from activities associated with business travel (by air and train) and employee home-work travel.

In 2020, total emissions decreased by 65% compared to the previous year, from 37,558 tCO₂ to 13,015 tCO₂. The figure is mainly attributable to the effects of the massive use of smart working during the pandemic period, which contributed to the reduction in employee home-work travel and office energy consumption, the reduced use of the company car fleet and fewer business trips made in 2020.

The Group's goal is to extend the monitoring of greenhouse gas emissions to foreign companies as well.

Total Italian Group emissions (tCO₂)



* The calculation of emissions has been developed in line with the GHG Protocol, using emission factors taken from the latest available versions of the following reference documents:

- DEFRA - Department for Environment, Food and Rural Affairs Conversion Factors - Full - set for advanced users (2019), for emission factors Scope 1, Scope 3 (employees commuting between home and work, and air travel)
- AIB - Association of Issuing Bodies European Residual Mix (2018), for Scope 2 emission factors, calculated according to a market-based approach that takes into account the actual supply contracts entered into by the Group)
- FS Italiane: Italian State Railways, Sustainability Report (2018), for Scope 3 emission factors (train travel)
- MiSE - Ministry of Economic Development, Average monthly fuel and fuel prices (2019), for the estimate of Scope 1 diesel and gasoline consumption.

To further reduce climate impact, we have entered into agreements with electricity suppliers to ensure a green supply for our offices (92%) and our Data Centers (90%). Excellent environmental performance also applies to the Vicenza Data Center, which in 2017 had already obtained TIER IV certification from the Uptime Institute, for the initial design phase and for the final implementation and post-verification phase on site.

The Data Center is redundant in terms of electrical, cooling and network circuits. It is capable of maintaining a high level of energy efficiency (a PUE of 1.75 in 2020), while at the same time, plant reliability is very high due to free cooling solutions and structural measures, such as separation from the external environment by insulating corridors.

This architecture makes it possible to detect and isolate any damage to the structure's systems, while supporting and maintaining all the IT loads and business critical systems of the customers hosted in the building.

The implementation of new latest-generation air-water refrigeration units is also being studied for the Vicenza Data Center. This would allow a drastic reduction in water consumption compared to the current water-water systems.

Moving people while reducing emissions

The reorganization of the way we work following the COVID-19 emergency and the immediate adoption of smart working for all employees has certainly resulted in a net reduction in travel.

In 2020, our staff drove 20 million kilometers in Italy in company cars, a 59% decrease from the previous year.

The company's fleet has about 1,600 cars acquired with the formula of long-term rental (NLT) and the average distance traveled per vehicle decreased from about 31,880 km in 2019 to 14,045 km in 2020.

The goal is to introduce electric vehicles on the car list as well, which can be recharged at the charging stations installed at the main locations.

Sustainable management of electronic waste

GRI 103-2 GRI 103-3 GRI 306-1 GRI 306-2 GRI 306-3

The collection and disposal of electronic waste is particularly important for Data Centers.

In 2020, 10.4 tons of waste was generated from the maintenance and replacement of obsolescent equipment and machinery (4.1 tons in 2019).

To minimize the impact on the environment, all electronic waste is entrusted to certified specialist companies for the proper recovery of materials.

Through a process of industrial symbiosis, the waste becomes material that can be used in other industries.

One category of electronic waste is the PCs used in the Company.

In order to optimize the management of PCs, we have implemented a virtuous system in the Italian offices that helps contain the purchase costs and to achieve a lower replacement rate, thus reducing the production of waste and the resulting environmental impact.

For several years, the Technological Infrastructure Services (TIS) office has created a dense and efficient network for the repair of damaged PCs through the simple replacement of components, just like in a mechanic's workshop. This is an example of how sustainability can generate not only the virtuous processes of circular economy, but also reduce costs.

A project to replace the currently-used computer mice with rechargeable battery mice will also be launched in 2020. This initiative will reduce the environmental impact caused by the disposal of these materials.

TOTAL CO₂ EMISSIONS IN ITALY*

	2020	2019	2018
Total energy consumption (GJ)	146,556	208,792	188,886
CO ₂ emissions (tons) Scope 1**	3,952	7,055	5,757
CO ₂ emissions (tons) Scope 2 (market-based)***	5,418	7,937	12,692
CO ₂ emissions (tons) Scope 2 (location-based)	8,321	10,686	9,428
CO ₂ emissions (tons) Scope 3****	3,645	22,566	N/A
Total CO emissions ₂ (Scope 1+Scope 2 market-based+Scope 3)	13,015	37,558	18,449
Total CO emissions ₂ (Scope 1+Scope 2 location-based+Scope 3)	15,918	40,307	15,185

* Emissions linked to the activity of the subsidiary Overit have also been included in the calculation since 2019. Methane used in a few Group locations for heating (5,507 GJ) and diesel fuel used by emergency generators in Data Centers (466 GJ) have also been included in the calculation of energy consumption since 2019.

** The consumption of natural gas for space heating in the offices of Arezzo, Florence, Mosciano, Orvieto and Padua and the consumption of diesel fuel for periodic tests of emergency generators in the Data Centers have been included in the calculation since 2019.

*** The Pont-Saint-Martin and Assago data centers have been supplied with certified electricity produced from renewable energy sources since 2019.

****The reporting of indirect Scope 3 CO₂ emissions began in 2019 during the drafting of the inventory of climate-altering gas emissions.

ITALY COMPANY FLEET DATA

	2020	2019	2018
Km traveled	21,153,511	51,422,650	45,715,000
Diesel Fuel Consumption (Tons)*	1,103	2,063	1,932
Diesel Fuel Consumption (GJ)	50,384	94,202	88,250
Gasoline Consumption (Tons)*	26	31	-
Gasoline Consumption (GJ)	1,209	1,454	-

* Data calculated using annual fuel costs divided by average consumer prices for diesel and gasoline.

ELECTRONIC WASTE

	2020	2019	2018
Waste produced (Tons)	10.4	4.12	26.24
<i>of which:</i>			
Entrusted to specialized and certified companies for proper disposal (Tons)	10.4	4.12	26.24

ENERGY CONSUMPTION IN OFFICES*

	2020	2019	2018
Electrical energy consumption (Kwh)	6,326,482	11,557,583	10,839,438
Electrical energy consumption (GJ)	22,775	41,607	39,022

* The figures do not include all the offices, but only the main offices in Italy. The reported Kwh do not include the few Temporary Office locations where these services are offered on an all-inclusive basis (including electricity).

DATA CENTER POWER CONSUMPTION

	2020	2019	2018
Electrical energy consumption (Kwh)	18,439,546	18,207,500	18,790,000
Electrical energy consumption (GJ)	66,382	65,556	67,644





SOCIAL RESPONSIBILITY AS PART OF OUR IDENTITY

The "S" factor in the ESG criteria for assessing corporate sustainability includes people management, gender policies, the protection of human rights, labor standards and, in general, responsibility towards stakeholders throughout the value chain, from suppliers to partners and customers.

Moreover, social responsibility must also extend to the region in which the company operates and exerts its influence and, in general, to the world outside the company: the community, civil society, associations, culture, schools, the arts and sports.

These points have always been important for our Company and have been reinforced by the recent establishment of the CSR department, which structures and extends the commitment of the entire Group to sustainability issues.

We are characterized by an open, dynamic and flexible working environment, which promotes the integration and the professional and personal growth of all its **employees**, combats all forms of discrimination and promotes diversity and inclusion.

This environment allows room for creativity and individual initiative and guarantees the health, safety, well-being and stability of its people through measures that promote work-life balance.

This is a concrete and structured company commitment, evidenced by its careful human resources policies, the 15,000 person-days of training provided each year, its Occupational Health and Safety Policy and ISO 45001 Management System, its membership in Valore D and its commitment to the principles of the United Nations Global Compact, and the start of the SA8000 Ethical Certification process.

In partnership with our **customers**, we work to develop sustainable products and services, guaranteeing safety and compliance with current regulations and the highest quality standards. We aim for maximum customer satisfaction, responding to their needs in accordance with sustainability criteria, and by promoting and expanding communication channels that allow for a constant dialogue and the continuous improvement of the services we offer.

With our **suppliers**, we have embarked on a path to integrate responsibility and sustainability by sharing our Code of Ethics and respect for human and labor rights, in accordance with the provisions of the Social Accountability ethics certification.

Also among our priority goals is our commitment to the **community**.

Over time, we have identified a number of areas of intervention in the social sphere, which reflect our history or our areas of application: digital education, the fight against cyberbullying, the promotion of STEM subjects - particularly for girls - support for research, attention to the circular economy, support for entrepreneurship, solidarity towards the least favored (prisoners, the marginalized, women victims of violence).

THE CENTRALITY OF OUR PEOPLE

GRI 103-2 GRI 103-3

HIGHLIGHTS

11,632

TOTAL EMPLOYEES

733

EMPLOYEES HIRED IN ITALY

376

EMPLOYEE ASSIGNMENTS ABROAD

61%

GRADUATES

96% Approximately

APPRENTICESHIP CONTRACTS
TRANSFORMED INTO PERMANENT
CONTRACTS

97

INTERNAL JOB POSTINGS

90%

OF EMPLOYEES RECEIVED
PERFORMANCE REVIEWS

OVER 11,000

PEOPLE IN SMART WORK

15,000

TRAINING DAYS/PERSON

Human capital is what makes the difference in business development processes.

The skills, experience and motivation of our people are the pillars on which we have always based our way of doing business, by investing in the women and men who are the main component of our success. We do this according to the values that have always guided our personnel management policy: solidarity, collaboration and the sharing of goals, safety, recognition of merit, autonomy of choices and the principle of horizontal delegation.

Our team

In 2020, our team includes 11,632 employees (an increase of about 2% compared to 2019), to which we add 4,371 employees for external IT services, distributed throughout Italy and our various European and non-European offices.

Despite the difficulties caused by the pandemic, the policy of hiring young graduates and new diploma holders continued in 2020, with the hiring of about 270 people.

Women within the Group represent 31% of our employees, a significant share in any case, considering that the majority of the workforce is made up of IT technicians, diploma holders and graduates, professions which are historically male.

We promote the constant integration of workers belonging to protected categories, through multi-year recruitment and placement programs.

Staff retention is good and the outgoing turnover was 8%, down from the previous year's reported rate of 10%. Our direct relationship with our people is fundamental, and for this reason, we have Human Resources & Organization Departments in all the main offices: five in

northern Italy (Pont-Saint-Martin, Turin, Milan, Brescia and Padua) and five in central-southern Italy (Florence, Ancona, Rome, Naples and Palermo).

And even where there is no dedicated office, the HRO Department guarantees at least a weekly presence in all our Italian offices.

Employer branding to find new talent

GRI 103-2 GRI 103-3

The recruiting, selection and hiring of new talents to support the Digital Transformation are crucial activities. That's why, through the Cornerstone Recruitment suite, known as F.A.R.E. (Fair Appraisal Recruiting Engineering), we have implemented a series of new processes, which are entirely digital and virtual, that have generated significant and immediate results.

This important work is intended to fully transfer the process of searching for, selecting and supporting new employees to a single digital platform directly on the company's website, through which it is possible to:

- receive and select CVs in agreement with the various managers responsible for open positions
- organize interviews, remotely only, through the sharing of calendars from which appointment emails are automatically sent
- share managers' evaluations with HRO Department evaluations, generate and forward recruitment letters for acceptance by job candidates>
- create new company email addresses and assign new employees the necessary equipment to perform their work
- create job candidate activity reports.

At the end of December 2019, the Cornerstone suite had its final kick-off and it was adopted by many Group companies in 2020.

Despite the difficulties caused by the COVID-19 pandemic, the more than 25,000 CVs received during the year were reviewed and more than 2,300 interviews were conducted (33% female), resulting in the hiring of 189 recent graduates.

The continuous recruitment of new talents, including the offering of apprenticeships aimed at enhancing skills and training young people, demonstrates our commitment to investing in our workforce while increasing our competitiveness on the market.

Our numerous collaborations with Technical Institutes and Universities, which we strengthen year after year, are part of this perspective.

In particular, in the last three years, we have wanted to raise awareness among young people during their last three years of secondary school and to involve entire classes in work-study projects to be carried out directly in the schools, in order to promote digital culture within the school curriculum and thus to prepare future generations.

High schools in various cities, such as Genoa, Turin, Rome and Point-Saint-Martin, have been involved in this effort.

We have also strengthened and specialized our relationship with Italian and European universities.

As many as 47 Career Days, events and job meetings have been supported by the direct participation of teachers and company experts, involving training sessions and direct testimony.

These activities have made us increasingly known to the professionals of tomorrow, who are the target of our recruiting activities.

Another way to get in touch with potential job candidates is the organization of virtual training courses, in collaboration with local institutions and agencies and various institutes in Genoa, Bari and Milan, on the topics of digitization for industrial automation and programming languages based on Java and Timco systems. At the end of these training courses, almost all the participants will be hired.

Despite the fact that it was not possible to hold any hackathons in 2020, we were able to organize virtual 47 events and an App Challenge competition, helping hundreds of young people to better understand what we do as a company.

In addition to the traditional institutional communication tools used to find and recruit new talents, in recent years we have begun to use social media, which was further expanded in 2020, such as the company's @LifeAtEngineering Instagram channel, which features content on the life and events in the company. 46.5% of those following our channel are between 18 and 34 years old and 38.2% are between 25 and 34.

During 2020, we also launched our internal "Introduce a Friend" recruiting campaign, as a result of which, colleagues referred the CVs of their friends and relatives

or acquaintances. This is a positive initiative that enhances an important source of finding and selecting new job candidates.

With the goal of spreading messages on employer branding issues, we have improved the structure and effectiveness of the "WorkWithUs" web page and have participated in online events such as Codemotion 2020 and virtual fairs such as the Emblema Foundation Placement Exchange, aimed at creating a direct bridge between the world of study and the world of work.

In order to meet and attract the best talents on the market, in 2021 we inaugurated the Engineering Salesforce Academy and we plan to launch four more academies (MS Azure, Sap HCM, Sap Customer Experience and Salesforce 2).

Growing commitment to Diversity & Inclusion

The enhancement of diversity and the promotion of inclusion are increasingly central goals in our strategies. In 2020, we launched a structured diversity management path, aimed at sharing the active experiences of the Group's various offices, including those abroad, in order to monitor and improve life in the company by identifying dedicated projects, shared strategies and common goals to be achieved.

In order to encourage the inclusion and professional growth of female colleagues in a work environment that is still strongly male-dominated, Engineering do Brasil has decided to promote job postings aimed at hiring female developers and managers.

In the Group's Italian companies, women represent about one-third of the total number of employees and make up 22.8% of the total of medium-high positions, and 15.8% of management positions. In 2019, women were 22.2% (executives and middle managers), and 15% executives.

The company's young employee population has also grown over the past three years, now accounting for about 14% of employees, and women under 30 are about 13%.

For workers belonging to protected categories, multi-year recruitment programs have been defined through agreements with the Italian Labor Inspectorates.

We also pay careful attention to the quality of their integration and their participation in working groups and in training processes capable of enhancing their integration paths.

WITH VALORE D TO OVERCOME THE GENDER GAP

Engineering has recently joined Valore D, the first association of companies in Italy, committed for over ten years to overcoming the gender gap and to promoting an inclusive culture in organizations and in our country. Valore D supports companies in the process of transformation towards a culture that values diversity, by helping them to measure, reduce and eliminate the gender gap.

The decision to participate in Valore D confirms and reinforces our commitment to an inclusive working environment and an innovative company organization, which overcomes gender prejudices and provides women with tools and knowledge to promote their professional growth. Membership of the Association also includes participation in various activities involving the entire company workforce: courses, initiatives and comparisons between companies to build together real gender equality in the workplace, as well as in society and in training and career paths, such as the Inspiring Girls program to encourage girls to follow their aspirations, free from gender stereotypes.

Investing in people to help the Group grow

GRI 404-3

Talent is the basis of all forms of progress and innovation, which is why we invest in human capital and strive to create favorable conditions that allow everyone to express their potential.

In our over 40 years of activity, we have implemented a structured, uniform and transparent process for defining and evolving career paths, and for the development and continuous growth of human resources skills. The main points of this process are:

- training paths aimed at all employees, aimed at the development of specific professional skills and soft skills
- the precise definition of the professional backgrounds of employees (skill mapping) and the provision, based on professional requirements, of the most suitable

training courses for the development of their skills

- the organization of events where management and employees at all levels can meet one another
- the Master's in Engineering Management (MEM), for targeted investment in high-potential employees

The new performance evaluation system

In 2020, a performance evaluation system, implemented during 2019, became operational, completely renewed in terms of method, timing, substance and tools, compared to the previous competency evaluation model.

The new system focuses on identifying, monitoring and achieving performance and development goals, as well as on evaluating organizational behavior, defined for each employee and agreed with the manager at the beginning of the year.

The new system is fully digitized and managed in the Cloud on the Cornerstone platform, thus enabling the possibility of carrying out evaluations and in-depth analysis of results over time.

The new evaluation cycle follows the calendar year, and is divided into three distinct and related phases:

- the definition and assignment of performance and development goals at the beginning of the year, which places particular emphasis on the "culture of goal-setting:" to ensure objective evaluation and transparent measurability of the achievement of goals.
- the mid-year review, which provides an update on the progress of goals and the communication between managers and employees in order to agree on any supporting measures.
- the final evaluation, based on the level of achievement of the development and performance goals defined at the beginning of the year and on conduct within the Company.

This new evaluation process is a key element for the growth of people. It involves all employees and the outcomes determine how reward systems are applied.

The experience was positive: by January 2021, after employees' self-evaluations and the follow-up meetings with their managers, 9,658 forms had been processed.

Job Rotation and Job Posting for the rotation of skills

Job Rotation is an important element of our career and skills development strategy.

This activity offers the possibility for employees to work in different areas of the company to get to know other business and staff structures, to experience the company's various processes, phases and activities, and to broaden the dialogue and comparison between different organizational levels.

The company promotes rotation through an internal Job Posting system, which demonstrated its usefulness in 2020, when 57 open job positions needed to be filled and candidates were first sought within the Group, before turning to the external job market.

In response to the open positions, 306 applications were collected, of which 19 positions were successfully filled with the transfer of employees (in 2019: for 95 open positions, 600 applications were registered, with 40 positions filled).

Attention to privacy

The protection of employees' personal data is a priority for us. We have a company department that monitors the correct application of European Data Protection Regulation (GDPR) compliance procedures and we have a Data Protection Officer for the entire Group.

In addition to GDPR training courses, in 2019, a survey was submitted to all Group employees in Italy, the results of which, made available in 2020, highlighted the initiatives needed to strengthen our people's knowledge about how to safeguard their personal data and how to support customers in the evaluation of privacy issues for the projects on which they are working.

We also periodically conduct evaluations and audits in order to update the 231 Organizational and Management Model, to identify individuals who play decisive roles, areas at risk and critical privacy protection issues. GDPR compliance procedures are included in the ISO 9001 certification scheme.

The proper management of the personal data of our people and all stakeholders is part of our ethical principles, and is a component of sustainable conduct.

ETHICS AND SUSTAINABILITY IN THE MANAGEMENT OF PERSONAL DATA

On the occasion of European Data Protection Day (January 28), we signed the Decalogue for the ethical management of personal data in contemporary digital society, developed by the Italian National Association of Data Protection Managers and Operators (ANORC), to take up the legacy of the former European Privacy Guarantor. The ten principles expressed in the Decalogue concern: Inclusion, Freedom and Dignity, Transparency, Involvement, Responsibility, Impartiality, Safety, Equal Opportunities, Environment, and European Experience.

This focus is in line with our policies, with the guidelines expressed in the Group's Code of Ethics, communicated internally to all employees, including during the dedicated training sessions.

This membership is an opportunity to renew and reinforce the awareness of the crucial role of digitization in the processing of people's information assets and in the more general affirmation of individual rights, including digital rights, with a view to the overall sustainability of our society.

Work-life balance, benefits and welfare

We pursue the objective of attracting talent and retaining resources, not only by providing our employees with an environment that encourages performance, but also by promoting a policy of incentives and welfare.

Even before the COVID-19 emergency made it essential, we had already introduced flexible forms of work in 2019, including:

- telecommuting, i.e., the option to work five days a week from home, offered to employees with disabilities or with serious family situations.
- flexible work, i.e., the opportunity to do part of one's work in a different location, in order to improve work-life balance. After an initial experimental phase, flexible work became fully operational in 2019. It was extended to all Group offices, giving employees an opportunity to use this tool for up to two days a week.

This initiative allowed us to adapt quickly to the challenges posed by the 2020 pandemic, enabling us to extend smart working to everyone in the company following the closure of all our sites.

Part-time work, which in 2019 had affected a higher percentage of employees than required by the collective bargaining agreement, followed the opposite trend in 2020.

In fact, many employees, especially mothers of newborns, asked to switch to full-time mode, because smart working enabled them to manage their work/life balance more effectively.

The renewal of the CCNL Metalworking and Mechanical Engineering Industry Collective Agreement in February 2021 gave us the opportunity to implement new measures relating to the Group's welfare plan, which now involves 8,348 people.

The latest agreement provides for companies to make available to workers a package worth 200 euros, which can be used for welfare goods and services such as training courses, recreational goods, sports activities, home care services, health services, fuel vouchers, shopping vouchers and collective transport services.

We have considerably broadened the scope of the CCNL, offering employees the opportunity to request conversion of the company's performance bonus (the so-called PDR) into welfare goods and services, thus giving the final push to the introduction of a structured plan and also guaranteeing considerable flexibility, since there is no minimum entry fee and the full value of the balance can be converted, if desired.

To take advantage of the services offered by the plan, employees can use a platform that provides the digital tool, through which it is also possible to propose agreements with new businesses and to bring them to the attention of the provider.

With reference to the conversion of the 2020 PDR into goods/services/assets, 42% of employees converted the company's performance bonus into benefits. In fact, 3,510 employees (out of a total of 8,348 entitled to the bonus) requested this new method. Of these, 2,519 converted 100% of the amount into welfare services.

Supporting our families

For us, education is a fundamental social issue, an important value to be shared with our entire community of employees. For this reason, for years, we focus on the social and cultural advancement of our employees and their families, allocating specific resources to support and encourage secondary schooling and university education for the most deserving, according to the principles of solidarity and with respect to the family's income situation.

We established 75 scholarships for the children of our employees for the 2019/2020 school year through a special call for applications. In particular, the following scholarships were awarded:

- 25 scholarships worth 500 euros each for earning a high school diploma
- 25 scholarships worth 1,500 euros each for earning a college degree
- 20 scholarships worth 2,000 euros each for earning a master's degree
- 4 scholarships worth 3,000 euros each for earning a master's degree in Computer Science or another scientific subject with an innovative thesis that is useful for developing the Group's business.

Also in 2020, the Go Fluent e-learning platform for studying and keeping up to date with foreign languages was made available free of charge to employees and their families.

Developed in collaboration with the Enrico Della Valle School of IT & Management and aligned with the activities carried out by the Joint Training Committee, the initiative aims to promote the basic knowledge of English and other foreign languages for employees and their families. Through the Go Fluent remote learning platform, it is possible to access over 5,000 multimedia training activities including videos, articles, business expertise and web classrooms, offered according to one's knowledge of the language.

The Christmas Campaign is another of the initiatives that involve our families and in which a great many participate.

Every year, the children and grandchildren of employees take part in a contest to creatively represent a theme proposed by the Company through drawings, illustrations or videos. Two themes for the 2020 edition are:

"My Mural", with the opportunity to create a free-themed

drawing with free technique and "The World I Want," expressed with a word or phrase in a video.

There are always a great number of participants. Last year, 3,600 children and young people from all the company's locations worldwide took part, with 3,200 drawings and 500 videos expressing their wishes in different languages. The images and videos displayed in digital galleries and shared with the entire Group.

The campaign closes with a company Befana gift to all participants.

Some initiatives during the pandemic

Tools and services for working from home

Aware of the discomfort that employees sometimes experience with the new ways of working, we are offering the Home Shopping initiative for the comfortable and safe purchase of basic necessities, which employees may also bring from the office to their homes. These include useful tools, such as ergonomic chairs for a working experience that is more comfortable and more like working at the office.

Fitness Challenge for our German colleagues

To encourage people to be more physically active during the lockdown, our German subsidiary has launched the Fitness Challenge. Colleagues are invited to join in teams of three and to run for 30 minutes or do yoga for an hour and to keep track of how much exercise they're getting. The three best teams won prize money, which they donated to a charitable organization. A great way to keep fit and to make a contribution to the community.

Appointments and initiatives for the well-being of "Engers"

Engineering do Brasil organized monthly appointments and a series of psychological, financial and legal support initiatives for their employees, the "Engers," in 2020.

September was dedicated to internal training with a psychology expert on the topic of emotional health, burnout and emotional balance.

In October, the focus was placed on female employees, who had the opportunity to learn more about breast cancer prevention, care and treatment, and about women's health in general.

In November, men were able to address the topic of prostate cancer prevention, care and treatment.

During the pandemic, the Brazilian subsidiary pledged not to lay anyone off and also made financial aid

available to its employees to help with expenses due to the health crisis.

During the lockdown, in addition to providing the Home Office program to all employees in record time so they could continue working, training was offered on the use of telemedicine for faster and safer access to healthcare.

Drive-in Stage: attending shows in complete safety

With COVID-19, the drive-in sponsored by Laws of Incentive (PRO-MAC) returned. Everyone, in their own car, had the opportunity to attend music and film shows safely and without health risks. With this project, Engineering do Brasil strengthened its commitment to the issue of maintaining social distance through innovative solutions that focus on the safety of people.

Health and safety in the workplace: top priorities

GRI 103-2 GRI 103-3 GRI 403-1 GRI 403-2 GRI 403-3
GRI 403-4 GRI 403-5 GRI 403-6 GRI 403-7 GRI 403-9

We consider occupational health and safety to be a top priority.

Minimizing the likelihood of accidents in the performance of work in the office and in our Data Centers is of primary importance, and we have adopted a series of measures to achieve this goal.

- the continuous updating of the types of health and safety risks and hazards dangers associated with employee activities
- the proper management, updating and communication of internal policies and procedures, published on the Intranet and distributed to all employees for the proper performance of work activities with regard to the prevention of accidents
- the provision of specific training in the classroom and in the field for the prevention of risks at work
- the conducting of periodic internal audits on the proper implementation of procedures.

In 2019, the Parent Company implemented and certified an occupational health and safety management system that complies with the requirements of the UNI ISO 45001:2018 standard based on an Occupational Health and Safety Policy accessible to all external parties

that, for whatever reason, have a relationship with our Company. The system was published on the company Intranet to communicate and distribute to all staff the goals to be pursued in the area of injury prevention and control, for the protection of workers and the environment.

At the end of 2019, Engineering D.HUB was the first Group company to obtain certification by an external UNI ISO 45001:2018 accredited body, paving the way for the extension of the certification to the Parent Company and the main subsidiaries, which was obtained in May 2020.

The extension was for: Engineering Ingegneria Informatica, Municipia, Engiweb Security, Engineering 365, Nexen and WebResults.

In this context, the path to SA8000 Ethical Certification has also begun, which will further validate the Group's commitment to the well-being and health of its workers. The Group's Prevention and Protection Service carries out the appropriate checks to identify any shortcomings in the safety management system in the areas of planning, training, insufficient operating instructions, lack of controls in working procedures, and inadequate or deficient tools, machinery and safety equipment. Numerous controls¹ are included and managed within the Group's Prevention and Protection Service.

In order to ensure maximum protection of individuals, we have also begun a process of installing automatic defibrillators, which has so far led to the introduction of 9 AEDs for heart protection at the Rome, Pont-Saint-Martin, Orvieto, Ferentino and Turin sites. This activity was preceded by the training of teams in the use of AEDs, involving 118 workers (90 in the first two months of 2020).

The installation process will continue during 2021 with the aim of covering an increasing number of locations to protect our people.

In Italy, our employees are involved in a permanent general information, training and education program that is mandatory and is defined according to Legislative Decree 81/08 and the State-Regions Agreement of July 7, 2016.

Specific courses are planned each year in collaboration with the company's Training Commission, which also involves trade union representatives. The programs

¹ In addition to the Parent Company, Engineering Ingegneria Informatica, the following companies are included: Municipia, Engiweb Security, Nexen, Engineering Sardegna, Engineering D.HUB, Engineering 365, WebResults, Livebox - formerly Sogeti Solutions, Deus Technology and Digitelematica. The remaining subsidiaries have their own service, which is responsible for the same activities as those established at central level.

developed and designed for the training and updating of employees in the areas of Health and Safety, are then submitted for verification and approval by the Regional Joint Body.

Despite the limitations imposed by the pandemic, we continued with OSH training in 2020, providing more than 6,000 hours of training to employees in the Group's Italian companies.

We also carried out various initiatives to further raise employee awareness of occupational health and safety issues.

Safety tips

These are the courses offered during the lockdown on health and safety related to working remotely during the pandemic. Of the 350 invited, 317 workers were reached through 46 courses of two hours each.

Each participant had the option to choose three courses from the different courses offered.

Smart work skills: how to build the necessary new habits and skills

Technostress: the new occupational risk in modern work

Inside Out: emotional intelligence in safety management

Fragile leadership: motivation and self-motivation in the time of the Coronavirus

Energy program: being vital to produce methodically

Smart working literacy

This project was launched in the first half of 2021 and involved 500 workers.

The choice of topics was dictated by the experience

gained during the pandemic emergency.

The formal and legislative aspects of smart working: the applicable laws/regulations/company documents, the rights and duties of workers when working at home.

Best practices for smart working in the individual sphere, with the aim of balancing the advantages on a personal level while still being effective professionally: starting with the tools for working comfortably, home office lighting and power supply, the right to disconnect, and successfully balancing work time and personal time.

Best practices for smart working in the working group sphere: the sense of belonging to a group and sharing of knowledge and experience; the importance of relationships; working according to goals; new organizational skills and time management and the change in the concepts of trust, delegation and monitoring; the importance of relationships to promote inclusion.

Defensive and environmentally eco-friendly driving

Created with the aim of raising workers' awareness of driving more consciously in order to prevent commuting accidents (which represent the most significant share of the Group's accident statistics), this four-hour course was attended by 95% of the workers involved (956 out of 1,000 colleagues invited).

The course covered all the knowledge needed to prevent road accidents, such as anticipating dangerous or potentially dangerous situations, and the errors of other drivers and/or pedestrians. The course also explored the importance of Eco-Friendly Driving to protect the environment.



THE COVID-19 EMERGENCY: THE COMPANY'S RESPONSE FOR EMPLOYEES

In March 2020, in the first days of the COVID-19 emergency, extraordinary safety measures were taken for employees.

We activated various Digital Workplace tools, processes and policies, which made it possible, in just a few days, to go from 2,000 employees working remotely to more than 11,000, and then to the total number of employees in the entire Group.

In order to guarantee the protection of the health of employees, we applied all the measures suggested by the competent bodies regarding the areas in which we operate and we put in place a series of increasingly strict provisions, such as limiting travel and access to the offices, including access by consultants and suppliers. All Italian offices have been closed except for the Data Centers in Pont-Saint-Martin, Turin, Assago, Vicenza and Fiumicino and the EUR district of Rome.

During the pandemic, the Assago and EUR Rome offices took on the role of logistics hub for the storage and sorting of personal protective equipment. For on-location work, we implemented all preventive safety measures, such as body temperature detection with remote thermometers and the provision of personal protective equipment.

We also launched a number of initiatives:

- the signing of an agreement to provide insurance coverage for employees who have tested positive for COVID-19. The policy, valid from March 22, 2020, covers employee care both during hospitalization and post-hospitalization care.
- reimbursement for physician-prescribed swabs, including those that became necessary for activities at the client site, as a result of multiple reopenings during 2020
- A mailbox, to which the attending physician also has access, as a point of contact with workers for all matters related to the pandemic, including personal matters
- periodic notifications to all employees, signed jointly by HRO and the Protection and Prevention Service, shared with the Model 231 Supervisory Board
- the launch of the "Pandemic Emergency Update Briefing Program," focused on Smart Work Ability and Technostress and emotional intelligence in safety management.
- more than 70 coordination meetings with health facilities/hospitals and local health authorities (ASLs) to manage the safe return of Group workers in contracting companies.
- the conversion of all training activities to e-learning, with a catalog at the end of the year of over 200 courses in virtual classroom mode.

Following two visits by the labor inspectorate, the COVID-19 safety protocol showed no irregularities, and was commended by the inspectorate.

As proof of the correct application of security protocols, it was noted that although there were a few cases of employees who tested positive for COVID-19 at the headquarters, these did not create any clusters.

HOURS OF PROFESSIONAL TRAINING ON OCCUPATIONAL HEALTH AND SAFETY BY PROFESSIONAL CATEGORY (ITALY)

	2020	2019	2018
Directors	220	336	192
Managers	1,040	3,040	1,648
Employees	7,728	9,115	10,334
Total Italy	8,98	12,491	12,184
<i>of which: Men</i>	<i>6,382</i>	<i>8,369</i>	<i>8,529</i>
<i>of which: Women</i>	<i>2,606</i>	<i>4,122</i>	<i>3,655</i>

EMPLOYEES TRAINED BY COURSE TYPE (ITALY)

	2020	2019	2018
General Worker training and updates	2,131	1,253	1,565
Worker Training on specific risks	647	735	942
Training Safe and eco-sustainable driving	872	-	-
Training Safety tips for emergencies (smart working, technical stress)	359	-	-
Safety Officer training	61	380	206
Safety Manager training	4	21	12
Emergency Personnel training: First Aid	11	123	157
BLS training in using defibrillators	25	28	-
Emergency Personnel training: Medium-Risk Fire Prevention	26	170	130
Emergency Personnel training: High-Risk Fire Prevention	-	35	-
Training of Prevention and Protection Service Managers and Employees PPSM, PPSE)	7	6	6
Worker Safety Representative (WSR) training	23	44	38

ACCIDENTS BY GENDER* (ITALY)

	2020	2019	2018
Women	12	50	21
Men	22	49	49
Total number of accidents	34	99	70
<i>Of which while commuting</i>	<i>21</i>	<i>91</i>	<i>62</i>

ACCIDENT RATES**(ITALY)

	2020	2019	2018
Frequency Index	1.93	5.08	3.92
Severity index	0.05	0.13	0.109
Incidence index	2.81	8.54	6.42
Average duration	26.72	24.65	21.74

* The majority of accidents, about 86% in the last three years, occurred while commuting by car or motorcycle. The perimeter refers to Group employees.

** INAIL frequency index: ratio between the number of accidents and a measure of the duration of exposure to risk, both of which are uniformly delimited in time and space (territory, factory, department, work area, etc.). Formula = total number of accidents x 1,000,000 / number of hours worked. INAIL Severity Index: the ratio between a measure of the disabling consequences of accidents and a measure of the duration of exposure to risk, both uniformly delimited in time and space (territory, factory, department, work area, etc.). Formula = [days of absence (excluding the day on which the accident occurred) + days of permanent disability by agreement / number of hours worked] x 1,000.

Also in 2020, the most frequent type of injuries occurred while commuting, although significantly decreased compared to the previous year due to the lockdown, which limited travel of all kinds. In fact, while in 2019 commuting injuries accounted for as much as 91.7% of total injuries, they fell to 61.9% during 2020. Consistent with the previous three-year period, there were no deaths as a result of work-related injuries.

THE IT & MANAGEMENT ACADEMY

HIGHLIGHTS

15,007

PERSON/DAYS OF TRAINING

6,296

COURSE PARTICIPATIONS

1,354

DAYS OF TEACHING

1,066

CERTIFICATION EXAMS

153

TEACHERS USED

On June 9, 2020, our Academy celebrated its 20th anniversary.

The Academy has always been one of the Group's most important assets, contributing to our people's identity and sense of belonging, from the moment they join the Company.

Knowing, knowing how to do, knowing how to be

GRI 404-2

Our strength is combining innovation and sustainability by integrating technical and managerial skills with the ability to envision the future. We face market challenges by focusing on the preparation and constant updating of the skills of those who work with us.

Over time, we have developed professional growth plans for our professionals, providing specific training programs, aimed at the development of their technical and managerial skills, and the acquisition of soft skills, which are becoming increasingly relevant.

Flexibility and readjustment of training during the pandemic

GRI 404-2

Our internal training structure, with headquarters in Ferentino, near Rome, is certainly one of the most important assets of our company, considering that our business is based on competence, innovative capacity, technical and managerial knowledge, relational skills and listening to our Stakeholders.

The in-person attendance at the Academy, the residency of many courses, are important opportunities for a sense of identity and cohesion among colleagues who

often come from different professional backgrounds within the same Group. This attendance format has been carefully studied and tested over time, and also includes seminars and a time to meet together during the evenings when attending the courses.

The pandemic imposed an inevitable discontinuity, not only in the reorganization - in record time - of the course catalog (which was completely redesigned for web classrooms), but also in the overall management of learner involvement.

The courses designed for classroom delivery could not easily be transferred to the web classroom: it was necessary to rethink the ways in which learners and teachers-learners interact, the ways of doing the exercises, offering laboratories and the overall model for participation.

In the end, it can be said that the challenge was won because of the competence and determination of our teachers and the adaptive capacity of the learners.

Now, everything is back on track: the courses for apprentices, the company Masters, the Academy for the insertion of young people in the company, the preparation courses for professional certifications and the retraining courses.

It was necessary to rethink, but certainly not to stop the training activities.

The years of experience, the competence of the teaching staff and the solid foundations of the Academy, have made it possible to brilliantly overcome the difficult pandemic period, thus demonstrating our full capacity to adapt to the new situation characterized by social distancing. The educational results were excellent and satisfaction ratings have never been so high.

Continuing education with e-learning

The planning of activities in the pre-COVID period included publishing a catalog with 200 courses in March 2020.

Following the first lockdown, in April, the Academy was able to make available to all employees a new catalog, entirely dedicated to e-learning training.

Initially containing only 75 courses, the catalog was updated over the year to include 251 titles, including 64 new courses and 91 professional certification courses.

In the first half of 2020, training initiatives were also launched to support Group employees, at all levels,

in order to cope with the transition to remote working, including:

- four new training courses in web classroom mode, focusing on the issues most impacted by smart working at the organizational and relational levels, such as employee management, teamworking, time management and performance evaluation
- the Fortube Channel dedicated to the key collaboration features that Microsoft 365 provides (Teams, Sharepoint and OneDrive), to support the effective use of the new digital workplace
- an extra EMM module - the Engineering in Management Master course - focusing on new paradigms of leadership and resource management in a context of continuous hybrid smart working.

Technologies, methodologies, management, personal development

The courses provided are designed on the basis of the responsibilities that each person has within the Company, the characteristics of the market and the goals of the person's organizational area.

The teaching of our Academy aims at developing three types of skills: knowing (technical and specialized skills), knowing how to do (practical skills, application of technical and specialized knowledge) and knowing how to be (soft skills, personal attitudes).

The training offer is structured according to three main thematic areas and a number of specific paths.

Technologies: paths dedicated to learning the processes of programming, analysis and design of hardware and software systems (design and implementation of websites, mobile applications, complex Cloud systems, Business Intelligence and Big Data solutions, etc.)

Methodologies: specific courses related to the learning of methodologies and skills related to the functional area (Project Management, Software Measurement, Demand Management and Service Management)

Management and personal development: actions aimed at promoting the behavioral and managerial development of resources, through the acquisition of relationship skills

Special Projects: training paths started during the year to meet the needs of specific professional categories (apprentices, managers, project managers, high-potential employees).

Some of the Academy's major training initiatives in 2020 include.

Continuation of the EMM course in the web classroom

The Engineering in Management Master (EMM) course, a project involving 54 employees from Italian and foreign Group companies, continued in web classroom mode. In the second part of the year, "Business, Finance & Performance," the third macro teaching area of the Master began. The program was divided into three modules: "Financial Acumen," "Business Strategy" and "Business Plans" and included 14 meetings. The program started in October 2020 and ended in January 2021.

Seminars on the subject of the criminal liability of entities pursuant to Legislative Decree no. 231/2001

Held in web classroom mode, the training plan involved about 400 executives and top managers of the Group distributed in different editions of two hours each.

Safety Project

Entirely financed by Fondimpresa, this is a compulsory five-year refresher course for workers on "Defensive Safe Driving and Eco-Sustainable Driving" to protect the environment and to raise worker awareness among of the need to drive more consciously in order to prevent accidents while commuting. The course involved around 1,000 employees.

Linguistic training

The GoFluent language training platform is available to all employees and their families, with unlimited 24x7 access, for multimedia training in a variety of languages including English, French, German and Spanish.

Participation in courses

Throughout the pandemic, our Academy has demonstrated consistency and the ability to keep its educational offerings effective, both in terms of numbers and projects.

	2020	2019	2018
Total classroom attendance	6,296	5,405	5,148
Person/training days	15,007*	17,235	16,323

* It is not possible to compare this figure with the 2019 figure, because for 2020, this figure is calculated in FTEs: in fact, most of the training activities were delivered in virtual classroom mode and this particular type of training activity involves lessons that are always less than 8 hours per day, and distributed over several days. Counting class days of less than 8 hours per day as full days, the value would be 19,353 person/days.

Helping young people grow, training customers

Young people entering the company and our customers are two very important target groups for our training courses.

We are constantly looking for new talents who can bring ideas and innovation to the company, and we have launched several initiatives aimed at young people during the year.

After the first editions in the classroom, starting from October 2020, we have restarted the Induction Programs in web classroom mode for apprentices.

These programs are aimed at illustrating the history, values and founding principles of our company's culture, as well as developing communication and team-work skills.

In collaboration with the Human Resources Department, and often in partnership with Technical Institutes in the area, we have also launched several projects for the placement of young specialist developers in the company, including:

- the New Master's in Java Programming, in which 15 young recent graduates and undergraduates participated and who we have placed in the company because of the excellent results they achieved.
- the training activities for the Fermi Institute in Rome, a three-year project involving 20 students from the technical institute selected by HRO and aimed at creating a "nursery" of young specialized developers, to be employed by the company at the end of the study cycle.

On the market front, the Academy has confirmed its position as a specialist training institution on high-level technical/methodological training content, ensuring excellent results in terms of quantity and reputation. Among these are:

- a four-year contract with one of the largest Italian postal service providers, for the training and professional certification of employees on the topics of Service Management, IT Governance and Agile Methodologies
- the confirmation, as reference partner for IT training of personnel, of a famous high fashion brand, for a training plan (more than 80 days between 2020 and 2021) that ranges from the most innovative technologies and methodologies in the current scenario, including Business Intelligence, Business Process Management, and professional training on the main programming languages and databases.

Certified training

Our IT & Management Academy can autonomously provide exams for all the most common technologies and methodological standards on the IT market. As a Testing Center accredited by the main international certification bodies, in 2020, the School provided the tools to offer the professional certification exam to more than 1,000 employees.

Thanks to the experience gained by the companies of the Group and by our customers, the course catalog presents numerous teaching solutions for preparing for the certification exam on the main technologies and software environments currently in use on the IT market.

Already accredited in the past as a Registered Education Provider (REP), our IT & Management Academy has recently become an Accredited Training Partner (ATP) of the Project Management Institute (PMI). This recognition ensures that the teachers, processes and materials used are aligned with the quality standards of the prestigious international PMI institute.

In anticipation of upcoming reopenings, the Academy is working on hybrid training offerings in response to new needs.

Staff professional development plans will therefore find application and implementation in a mixed environment of digital and in-person training, while maintaining the pillars of quality, innovation and expertise.



TOGETHER WITH CUSTOMERS AND SUPPLIERS ON A RESPONSIBLE PATH

HIGHLIGHTS

1,000+

CUSTOMERS

195

CUSTOMERS INVOLVED
IN SATISFACTION SURVEYS

96%

OF CUSTOMERS SAY THEY ARE SATISFIED

21,000

CUSTOMER SERVERS MANAGED

100%

OF SUPPLIERS HAVE READ THE CODE
OF ETHICS AND THE ORGANIZATIONAL
MODEL

Quality goal, continuous improvement

GRI 103-2 GRI 103-3

We help our customers and suppliers to achieve increasingly challenging goals through a process of sharing skills, values and ethical principles for a responsible future.

Always oriented towards the excellence of products and services, we support our customers in the implementation of their strategies and new business models with the aim of their maximum satisfaction.

For this reason, we pursue the best practices and highest standards by applying Quality in processes and in internal organizational models.

Our Group has adopted an ISO9001:2015 certified Quality Management System for the following companies: Engineering Ingegneria Informatica, Engineering D.HUB, Municipia, Nexen, Webresults and Engiweb Security. The Sogeit Solutions and Cybertech companies also have their own certified Quality Management System.

This management system is an organizational and procedural support system for the personnel involved in the production process and expresses the company's policy regarding quality and attention to customer satisfaction.

The key document of the entire process is the Project or Service Plan, which is drawn up at the beginning of the work by the project manager or the service manager and contains all the necessary components for the proper planning of supply activities, in compliance with the quality standards.

During 2020, we introduced a personnel procedure that systematizes the contribution of a number of operating notes for the various locations, regulating relations with the authorities.

The level of compliance with reference standards and company procedures and the effective application of the Quality Management System are monitored by means of audit activities focusing on:

- Orders produced for customers with monitoring of the status and progress of projects and/or services
- Production centers, i.e. uniform organizational units that manage the orders produced for customers or for other company departments
- Service centers, i.e. facilities that provide centralized services to customers and to all other corporate structures
- Processes, with particular reference to those defined in the ISO/IEC 27001 and ISO/IEC 20000 standards
- Departments and internal service centers such as Purchasing, Administration, Information Systems, Personnel and Organization.

The Group audits and analyzes data and information about interventions and processes that allow it to better understand the strengths and weaknesses of its production system. Possible improvement measures are identified and presented to top management during an annual meeting, where elements and indications for the next year's activity plan are defined.

Customer satisfaction

Customer satisfaction surveys, based on systematic listening and the continuous involvement of our customers, are a highly important tool for measuring the excellence of the services offered and the strength of customer relationships.

The monitoring activity is carried out through interviews with customers and the related evaluations are sent to the production structures to enable the activation of any improvement actions.

In 2020, 99 interviews were conducted via Teams, due to the health emergency, and 96 interviews we conducted through online questionnaires (106 in 2018 and 116 in 2019), and 5,529 responses were collected.

The results show an improvement over the previous year and a satisfaction rate of 96%.

Protecting data to protect customers

GRI 103-2 GRI 103-3

Technological innovation enables improvements in the efficiency and pervasiveness of IT solutions that are constantly being applied in new ways and are increasing the number of areas exposed to the risk of increasingly complex cyber-attacks.

We address this risk on a daily basis by using sophisticated technological solutions capable of guaranteeing the best levels of security and processes aligned to the highest international standards.

The acquisition of Cybertech, a company specializing in cybersecurity, has significantly increased our expertise and has allowed an optimal management of new market challenges, thanks also to the efficiency and widening of the perimeters of the Security Operation Center's (SOC) infrastructure.

This solution provides customers with advanced IT infrastructure security services, including real-time monitoring and incident management.

In our Data Centers, we store and manage, on behalf of our customers active in every productive sector of the country, a large amount of highly sensitive data, which is used for extremely critical business processes.

The integrated network of our Data Centers includes high value-added Information Technology services, outsourcing services and innovative Cloud Computing model services.

More generally, the overall scope of the services offered includes the management of about 21,000 servers, desktop management services for 250,000 workstations, a network of 18,000 devices, a disk space of over 10 petabytes, a hybrid and multi-cloud platform that integrates the primary cloud hyperscalers and private cloud platforms, more than 1,200 Wide Area Network lines and handling more than two million tickets per year (service requests from users).

With the most modern infrastructure and the most advanced technologies, Engineering's integrated network of four Data Centers ensures the highest standards of security, reliability and efficiency for the over 400 customers whose data we manage. All Data Centers are fiber interconnected and have Business Continuity solutions between Pont-Saint-Martin and Turin, as well as the Tri Data Center - a combination of Business Continuity and Disaster Recovery with Vicenza and Milan.

Data protection and service availability can only be achieved by implementing an efficient control system

supported by an integrated organizational model at the Group level.

In order to guarantee this primary goal, we have set up a Corporate Security Department which is specifically entrusted with the task of guaranteeing an adequate level of protection by directing cybersecurity activities and supervising the operational flows.

The initiatives undertaken to strengthen the control system include automatic procedures for the detection and elimination of vulnerabilities and for the management of incidents.

The activities aimed at defining a Service Catalog involve the identification and analysis of available repositories, in order to include all the services and infrastructures in a single repository, including through synergies with similar initiatives in the field of Privacy.

We have launched a program to extend the perimeters subject to Risk Management activities, taking advantage of the availability of the data used to define areas and to address appropriate improvement plans.

The managers of the various Group security perimeters have the specific task of readjusting and improving services and infrastructures according to the results of Risk Assessment and Risk Analysis. At the same time, a testing campaign continues that also includes Penetration Tests (activities which involve simulated attacks on infrastructure assets or applications, in order to check for any vulnerabilities).

Remediation plans and progress monitoring are defined on the basis of the test results.

The results of this activity will be used to support the Group's risk analysis and the definition of a plan for continuous technological and organizational adaptation to further increase the security level of our IT systems.

In order to improve the security level, we also use information acquired through the continuous monitoring and analysis of Threat Intelligence flows (reports of potential vulnerabilities and attack attempts that emerge from the monitoring of open sources available on the surface, deep and dark web).

Meetings of the Information Security Committee were regularly held in 2020, based on a federated model of competence and on security managers who oversee specified perimeters and/or customers, and who are responsible for implementing the Group's policies.

During the Committees, the goals of the IT security

improvement plans were defined and the progress of the implementation program was regularly shared.

We are aiming for a better definition of information flow scheme, which allows the perimeters to inform the Corporate Security Department (SDC) even more effectively about progress in security management, to increase cooperation in identifying possible improvements and synergies with individual perimeters.

We also have consolidated our Data Security Management Systems by adopting a system that is externally certified in accordance with the requirements of the ISO 27001:2013 international certification standard (Information Security Management Systems).

Since February 2005, the company has also had CMMI (Capability Maturity Model Integration) certification for processes, procedures and internal software production controls.

Since October 2007, the level achieved corresponds to the Maturity 3 standard of the CMMI-SE/ SW model version 1.2, which was updated to CMMI-DEV version 1.3 in 2010.

The subsidiary Engineering D.HUB holds ISO 20000:2011 certification for the provision of ICT services in outsourcing mode and its ISO 27001 certification is integrated with the ISO 27017 and ISO 27018 guidelines, which allow companies that provide services in SaaS, IaaS and PaaS, or are Cloud Service Providers, to guarantee their customers greater protection of processed data. In particular, Engineering D.HUB has been accredited by AgID as a CSP-Cloud Service Provider and as a provider of IaaS and PaaS services, and Municipia was qualified to provide SaaS services.

Despite the focus on continuous improvement and the implementation of the most advanced Corporate Security systems, during 2020, we had to face a rising challenge at the national and global level: computer crimes.

Smart working, with the consequent increase in online traffic of sensitive data, has been a breeding ground for thousands of illegal actions.

The entire country has seen an increase of over 50% in Data Breaches.

Within our company, during 2020, there were nine Data Breach episodes, eight of which were in Italy and one was abroad. For this reason, the entire Group has set a goal of promptly improving and strengthening the security of data, both for employees and customers.

In particular, three important projects were implemented that helped and supported workers in their smart working activities, in order to guarantee data protection:

- Multi-factor Authentication, a technology that makes it possible to recognize, via more than two authentication methods, a person logging in to a system or application, aimed at minimizing the risk of personal accounts being compromised
- Email Security, a technology that increases the security of inboxes, particularly from phishing emails
- End Point, a technology for creating a new antivirus system that implements the latest machine learning technologies.

Suppliers, an essential link in the chain of responsibility

GRI 102-9 GRI 103-2 GRI 103-3 GRI 414-1

Together with our suppliers, we have embarked on a path to share the principles of social responsibility and the values expressed in our Code of Ethics, that of respecting human and labor rights, as also provided for by the Social Accountability ethics certification, towards which we are moving.

We establish genuine partnerships with our suppliers to achieve and maintain high quality standards together in the services we provide to our customers. For this reason, we have set up a procedure for the qualification of suppliers that provides for an ongoing assessment that ensures the effectiveness and reliability of supplier relationships over time.

The company's purchasing policy requires each supplier to register on a dedicated portal, where they can enter technical, economic and financial information, relating to mandatory aspects provided for by the law, or related to corporate social responsibility, especially with regard to the proper management of personnel, such as the:

- Certificate of Social Security Compliance (DURC)
- Interference Risk Assessment Document (DUVRI)
- Tax Regularity Document (DURT), i.e., a certification that the company has fulfilled its legislative and contractual obligations toward the National Social Security Institute (INPS), the National Disability Insurance Institute (INAIL) and the Construction Workers' Fund (Cassa Edile)
- INPS and INAIL position: the taxation position of the company or of the individual freelancer
- RCT and RCO insurance policy: Civil Liability Insurance for Third Parties and for Service Providers.

We have developed a vendor rating system that assigns a score to suppliers on technical and quality aspects with regard to the documents that each of them chooses to upload to the system, in addition to the other information required during qualification.

Upon the activation of each contract, the business partner is asked to read our Code of Ethics and the Organization and Management Model, and to sign a specific clause.

In addition, as part of all work contracts, contractors are required to provide all the documents necessary for the preliminary verification of technical and professional compliance with our internal procedures and legislative compliance regarding health and safety, according to the requirements of the Italian Consolidated Safety Act (Legislative Decree 81/08).

With the goal of tracking the sustainable impact of our supply chain more efficiently and completely, we plan to submit to all active suppliers a special self-assessment questionnaire that will allow them to evaluate their performance in terms of sustainability, according to specially developed methodologies. The assessment will be followed by internal audit procedures, through which we will be able to guarantee the continuous updating, monitoring and planning of our supplies.

Our business does not involve manufacturing processes, but rather the provision of IT consulting services and services relating to the management and storage of customer data at the Group's four Data Centers.

Our purchases involve:

- capital goods (mainly basic hardware and software and middleware for internal use, resale or for the provision of outsourcing services to customers)
- a vehicle fleet of approx. 1,500 company cars
- mobile and fixed telecommunications
- corporate travel
- property management and maintenance
- professional IT services
- other consulting services.

We have drawn up and implemented a list of suppliers for the purchase of hardware products (servers, clients and networks) and basic software to make procurement easier and better managed.

With a view to sustainability and respect for human rights, all suppliers of hardware components, mainly intended for our customers and our Data Centers, have a written policy of procedures, field verification

activities and specific reporting, to ensure that minerals from conflict zones (conflict minerals) are not used.

Greater economic protection with reverse factoring

We use Reverse Factoring to offer greater protection to our suppliers and to help them to mitigate financial risks. Instead of concluding the contract with the creditor, the procedure requires the specialist company to conclude the contract with the debtor, which in this case is Engineering. In this way, Engineering can ask its suppliers (who have receivables due from it) to become assignors, thus allowing suppliers to obtain a loan on favorable terms by borrowing Engineering's creditworthiness.

We have entered into an agreement with the three major Italian banks under which the payment of receivables claimed by suppliers and transferred by them to the Factor is regulated under agreed conditions. With the factoring contract, and by complying with the aforementioned agreement, in return for the payment of commissions that are among the lowest on the market, suppliers acquire immediate access to the total payment of receivables due from us.

A system has also been implemented to alert suppliers when payments are being settled and if there are any problems or delays.

Reverse Factoring agreements support the Italian production chain and benefit both parties involved.

With this tool, we can prevent the financial cost of any delays in payment or litigation, be more attractive to

potential new suppliers, reduce the purchase price of goods and services, and support our production chain, thus simplifying the administrative procedures related to supplier accounting, and optimizing treasury planning and financial flows.

For their part, suppliers have the opportunity to make use of new complementary financial resources, regularize cash flows and obtain certainty about collection times, thus reducing credit management costs and financial charges.

The added value of external professional services

External suppliers include highly specialized personnel who collaborate on specific projects in a proven practice of common growth and mutual exchange with our employees.

In 2020, 4,371 external specialists collaborated with the Group (expressed in Full-Time Equivalent).

Purchases of professional services have been centralized in the IT Consultancy Purchasing Department (DACI), a strategic choice that has modified the system of relations with our numerous suppliers, reducing fragmentation and concentrating the number of external parties, thus simplifying administrative processes.

This strategy guarantees uniform conditions of treatment and application of the rules throughout the country.

It is our firm responsibility to verify that the contractual process adopted by our suppliers of professional services and external personnel is in compliance with Italian labor regulations.



OUR COMMITMENT TO THE **COMMUNITY**

Projects and initiatives



CULTIVATING HOPE: SUPPORT FOR THE "GARDEN OF WONDERS" FOR THE INMATES OF THE VENICE PRISON

Working outside, with projects built on the needs of prisoners and inmates, as in Venice, is a lifeline and offers a second chance to men and women who must undergo an essential path of re-education in order to rebuild a new life. In recent years, we have supported several work reintegration projects that began within the walls of the prison in Venice and continue outside, in the belief that the real possibility of social reintegration must be an integral part of the re-education process.

Our collaboration with the social cooperative Rio Terà dei Pensieri started from the desire to combine the circular economy and social commitment with the recovery and transformation of our PVC advertising materials into bags and other objects. Our support was then extended to the purchase of ecological soaps produced in the cosmetics laboratory that will be used in the company's offices, and finally to the Garden of Wonders, a wonderful project that was immediately deemed worthy of attention and genuine help.



SONIA MONTEGIOVE INTERVIEWS VANIA CARLOT, PRESIDENT OF THE RIO TERÀ DEI PENSIERI SOCIAL COOPERATIVE OF VENICE

A small light appears and guides you through a dark moment in your life. The training and work opportunities for inmates and female prisoners of the Venice Prison are a beacon in the lives of people looking for a new opportunity.

"Since 1984, our cooperative," says Vania Carlot, President of the Rio Terà dei Pensieri Social Cooperative, "has been investing in people who want to redeem themselves and rebuild not only their own professional lives but also their relational and social lives, after they have finished serving their sentences. We're not simply employers: we take care of all aspects of the re-education of prisoners and inmates, supporting them even when they leave the doors of the prison and have to deal with loneliness, unemployment, poverty and, if they are foreigners, with the lack of documents. Without this help, they're often left with only one option: to go back to making the same mistakes they did in the past."

What do they work on in the prison?

We offer several professional qualification courses in the women's and men's prisons of Venice.

"At the men's prison," Vania said, "we set up a workshop where we reuse PVC advertising materials to build new objects, in order to respect the environment and to promote the circular economy. Next to this laboratory, there is a silk-screen printing workshop, where inmates make prints on fabric to customize clothing, accessories and gadgets. In the women's prison, since 1985, we have operated what we call "the garden of wonders," six thousand square meters of land where, thanks to the work of the inmates, we produce organic fruits and vegetables to sell outside the prison. In the garden, we also grow medicinal herbs for use in the cosmetics workshop, which was started in 2000."

"Malefatte" is the ironic brand name of the products that alludes to the origin of the products, which can be traced back to "inside" the prison walls. Malefatte products are sold through an online store, in a store in the historic center of Venice and by several retailers in Italy and abroad. In the operational headquarters, open days are also organized from time to time, in which the workshop can visit outside the prison, and those who work in it can tell the story of how the products are made.

What are the "wonders" of the prison's vegetable garden?

"This space was the first one we have created and we consider it to be really valuable for several reasons," Vania said. "The first reason is that it allows you to understand how greatly commitment, punctuality and care can contribute to the final result, and with the garden, this can be seen, growing day after day. The second reason is that it provides an opportunity to improve the ability to work together, and to support and to help one another. Not only that, the garden also offers an opportunity to "go out," accompanied by the cooperative's staff, to sell the products to the public once a week in a small kiosk located on the Fondamenta in front of the prison."

The garden, which is located in an area inside the prison but is not guarded or under video surveillance, is accessible only to selected inmates. And this is one of the amazing things about this place. But the profitability of this activity is more of a dream than a reality, which is why the garden is financed by other workshops and also receives funds from outside sources.

"We share with the prisoners and inmates the economic situation of our cooperative and our projects," Vania said. "More than 50% of the working members are inmates and convicts who are called upon every year to vote on the budget and share the choices of the Cooperative. We explain to them that surviving only on the sale of the garden's products, despite our collaborations with some of the restaurants in the area and with fair trade purchasing groups, would be unrealistic."

How many prisoners and inmates are involved?

"Overall, the number of people in prison who can take part in our work and training offers is about thirty, divided between the garden, the cosmetics workshop, the PVC workshop and screen printing. We also have an agreement with the Municipality of Venice to which we provide staff in semi-freedom or under contract who, at the end of their sentence, can be employed in various activities. Let's say that in the women's prison, and also through our workshops, we're able to employ about 70% of the women, whereas there are more difficulties in the men's prison, where the percentages are very low. In general, however, we're never able to satisfy all requests. And this is the thing that most of all motivates us to look for new funding for other projects."

What are the obstacles and how do you overcome them?

"Working with inmates and women prisoners is not easy, but not because of what you might think. There is often a problem of language and different cultures, because of the large number of foreigners. There is also the issue of how to support our "workers" once they leave, when they need someone to help them rebuild a network of positive relationships and find a place to stay. With regard to this last aspect, one small answer is an experimental project that we're participating in: a shelter where some women, who have recently left, are currently living. They can stay there for free for six months, that is, the time to find a job and to find another place to live. Unfortunately, we know only too well that the problems for those who are in prison often begin precisely once they regain their freedom."

Among many, what is the most beautiful story of rebirth?

"Definitely the store in Venice, which is currently coordinated by a former prisoner. A woman who has been working with us since she was in prison and whom we were able to employ on a permanent basis once she left. She is currently on our Board of Directors. She has rebuilt her life, integrated herself back into society and has a job that she enjoys."

This is the story we would like to tell for all the people we meet on our journey.



The current situation in Italian prisons, photographed by the Antigone Association in the XIV Report on detention conditions, does not yet guarantee for all social and work integration paths, and the COVID-19 emergency has resulted in the blocking of most training initiatives, which have decreased from over 200 in the second half of 2019 to just 90 in the first half of 2020. In addition to training, the employment of prisoners during the health emergency has also decreased according to the Antigone report, and while the number of working prisoners has grown slightly over the years, from 10,902 in 1991 to 18,404 in 2017, "over 85% of workers are employed by the prison administration, often performing tasks that do not require specific skills and there is a high turnover."

ALONGSIDE WOMEN



"Ingenio al Femminile": stories of women who leave their mark

The "Ingenio al Femminile" Degree Award conceived by the Italian National Council of Engineers (CNI) in collaboration with CESOP, aims to enhance female talent and professionalism in engineering and to facilitate access to the world of work.

The more general goal, which is consistent with our sustainability strategies, is to make a contribution to the advancement of gender equality, in line with Goal 5 - Gender Equality of the United Nations 2030 Agenda for Sustainable Development.

The 2021 edition of the competition is aimed at recent graduates who have written brilliant engineering dissertations during the 2019-2020 academic year on the topic of "Sustainability in all areas of engineering for achieving the goals of the 2030 Agenda."

We support the project, together with many important companies and entities, in line with our growing commitment to the issues of Diversity and Inclusion and in full recognition of the need to enhance the professionalism of women and to strengthen their presence in the scientific and technological fields.



"I Walk in Your Shoes" against gender violence

On the International Day for the Elimination of Violence against Women, we supported the Red Shoes project promoted by the Casa delle Donne di Amatrice e Frazioni. "I Walk in Your Shoes" was exhibited in different locations in the Lazio region, thanks to the work and artisanal skills of women who participated in the artistic pottery workshop organized by the Casa delle Donne di Amatrice e Frazioni.

This exhibit is a confirmation of our company's commitment to support women against all forms of violence and to promote cultural change with regard to discrimination and gender-based violence.





With Telefono Rosa students against violence against women

On the occasion of International Women's Day, we supported the "A spot for Telefono Rosa" competition, aimed at high school students and promoted by the historic association that, since 1988, has been advocating for the protection of women who are victims of violence. The initiative was created to raise awareness among young people about gender-based violence and cyberbullying, which, according to the most recent data, have seen an increase in the number of victims since the beginning of the pandemic.

Prizes were awarded to the best videos made by young people on the following themes: violence against women, witnessing violence, bullying/cyberbullying, discrimination and revenge porn.

The winners of the five categories were awarded bicycles that the students of the Liceo Russell donated to the women living in a shelter run by Telefono Rosa.

Our participation renews our commitment to promoting cultural change in the area of discrimination and gender violence, beginning with the younger generations.



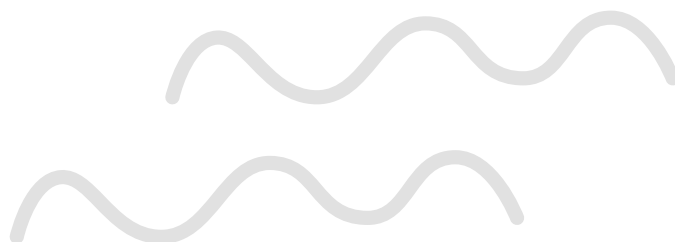
#EngineeringPinkEveryDay for the Race for the Cure

Also this year, more than 800 colleagues from all over Europe participated in the "Race for the Cure" with the slogan #EngineeringPinkEveryDay.

The race, sponsored by the non-profit organization Komen Italia, supports research and the prevention of breast cancer.

Due to COVID, the 2020 edition of the traditional race was replaced by individual initiatives, from running to simple walks, organized by each participant to promote and raise awareness on the topic of the fight against cancer. Our members then posted images of the race on their social media profiles, using the event's and Engineering's hashtags, thus providing evidence of their participation in the event.

Every year the Race for the Cure hosts more than 130 races involving about one million participants. The in-person last edition, which was held in 2019 in Rome, involved 81,000 participants.



DIGITAL EDUCATION



Our volunteers for digital education

Corporate volunteering is one of the cornerstones of our company's commitment to generating social value. Volunteering is a way to respond to the specific needs of the community and is an opportunity for employees to become familiar with the work of other organizations.

For some years now, we have adopted this approach, in which groups of employees from the Research & Innovation area support digital education projects in Italian schools during their working hours.

Also working alongside teachers in Italian schools is our team of expert volunteers, who are passionately committed to teaching children and young people about the creative potential behind the world of computing and the use of technological tools, with the aim of improving their daily lives and supporting initiatives against bullying, cyberbullying and technology addiction.

At this time, computer science is not offered in our country as a specific classroom subject, while in all schools in the UK, training on the cultural and scientific aspects of computer science has been mandatory since 2014. In France and Denmark computer science is on the Government's agenda, and in the United States, it has been included in the school curriculum since 2015.

To bridge this educational gap, we have proposed

ourselves as an active part of the "Programming the Future" project, the initiative launched by the Italian Ministry of Education, University and Research (MIUR) in collaboration with the Italian National Interuniversity Consortium for Informatics (CINI), of which our company has been a Benefactor Partner since its inception.

This initiative provides schools with simple, fun and easily accessible tools to teach computational thinking and basic computer science concepts to students in a game context, turning them into active participants in technology.

Our volunteers offer unplugged lessons, without the use of computers, on coding activities with Scratch and experiments with educational robots (such as Clementoni DOC and M-BOT).

In 2020, because of the stress that distance learning has placed on the lives of students, particular attention was paid to the issues of "Safety on the Web" and the problems related to bullying, cyberbullying and mental disorders such as depression and hikikomori, resulting from the misuse of computer systems.

Our volunteers have provided students, teachers and families with information to understand the risks of browsing the web, because the digital experience must be seen as personal enrichment without the dangers related to pedophilia or cyberbullying.





Programming the future: information technology and social responsibility

This year, we have also been a partner of the "Informatics and Social Responsibility 2021" Competition, organized by the Italian Ministry of Education, in collaboration with the Italian National Interuniversity Consortium for Informatics (CINI)

The initiative was created to inspire students to create a computer project focused on three of the goals of the United Nations 2030 Agenda for Sustainable Development: Health and Well-Being (Goal 3), Quality Education (Goal 4) and Decent Work and Economic Growth (Goal 8).

The competition, aimed at preschools, primary and secondary I and II state and equivalent schools in Italy and abroad, is part of the Project "Program the Future," which provides schools and teachers with effective and accessible tools to train students in the scientific and cultural foundations of computer science.

Starting from a successful experience launched in the United States in 2013 in which about 300 million students and teachers around the world have participated so far, Italy was one of the first countries to experiment with the systematic introduction in schools of the basic concepts of computer science through programming (coding), thus involving nearly 3,000,000 students, 38,000 teachers and 7,000 schools throughout Italy in the school year 2019-2020.



Operation Digital Resurgence to overcome the digital divide

This project, in which our Company is a partner, was launched by Telecom Italia at the end of 2019 to encourage the spread of digital skills among citizens, businesses and public administrations in order to overcome the digital divide.

Operation Digital Resurgence is a hub that offers different types of dissemination and training content for free, and features a multidisciplinary team that aims to train people to bridge the digital divide and to make the Internet revolution accessible to all.

After the initial Master Classes, a new initiative has been launched to provide training content aimed at improving digital skills and increasing business competitiveness.

The PMI.it portal, dedicated to the world of small and medium-sized enterprises, has created a new space dedicated to in-depth analysis of the digital transition and is available to professionals, business owners, managers and employees who want to acquire or enhance digital skills. PMI is developing professional and learning models that are increasingly innovative.

Our Company participated by offering webinars on the topics of digital innovation, after having contributed to previous initiatives on Augmented Reality and Virtual Reality, e-Commerce and Cybersecurity.

ENVIRONMENT



Food Forest Engineering for reforestation with a high social and environmental impact

Planting trees, offsetting carbon emissions by supporting community development. Making the Company's ecological footprint greener, fairer and more sustainable. With the possibility of monitoring the growth process of the trees through a tracking system. These are the objectives of the ZeroCO₂ project chosen by our Company to support the environment and local communities.

The planting of 200 trees allows us to offset more than 50,000 kg of CO₂, to snatch a place from desertification and create new development opportunities for land and people, while also supporting four local families.

As a result of joining ZeroCO₂, orange, mandarin, olive and arbutus trees have been planted in a Food Forest on land confiscated from organized crime in Partinico, in the province of Palermo.

In an area subject to desertification, these plants help to avoid the waste of water resources and promote the regeneration of the natural richness of the soil, through agro-ecological practices.

The project combines various tree species with annual crops such as cereals and vegetable gardens, together with aromatic species and shrubs to promote the development of biodiversity and to create a natural habitat favorable to the proliferation of pollinating insects.



200
Trees planted



54,150
kg of CO₂ offset



21,660
Hamburgers



4
Families supported



The project also offers support to disadvantaged people within the cooperative, young people placed in foster care by the court or people with physical or mental disabilities, thus creating a positive impact on youth employment in the area.

Humans are primarily responsible for the climate crisis and the consumption of resources, and reforestation is one of the most effective actions to counteract this.

The collaboration with ZeroCO₂, which carries out reforestation and afforestation projects, the planting of trees in urban and extra-urban areas in different places of the world with the aim of safeguarding nature, allows us to combine development and sustainability in a unique way through specific actions.



Planting flowers to save the bees

The Engineering ITS "Sowing Seeds for Bees" initiative continues for the safeguarding of bees and their important role within our ecosystem.

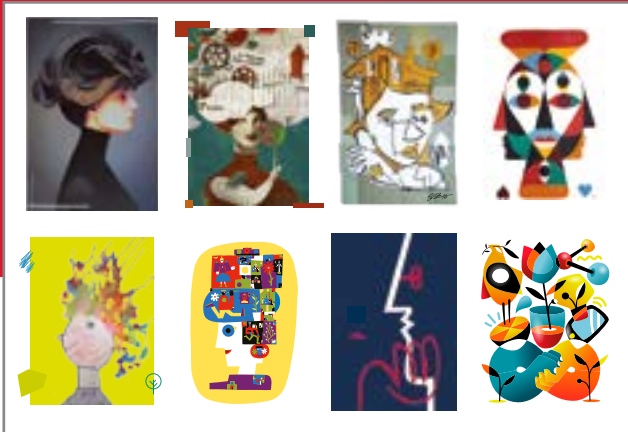
In fact, bees pollinate millions of plants every year, which is vital for the feeding of humans and animals.

For some years, however, the survival of bees has been threatened by chemical agents such as insecticides used in agriculture, climate change and the reduction of sources of sustenance.

To help mitigate these dangers, the Group's German subsidiary sends flower seeds to its employees to plant in their own pots and home gardens to provide bees with shelter and pollen to feed on.

This campaign, which is always a great success, raises awareness of environmental issues and encourages employees to plant more flowers and plants, thereby contributing to the survival of bees and other insects.

THE ARTS



With young artists

For several years now, we have been supporting young artists, promoting their activities and setting up various collaborations as part of our Social Responsibility initiatives. We believe in the contribution of Art to cohesiveness and the sharing of common values and we try to enrich the experience of our corporate community with the inspiration that artistic projects can offer.

We have enhanced the walls of an area of our Academy and the cafeteria at our Rome headquarters with the works of Geometric Bang, the street artist who is creating a new mural for us at the Gianturco station in Naples, the destination stop for our company's headquarters.

In the past, we have promoted the "Writing on Wall" Competition, in which the students of the Academy of Fine Arts of Verona redesigned the walls of our Vicenza headquarters with works inspired by the connection between Art and IT.

Our Corporate Social Responsibility Reports are also an opportunity for collaboration with young artists whose works have accompanied the story of our commitment to sustainability. These artists have included Antonello Silverini, Steve Ingham (Winner of the Verona Competition), Remed, Geometric Bang and Resli Tale.

This year's Report features the illustrations of Ruben Sanchez. Ruben Sanchez is a Spanish artist whose approach to visual arts is influenced by different styles, such as graphics, graffiti, cubism and surrealism. He dedicates his works to social issues and everyday themes and contexts, expressed in a visual style rich in bold colors and heterogeneous graphic forms.

CIRCULAR ECONOMY



Reuse and recycling: a second chance for our furniture

We are continuously strengthening our commitment to circular economy policies. Our priority goal is the sharing, reuse and recycling of materials that are no longer useful to our company, but can be useful to others, thus extending the life of goods that would be destined for landfill and causing a significant impact on the environment.

Inmates of the prison of Venice are employed in recovering PVC from panels and stands, and our office furniture, after having been used in the daily work of carrying out our projects, is given a second life in the service of young people and children worldwide.

The furniture from the Rome office is now being used in various schools and associations in Italy and Africa.

Cabinets, desks and dressers have been used, in collaboration with the "Il Sorriso di Mok" association to design and build "La Maison des Sourires" in Benin, a multipurpose structure open to all children for cultural, socio-educational and recreational activities.

Other furniture was contributed to the launching of the infirmary of the "Centre d'Accueil La Paix" Orphanage, providing first aid to the 120 children living there.

The furniture recovered from the renovation of the Bologna and Vicenza offices now supports the educational projects in a Salesian school and welcomes the children of a number of municipal daycare centers.

YOUNG START-UPS



The Marzotto special award for young innovation entrepreneurs

The startup Flowpay won the "Engineering Special Prize" of the Gaetano Marzotto 2020 Award.

Through a special platform, the winning startup automates electronic invoice payments, thus solving the issue of late payments.

As always, the aim of the Marzotto Prize, one of the main start-up competitions in Italy, is to support the most innovative ideas, to encourage new Italian companies and to launch them into the world, thus promoting an innovation ecosystem.

The award is aimed at new entrepreneurs and builders of the future capable of bringing together innovation, business and society in order to create a powerful synergy between the world of innovation and the world of Italian industry, with an international outlook.

With BioSpremi, blockchain enters the oil

Our company is supporting a group of women entrepreneurs in a path of innovation and digitization in the production of oil.

BioSpremi's goal is to develop a solution that can make the production process transparent for the end consumer and for the agricultural producer, to guarantee the quality of the final product and to reduce energy consumption and save water resources, based on blockchain which records all the information about the actors in the supply chain.

This system enables a qualitatively and economically superior process compared to that of competitors, and is useful for identifying critical points in the production process and studying targeted solutions.

BioSpremi is therefore aimed at farms and oil mills that want to guarantee the quality and origin of their products, using QR codes as a promotional tool, and is also aimed at the end consumer who wants to buy a sustainable and certified product. Because the goal is to work on the recognition of quality, energy saving and the extraction process by making the process of oil production transparent, from the olive harvest to bottling.

HEALTH AND PREVENTION



At the #RunforMeyer Virtual Challenge for the children of Meyer

We continue our commitment to work with the Meyer Foundation in Florence to support research on new therapies and the achievement of high levels of care and hospitality for young patients and their families.

In July 2020, more than 400 colleagues from all locations around the world supported the Meyer children's "Play Therapy" through the #RunforMeyer Virtual Challenge, a 5 km run, to be run solo due to the pandemic, according to specific set of rules.

The Company paid the participation fee of its employees and received a very high level of support, as a testimony to the spirit of solidarity and unity, which has grown even stronger during the pandemic.

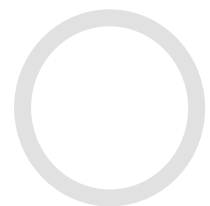


With LILT, prevention through healthy eating

Focusing on health as a fundamental right of every individual is the goal of the webinar organized for employees in collaboration with the Italian League for the Fight against Tumors (LILT), an association on the front line in the battle against cancer through awareness campaigns, health education, and primary and secondary prevention.

Participants in the "Prevention Begins with Eating" webinar had the opportunity to learn more about prevention through proper nutrition.

The ten recommendations for cancer prevention developed by the World Cancer Research Fund have highlighted that, in order to reduce the risk of cancer, the greatest work that people can do on their own is to improve their lifestyles, starting with knowledge of the principles of nutrition and proper diet.





Running with Telethon for research

In 2020, we also confirmed our commitment to Telethon research, the event organized by BLN, BNP-Paribas group, in collaboration with the Rome Marathon.

Due to COVID-19, which prevented the traditional marathon at the Terme di Caracalla, in this edition, each participant ran, walked or cycled individually, wearing the 8x20 Relay Race bib and posted their photos on social media networks, thus showing their participation in the event.

The Telethon Foundation has been working since 1990 to provide resources to fund the best scientific research projects on muscular dystrophy and other genetic diseases and is one of the largest fundraising projects in Europe.

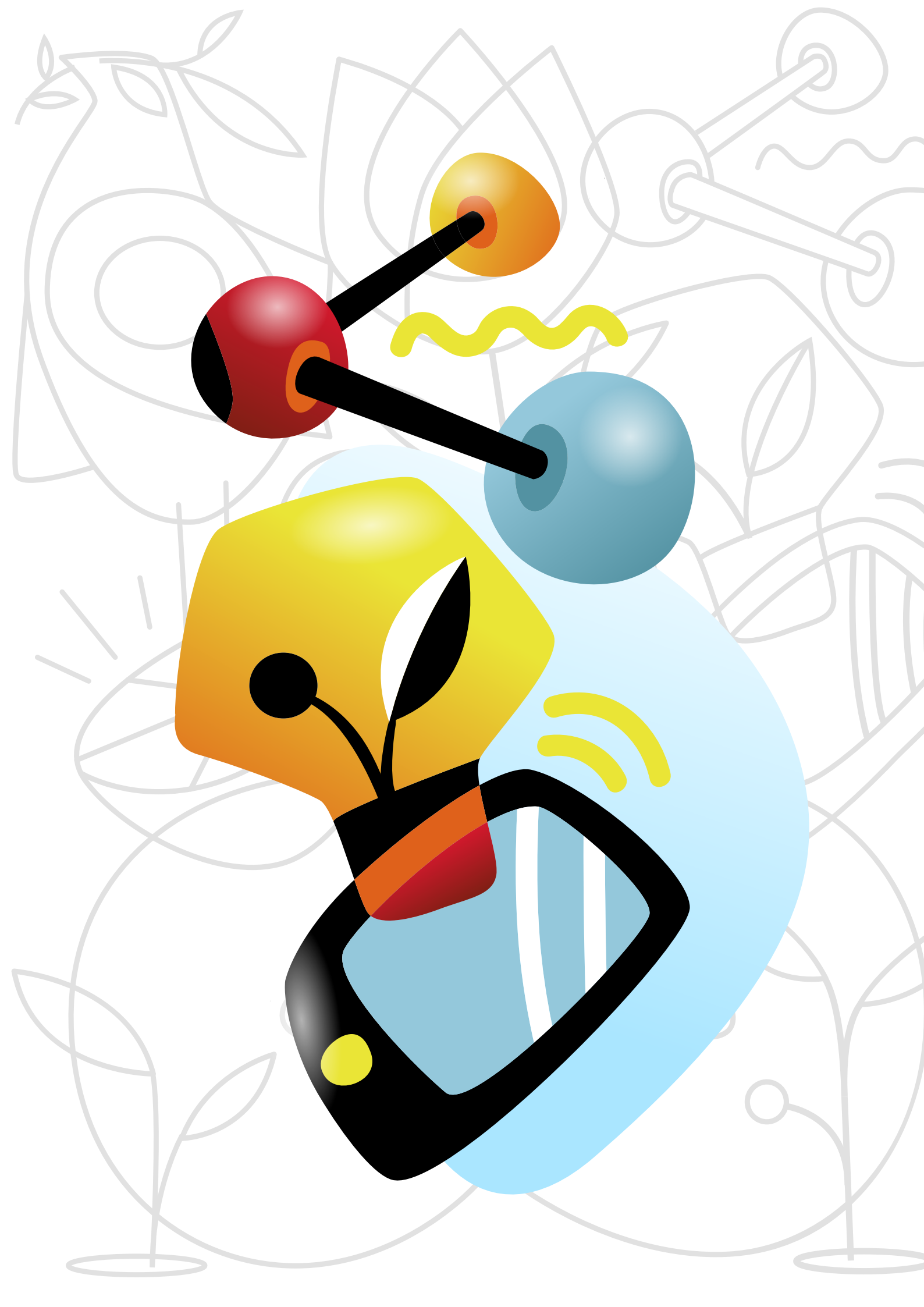


Leave your mark for the 5000genomi@VdA project

The 5000genomi@VdA project, which aims to map the genome of 5,000 people in Valle d'Aosta for precision medicine, has chosen its logo thanks to the "Leave your Mark" competition for boys and girls living in Valle d'Aosta for the best design for the graphic identity of this scientific initiative.

The winner was a student from Milan Polytechnic who designed the DNA helix filaments joined with the outline of the mountains representing the Aosta Valley landscape, while the nitrogenous bases suggest the components of an electronic circuit.

The award ceremony for the three finalists took place during the "DNArte: Genomic Happy Hour" online event, live streaming from the Regional Library of Aosta. The winner received a prize from Engineering D.HUB, the technical partner of Aosta Valley's new genomic and Big Data analysis center that will be built in the spaces of the Escape Aosta area that will be converted to host research laboratories and three facilities.



DIGITAL TRANSFORMATION TO IMPROVE PEOPLE'S LIVES

When considering the goal of Sustainability, companies and institutions refer to the so-called Triple Bottom Line - Planet, People and Profit - as the set of three areas whose goals must converge to make our future sustainable, and therefore possible.

Our contribution to the common effort to identify decisive actions for the coming years and decades also concerns a fourth pillar, and is a factor that enables and strengthens the other three: Digital Sustainability. Digital Transformation, of which we are leaders, is in fact the main factor in enabling social, environmental and economic sustainability.

We are convinced that innovation takes place where business needs meet technology opportunities, creating new digital ecosystems. This distinctive component of our social responsibility therefore is derived directly from our core business and from our ability to generate value for our Stakeholders. A value with a high sustainability content that, with these innovative solutions, contributes to the efficiency and simplification of many aspects of the way we live and work.

The Recovery Fund will not only encourage Italy to invest, but also to make the changes that will transform its outlook, ambitions and approach towards a sustainable future. This momentum will be driven by total and systemic digitization, which we have always implemented in all areas, and which will be the key to making our country more competitive, more modern and more sustainable.

At the heart of the new European vision is the goal of building "a digital decade" so that all citizens and businesses can have access to the best that the digital world has to offer and can live in and contribute to a stronger and more inclusive system.

These are the same goals we have been committed to for many years, with the conviction that we are bearers of value in the service of a Digital Transformation that puts people at the center.

The changes caused by the COVID-19 pandemic have dramatically accelerated the pace of digitization. It is therefore time to rethink our organizational and business models, to expand the perimeters in which we operate and also to follow new foundational values, such as sustainability and inclusion.

Today, the challenge is not only to recover what has been lost during the pandemic, but to create a new and better world by developing digital ecosystems that enable new connections between different players who collaborate and share their skills, instead of competing against one another.

We support this ecosystem change, and in fact, there is almost no area of the social, institutional or corporate sphere that is not impacted by our ability to implement innovative solutions. These solutions and projects help simplify, speed up and multiply the opportunities to operate according to new paradigms that define new connections among all Stakeholders and enable new paradigms for urban models, for living together and for working.

In this Report, we cover some of the solutions and projects that are representative of our contribution, grouped into the three macro-environments in which we operate: The World We Live In / The World We Work In / The World That Takes Care of Us.

Each project creates its own impact and makes an important contribution to the achievement of the UN SDGs set out in the 2030 Agenda.

<https://www.un.org/sustainabledevelopment/development-agenda/>

TRANSFORMING THE WORLD WE LIVE IN

GRI 103-2 GRI 103-3

71.5 BILLION EUROS THE VALUE OF THE DIGITAL MARKET IN ITALY

(Confindustria, Il Digitale in Italia 2020)

6.7 MILLION DIGITAL IDENTITIES PROVIDED

3 MILLION MORE THAN IN 2019

(Confindustria, Il Digitale in Italia 2020)

42% OF ITALIAN MUNICIPALITIES HAVE LAUNCHED AT LEAST ONE SMART CITY PROJECT IN THE LAST THREE YEARS

(Internet of Things Observatory Polytechnic University of Milan 2020)

36.5% OF PUBLIC LIGHTING CONSISTS OF LED STREETLIGHTS IN ITALY

(Smart City Index EY 2020)

+270% PAYMENTS MADE WITH SMARTPHONES IN 2019

58 MILLION PAYMENTS

(Mobile Payment & Commerce Observatory 2020 Polytechnic University of Milan)

79.6% OF ITALIAN HOUSEHOLDS HAVE INTERNET ACCESS

+38% COMPARED TO 2019

(The Istat Bes report 2020)

The Sustainable Development Goals of the 2030 Agenda require us to rethink the world we live in.

Urban spaces, solutions and services for the community, such as public lighting, local transport and energy, must be rethought for a sustainability reconcile the ecological and social spheres with economic efficiency, to safeguard the welfare of populations and public resources. And technologies are formidable allies in this journey.

The impact of COVID-19 on the regions has revealed the need, which can no longer be postponed, for the digitization of Public Administration, to ensure the proper functioning of the administrative machine, to protect the health of people, to maintain an active dialog with citizens, and to collect and manage data to return efficient, simple and safe services.

The pandemic emergency revealed all the inflexibilities of information and organizational systems and the need for fast, scalable and interoperable decisions and responses.

The goals of our projects implemented to transform the "World We Live In" are consistent with SDG no. 11 (inclusive, Safe And Sustainable Cities And Communities), but they also connect with other goals of the 2030 Agenda: with no. 3 (Health and Well-Being for All Ages), no. 7 (Reliable and Sustainable Energy Systems) and no. 9 (Sustainable Industrialization and Innovation).

Our main goals include increasing the capacity of cities to serve citizens, protecting the environment and boosting the local economy by putting people at the center and making public services more efficient through the use of innovative technologies.

With our technological solutions, we contribute to the efficiency and sustainability of waste management systems, to ensuring access to safe and inclusive public

green spaces and efficient transportation systems, thereby reducing the negative effects of environmental impact on cities.

The experience of the pandemic has made clear the need to digitize Municipalities and Authorities, moving from a Smart City concept to an Augmented City concept: a city that is increasingly technological, resilient and sustainable, which can best respond to the new needs of citizens and improve their living conditions.

This challenge can be won by rethinking processes, allowing savings for the Public Administration and simplifying the relationship between it and citizens, by exercising a governance based on the evidence of data and its interoperability.

All this is done by acting on the five fundamental pillars of a unique digital ecosystem: Sustainability, Security, Mobility, Welfare and Interactivity.

In helping to transform urban areas into Augmented Cities, we are committed, together with our customers and partners, to give life to efficient and safe, dynamic and inclusive cities which are ideal places in which to live, work and invest, with economic benefits for the entire region. For us, completely renewing the urban context also means offering innovative and sustainable mobility solutions. Solutions aimed at an intelligent, optimal and simple public and private transport system, the

safety and efficiency of which is continuously monitored and improved.

The same is true also for the Energy & Utilities sector, where we are engaged in projects and continuous R&D activities for technological, resilient and sustainable cities, implementing innovative tools for monitoring and data analysis, decision support, and the optimization of energy flows.

Digital technology, the Internet of Things and People, the use of interconnected sensors, the interchange of data and information and its simultaneous processing, Artificial Intelligence and virtual reality are just some of the technologies that enable this change, offering concrete solutions for the simplification, accessibility and acceleration of the economy.

Today, with this strategic approach, we are building with our Stakeholders a New Normal that follows the paradigms of the Digital Transformation: a path that continues from the regeneration of specific business values to the recognition and involvement of different relationship and transaction networks.

And to overcome the crisis caused by COVID-19 and thus to build the New Normal, we rely on our expertise and our ability to design, create and develop synergistic, iterative yet sustainable digital ecosystems that can improve the way we live and work.



LUCCA IS INNOVATIVE AND SUSTAINABLE WITH THE CITY LOGISTICS SOLUTION



(9.1 - 9.4)



(11.4 - 11.6)

A virtuous and eco-sustainable urban logistics in small and medium-sized city centers

Together with Zadar and Stockholm, the Municipality of Lucca is the Italian leader of the European Life Aspire project, in which Municipia is a technological partner. The goal is to make freight transport compatible with the historical and urban configuration of the city to improve the life of citizens.

The project has addressed the main critical issues in urban logistics concerning the excess number of freight vehicles circulating in the city.

Our approach to the project has been both technological and organizational: informing drivers about the availability of parking, valuing the most virtuous drivers, arranging deliveries differently in the last, and most polluting, mile.

First of all, the innovative City Logistics solution provides a points-based reward system to identify and reward those who transport goods correctly in the city center, encouraging virtuous behavior with regard to the impact on the surrounding environment.

To this end, in addition to a platform for analyzing mobility behavior and managing rewards, a system that uses RFID sensors to control access to and exits from the restricted traffic area, a system of smart stalls for loading/unloading goods with LoRaWAN sensors and a system of electric cargo bikes have been implemented.

Results *Reward system for virtuous drivers - Freight transport compatible with urban planning - RFID access control system - Eco-sustainable urban logistics*

BOLOGNA FOCUSES ON DATA ANALYSIS TO SUPPORT COMPANIES



(8.3)



(9.1)

With the Business Knowledge System, we are supporting companies and professionals operating in the region

The Municipality of Bologna has invested in innovative technologies to support businesses in the area. The project consists of an interactive platform that connects data from InfoCamere, the Regional Employment Agency and the Municipal Administration, in order to analyze this data and to better manage the services offered to companies and professionals operating in the territory. The objective is the timely evaluation of the economic evolution and impact of particular events, first and foremost the COVID-19 pandemic, in order to be able to give adequate answers to the companies of Bologna in the shortest possible time.

The name of the project realized by Municipia is "Business Knowledge System" and it works by using IT tools for data integration, correlation and analysis (updated monthly). The dashboard makes it possible to verify the regional distribution of business openings/closings and to classify them according to different KPIs.

Analyses of the local entrepreneurial situation are the basis for preparing calls for proposals and for directing interventions. The picture is also enriched by information from the Regional Employment Agency about requests and grants for wage guarantee payments, broken down by type of company, for the timely planning of coordinated support measures.

Results *Punctual identification of the beneficiaries of interventions - Support for the preparation of calls, benefits and interventions - Enabling services for the Municipality's internal users - Enabling services to businesses*

SMART MOBILITY IN NORTHERN ITALY FOR SUSTAINABLE TOURISM



(9.1 - 9.4)



(11.4 - 11.6)

A sustainable innovation model to improve the tourist experience and the lives of citizens

A Tourist District of five municipalities, with over ten thousand residents and more than one million tourists visiting the area every year. The main road that connects the municipalities is a small two-lane road trafficked by heavy vehicles, city buses and tourist buses, and the main tourist area that extends from the lake to the mountain is not served by public transport.

The obvious infrastructural difficulties, combined with the area's strong tourist appeal, has created a heavy vehicular load, both in terms of congestion and pollution. The challenge was to create a Smart Mobility solution that can be a model of tourism innovation that improves the travel experience of tourists and the quality of life of the inhabitants of the region.

The technological platform for Smart Mobility enables the development and management of an electric mobility solution infrastructure for tourists and citizens, allowing them to travel without a car throughout the region.

The solution includes: access management to the district, smart payment services, app-based and remote assistance, a management system for restricted traffic areas, infrastructure for sharing electric vehicles (bikes, cars, scooters, shuttles and boats), and smart ticketing for access to museums.

Results *Better relations between villages and businesses - Fewer parked cars - More tourists - Less traffic*

WASTE4THINK FOR THE CIRCULAR ECONOMY



(9.1)



(12.4 - 12.5)

We are improving the management of waste and its environmental impact with IoT and Big Data

Both industry and civil society feel an urgent need to adopt effective solutions to reduce the environmental impact of waste.

What if citizens and companies participated in initiatives to improve disposal services, paying only for the management of the waste actually generated and receiving incentives to reduce its quantity and to facilitate its recycling? It may be possible to convert the current model into a model based on the principles of the circular economy, to convert the source of the problem into the solution.

This is the goal of Waste4think, a project involving four European cities in Italy, Spain, Greece and Portugal, aimed at evolving the entire waste management system and aligning it with the circular economy.

Waste4Think plans to test 20 innovative solutions to cover the entire waste value chain with the use of new technologies.

Engineering participates in this project with the creation of an IoT platform that leverages FIWARE technologies for a comprehensive approach to waste management.

The solutions include: apps for citizen empowerment and engagement, IT tools for daily operations and long-term planning, educational material based on new teaching methods and serious games, tools for citizens aimed at creating new solutions, economic incentives and social actions to trigger new behaviors, and the recovery and reuse of high-value resources.

Results *Reduction of greenhouse gas emissions - Dissemination of best practices related to the circular economy - Reduction of management costs - Increased adoption of separate waste collection*

IN SICILY, LIGHTING BECOMES SMART



(9.1 - 9.4)



(11.4 - 11.6 - 11.7)

More efficient and sustainable public lighting with Smart Lighting and Smart Cities projects

Innovate cities to help reduce energy consumption, reduce pollution and free up economic resources, provide innovative information and services through mobile devices to citizens and businesses.

These are some of the goals of the projects developed by Municipia for local authorities who are increasingly interested in efficient energy policies. This commitment includes the installation of a fleet of new hardware and software components to receive, monitor and remotely manage all the information.

In addition to building automation and security, we also work on the efficiency of public lighting to optimize costs and reduce energy waste.

After a beta test in Frankfurt, the Smart Lighting project now involves a group of municipalities in Sicily.

The goal of the project is to allow cities to use lighting only where and when necessary, thus reducing CO₂ emissions and electricity consumption expenses.

The system is connected and integrated with sensors and video cameras that detect, monitor and remotely manage information from the urban ecosystem, to improve the monitoring of the area for the benefit of citizen safety.

By saving on energy consumption, administrations are therefore able to free up economic resources for other services. And because they are able to save on energy consumption, administrations are therefore able to free up economic resources for other services.

Results *Reduction of CO₂ emissions - Energy optimization - Economic resources freed up for other services*

IN THE CITY OF MONHEIM AM RHEIN, LIGHTING BECOMES SMART



(9.1 - 9.4)



(11.4 - 11.7)

Optimization of electricity consumption through intelligent control and monitoring of street lighting

The remote control of switching on, switching off, dimming and scheduling of light poles can have a big impact on energy savings and can reduce maintenance costs for public authorities.

We have supported the German city of Monheim am Rhein in the implementation of a system that efficiently orchestrates a series of smart lighting points located in the city center.

The Digital Enabler provides a control room to automatically turn on/turn off/dim the public lighting, also taking into account weather events such as fog, rain and snow.

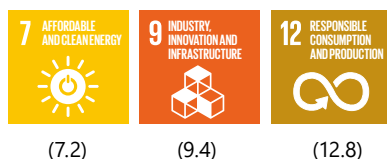
Engineering has handled all the technical aspects of the project through a highly versatile system that interacts with a public lighting model developed by Arduino.

The situation in Monheim am Rhein required the development of models for integrating and correlating data from multiple sources, which were rapidly developed through the Digital Enabler.

The system also allowed the continuous monitoring of the lighting system, ensuring that any malfunctions were promptly reported to maintenance personnel.

Results *Reduced utility costs - Innovative city management - Continuous monitoring of the public lighting system*

GREENERNET: A NEW BATTERY FOR SUSTAINABLE ENERGY



In a research project for the development of a new organic redox flow battery, an energy management system that optimizes the operation of Micro Grids

Smart Grids are revolutionizing the concept of energy infrastructure: grid users can now become producers and "sellers," as well as consumers, of (renewable) energy. All the energy produced obviously needs batteries capable of storing it efficiently.

The redox flow battery is one of the best battery technologies, but its use is limited by the high price, low energy density and the low stability of the currently available electrolytic solutions (vanadium, zinc, etc.).

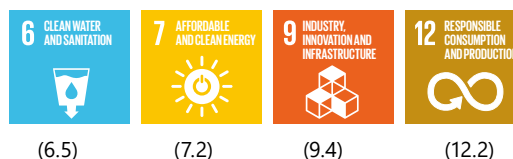
The GREENERNET project was launched precisely to overcome these limitations, and we have contributed by developing an innovative energy management system that optimizes the flows within a Micro Grid.

The project has provided the evolution of a prototype redox flow battery, developed internally for the Micro Grid, which uses a new organic material based on quinones, small organic molecules based on carbon readily available in nature and at low cost, similar to the molecules that store energy in plants and animals.

The result is an innovative, low-cost 10 kW, 40 Kwh energy storage system. The energy management system optimizes energy flows within the Smart Grid and is inspired by the electricity management and balancing platform we had already developed during the EU co-funded INGRID FP7 project.

Results *Optimization of energy resources and low environmental impact - Lower management costs of redox batteries - Better management of the smart grid (networks and smart building).*

ENERGIDRICA: THE ENERGY EFFICIENCY OF NETWORKS



Innovative and interoperable processes and tools to make the energy management of water supply and distribution networks more efficient

Today, the management of water infrastructures is one of the key areas in which to evaluate the application and development of new models and technologies for energy efficiency.

Increasing efficiency in water supply and distribution offers great potential for reducing energy consumption and CO₂ emissions. It is estimated that the effective control of systems can save 10% of water and 12% to 30% of energy.

For this purpose, innovations are needed that impact the entire process: from the energy rationalization of supply schemes for consumption centers powered by multiple sources, to the optimization of pumping in adduction and distribution networks, to the use of renewable energy.

The ENERGIDRICA research project will develop a decision support system for the energy efficiency of water supply-distribution networks, thus generating process innovations and integration with sustainable energy sources.

Our Company will be responsible for the definition, development and validation of a cloud-based architecture that ensures the openness and interoperability of the project results with regard to the solutions already adopted in the reference sector.

Results *Efficient water energy management for cities in southern Italy - Attracting investment in research*

PATHOCERT: DETECTING PATHOGENS IN WATER



(3.9 - 3.d)



(6.5)

A research project to support first responders in managing waterborne pathogen contamination events

The management of waterborne pathogen contamination involves a number of aspects, such as situation detection, epidemiology, risk assessment and criminal investigation. The current approaches employed by first responders sometimes lack adequate coordination and are often accompanied by an inability to quickly identify hazardous agents and contaminants.

PathoCERT researches, implements and validates technologies, tools and guidelines for emergency response to contamination, specifically to help first responders quickly detect waterborne pathogens and to better control emergency situations.

We play the role of data integrator by focusing on the design and development of a platform for data retrieval (from sensors, analytical instruments, drones and satellite imagery), harmonization, exposure to modules dedicated to "field" visualization, and processing and reporting.

The PathoCERT project has received co-funding from the European Union's Horizon 2020 research and innovation program.

Results *Increased capabilities of first responders - Rapid and accurate detection of pathogens - Emergency control and mitigation*

ARTIFICIAL INTELLIGENCE FOR PREDICTING ENERGY PRODUCTION



(7.2)



(9.4)

AI for renewable generation and a new energy distribution network

The steady increase in the number of non-programmable renewable source plants has clear advantages from an environmental impact point of view, but it also poses new challenges to the traditional power grid management model.

We are moving away from a hierarchical model in which a few large power plants plan and generate energy, to a grid model in which many non-programmable sources contribute to the production of energy.

This poses some problems in guaranteeing service continuity.

It is therefore necessary to transform the current electrical network into an active and intelligent organization that monitors all energy sources, and that regulates itself to avoid overloads and blackouts.

As one of the Italian leaders in the management of energy transmission networks, our client has started its transformation process by selecting Engineering as a partner with whom it can manage this energy revolution.

The project has been developed according to our comprehensive and multidisciplinary approach, which achieves the set goals through the integration of multiple techniques, ranging from engineering, mathematics, statistics, machine/deep learning to artificial intelligence.

Results *Improved network stability and energy transport - Real-time estimates - Predictive, associative, optimization and simulation algorithms*

MYPAAS: MOBILITY AS A SERVICE



(9.1 - 9.4)



(11.2 - 11.4 - 11.6)



(12.8)

Innovative and sustainable Mobility as a Service solutions to renew the urban environment

We are living in the era of the sharing economy, mobile systems and intelligent transportation, trends that lead us to view MaaS - Mobility as a Service - as the new frontier of urban mobility.

This mobility model meets the needs of its users through a single integrated service provider that combines transportation infrastructure, travel information and payment services.

We have experimented with and tested some MaaS solutions in two pilot cities, Cagliari and Naples, with the aim of improving urban mobility and sustainability.

MyPaaS is a project that involves the creation of technologies for the integration of various systems (planning, pricing, booking and payment) to enable new forms of mobility as a service.

It enables the development of user behavior processing models to intercept mobility demand and provide planning capabilities for Public Administrations. It also enables the development of innovative business models and the promotion of the regulatory and legal environment for the development and implementation of MaaS schemes at the national level.

Results *Strategies to raise awareness of sustainable mobility - Improved urban mobility - Innovative and sustainable solutions*

INFOBUS AND SMART TRANSPORTATION IN SOUTH AMERICA



(3.6)



(9.1 - 9.4 - 9.a)



(11.2 - 11.6)



(12.a)

An innovative platform for a smart public transport system

Every day, in the city of Belo Horizonte, in Minas Gerais, Brazil, there are 160,000 Internet searches for answers to the following questions: What line should I take to get to my destination? Where is the bus stop? When does the bus leave?

The number of Brazilians requesting information about public transportation is very high and they would use the bus more often if they had more information.

In response to this obvious need, Engineering do Brasil created INFOBUS, a platform for the analysis and management of data from the public transportation system that makes data accessible to citizens through different channels: at bus stops, via the Internet and via smartphone, thus facilitating the proper use of public transportation.

Among the platform's features: a 24/7 automatic response service, the visualization of maps, routes and lines in real time, an interactive dashboard for smart management of the system on the cloud and apps for public transport.

The solution also includes the integration of useful data collection tools such as field data collection applications, GPS monitoring, web interface and the Google Transit platform.

Results *Reduced traffic - Increased use of public transport (around 55 million users in the 25 largest cities in Brazil and Argentina)*

NEW TECHNOLOGIES FOR SAFER RAILWAYS



(3.6)



(9.1 - 9.4)



(11.2 - 11.4 - 11.6)

Guaranteed safety for travelers through new tools for controlling technological equipment in tunnels

Managing tens of thousands of kilometers of railway lines and thousands of tunnels and stations requires state-of-the-art infrastructure and railway traffic control tools that can continually guarantee the safety of passengers and goods in transit.

Our System Integration skills in the Smart Transportation field offer innovative solutions for the modernization of systems that are used to monitor and control tunnels.

We supported the replacement of old hardware and performed a complete software rewrite to facilitate the system's integration with the central monitoring and control systems.

The project involved the complete renewal of all the technological equipment in the tunnels, including lights and power supply, and safety devices such as emergency telephones and fire-fighting and ventilation systems.

Our project enables the company to use these safety systems on site, both by traffic managers and from a central operations room that remotely monitors the tunnels in the geographical area of responsibility.

Results *Reduced risk of accidents - Improved compliance with regulatory requirements - Optimization of previous investments*

NEW DIGITAL AND SAFE METRO IN NORTHERN EUROPE



(3.6)



(8.8)



(9.1)



(11.2 - 11.6)

A digital twin for the monitoring system of one of the best driverless metros in the world

We supported an extremely important project for a leading manufacturer of systems and equipment for metro networks, railway lines and smart transportation systems worldwide. We created a digital twin to simulate the SCADA (Supervisory control and Data Acquisition) physical system for monitoring one of the world's best driverless metros, located in Northern Europe.

The Digital Twin applies to all subsystems involved in the monitoring and remote control of the metro, such as electrical substation switches, line disconnectors, civil installations in stations, escalators, elevators, air conditioning, lighting, the fire-fighting system and the SIL2 emergency tunnel ventilation system.

Results *Risk reduction - Management of emergency scenarios*

THESSALONIKI METRO: SAFE AND EFFICIENT TRANSPORT



(3.6)



(8.8)



(9.1)



(11.2 – 11.6)

State-of-the-art monitoring systems to ensure the safety of Thessaloniki's first driverless metro

Thessaloniki is the second largest city in Greece in terms of population. To meet the growing mobility needs of a population that now exceeds one million inhabitants, the Administration decided to build a new autonomous 10 km metro line with 13 stations.

In order to make this important work safe, we supported a company specialized in rail and metro transport, part of a multinational company that operates in many industrial sectors worldwide.

In the development of this new, completely driverless line, the company is following an approach that focuses on the safety of passengers, through the use of modern and advanced technologies.

We are supporting the project with an end-to-end approach in the design, installation and training on the four different monitoring systems.

Specifically: control of electrical substations, auxiliary plants and medium voltage plants; management of mechanical plants (elevators, escalators, heating and air conditioning); supervision of security systems in stations (access control, cameras and alarms); a security system for high-risk situations with control of emergency ventilation systems and evacuation of passengers in case of emergency.

Results *Instant management of hazards - Increased passenger safety - High system efficiency*

MYP3: THE PLATFORM FOR DIGITAL CITIZENSHIP



(16.9)

A cloud-based and open source solution for the services for over two million citizens in the Veneto Region

For Local Public Administrations, universal access to digital public services is one of the most important issues on the table today.

It involves an open innovation approach for citizens and an open community approach for Public Administrations, in order to guarantee the availability of Smart Government services to the entire region.

Our MyP3 project is a solution organized according to several vertical modules, using a "design thinking" approach.

The Veneto Region manages all the eGovernment services for the Administrations participating in the project on the MyPlace - PLATform Cloud Enabled module. Based on their own needs, each Administration can decide how to use the services on the platform, via the module provided by the Regional Administration.

MyP3 is based on open source technology and supports Local Authorities in the creation, access and management of digital citizenship services and consists of several modules.

MyPlace, the platform that meets the needs of scalability and openness to the Cloud.

MyPA, where citizens can access services or get information from all administrations in an aggregated and simplified form.

MyPortal, where citizens can contact the authority, view content and interact with the administration easily, securely and transparently.

MyIntranet, with all the back-office applications available to the operators of the member bodies, the entry point to the working tools for editors, product administrators and system administrators.

Results *190 Local Administrations served by the platform - Access to digital services for two million citizens*

TRANSFORMING THE WORLD WE WORK IN

GRI 103-2 GRI 103-3

3.9 BILLION EUROS THE VALUE OF THE MARKET OF INDUSTRY 4.0

+22% COMPARED TO 2019
(Industry 4.0 Observatory 2020 School of Management
Polytechnic University of Milan)

3.282 BILLION EUROS THE CLOUD COMPUTING MARKET IN ITALY

(Confindustria, Il Digitale in Italia 2020)

300 MILLION EUROS THE VALUE OF THE MARKET OF THE ARTIFICIAL INTELLIGENCE IN ITALY

(Artificial Intelligence Observatory School of Management
Milan Polytechnic Institute 2020)

25th PLACE THE POSITION OF ITALY IN THE COMPETITIVENESS OF THE 28 EU STATES

(Digital Economy and Society Index - DESI - 2020)

+35% HUMAN-MACHINE INTERACTION BY 2021

(IDC International Data Corporation 2020)

25% OF DIGITAL WORKERS WILL USE A VIRTUAL EMPLOYEE ASSISTANT (VEA) BY 2021

(Citizens and ICT ISTAT 2019)

30.6 BILLION EUROS THE VALUE OF ONLINE PURCHASES IN ITALY

(B2C eCommerce Observatory Polytechnic University
of Milan 2020)

Digital technologies are helping to profoundly transform business and work in the broadest sense: strategies, processes and resources.

In the past, the selling point of IT was efficiency, such as improving margins by working faster and cheaper.

Today, through Digital Transformation, IT has a direct impact on business models. While technology alone cannot be a one-size-fits-all answer, no solution to our current problems can do without technology.

We are partners in the digital revolution of the main market sectors, through the strategic role of technology in redefining business and reorganizing work.

The following projects are examples of our contribution to improving the world we work in.

From Digital Industry to Smart Energy & Utilities, from Digital Finance to Digital Retail: we help companies revolutionize the customer shopping experience and simplify operations. We also support organizations in transforming the way they manage their data and processes.

Our solutions enable our customers to be sustainable, in particular, we participate directly in the achievement of SDG number: 8 (Decent Work and Economic Growth) and number 12 (Sustainable Production and Consumption).

We offer technological solutions and consulting services, supporting the players in the various sectors in the complex path of Digital Transformation, which involves not only the increased use of technological equipment, but also a review of business models and core processes.

In this way, we contribute to economic growth, thus increasing productivity and creating decent work,

while aiming at greater efficiency in the consumption of global resources and production.

We also support the adoption of sustainable policies in our customers' production cycles, thus strengthening their scientific and technological capabilities. Just think of the Industrial IoT, where the proliferation of sensors inside factories and along the entire supply chain, has increased the ability to collect business information to a level unthinkable until a just few years ago, with benefits in the reduction of waste, through the intelligent monitoring of inventory and less time wasted due to equipment failures. There are also benefits from the use of Augmented and Mixed Reality, which allow remote experts to assist on-site technicians, allowing enormous potential savings in time and costs.

Our Group also supports companies and workers around the world in leveraging technology to improve efficiency and the well-being of workers: a true path of innovation that includes the management of workstations and the complete digitization of the work environment, which also extends to the space in which we travel and, above all, the space in which we learn.

For example, enabling technologies, such as Augmented and Virtual Reality, are the foundation of the e-learning platforms we have developed, which allow the provision of remote training and refresher courses, freeing teachers and learners from classroom constraints and ensuring the continuity of training, even in a time such as the pandemic.

Thanks to our technological skills and our knowledge of business processes, we have developed a Digital Workplace capable of redesigning work time and work spaces with new digital tools.

This has resulted in profound organizational changes for companies, which we support through comprehensive Change Management programs, ranging from design to deployment monitoring and end-user support, thereby genuinely transforming the company's culture.

In 2020, we also experimented with all this within our own company, creating a new and exciting Digital Workplace, which in a few days, transformed the way more than 11,000 professionals worldwide are working and learning.



QU4LITY: DIGITAL REALITY IN ZERO-DEFECT MANUFACTURING



(8.2 - 8.3)



(12.5 - 12.6)

A Zero-Defect Manufacturing (ZDM) model for Industry 4.0, open, certifiable, standardized, based on data, AI and secure digital infrastructure

Manufacturing defects are a huge problem for the European manufacturing industry, and in some cases, 50% of production ends up as scrap.

QU4LITY achieves a radical change by applying state-of-the-art manufacturing methods to the innovative concept of Autonomous Quality (AQ) and enables manufacturers and solution providers (including SMEs) to develop, validate, deploy and adopt innovative Cognitive Manufacturing solutions for ZDM.

QU4LITY provides technology enhancements, a reference architecture and templates to support greater ZDM deployment and enables the integration of multiple digital platforms to create complex cognitive and secure systems.

Our Company is the technical coordinator for the project and also leads activities related to the development and integration of digital enablers to support the QU4LITY Autonomous Quality paradigm and to support validation activities in the WHIRLPOOL and PRIMA pilots.

Results *Advanced people-centric decision support - AI-based realtime analytics - Simulation-based service orchestration for ZDM - Secure data space for quality management - Blockchain-based quality control applications*

GSK AND DIGITAL TWIN: SIMULATE TO PREVENT



(9.5)

Simulation of the flu vaccine production process in order to study its behavior and manage critical issues

GlaxoSmithKline (GSK) is a global leader in the production of flu vaccines.

This valuable role imposes important responsibilities, as GSK must ensure that its products meet the mandatory quantitative and qualitative requirements for the population.

The production of flu vaccines is a long and complex biological process, which begins with the selection and isolation of the viral strain in the laboratory, followed by numerous steps to the packaging phase.

The most demanding challenge is the management of uncertainty due to critical phenomena such as epidemics, which require the production of a large number of doses in the shortest possible time, or other unpredictable scenarios and events, such as an epidemic that deprives the company of its necessary workforce.

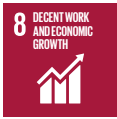
Each phase of vaccine production is therefore subject to rigorous quality controls, which must take into account variable outcomes and scenarios, in order to better cope with uncertainties.

Our Company has been supporting GSK in the planning of this process.

By using a digital twin, we virtualized the entire production process by simulating the vaccine production line through a digital representation obtained from an intuitive graphic interface. This process is extremely reliable because of the model includes the many variables and sources of uncertainty that can impact the production of the vaccine.

Results *Creation of contingency plans for possible criticalities - Provision of relevant information on production - Reduced uncertainty through scenario analysis*

SOFIE: BLOCKCHAIN FOR THE AGRI-FOOD CHAIN



(8.2 - 8.3)



(9.4)



(12.3 - 12.6)

An IoT platform based on open, secure and decentralized Blockchain, to ensure the origin and quality of agricultural products

Farmers, breeders, distributors and food retailers want their products to reach the end consumer quickly and in the best conditions, while keeping track of all product movements and processing.

Consumers also want to know the history of products and their ingredients, so that quality on the table is guaranteed.

Blockchain may be the ideal technology to meet this challenge, thanks to its ability to store and share immutable information related to product exchanges along the agri-food chain.

The SOFIE (Secure Open Federation for Internet Everywhere) research project, of which we are a partner, has focused one of its three pilots on the application of Blockchain in the agrifood supply chain, along with other experiments in the energy and gaming fields.

The pilot in the field of Smart Agriculture leverages the data from the IoT infrastructure and enables its secure exchange by leveraging the Blockchain. In this way, goods can be reliably tracked to improve trust between producers, distributors and consumers.

Results *Integrity and facilitated reporting of data and transactions - GDPR-compliant data management - Confidentiality, respect for privacy on data and transactions*

EUR3KA: INDUSTRY 4.0 AND MEDICAL EMERGENCIES



(3.d)

Helping manufacturing and healthcare companies respond quickly and efficiently to current and future medical challenges

The COVID-19 outbreak has made clear the need for many industries to be able to react quickly and to be flexible enough in responding to sudden and unforeseen changes due to emergencies and related product demands, such as for medical supplies.

The concepts of repurposing and reconfiguration are not new in manufacturing, and recent Industry 4.0 paradigms, technologies and standards have increased the ability of manufacturers to react quickly to various events and changes. However, the recent COVID-19 related crisis has highlighted the need for further improvements.

Eur3ka brings together a consortium of 26 partners of excellence from 12 countries, coordinated by Engineering. Results will be achieved by leveraging Industry 4.0 standards, international industrial common data space enablers and digital infrastructure, and by upgrading global on-demand and Manufacturing as a Service platforms through connected and smarter supply networks and global medical equipment and supply repositories.

Goals include: the implementation of a Plug & Respond (P&R) resource coordination framework; an architecture with modular, open, common manufacturing standard solutions; and a link between global manufacturing capabilities, supply chains and medical knowledge.

Results *As-a-service with equitable management of intellectual property - Clear and shared certification processes and guidelines*

DELIVERY WITH 100% ELECTRIC OR HYBRID VEHICLES AND REUSABLE MEDIA



Many of our customers are starting to use 100% electric or hybrid refrigerated vehicles in order to have an ecological footprint on the region.

For many people who do not have the time or the opportunity to go to the supermarket, home delivery has become a necessity. Many of our customers have activated and enhanced this service, but given the increasing number of requests, they have been rethinking the sustainability of home delivery. How can they be as green as possible and reduce their environmental footprint? How can they also reduce the amount of packaging needed in grocery delivery?

The initiative of our customers was to make large investments and totally renew their fleet by purchasing 100% electric or hybrid refrigerated vans for home deliveries.

In this way, they were able to reduce their environmental impact to zero and provide their customers with a convenient, ecological and sustainable service.

Packaging has also been reduced and the groceries are delivered in cartons that, if returned at the next shopping trip, entitle customers to an immediate discount, which encourages customers to keep and return cartons that can be reused until the end of their life cycle and be then recycled.

Results *Reduced carbon footprint - Less packaging to dispose of - Reduced transportation costs - Reduced media costs*

CYBERSECURITY-PROOF INSURANCE



State-of-the-art information security technologies to protect identity and access management

Identity and Access Management (IAM) and Identity and Governance (IAG) are two priorities for securing your own data and that of your customers.

To achieve this, you need a solution that automates account creation on legacy and standard applications and has a continuously synchronized access control system based on the latest technologies to guarantee secure access to applications across Europe.

These two innovations must then include the constant alignment of Identity Governance with the GDPR.

Cybertech, the Group's IT security specialist, took up the challenge and, in order to meet the needs of a major European insurance player, provided the organization with highly innovative access management solutions to create a self-service portal for managing user profiles and passwords, to ensure continuous visibility and availability of access and authorizations, and to enable the certification of accounts and authorizations to provide reliable audit reports.

Results *Increased security in access management - Reduced manual tasks for the IT department - Full GDPR compliance - Automated account management*

RPA: A NEW ALLY FOR ANTI-MONEY LAUNDERING



(8.8)



(9.1)

Automating the Anti-Money Laundering process of a Private Banking Institution to reduce errors and optimize data collection and verification

Over the past few years, an important Private Banking Institution, which has more than 6,000 promoters (private bankers), more than 700,000 clients and 220 billion euros of managed funds and is part of a large Italian Banking Group, has found the need to streamline many of its processes, including processes related to Anti-Money Laundering and the research and collection of data needed to verify customer compliance with Anti Money Laundering (AML) regulations.

AML is a people-intensive, repetitive and time-consuming activity, with data collected from multiple sources.

By streamlining the process, the bank wants to eliminate the backlog of paperwork and eliminate rework due to errors in the data collection phase.

To meet the needs of this customer, Engineering D.HUB, the Group's company for outsourcing services and migration to the Cloud, has created an attended RPA solution, on NICE technology.

In particular, three pools of robots have been made available which, starting from a reduced amount of data entered by the operators of the Anti-Money Laundering Office, carry out all the data collection operations from the various information providers, including research, data collection, analysis and archiving.

Our solution optimizes the timing of access to the databases and allows a greater number of files to be processed. This solution has also been extended to other business areas and companies in the Group and to other processes (e.g., asset terminations and revocations).

Results 24/7 processing start-up in just two minutes - Reduced time for risk analysis (from 60 to two minutes) - Zero margin of error in approximately 400 assessments per month

ENSURING SOCIAL DISTANCING AMONG WORKERS



(3.d)



(8.8)

Smart Proximity, the social distancing solution that allows more than 2,500 Reale Group employees to work safely

As the COVID-19 pandemic continues, companies need to provide business continuity by ensuring the safety of their people. With this in mind, Reale Group was looking for a solution that would address social distancing issues, keep their offices open and allow it to continue to offer its services safely.

There was a need for a single and centralized solution in all locations, which could ensure real-time monitoring of safety distances between workers. The solution also needed to provide an alert system in case the distances between people were not being maintained, to ensure the health of workers and their privacy.

We have responded to these needs with Smart Proximity, a latest-generation integrated platform that, through the use of sensors and IoT technology, guarantees compliance with Social Distancing in all situations where maintaining a safe distance between people in the workplace is necessary.

Smart Proximity is a centralized solution on Engineering's Cloud. After a test carried out on 300 employees in collaboration with Reale Hub 1828, Reale Group's innovation hub, the solution is now used by over 2,500 employees via the use of sensors in the form of wearable badges that send an alert in cases of non-compliance with social distancing.

Results Ensure continuity of services - Ensure safety distances between workers - Safeguard employee health - Ensure employee privacy

SHOPPING IN THE AGE OF SOCIAL DISTANCING



(3.d)



(8.8)

From logistics to the delivery of groceries: support for large-scale retailers during the emergency

In the full pandemic phase, Digitelematica - the Group's subsidiary that specializes in e-commerce solutions for the large-scale retail trade - has supported Iperal in the redesign of its sales model, which had previously focused on physical points.

Some logistic functions have been decentralized in order to optimize picking times and to support the faster growth of the model. Iperal and the municipalities joined together to support people who are not able to go to stores to do their shopping.

In a very short time, some solutions were also provided to respond to the social call of the municipalities: citizens who wanted to lend a hand were given the opportunity to go shopping for people in need, while the municipalities were given the opportunity to have their own operators enter Iperal's spaces to pick up food and basic necessities for people in difficulty.

In addition, to promote social distancing, people were given the opportunity to view in advance the status of stores in order to avoid waiting in line at the entrance.

Results *Centralization of goods management, lower stockout - Increased on-time deliveries to customers - Reduced risk to fragile populations*

IOT SOLUTIONS FOR AGRICULTURE 4.0



(8.2 - 8.3)



(9.1 - 9.4)



(12.6)



(13.1)

An innovative network of sensors and control devices to transfer data and information to the Cloud and to safeguard the quality of the monitored environment

There is a growing interest among farmers and trade associations in safeguarding the quality of the agroecosystem, in order to maintain and strengthen the link between the qualities of a food and the place where it is produced.

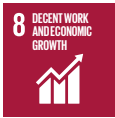
To respond to this need, we have developed an innovative system of sensors to be distributed on agricultural land that can detect the physical parameters related to air, water and soil, which allow assessment of the quality of the agro-ecosystem of production and products, for example, in terms of the lower content of contaminants.

The system consists of three LIBELIUM sensor nodes and a gateway with a long-range communication module (4G/GPRS) for data transmission to the Cloud, which is also equipped with a local controller for network management and interaction with the surrounding environment.

The reception and propagation of data within the platform is possible thanks to an IoT solution (powered by FIWARE) that uses standard protocols. The continuity of monitoring is guaranteed even in the absence of connectivity, through local storage, both on the single node and on the network controller. In this case, the data is forwarded to the Cloud platform once the initial communication conditions are restored.

Results *Certify environmental quality - Enable the geographic traceability of raw materials and products - Monitor and manage emergencies*

SMART FARMING IN SOUTH AMERICA TO IMPROVE THE MILK SUPPLY CHAIN



(8.2 - 8.3)



(9.1 9.4)



(12.2 - 12.3 - 12.6 - 12.a)

Process optimization and traceability of a leading South American dairy company through Digital Transformation

One of the largest dairy companies in South America, with more than 7,000 milk producers active throughout the region, needed to identify a solution from a digital farming perspective, capable of optimizing the production and logistics processes upon which the entire milk chain is based.

Engineering Do Brasil has fielded all its skills and technologies to support the company in a process of Digital Transformation.

The most relevant gaps were mapped to identify the necessary areas of action, for example: strengthening relationships with milk producers, the optimization of logistics processes, the reduction of fraud, the guarantee of traceability of operations in all phases of the processes and the centralization of production data on a single platform.

Starting from these needs, we proposed a proprietary solution based on the Smartlog suite and developed a digital platform based on the use of microservices, containerization, APIs, DevOps, Analytics, Cloud, IoT, various features such as automatic generation of custom reports and automatic alerts to report relevant events.

Results *Reduced transportation time and costs - Better relationships with dairy farmers - Elimination of paper usage - Guaranteed route execution*

SAFE&SMART: THE INTERNET OF THINGS FOR FOOD SAFETY



(8.2 - 8.3)



(9.4)



(12.3 - 12.6)

New technologies for food safety and the integrity of agri-food chains in the global scenario

The agri-food sector is experiencing profound changes related to regulatory changes and new market needs, connected to food safety.

The SAFE&SMART project offers an integrated approach to all the main aspects of food safety.

Among the significant interventions are the diagnostic systems of monitoring and alerting to identify contaminants and sources of contamination, as well as to sound an alarm in case of their discovery/release along the supply chain at dangerous levels, in order to promptly implement the appropriate corrective measures and to avoid the enlargement of the risk in the production processes.

During the project, an information platform will also be implemented, aimed at the integrity of the agri-food chain and new packaging, with high functional characteristics, which improve the shelf life of products and are equipped with sensors/labels, which interface and interact with household appliances and media.

Our Company is involved in the development of the information platform and supports the creation of a system to connect refrigerators to the different information devices and is developing an app that can be used to access information on the status of food stored in the appliance.

Results *Greater transparency and safety for the consumer - Greater ability to meet market needs related to food safety issues - Greater competitiveness and product protection for the operator*

TRANSFORMING THE WORLD THAT TAKES CARE OF US

GRI 103-2 GRI 103-3

1,136 BILLION EUROS

THE MARKET VALUE OF CYBERSECURITY SOLUTIONS IN ITALY

+13% COMPARED TO 2019

(Confindustria, Il Digitale in Italia 2020)

2.9 MILLION EUROS

THE AVERAGE COST INCURRED BY ITALIAN COMPANIES FOR DATA LOSS CAUSED BY CYBER ATTACKS

(Ponemon Institute, Cost of a Data Breach 2020)

1.7 BILLION EUROS

THE VALUE OF THE DIGITAL HEALTH MARKET IN ITALY IN 2019

+22% COMPARED TO 2018

(Digital Healthcare in Italy 2020 Anitec-Assinform)

47%

OF MEDICAL SPECIALISTS USED TELECONSULTATION DURING THE PANDEMIC

+26% COMPARED TO THE PRE-PANDEMIC PERIOD

(Digital Health Observatory of the Polytechnic University of Milan 2020)

46%

OF PATIENTS ARE MORE AWARE OF HEALTH AND THEIR OWN DISEASES, THROUGH HEALTH APPS

(Digital Health Observatory of the Polytechnic University of Milan 2020)

Transforming the world of care means, above all, working to support health and the Italian health system, cybersecurity for citizens, companies and organizations, protection from climate-environmental risks, as well as national defense, by creating innovative solutions based on cutting-edge technologies such as IoT, AI & Advanced Analytics and Cybersecurity.

Based on our deep knowledge of processes and our solutions and platforms, we support Public Administrations in providing efficient services to citizens in different areas: care and prevention, monitoring, and the protection and defense of regions and communities.

The Digital Transformation of Healthcare involves processes and the use of innovative technologies aimed at improving patient care while also improving the quality of work of professionals. Digitization is based on increasingly information-intensive and real-time models and processes, which need to merge to create true healthcare ecosystems, centered on people and capable of using the transversal power of data, so that information is quickly available and usable by all the actors involved such as doctors, operators and citizens. Due to our specific role in this sector, we have a unique vantage point, which for some years now has allowed us to focus and specialize our offerings along these axes of intervention, which are of great relevance today.

Our presence along the entire chain of prevention-access-diagnosis-care-assistance and our vertical presence through all levels of government (Ministry of Health - the Regions - structures in the country), qualify us as actors of reference in the founding and co-design of the new healthcare, with digital technology, and more importantly, people, at the center.

The race for innovation and digitization also poses a number of important challenges that need to be faced. Our economies are increasingly dependent on the cyber space and, over time, this has led to a greater awareness about the need to understand the transformation and to fully trust the digital devices and processes on which we base most of our activities.

According to leading international analysts, the number of serious cyber threats has increased exponentially in recent years and is expected to continue to grow.

It is therefore of primary importance to adopt Cybersecurity strategies and all the necessary technologies to protect one's own organizational models, thus securing the work of people and, therefore, of services.

There is a very strong relationship between the development of information technologies, the exponential growth of the quantity and transversal value of data and the security of citizens.

As far as the relationship between citizens and institutions is concerned: on the one hand, there is the need to guarantee national security in terms of acquisition, management and distribution of data and information. On the other hand, there is the need to guarantee the continuity of services and to facilitate access by citizens.

The challenges are therefore many and we are ready to face them with projects of strategic importance, positioning ourselves as a technology partner for national and international institutions, including those dealing with Defense and Security.

Our enabling solutions cover many areas, including information systems of the Public Administration for the prevention and management of crises and natural disasters, systems of protection against hacker attacks (Cybersecurity), digital platforms and sensors for the Internet of Things (IoT). Solutions that can therefore make the digital world a safer place.

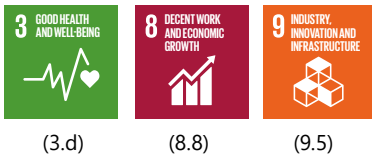
When defining our projects, we promote a comprehensive vision of the future, in which facilities, professionals, citizens and Public Administration are connected and can interact effectively and efficiently.

At the foundation of this strategy, there are digital ecosystems, open and collaborative systems which are able to connect the various stakeholders, each with their own competencies and needs.

This helps to build a future in which digital processes are built on a human scale, to protect and accompany humans in a constantly changing reality.



DE4BIOS: THE POWER OF DATA AGAINST COVID-19



(3.d)

(8.8)

(9.5)

Our biosurveillance platform to counter and monitor the evolution of the pandemic

Curbing the COVID-19 emergency using data. This is the goal of DE4Bios, our data-driven and cloud-native biosurveillance system, which collects data from different sources and integrates and harmonizes it to show the updated real-time status of the evolution of the epidemic while respecting people's privacy.

Based on our Digital Enabler ecosystem platform, the solution allows mapping and geolocates infected individuals and detects the presence of clusters that require increased attention.

Launched at the beginning of the pandemic in the Veneto Region and by combining technology and the needs of the region, in just a few days, the system was able to provide general practitioners with a tool to monitor COVID-positive patients and provide the Region's task force with a tool to monitor the pandemic.

During this last year, DE4Bios has evolved. After the first lockdown, the tool was also used to monitor potential clusters in companies and schools, and was used to follow the progress of the different variants of COVID-19 and to support the progress of vaccination activities. It has thus become a tool to protect the community and public health, because it provides a comprehensive and integrated view of all data relating to clinical health, households, workers, students and residents in nursing homes.

The management of all this information supports an ecosystem that also includes general practitioners, Civil Protection, pediatricians and regional task forces in prevention actions and in real-time control of the evolution of epidemics from a clinical and social point of view.

Results *Curb the contagion - Identify new subjects to be tested - Identify and predict the areas most at risk - Define strategies and priorities for intervention*

RPA TO MANAGE COVID-19 SWABS



(3.d)

(9.5)

Optimize the management of SARS-CoV-2 swab results, reducing errors and processing times with RPA technology

The South Tyrolean Public Health Service carries out an average of about 1,000 SARS-CoV-2 swab tests per day. The tests are carried out in Austrian laboratories, which send the results to the medical staff of the South Tyrolean Public Health Service. The medical staff updates the patient file by manually entering the results of the swab and attaching the report.

The South Tyrolean Health Authority asked our team to streamline the management of swab results in order to reduce the number of errors and the time spent by the healthcare staff.

The project was divided into three phases.

In the first phase, a prototype NICE solution was created on a physical stand-alone machine capable of managing the Merano area only. This solution verifies the presence of PDF files in a folder shared with the medical staff, reads the content and autonomously updates the results on the LIS. Once uploaded, the document is moved to a subfolder to indicate that the swab has been processed. In the second phase, the NICE infrastructure was installed, two robot machines were activated and the prototype solution was migrated to the shared enterprise infrastructure.

In the third phase, the management of the other three districts: Bolzano, Bressanone and Brunico was implemented.

Results *Reduced errors in loading results - Reduced work hours for data loading*

THE EVOLUTION OF REMOTE CARE AND CONTINUITY OF CARE



(3)



(9.5)

Telemonitoring and Telemedicine to support chronic pathologies and the COVID-19 emergency for the Foggia local health authority

As has happened for many healthcare facilities, the Foggia local health authority has been called upon to respond to the commitment to simultaneously face the COVID-19 health emergency and to guarantee assistance for other pathologies.

The Diomede project, created for the digitization of treatment for specific chronic conditions (heart failure, diabetes and hypertension) and also to offer remote assistance, has been expanded and reconfigured to also respond to the need for monitoring COVID-19 patients, by optimizing the available resources and limiting physical access to health facilities.

Together with other partner companies, we have fielded our solutions belonging to the ellipse proprietary platform and used our expertise in healthcare processes to develop a Telemonitoring platform for connecting the Territorial Operations Center and the homes of COVID-19 patients.

By using apps and electromedical devices, patients can transmit their vital parameters (e.g., body temperature, oxygen saturation and blood pressure) and be assisted remotely according to the most appropriate clinical and care management.

The project demonstrates the potential of Telemedicine in the continuity of care, which is fundamental in our current situation, in which the multiple versions of "Tele-services" (Televisits, Telemonitoring and Teleconsulting) are strategic assets for truly guaranteeing the right to health.

Results *Empowerment of patients and caregivers - Monitoring and assistance to COVID-19 patients - Continuity of assistance and care for more chronic conditions*

AIBIBANK: BIO-BANK AND AI FOR THE FIGHT AGAINST CANCER



(3)



(9.5)

The construction of a bio-bank that uses Artificial Intelligence algorithms to fight cancer

Cancer is the second leading cause of death in OECD countries. In Italy, more than 1,000 new cases are diagnosed every day.

Early diagnosis is important for identifying the disease before it occurs and also to avoid one-size-fits-all screening, in which everyone performs the same examination starting from the same age and at the same intervals, and instead, to offer personalized screening.

The AiBiBank project fits into the context of predictive diagnostics and precision medicine by integrating bio-technology, clinical and IT skills.

Our company has created a technological and regulatory infrastructure, known as the Data Lake, for collecting and organizing medical images and clinical data.

The information collected will be used to develop innovative decision support tools for physicians in the fight against cancer.

The system will use Artificial Intelligence techniques to provide two demonstrators in the field of breast screening and prostate oncology.

The project will be implemented by a consortium of private partners and hospital entities.

Results *Centralized tissue biobank - AI technologies for screening - Early diagnosis*

EMORFORAD: AI FOR SUPPORTING MEDICAL STAFF



(9.5)

Diagnosis, prognosis and the personalization of head and neck cancer therapy through an integrated radiomic and phenotypic system

To develop an integrated radiomic analysis software system for specialized medical staff in order to include patients affected by head and neck cancers in the new personalized medicine protocols. This is the goal of the eMORFORAD project.

The solution aims to provide a comprehensive approach to patient care based on the integration of data from humoral and tissue disease biomarkers and imaging analysis systems, using radiomics to insert this data into the patient's clinical-diagnostic pathway.

eMORFORAD defines and develops diagnostic, prognostic and predictive algorithms using artificial intelligence techniques, based on an integrated data model.

Our Company has defined the integrated healthcare data model and the rules for conversion and integration of data from heterogeneous sources. We have developed data management systems (database and related application logic) and data converters from the source format, including the DICOM standard format, to a target format that complies with the HL7/FHIR standard.

We also coordinated the process of collecting information about the system to be analyzed and produced the functional and non-functional specifications for the overall eMORFORAD system.

Results *Artificial intelligence algorithms to support clinicians - Integrated data model for health data representation - Data analytics tools and graphical interfaces*

ELLIPSE FOR DIGITAL ASSISTANTS IN INTENSIVE CARE



(3)



(9.5)

Artificial Intelligence supports physicians in patient care at ULSS 6 Euganea

ULSS 6 Euganea is a completely avant-garde hospital, an institution of excellence in search of technological solutions to further evolve its services.

The hospital division involved in the project was the United Hospitals Padua South in Monselice, which has specialized medical areas for different intensities of care, including intensive care that requires continuous assistance, more accurate monitoring and the processing of large amounts of data.

This was the ideal context for our Company to introduce ICU-Medical Record, the specific component for high-intensity care belonging to the new proprietary platform, ellipse, which processes data and provides medical staff with useful indications for patient care through Artificial Intelligence.

ICU-Medical Record supports healthcare professionals in the diagnosis, planning and implementation of therapeutic interventions.

Through a direct interconnection with bedside medical devices, the system allows real-time data processing, alerts the staff in case of emergency (including remotely via app) and suggests information for diagnosis and therapy.

Doctors and nurses in high-intensity care areas now have a true digital assistant.

AI development will soon enable the inclusion of new components to predict patient conditions and needs, such as diseases related to changes in vital parameters, even before they occur.

Results *Better healthcare for patients - Supports the daily work of professionals - Continuous acquisition and management of a large amount of data*

SATIN FOR CLINICAL TRIALS WITH INNOVATIVE TREATMENTS



(3)



(9.5)

Optimize cataloging and information management for the processing of images acquired by geneticists and researchers

During their experiments, geneticists and laboratory researchers are accustomed to managing and processing a large number of images, generated by microscopes with very high resolution.

Sometimes, approaches and methodologies are used that are not appropriate to the management of the information being processed.

The challenge is to provide these professionals with the right tools to optimize their time and to make it easy to retrieve information, even years later.

Our Company has defined the model for information from laboratory experiments using the HL7/FHIR standard's own resources. We then developed a web application for geneticists and researchers, in order to catalog the images produced during the experiments in order to enable complex searches and comparisons between images

This solution organizes data in a way similar to the Laboratory Notebook, thus increasing data availability and accessibility to information, and improving the performance of search and comparison of experiments.

We also coordinated the process of acquiring information about the system to be developed.

Results *Homogeneous organization of information - Exploration of alternative methods of analysis - Remote sharing of experiments carried out in the laboratory*

PROXIMATE FOR ANONYMOUS CONTACT TRACING



(3.d)



(9.5)

COVID-19 case detection through contact tracing based on an anonymous physical token

The COVID-19 pandemic has created an unprecedented need to monitor people's movements in order to limit virus transmission.

Contact tracing disrupts the chain of infection transmission through the rapid identification of all people who have come in contact with a COVID-19 infected person.

For organizations of people who share experiences in space and time (e.g., sports facilities, recreational facilities, schools, universities, private and public organizations), Proximate offers a small, inexpensive, anonymous wearable device that uses standard technology to avoid blocking.

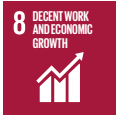
The solution consists of the wearable device (a token), a dedicated COVID Manager / Health Operator app (available on iOS and Android), the back-end system for managing the infected persons list and a gateway using BLE technology for data transmission.

The token protects people's privacy. In the event that the device owner tests positive for COVID-19, it will notify the system of the serial number and a notification will be sent to the neighboring tokens. No one is informed about the status of the device owner and no one can know where and when they have been in contact with an infected person.

Engineering is the project coordinator and product development lead for the product, which received co-funding from EIT Digital in the Digital Wellbeing - Action Line for 2020, specifically under EIT's Crisis Response Initiative for addressing the COVID-19 crisis.

Results *An easy, inclusive, secure, affordable and anonymous wearable device - Standard technology that avoids lock-in*

THE DIGITAL WORKPLACE AND NEW SERVICES FOR CITIZENS



(8.2)

Innovating services and work organization in the most critical phase of the COVID-19 emergency alongside the Italian National Social Security Institute (INPS)

Following the COVID-19 emergency, the INPS was faced with a huge workload, both in terms of changing the operating modes of its employees (many of whom started working remotely) and in terms of managing all its COVID-19 regulatory procedures.

We supported the Institute in activities related to the implementation of new COVID-19 services and to urgent interventions on existing services.

Remote access to the Institute's systems has been enhanced in order to cope with the sudden change in the way work was being done.

The development of new COVID-19 services and the interventions on existing services allowed us to support the Institute at an extremely critical time.

In particular, we supported the management of interventions related to the COVID-19 emergency (e.g., management and verification of COVID-19 bonuses, temporary unemployment guarantee funds (CIGO) for new COVID-19 requirements, extension of Certificate of Social Security Compliance (DURC) validity, Bonus Baby Sitters, rescheduling of medical-legal visits for Civil Disability and Contract Reference Numbers (CIG)).

We also strengthened the Institute's Digital Workplace, managing the increase in external access through the extension of the use of VPN, VDI and remote desktop, and using tools and solutions for remote collaboration, including between us and the Institute.

Results *New services for the COVID-19 emergency - Continuity management for existing services - Increase in external accesses*

CONTROLLED ENVIRONMENTS WITH PA DIGITALE



(9.1)



(11.4)

A public digital ecosystem for the management of environmental data and processes

In a sector where competences are divided among different administrations and among different offices in the same administration, an Italian Region expressed the need to build a complete and unique information base of environmental issues for authorization procedures and for monitoring and sampling data about air, water, soil, contaminated sites, physical agents, nature protection and energy.

The strategic goal was to develop a solution that would serve territorial governance for authorities, simplify processes for companies and offer transparency for citizens.

Our Company built a governance system for relations between different administrations and an effective digital platform for the digitization of administrative procedures and for the collection, analysis and geo-referenced browsing of all data.

Through this solution, we have allowed the Region to offer: concrete support to the regional planning of the Municipalities (drafting of Urban Plans and Strategic Environmental Assessments); the presentation of data to the governance systems of the Ministry of Environment and the EU; a reserved area where each company can access digitized environmental authorizations; the publication on the Internet of various open data sets from the main data being monitored.

Results *Better integration of environmental processes - Greater administrative simplification and support to regional governments - Greater transparency in the management of public environmental and landscape protection policies*

SO-CLOSE FOR THE INTEGRATION OF REFUGEES INTO LOCAL COMMUNITIES



(16)

Contributing to social cohesion and integration of refugees through the mediation of innovative digital and artistic tools

SO-CLOSE promotes the exchange of similar life stories to combat the marginalization and exclusion of migrants. It proposes a peaceful and reliable environment for mediation in which to develop cultural encounters between people with stories of forced migration.

Using a collaborative and participatory approach, the project encourages local communities and refugees to engage in dialogue and to share experiences and points of view.

Working at the intersection of history, sociology and cultural studies, SO-CLOSE will design digital educational and cultural tools such as: interactive documentaries based on immersive video recordings, chatbots implemented with AI, interactive exhibitions based on personal memories and storytelling on an online platform, known as the Memory Center, a content aggregator developed by our Company.

SO-CLOSE will be implemented as part of the following pilot projects:

- Krakow, Poland on the displacements after the end of the Second World War
- Greece, in the concentration camp island of Trikeri
- Spain, the Exile Memorial Museum Consortium
- Monte Sole, Marzabotto, Italy on violence against civilians during World War II.

Results *Greater social cohesion - Promotion of mutual understanding between refugees and local communities - Support for the planning of new cultural experiences*

URBANAGE FOR A CITY FIT FOR ALL



(11.2 - 11.3)

Urban planning tailored to the older population with Urban Digital Twin, Big Data and AI

In the digital age, with its massive data production and advanced analytics capabilities, there is still a large untapped potential for the use of disruptive technologies in the urban planning sector, and the associated risks and benefits are still unclear.

The older segment of the population is generally not included in the mainstream of planning, so there is a risk of exclusion.

The URBANAGE (enhanced URBAN planning for AGE-friendly cities) research project assesses the potential benefits, risks and impacts of implementing a sustainable framework for data-driven decision making in the field of urban planning for more accessible and AGE-friendly cities. The URBANAGE model is developed through an inclusive co-creation strategy with the relevant Stakeholders (municipalities and trade associations) and end-users (citizens - seniors) and is based on a decision support ecosystem that integrates multidimensional Big Data analysis, Artificial Intelligence and Urban Digital Twin-based modeling and simulation and gamification techniques for more effective engagement strategies. Based on a thorough understanding of user needs, the URBANAGE results will be validated by testing use cases in two cities (Helsinki and Santander) and in one region (Flanders).

Results *Urban environments more accessible to the older population - A more informed decision-making processes - Greater knowledge of disruptive technologies in the public sector*

DEFENDER FOR PROTECTING ENERGY



(3.9 - 3.d)



(8.8)



(9.1)

A research project to manage Critical Energy Infrastructure and to mitigate cyber threats and physical threats

The protection of Critical Energy Infrastructure (CEI), such as nuclear power plants and grids plays a key role in preventing the risks of energy network failure. However, the current theoretical approaches for countering threats are insufficient because they are based on incomplete models.

In order to overcome these critical issues, DEFENDER transforms Critical Energy Infrastructures into Cyber-Physical Systems to administer the effects of potential threats, to manage the security of infrastructures through a lifecycle analysis model and to train personnel to identify threats and to act in case of emergencies.

DEFENDER also combines devices and technologies to secure Energy Infrastructure in order to identify cyber threats and physical threats, mitigate incidents and respond to emergencies.

It will provide a Human-In-The-Loop approach, leveraging blockchain technology to securely track and record all operations and interactions between workers and infrastructure, thus ensuring a high level of reliability. DEFENDER will be tested on a laboratory simulator, at AACHEN University in Germany, and in four real-life situations (in Belgium, Italy and Slovenia) covering the entire energy value chain: a nuclear power plant (partner: ENGIE), a decentralized plant (partner: BFP), a TSO HV network (partner: ELES), a DSO network (partner: ASM) and a producer/consumer.

Results *Effective detection of cyber threats and physical threats - Incident mitigation and rapid emergency response - Robust tracking of transactions via blockchain*

CONNEXIONS FOR IDENTIFYING, PREDICTING AND INVESTIGATING



(16.4 - 16.5 - 16.a)

Integrating multidimensional, heterogeneous and multimodal data, providing information in interactive mode with virtual reality

CONNEXIONS (InterCONnected DetectiON, PredictiON, InvestigatiON and PreventiON Services) is a project for the development of next-generation services for detection, prediction, prevention and investigation activities.

The services will be made available to various stakeholders in a way that is interactive and adapted to their needs, through Augmented and Virtual Reality environments.

The solution covers the entire lifecycle of law enforcement operations, including crime prediction and prevention, support during ongoing Law Enforcement Agency (LEA) operations, post-event investigations, crime scene simulation and 3D reconstruction.

CONNEXIONS is an integrated solution that significantly improves the ability of LEAs to effectively and efficiently collect information, and to analyze, engage and investigate crime and terrorism.

Multi-modal data sources include Surface / Deep / Dark Web and social media content, as well as data captured from IoT devices (wearable and stationary sensors, static, mobile, body and drone cameras).

Real-time services will benefit from advanced command and operations management solutions, integrated with IoT devices and sensors, multi-modal multimedia data fusion and analysis, computer vision and deep learning (facial identification, suspicious object recognition and the detection of anomalous activities).

Results *Reduced response time - Improved positioning of operators in the field during missions - Rapid display of alerts - Rapid IoT data processing*

APPRAISE FOR PREVENTING CRIMINAL AND TERRORIST ACTS



(11.2 - 11.6)

An integrated Threat Intelligence solution for Augmented Cities to support security operators against terrorism

Ensuring the security of public spaces while preserving the freedom of citizens is a major challenge for society. Shopping malls, stadiums and large events, defined as soft targets, are constantly subject to different types of cyber threats and physical threats.

Protecting public spaces and other soft targets requires an integral security approach that involves all public and private security actors.

Another challenge is the huge volume of data collected by CCTV systems, smart city sensors, online activities (surface web, darknet and social media) and other sensors.

As a result, security operators need to retrieve usable intelligence from voluminous, heterogeneous and "dirty" data.

The APPRAISE (fAcilitating Public & Private secuRity operAtors to mitigate terrorism Scenarios against soft targEts) research project offers an integrated Threat Intelligence solution - specifically designed for the protection of augmented cities - that continuously and effectively monitors Internet sources (including Social Media and the Darknet) to identify potential threats and improve the protection strategies for soft targets by promoting successful collaboration between local authorities, law enforcement agencies and security professionals in the public and private sector who are involved in the management of the security of citizens.

Results *Predicting, preventing and identifying criminal and terrorist acts - Reducing the vulnerability of cities and citizens - Improving incident security management, optimizing risk assessment and resilience*

TONITE: SOCIAL AND DIGITAL INNOVATION FOR URBAN SECURITY



(11.2)

Improving night-time safety along the banks of the Dora River with an innovative platform

Turin and its inhabitants are concerned about making spaces more livable and safe at night. During the day, services and economic activities give the citizen a feeling of safety. During the night, these activities are reduced and the task of protecting the citizens falls on the local authorities.

The ToNite project enables the city of Turin to address this challenge by providing community-based security through community activation, empowerment and technology-based social sensing.

ToNite develops multidisciplinary and co-designed solutions and actions to better understand urban social phenomena and to address the problems arising from a perception of insecurity that tends to generate social intolerance and the misuse or non-use of public spaces. Therefore, it is critical to understand how citizens perceive safety with regard to their experiences of living in and accessing spaces.

Our Company leads the development of the Urban Data Platform dedicated to understanding and analyzing the phenomena of urban insecurity, thus improving the ability of decision-makers to monitor the current situation, to detect the emergence of new phenomena and to understand the needs of communities.

Results *Strengthening community empowerment - Improved management of urban security - Improved prevention of urban decay*

CO₂ MARKETPLACE FOR THE GREEN DEAL AND CO₂ NEUTRALITY



(13)

A CO₂ trading system that helps cities and companies decarbonize and reduce their CO₂ footprint.

Most industrialized cities face a number of problems related to the environmental impact caused by carbon emissions into the atmosphere.

This project will launch a CO₂ Marketplace that will help cities meet their decarbonization goals through CO₂ absorption initiatives. The goal is to create more resilient and engaged local communities that promote CO₂ offsetting and reduction initiatives by determining their own green policies and monitoring CO₂ emission targets. The solution will promote collaboration between industries, rural areas, entrepreneurs, associations and private investors for the development of resilient and sustainable cities, rewarding CO₂ absorbers and supporting the creation of a new CO₂ neutral/negative economy

The solution will integrate data collection, monitoring and analytics and blockchain technologies to secure decarbonization certification transactions.

Our Company is the Technology Provider and will provide the Digital Enabler, the digital ecosystem platform based on FIWARE that provides advanced and high-performance mechanisms for data integration, harmonization and visualization.

This will enable interoperable data exchange between CO₂ Marketplace components and the ability to collect and standardize data from heterogeneous sources, such as the pilot IoT networks dedicated to air quality and the measurement of CO₂ emissions.

Results *Improved air quality - Achievement of sustainability goals - Increased profitability of green assets*

GRACE-GLOBAL RESPONSE AGAINST CHILD EXPLOITATION



(16.2)

Combating child sexual exploitation by supporting law enforcement with machine learning techniques

Using the Internet to distribute material related to child sexual abuse and exploitation is a horrible crime

Online service provider (OSP) reports, detection technologies and steadily growing user reports of suspicious material are essential elements for combating the sexual exploitation of children.

But these are also the cause of the increased volume of reports, which along with the increased distribution of such materials online, is stretching OSPs to their operational limits.

This significantly impacts the ability to prevent these crimes, to rescue children in danger and to investigate and prosecute offenders.

The GRACE research project offers a new approach based on big data technologies supported by advanced AI-powered algorithms that enables law enforcement to bridge the technology gap with offenders by incorporating the technical, ethical and legal challenges specific to combating the sexual exploitation of children. We bring our well-established expertise to the project in the analysis, design and development of intelligent and autonomous systems and - as a systems integrator - are responsible for integrating activities and implementing the custody chain to ensure the traceability of investigation flows, while respecting privacy and the legal and ethical constraints.

Results *Increased cooperation between law enforcement agencies - Reduced manual activities for investigators - Improved management of OSP reports*

ATLANTIS: INVESTIGATING THE WEB WITH ARTIFICIAL INTELLIGENCE



(16.4 - 16.5 - 16.a)

A platform that, thanks to AI, integrates tools to support Intelligence and Digital Forensic activities.

The Homeland Security Research Unit investigates public safety issues. One of the goals is to define technological solutions for identifying and meeting the challenges and opportunities arising from the technological, methodological and procedural gaps of the law enforcement agencies.

To support this structure, we have developed a technological platform with advanced services for searching and acquiring heterogeneous data from the Internet (including the Deep Web and Darknet), which enables the extraction of threats, events and clues during the acquisition of unstructured data. Based on this information, we activate comparative analyses for intelligence activities and for the reconstruction of investigative hypotheses for forensic purpose.

ATLANTIS (the AI-based platform for LAW enforcement intelligence and Investigation) integrates a set of tools to support all phases of Intelligence and Digital Forensic processes: from the extraction of data for investigations to exporting the investigation file for trial purposes.

The platform includes a SONAR (SOURCE integration And monitoring) framework for searching information on the Internet; the MARLENE (Multilingual nAtuRal Language processing framework) solution for analyzing the textual content extracted from the Surface Web, Deep Web and Darknet; Knowledge Graph; ERIN (Security pattern discovery Framework); Investigative Hypothesis Management for the reconstruction and validation of investigative hypotheses; Chain of Custody and Evidence to ensure the use of investigative data for forensic purposes; Collaborative application in the Intelligence and Forensic fields.

Results *Reduction of investigation time - Countering of on-line terrorist propaganda - Support for intelligence and Digital Forensic activities*

PREVENT PCP: INNOVATIVE SYSTEMS FOR SAFE PUBLIC TRANSPORT



(3.6)



(9.1)



(11.2 - 11.6)

Solving public transportation security threats and challenges by developing prototypes tested in an operational environment

In recent years, public transport has often been the first target of terrorist attacks, with the aim of affecting as many civilians as possible.

Based on the results of its predecessor PREVENT, the PREVENT PCP project consolidates commonly agreed security scenarios through a Pre-Commercial Procurement, thus ensuring solution design, prototype development and validation in an operational environment.

The challenge is to offer innovative solutions to solve common security threats to EU operators and to bring these solutions to the market.

PREVENT PCP involves 13 public buyers from six different EU countries and will validate two different prototypes in four pilot scenarios, in France, Spain, Portugal and Greece.

It will provide solutions to public transportation operators to improve Safety and Situational Awareness.

We are coordinating the project and providing a solution for the evaluation and validation of the prototypes in an operational environment based on specific KPIs and evaluation criteria.

Results *Automatic and timely detection of potentially dangerous objects - Fast and accurate identification and tracking of perpetrators - Efficient crisis management*

APPENDIX

GRI 103-2 GRI 103-3





METHODOLOGICAL NOTE

GRI 102-1 GRI 102-45 GRI 102-46 GRI 102-50 GRI 102-53 GRI 102-54

The reporting standard adopted for the preparation of Engineering Group's seventh Corporate Social Responsibility Report is the "GRI Sustainability Reporting Standards." This report has been prepared in accordance with the GRI Standards: Core option. The information contained in the standard, which corresponds to Engineering's material topics, is reported at the beginning of each chapter. The complete list of standards used, with explicit topics and in-depth disclosures, is reported in the GRI Content Index.

Engineering's Corporate Social Responsibility Report refers to data, projects carried out and services provided by the Group in 2020 (with some previews for the first half of 2021, as far as projects are concerned) and reports the main impacts of Engineering's projects, with a particular focus on Italy, where the Company carries out most of its operations and where most of its revenues are generated. The Report also contains information on foreign subsidiaries in terms of their mission, activities and staff composition, while the environmental data refers only to Italy. The economic and financial data presented in this Corporate Social Responsibility Report are the same as the data published in the 2020 Consolidated Financial Statements, which were audited by Deloitte in accordance with the principles and criteria recommended by the Italian Companies and Exchange Commission (CONSOB).

For further information, please write to the following email address: csr@eng.it.

MATERIALITY ANALYSIS

GRI 102-47 GRI 103-1

The materiality analysis, conducted for the first time in 2014 and updated in 2020, was carried out through a multi-stage process that took into account the main pressures from external Stakeholders and the internal point of view of company management.

The process began with the identification of issues recognized as relevant according to the Global Reporting Initiative standard and generally considered representative of the Company's external perspective as identified in contexts of debate and multi-stakeholder discussion at the international level, and according information in corporate documents such as policies, internal procedures, the Code of Ethics and previous Corporate Social Responsibility Reports.

In order to broaden the range of potentially relevant issues and to analyze their recurrence, the following activities were also carried out:

- A benchmark analysis of sustainability and social responsibility documents of companies similar to Engineering that operate in the IT services sector;
- An analysis of the industry trends and sustainability aspects most related to Engineering's business and related to the Information Technology sector. With this purpose in mind, the following have been analyzed:
 - The GRI (Global Reporting Initiative) document "Sustainability Topics for Sectors: What do Stakeholders want to know?" regarding the "Software as a Service" sector
 - The SASB (Sustainability Accounting Standards Board) Materiality Map for the "Technology and Communications" sector and, in particular, the "Software as a Service" sub-sector
 - The GeSI (Global e-Sustainability Initiative) report "#SMARTer2030, ICT Solutions for 21st Century Challenges"
 - The RobecoSAM 2020 Yearbook, for the "IT Services & Internet Software as Services" sector.

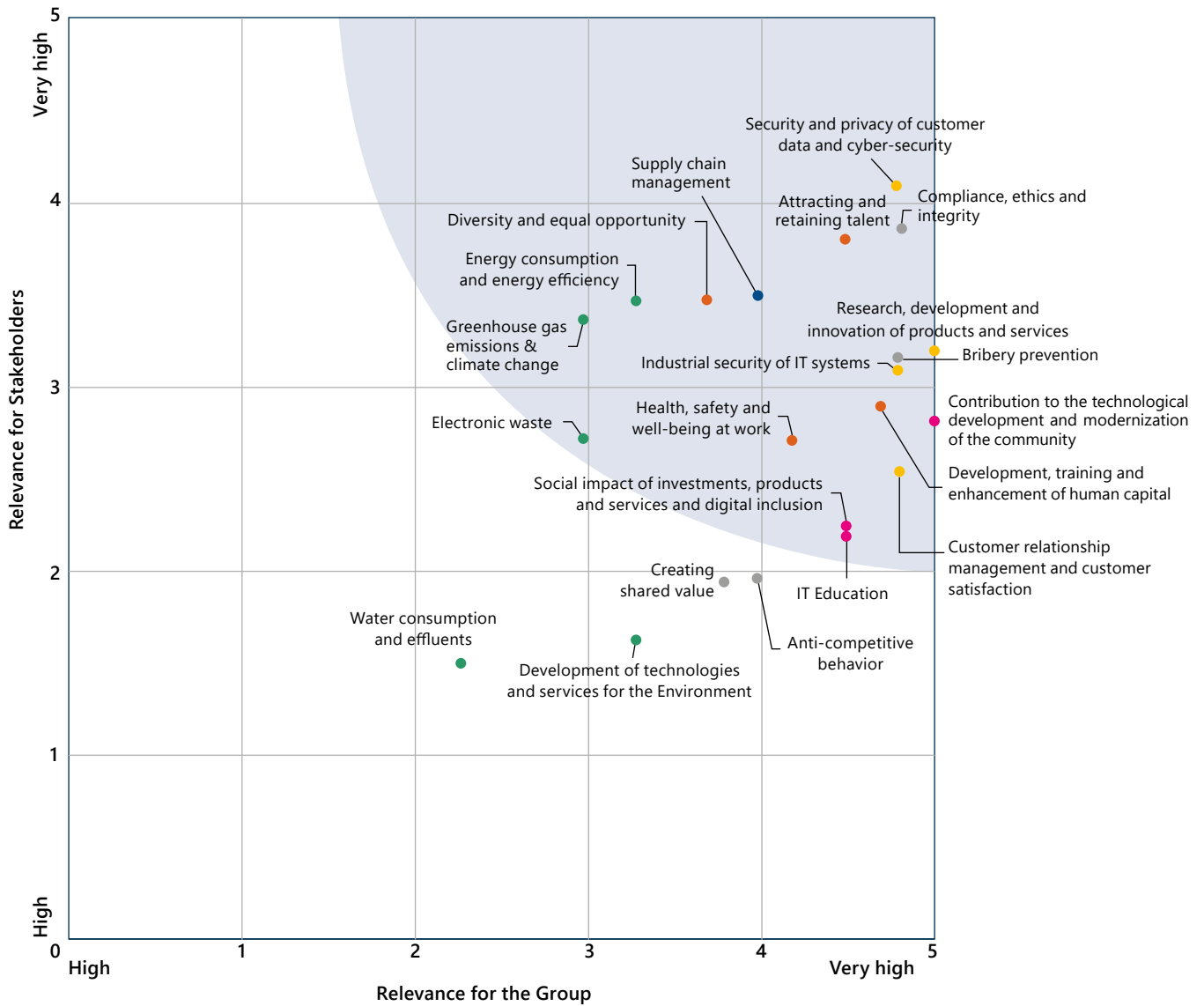
- The analysis of the needs that emerged from Engineering's customer questionnaires on sustainability and social responsibility issues.

As a result of the above activities for studying the external scenario, aimed at understanding the point of view and the main pressures from Stakeholders, the first lines of the Group (top positions) were involved through the use of questionnaires for analyzing and weighing the issues which they consider most relevant to the Company and to the Stakeholders.

Management was then called upon to quantitatively assess each of the relevant corporate social responsibility issues from an internal (in relation to the Company) and external (in relation to the Group's external Stakeholders) perspective.

Through a preliminary analysis and the aggregation of the results of the questionnaires, the issues were prioritized within the materiality matrix. Finally, the materiality matrix, having thus been obtained, was further validated by management.

MATERIALITY MATRIX



ETHICS, COMPLIANCE AND VALUE CREATION

PRODUCT RESPONSIBILITY

ENVIRONMENTAL RESPONSIBILITY

RESPONSIBILITY TOWARD OUR PEOPLE

SUPPLY CHAIN RESPONSIBILITY

SOCIAL RESPONSIBILITY

RESULTS OF THE MATERIALITY ANALYSIS

Material topics	Corresponding GRI topics	Perimeter	
		Internal	External
Attracting and retaining talent	Employment	Engineering	-
Development, training and enhancement of human capital	Staff training and development	Engineering	-
Contribution to the technological development modernization of the community	Economic performance, Indirect economic impacts	Engineering	Customers, Collectivity
Industrial security of IT systems	-	Engineering	Customers
Research, development and innovation of products and services	-	Engineering	-
Supply chain management	Social evaluation of suppliers	Engineering	Suppliers
Social impact of investments, products and services and digital inclusion	-	Engineering	Customers, Collectivity
Customer relationship management and customer satisfaction	-	Engineering	Customers
Compliance, ethics and integrity	Employment, Socioeconomic compatibility	Engineering	Customers
Energy consumption and energy efficiency	Energy	Engineering	-
Electronic waste	Waste	Engineering	-
Security and privacy of customer data and cyber-security	Customer Privacy	Engineering	Customers
Diversity and equal opportunity	Diversity and equal opportunity	Engineering	-
Health, safety and well-being at work	Occupational health and safety	Engineering	-
IT education	-	Engineering	Collectivity
Greenhouse gas emissions & climate change	Emissions	Engineering	-
Bribery prevention	Anti-bribery	Engineering	-

WHY THESE ISSUES ARE IMPORTANT FOR ENGINEERING

Security and privacy of customer data and Cybersecurity: Engineering stores and manages in its Data Centers a large amount of information of various types, including data of the Italian National Health System, Central and Local Public Administration and customers from all sectors of the country. The issue of data security and privacy is therefore of primary importance. In addition, the Group is actively involved in the design and supply of external cybersecurity services.

Management of customer relations and customer satisfaction: as part of a varied offer of business integration, application and infrastructure outsourcing and strategic consulting, Engineering's activities are strongly characterized by the need to be adapted to the business requirements of customers (over 1,000) with whom it is therefore necessary to maintain an ongoing relationship and a satisfaction survey system that measures the effectiveness and quality of the work and the business strategy.

Development, training and enhancement of human capital: competition in advanced sectors, such as those in which the Company is engaged every day means that people are Engineering's main resource; therefore for Engineering, the development and enhancement of human capital is one of the Group's priorities in a constantly evolving context that requires special attention to updating and developing skills and building new professional roles (e.g., data scientists) through major investments in training.

Attracting and retaining talent: the sector in which Engineering operates is characterized by a limited availability of people with specialized IT skills; in this context, it is important for the Company to implement effective policies and also to work with universities to attract the best talents in the labor market; similarly, internal career development paths are designed to retain the best talents within the Company.

Compliance, ethics and integrity: considering the large number of actors, including the many public and institutional actors, with which the Group interacts and given the sensitivity of many of its projects and the information involved, Engineering stands at the forefront in preventing and combating unlawful conduct, in adopting and promoting ethical business conduct and in ensuring maximum compliance with laws and regulations, including with respect to human rights.

Research, development and innovation of products and services: research and development and innovation are a critical factor for success in the market.

Industrial security of IT systems: the reliability of IT systems and infrastructures is one of the primary goals of Engineering, which is active in the market of system integrators and designers of advanced technology platforms.

Contribution to the technological development and modernization of the community: Engineering is the leading Italian company in the IT sector and is therefore, by its nature, dedicated to playing a leadership role in contributing to the technological and digital development of the community in which it operates, providing its expertise and experience for the modernization of the country.

Social impact of investments, products and services and digital inclusion: Information Technology has a growing impact in terms of improving the quality of life and social welfare and therefore represents a possible response to citizens from customers, especially in the Public Administration and Healthcare sector.

Energy consumption and energy efficiency: one of the main environmental impacts attributable to the Group is the consumption of electricity for the maintenance of its four Data Centers, which also ensure the management of the information technology infrastructure on which all the remote activities of Group's Italian offices are based.

Electronic waste: Engineering's business does not produce significant amounts of waste. The most significant electronic waste item produced by the operation of the Group's Data Centers is due to the replacement of system components; another significant item is the PCs used in the offices.

Supply chain management: ensuring ethical behavior within the supply chain, with particular reference to: legislative compliance, measures to combat fraud and bribery, working conditions and health and safety, human rights and environmental issues. Integration of sustainability criteria and requirements in different types of procurement.

Diversity and equal opportunities: ensuring a healthy working environment, in compliance with the principles of non-discrimination, equal opportunities and equal dignity, inclusion, and balancing private and professional life. Promoting generational, cultural and gender diversity as a driver for innovation and the competitiveness of the Group.

Health, safety and wellbeing at work: promoting the wellbeing of staff, preventing and minimizing the possibility of work-related accidents in the office and in the four Data Centers. Promoting continuous communication, training and education to safeguard the health of employees and the environment.

IT education: promoting initiatives aimed at raising community awareness of digitization, in line with the Group's core business. Promoting digital inclusion by providing IT skills to citizens, especially to younger generations.

Greenhouse gas emissions and climate change: commitment to reducing greenhouse gas emissions in the fight against global warming. Promoting actions to improve the resilience of the Group's activities in relation to climate change.

Prevention of bribery: promoting policies, procedures, activities (including staff training) to prevent bribery in relationships with all Stakeholders with whom the Group interacts (customers, suppliers, partners and institutions) by rejecting all types of illegal practices and in full compliance with the law.

Customer data security and privacy and cybersecurity: Store and manage information at Data Centers with the utmost security and respect for data privacy. Design and provide Cybersecurity services externally.

OUR STAKEHOLDERS

GRI 102-13 GRI 102-40 GRI 102-42 GRI 102-43 GRI 102-44

The table shows the main categories of Engineering Stakeholders and the methods of involvement, frequency and types of activities through which the Group communicates and interacts based on an approach that

considers the legitimacy of the relationship, proximity, power of influence and impacts linked to the Group's activities.

Main categories of Stakeholders	Engineering Map	Interaction, listening and involvement modes
Employees	11,632 professionals located in Italy, Belgium, Germany, Norway, Republic of Serbia, Spain, Sweden, Switzerland, Argentina, Brazil and the United States	<ul style="list-style-type: none"> • Internal communication tools (newsletters, Intranet, mailings, blogs) • Internal and external events dedicated to employees • Constant presence of the HRO Management in the company's locations • "Ingenium," the company magazine
Customers	Approx. 1,000 national and international customers in the following sectors: <ul style="list-style-type: none"> • Local and Central Public Administration (Municipalities, Regions, Ministries) • Healthcare (Hospitals, Local Health Authorities) • Finance (Large Banking and Insurance Groups) • Telecommunications (all major Italian players) • Energy (Energy Producers and Distributors) • Industry • European and international institutions 	<ul style="list-style-type: none"> • Periodic satisfaction surveys • Ongoing relationships with our staff of consultants • "Ingenium," the company magazine • Events dedicated to customers
Suppliers	Suppliers are mainly in the following sectors: <ul style="list-style-type: none"> • Instrumental goods (in particular hardware and software) • Management and maintenance of properties owned by Engineering • Companies that provide staff for consulting in the IT field, ranging from analysis to programming on some of Engineering's projects • Consultants and freelancers working on specific processes or activities on some of Engineering's projects 	<ul style="list-style-type: none"> • Daily relationships with the Purchasing Department and with the company departments responsible for the supplied activities • Dialog with the main suppliers' representative associations • Suppliers portal on the PAGE website (Engineering Group Purchasing Portal) page.eng.it • Staff report of the IT Consultancy Purchasing Department that operates in the territory with companies providing professional services and with freelance consultants

Main categories of Stakeholders	Engineering Map	Interaction, listening and involvement modes
Trade and industry associations	National associations in the IT, software and ICT sectors	Periodic meetings, preparation and sharing of good practices, participation in the work of technical and representative commissions.
Financial institutions	National and international banks and credit institutions that finance the Group's main investments	Meetings with the company's top management
Non-profit world	<ul style="list-style-type: none"> • Associations for the protection of the environment • Cooperatives/non-profit organizations 	Sponsorships, donations, transfer of goods or services, partnership projects, training and internships in the company
Trade unions	Metalworking industry unions	<ul style="list-style-type: none"> • Collective and territorial bargaining • Meetings with company union representatives
Universities and Research Institutes	National and European university and research institutes	<ul style="list-style-type: none"> • Development of projects in partnerships, economic support for research, training and support for research and product development • Company presentations at educational institutions
Media	<ul style="list-style-type: none"> • Newspapers, periodicals, national radio and TV • Trade magazines • Local newspapers, radio and TV stations • Online newspapers 	<ul style="list-style-type: none"> • Contacts during the launch of relevant projects, publication of company documents, interviews, events • "Ingenium," the company magazine
Project partners	<ul style="list-style-type: none"> • Small and large Italian and European companies (e.g. energy sector, health) • European hospitals 	<ul style="list-style-type: none"> • Coordination within projects funded by European and national public bodies • Development of projects in partnerships

UN GLOBAL RECONCILIATION STATEMENT

UNCG Areas	UNGC Principles	Engineering Material Themes
WORK	Principle III Businesses are required to uphold the freedom of association of workers and to recognize the right to collective bargaining	Compliance, ethics and integrity meetings with senior management
	Principle IV the elimination of all forms of forced labor and compulsory labor	
	Principle V The effective abolition of child labor	
	Principle VI The elimination of all forms of discrimination in employment and occupation	Diversity and equal opportunity
ENVIRONMENT	Principle VII Businesses should support a precautionary approach to environmental challenges	Greenhouse gas emissions & climate change
	Principle VIII undertake initiatives to promote greater environmental responsibility	Electronic waste
	Principle IX encourage the development and diffusion of environmentally friendly technologies	Energy consumption and energy efficiency
THE FIGHT AGAINST CORRUPTION	Principle X Businesses should work against corruption in all its forms, including extortion and bribery	Bribery prevention
		Compliance, ethics and integrity
		Supply chain management

PERSONNEL DATA

GRI 102-8 GRI 401-1 GRI 405-1

Composition of employee/dependent staff by type of contract and gender as at Dec. 31	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019	MEN 2018	WOMEN 2018	TOTAL 2018
Open-ended contract	8,004	3,497	11,501	7,799	3,431	11,230	7,250	3,207	10,457
Fixed-term contract	95	36	131	130	85	215	170	103	273
TOTAL	8,099	3,533	11,632	7,929	3,516	11,445	7,420	3,310	10,730

Composition of entire workforce as at Dec. 31 by geographical area and gender (includes employees and other types of non-employment contracts)	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019	MEN 2018	WOMEN 2018	TOTAL 2018
Northern Italy	3,195	1,548	4,743	3,202	1,530	4,732	2,976	1,459	4,435
Central Italy	2,732	1,306	4,038	2,698	1,30	4,000	2,528	1,218	3,746
Southern Italy and Islands	1,174	354	1,528	1,150	349	1,499	1,135	331	1,466
Brazil	552	167	719	460	153	613	399	127	526
Belgium	10	14	24	8	10	18	6	8	14
Serbia	162	55	217	143	52	195	90	39	129
Argentina	2	0	2	7	-	7	10	1	11
USA	64	10	74	52	8	60	49	8	57
Germany	181	70	251	182	102	284	216	113	329
Norway	0	0	0	-	-	-	-	-	-
Luxembourg	0	0	0	-	-	-	-	-	-
Spain	15	7	22	15	8	23	10	5	15
Great Britain	0	0	0	-	-	-	1	-	1
Romania	0	0	0	-	-	-	-	1	1
France	0	1	1	-	1	1	-	-	-
Ireland	1	0	1	1	-	1	-	-	-
Switzerland	11	1	12	11	1	12	-	-	-
Other, specify	0	0	0	-	-	-	-	-	-
GROUP TOTAL	8,099	3,533	11,632	7,929	3,516	11,445	7,420	3,310	10,730

Composition of Group employees by occupational status and gender as at Dec. 31	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019	MEN 2018	WOMEN 2018	TOTAL 2018
Executives	330	62	392	315	56	371	310	52	362
Middle managers	1,542	492	2,034	1,606	493	2,099	1,560	472	2,032
Clerks	6,227	2,979	9,206	6,008	2,967	8,975	5,550	2,786	8,336
Workers	0	0	0	-	-	-	-	-	-
TOTAL	8,099	3,533	11,632	7,929	3,516	11,445	7,420	3,310	10,730

Breakdown of employees by age bracket, and gender and geographical area as of Dec. 31	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019	MEN 2018	WOMEN 2018	TOTAL 2018
ITALY									
Age <30anni	864	350	1,214	828	351	1,179	624	308	932
Age 30 - 50 years	4,099	1,990	6,089	4,316	2,041	6,357	4,355	2,050	6,405
Age > 50 years	2,138	868	3,006	1,906	789	2,695	1,660	650	2,310
Total Italy	7,101	3,208	10,309	7,050	3,181	10,231	6,639	3,008	9,647
ABROAD									
Age <30anni	275	97	372	222	84	306	195	80	275
Age 30 - 50 years	660	207	867	608	239	847	549	212	761
Age > 50 years	63	21	84	49	12	61	37	10	47
Total Abroad	998	325	1,323	879	335	1,214	781	302	1,083
TOTAL	8,099	3,533	11,632	7,929	3,516	11,445	7,420	3,310	10,730

Number of staff belonging to protected categories as at Dec. 31	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019	MEN 2018	WOMEN 2018	TOTAL 2018
ITALY	313	209	522	313	208	521	289	183	472
ABROAD	/	/	/	/	/	/	/	/	/

Number of employees by type of employment as at Dec. 31	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019	MEN 2018	WOMEN 2018	TOTAL 2018
Full-Time	8,029	2,983	11,012	7,841	2,898	10,739	7,343	2,686	10,029
Part-Time	70	550	620	88	618	706	77	624	701

Outgoing employees by age bracket, gender and geographical area as at Dec. 31	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019	MEN 2018	WOMEN 2018	TOTAL 2018
ITALY									
Age < 30 years	116	48	164	117	48	165	93	51	144
Age 30 - 50 years	235	94	329	338	113	451	278	115	393
Age > 50 years	108	53	161	86	15	101	59	18	77
TOTAL	459	195	654	541	176	717	430	184	614
ABROAD									
Age < 30 years	90	42	132	79	20	99	n/a	n/a	n/a
Age 30 - 50 years	91	24	115	267	64	331	n/a	n/a	n/a
Age > 50 years	12	1	13	14	4	18	n/a	n/a	n/a
TOTAL	193	67	260	360	88	448	n/a	n/a	321
GROUP TOTAL	652	262	914	901	264	1,165	n/a	n/a	935

Hiring of new employees by age group, gender and geographical area as at Dec. 31	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019	MEN 2018	WOMEN 2018	TOTAL 2018
ITALY									
Age < 30 years	286	136	422	441	160	601	292	167	459
Age 30 - 50 years	200	81	281	454	176	630	321	115	436
Age > 50 years	26	4	30	57	14	71	39	9	48
TOTAL	512	221	733	952	350	1,302	652	291	943
ABROAD									
Age < 30 years	163	36	199	154	50	204	n/a	n/a	n/a
Age 30 - 50 years	134	28	162	254	97	351	n/a	n/a	n/a
Age > 50 years	11	4	15	19	4	23	n/a	n/a	n/a
TOTAL	308	68	376	427	151	578	n/a	n/a	449
GROUP TOTAL	820	289	1,109	1,379	501	1,880	n/a	n/a	1,392

Breakdown of Board members by age, group and gender as at Dec. 31	MEN 2020	WOMEN 2020	TOTAL 2020
ITALY			
Age < 30 years	0	0	0
Age 30 - 50 years	7	7	14
Age > 50 years	45	0	45
TOTAL	52	7	59
ABROAD			
Age < 30 years	0	0	0
Age 30 - 50 years	12	1	13
Age > 50 years	26	5	31
TOTAL ABROAD	38	6	44
GROUP TOTAL	90	13	93

Strikes and industrial disputes	2020	2019	2018
% strike hours on total hours worked	0.017	0.102	0.81
Employee unionization rate (%)	10.73	10.80	11.48

* The 2017 figure is composed as follows: 809 new hires; 713 external company acquisitions; 53 branch acquisitions from external companies; 169 branch leases from external companies; in 2018 there were 35 people hired as a result of new company acquisitions in Italy and 908 hires from the labor market in Italy; in 2019 there were 251 people hired as a result of new company acquisitions and 1,051 hires from the labor market.

** The 2017 figure is composed as follows: 313 new hires; 103 corporate acquisitions from external companies; in 2018 hires abroad were all made on the labor market; in 2019 there were 54 people hired as a result of new company acquisitions and 524 hires from the labor market.

GRI CONTENT INDEX

GRI 102-55

As part of the Content Index Service, GRI Services has reviewed the GRI Content Index, which is clearly presented, and references to all the included disclosures

are aligned with the appropriate sections in the body of the Placeholder Report for CI Service Mark.



GRI 101: REPORTING PRINCIPLES 2016

GRI 102: General disclosure 2016	Description	Page, references and notes
General information		
Organizational profile		
102-1	Organization name	Methodological note Page 108
102-2	Activities, brands, products and services	Company profile Page 10
102-3	Location of main offices	Piazzale dell'Agricoltura 24 - Rome
102-4	Place of activities	Company profile Page 10
102-5	Ownership and legal form	A group that invests in the future Page 10
102-6	Markets served	Company profile Page 10
102-7	Organization size	Company profile Page 10
102-8	Information about employees and other workers	Staff data Page 118
102-9	Supply chain	Suppliers, an essential link in the chain of responsibility Page 55
102-10	Significant changes to the organization and to its supply chain	Company profile Page 10

GRI 102: General disclosure 2016	Description	Page, references and notes
General information		
Organizational profile		
102-11	Precautionary principle	Engineering applies the precautionary approach recalled by Principle 15 of the Rio Declaration of the United Nations in order to protect the environment from development when introducing new services and planning operational activities.
102-12	External initiatives	A system for creating shared value Page 22
102-13	Membership in associations	Our Stakeholders Page 114
Strategy		
102-14	Statement of a senior executive	Letter to Stakeholders Page 2
Ethics and integrity		
102-16	Values, principles, standards and rules of conduct	A system for the sustainable creation of value Page 22
Governance		
102-18	Governance structure	A system for the sustainable creation of value Page 22
Stakeholder involvement		
102-40	List of Stakeholder groups	Our Stakeholders Page 114
102-41	Collective bargaining agreements	100% of employees in Italy (i.e. over 90% of the total workforce) are covered by the National Collective Labor Agreement (CCNL). As regards the foreign subsidiaries, in Belgium there is no collective labor agreement, but a Commission Paritaire, which for our Company is no. 218; as regards Engineering Do Brasil, in Brazil there is only one type of contract and Engineering complies with the regulations in force
102-42	Stakeholder identification and selection	Our Stakeholders Page 114
102-43	Modes of Stakeholder involvement	Our Stakeholders Page 114
102-44	Key topics and critical issues raised	Our Stakeholders Page 114
Reporting practices		
102-45	Entities included in the consolidated financial statements	Methodological note Page 108

GRI 102: General disclosure 2016	Description	Page, references and notes
Reporting practices		
102-46	Defining report content and topic perimeters	Methodological note Page 108
102-47	List of material topics	Materiality analysis Page 109
102-48	Revision of information	No significant change has occurred
102-49	Changes in reporting	No significant change has occurred
102-50	Reporting period	Methodological note Page 108
102-51	Date of most recent report	2019
102-52	Reporting frequency	Annual
102-53	Contacts for requesting information about the report	Methodological note Page 109
102-54	Statement on reporting in accordance with GRI Standards	Methodological note Page 109 This report has been prepared in accordance with the GRI Standards: Core option
102-55	GRI content index	GRI Content Index Page 119
102-56	External assurance	These financial statements have not externally audited

GRI Standard	Information	Page, references and notes
GRI Series 200 Economic topics		
Economic performance		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Contribution to Italy's economy Page 23
	103-3 Assessment of management method	Contribution to Italy's economy Page 23
GRI 203: Economic performance 2016	201-1 Economic value directly generated and distributed	Contribution to Italy's economy Page 23
Indirect economic impacts		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Transforming the world we live in Page 74
		Transforming the word we work in Page 84
		Transforming the world that takes care of us Page 92

GRI Standard	Information	Page, references and notes
GRI Series 200 Economic topics		
Indirect economic impacts		
GRI 103: Management method 2016	103-3 Assessment of management method	Transforming the world we live in Page 74
		Transforming the word we work in Page 84
		Transforming the world that takes care of us Page 92
GRI 203: Indirect economic impacts 2016	203-1 investments in infrastructure and financial services	The results of our commitment Page 22
	203-2 Significant indirect economic impacts	The results of our commitment Page 22
Anti-bribery		
GRI 103: Management method 2016	103-3 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Fight against bribery: zero tolerance Page 24
	103-3 Assessment of management method	Fight against bribery: zero tolerance Page 24
GRI 205: Anti-bribery 2016	205-3 Established cases of bribery and actions taken	No cases of bribery within the Engineering Group were established during the years 2018, 2019 and 2020
GRI 300 Series Environmental topics		
Energy		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	The protection of the environment as a premise for innovation Page 30
	103-3 Assessment of management method	The protection of the environment as a premise for innovation Page 30
GRI 302: Energy 2016	302-1 Energy consumption within the organization	The protection of the environment as a premise for innovation Page 30
Emissions		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Measuring our impact with the Carbon Footprint calculation Page 32
	103-3 Assessment of management method	Measuring our impact with the Carbon Footprint calculation Page 32
GRI 305: Emissions 2016	305-1 Direct GHG emissions (Scope 1)	Measuring our impact with the Carbon Footprint calculation Page 32
	305-2 Indirect GHG emissions from energy consumption (Scope 2)	Measuring our impact with the Carbon Footprint calculation Page 32

GRI 300 Series Environmental topics		
Energy		
GRI 305: Emissions 2016	305-3 Other indirect GHG emissions (Scope 3)	Measuring our impact with the Carbon Footprint calculation Page 32
Waste		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Sustainable management of electronic waste Page 33
	103-3 Assessment of management method	Sustainable management of electronic waste Page 33
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable management of electronic waste Page 33
	306-2 Managing significant waste impacts	Sustainable management of electronic waste Page 33
	306-3 Waste generated	Sustainable management of electronic waste Page 33
GRI Series 400 Social topics		
Employment		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Employer branding to find new talent Page 39
	103-3 Assessment of management method	Employer branding to find new talent Page 39
GRI 401: Employment 2016	401 -1 New hires or terminations	Staff data Page 117
Occupational health and safety		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Health and safety in the workplace: top priorities Page 44
	103-3 Assessment of management method	Health and safety in the workplace: top priorities Page 44
GRI 403: Occupational health and safety 2018	403-1: Occupational health and safety management system	Health and safety in the workplace: top priorities Page 44
	403-2: Hazard identification, risk assessment and accident investigation	Health and safety in the workplace: top priorities Page 44
	403-3: Occupational medicine services	Health and safety in the workplace: top priorities Page 44
	403-4: Worker participation and consultation and occupational health and safety communication	Health and safety in the workplace: top priorities Page 44
	403-5: Workplace health and safety training for workers	Health and safety in the workplace: top priorities Page 44

GRI Series 400 Social topics		
Occupational health and safety		
GRI 403: Occupational health and safety 2018	403-6: Promotion of worker health	Health and safety in the workplace: top priorities Page 44
	403-7: Prevention and reduction of occupational health and safety impacts in trade relations	Health and safety in the workplace: top priorities Page 44
	403-9: Occupational accidents	Health and safety in the workplace: top priorities Page 44
Staff training and development		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	The centrality of our people Page 38
	103-3 Assessment of management method	The centrality of our people Page 38
GRI 404: Training and education 2016	404-2 Programs for skills management and to promote progressive training/upgrading in support of employment	Knowing, knowing how to do, knowing how to be Page 48
	404-3 Percentage of employees receiving regular performance and career development assessments	Investing in people to help the Group grow Page 40
Diversity and equal opportunity		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	The centrality of our people Page 38
	103-3 Assessment of management method	The centrality of our people Page 38
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity in governance bodies and among employees	Staff data Page 117
Social evaluation of suppliers		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Suppliers, an essential link in the chain of responsibility Page 55
	103-3 Assessment of management method	Suppliers, an essential link in the chain of responsibility Page 55
GRI 414: Social evaluation of suppliers 2016	414-1 New suppliers that have been evaluated using social criteria	Suppliers, an essential link in the chain of responsibility Page 55
Customer privacy		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Protecting data to protect customers Page 53

GRI Series 400 Social topics		
Customer privacy		
GRI 103: Management method 2016	103-3 Assessment of management method	Protecting data to protect customers Page 53
GRI 418: Customer privacy 2016	418-1 Verified complaints for leaks, theft or loss of customer data	There have been no verified claims for leaks, theft or loss of customer data
Socio-economic compliance		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality analysis Page 109
	103-2 The management method and its components	Code of Ethics and Model 231, pillars of our business Page 23
	103-3 Assessment of management method	Code of Ethics and Model 231, pillars of our business Page 23
GRI 419: Socio-economic compliance 2016	419-1 Non-compliance with social and economic laws and regulations	During the last three years, there have been no penalties, criminal convictions or settlements that have imposed an obligation on Engineering to "do/not do" (e.g. inhibitions) for non-compliance with laws or regulations.
Material topics not related to GRI topics		
Customer relationship management and customer satisfaction		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Quality goal: continuous improvement Page 52
	103-3 Assessment of management method	Quality goal: continuous improvement Page 52
Research, development and innovation of products and services		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
		Transforming the world we live in Page 74
		Transforming the word we work in Page 84
	103-2 The management method and its components	Transforming the world that takes care of us Page 92
		Transforming the world we live in Page 74
		Transforming the word we work in Page 84
103-3 Assessment of management method	Transforming the world that takes care of us Page 92	
	Transforming the world we live in Page 74	
	Transforming the word we work in Page 84	
Industrial security of IT systems		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109

Material topics not related to GRI topics		
Industrial security of IT systems		
GRI 103: Management method 2016	103-2 The management method and its components	Protecting data to protect customers Page 53
	103-3 Assessment of management method	Protecting data to protect customers Page 53
Social impact of investments, products and services and digital inclusion		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Transforming the world we live in Page 74
		Transforming the word we work in Page 84
Transforming the world that takes care of us Page 92		
103-3 Assessment of management method	Transforming the world we live in Page 74	
	Transforming the word we work in Page 84	
	Transforming the world that takes care of us Page 92	
IT education		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its perimeter	Materiality analysis Page 109
	103-2 The management method and its components	Transforming the world we live in Page 74
		Transforming the word we work in Page 84
Transforming the world that takes care of us Page 92		
103-3 Assessment of management method	Transforming the world we live in Page 74	
	Transforming the word we work in Page 84	
	Transforming the world that takes care of us Page 92	

GRI STANDARD	Information	Page, references and notes
Other specific disclosures not related to material topics*		
GRI 402: Relationships between workers and management 2016	402-1 Minimum notice period in case of corporate restructuring/reorganization by location and, if included, in collective agreements	The minimum notice period in the event of corporate restructuring/reorganization is determined in accordance with the law of the countries in which the Group operates and with the requirements of the national sector contract and the 1st and 2nd level trade union agreements.
GRI 307: Environmental compliance 2016	307-1 Monetary value of major monetary and non-monetary penalties for non-compliance with environmental laws or regulations	During the last three years, no environmental accidents or spills of hazardous substances that may compromise human health, soil, vegetation, or surface and underground water bodies have occurred in the Group's offices and Data Centers. No disputes, fines or penalties for failure to comply with environmental regulations and laws were recorded in 2020.

Methodological support

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