ENGINEERING
THE DIGITAL TRANSFORMATION COMPANY

CSR

CORPORATE SOCIAL RESPONSIBILITY

Sustainability Report

2021

Index

Introduction

by **Stefano Epifani**

More than 60% of Italians say they are willing to spend more on environmentally sustainable products and more than 70% say they are willing to spend more if they are guaranteed that workers are not exploited. At the same time, for three out of every four Italians, pollution and climate emergencies are top priorities[1]. In short: despite this period of great difficulty for families, economic constraints, and uncertainty about the future – and perhaps because of it – concern for such a future, which is increasingly uncertain between the pandemic and wars, is high. Because this, in the end, is the sense of sustainability: concern for the future.
Awareness of the fact that people can improve their current living conditions through choices made with an awareness that what has been implemented today to meet their needs does not affect the choices of tomorrow's adults[2]. This possibility of choice can be undermined by an excessive consumption of natural resources, by actions that jeopardize the balance of the social system, by activities that irreversibly damage the environment.
However, despite increasing attention to these issues, individual behaviours, as well as social ones, are difficult and slow to change. Every year Earth Overshoot Day moves up, that is, the day on which humanity has consumed all the resources produced by the planet throughout the year: fifty years ago it fell in the second half of November. In 2022 – only half a century later – the day of the overexploitation of the Earth was July 28[3].
On the other hand, having the perception of a problem does not necessarily imply having the skills to deal with it, the awareness to understand its dynamics or the real intention to change behaviours to manage its impacts. It is not by chance that everyone says they are attentive to sustainability, but less than one in four Italians is able to give a complete definition and correlate their ideological vision in this regard with the impacts that this vision should have on their behaviour in order to be consistent[4].
This is a complex situation, therefore, which requires skills that are still not widespread and a motivation that struggles to be strong enough to break habits and induce a real change in behaviours.
And if that's true for people, it's just as true for companies. In fact, the theme of sustainability has become a priority in corporate communications with stakeholders, institutions, and customers. But talking about it consciously means getting thinks done: it means acting. And although everyone talks about it, not everyone acts accordingly.
For this reason, writing the introduction of the Sustainability Report for a company like Engineering is both as stimulating and as exciting as reading it was.

[1] Data from the Observatory of the Foundation for Digital Sustainability, 2022.
[2] "Sustainability is meeting the needs of the present generation without compromising the ability of future generations to achieve their own", Our Common Future, World Commission on Environment and Development, United Nations Environment Programme, 1987
[3] https://www.overshootday.org
[4] Data from the Observatory of the Foundation for Digital Sustainability, 2022

Because the Engineering Sustainability Report is not a mere list of principles of generic adherence to a model, or an enunciation of points of contact – largely theoretical – with the sustainable development objectives of 2030 Agenda. It is instead a re-reading in terms of sustainability of a strategic plan that touches all the actions and all the activities of the company, highlighting a fact often difficult to find in similar documents: if sustainability does not enter the business model it is not sustainability. At best it can be an extended version of social responsibility, at worst, a poorly articulated act of greenwashing. But if the criteria and principles of sustainability do not become part of the way in which the company produces value, it will be difficult to really act in the direction of sustainability.
But what does it mean to bring sustainability into your business model? And what does it mean to do this for a company that has the core elements of its business model in technological innovation and digital transformation?
It means, first of all, overcoming some stereotypes, and that means understanding two things.
Firstly, it means understanding that sustainability cannot be reduced to its environmental dimension without at the same time reconciling the economic and social dimensions. Without them, sustainability risks being reduced to a sort of ecology that – although it represents a part of it – does not express all of it. In fact, Engineering's Sustainability Report not only pays attention to the environment, but also includes projects in which attention to the environment is interpreted in terms of the need to improve, thanks to technology and digital technology, the living conditions of people, the quality of life in cities, the performance of companies. By way of example the Fibra platform that allows identifying and preventing water leaks in aqueducts, or the WQeMS (Water Quality emergency Monitoring System) project for the monitoring and safety of drinking water, or the AiBiBank project, aimed at building a biobank that uses Artificial Intelligence algorithms to fight cancer.
Secondly, it means understanding how sustainability must go beyond corporate social responsibility[5]. Because if corporate social responsibility is "*the integration of the social and ecological concerns of companies in their business operations and in their interactions with stakeholders on a voluntary basis*",[6] sustainability goes beyond this dimension, while incorporating it. Sustainability goes beyond CSR by fully integrating social and ecological issues into the strategic framework of business decisions, representing not so much a "voluntary integration" on top of its own model, but a constituent element of the model itself.
In other words, if you can do corporate social responsibility without touching your business model, looking effectively at sustainability instead forces you to rethink it, integrating elements that, far from being perceived as limits or constraints, must become real levers of value.
A company's commitment to sustainability cannot be a burden on the business: rather, it must become an element of strength through a redefinition of their operational processes, and of their "meaning" as an organization.
This redefinition of meaning starts, of course, from ethical codes, but is only fulfilled when each business area dedicates attention to sustainability not so much as a "constraint" to be respected (in emissions, in resource management, in consumption management, in relations with workers) but as an opportunity to create value in a new and different way.
This is what Engineering does, for example, with the Rebuild project, created to facilitate the integration of refugees and migrants into the social fabric, providing them with simplified access to the services of Local Public Administration and local suppliers. And with Hermeneut, which promotes a new approach to cybersecurity, so as to make it an integral part of every Digital Transformation project.

[5] M. Wilson, 2013
[6] Green Paper 'Promoting a European framework for corporate social responsibility', European Commission, 2001

In this context, the value production model of the organizations who use sustainability as a tool to reorganize their business goes through a process of transformation and passes through a true sustainability enabler: digital technology. The transformation of companies towards sustainability is always a digital transformation.
Digital technology is the basis of all the changes that are necessary to build a sustainable society.
From the ecological transition to the circular economy, from the new models of cities to the path of rethinking all economic sectors in terms of sustainability – transport, industry, health, agriculture, commerce, fashion – digitalisation and digital transformation always have a dual role.
On the one hand, they enable a change in the way processes are developed, allowing their optimization.
On the other hand, they go further, developing a path that induces public and private organizations to reflect on their own meaning. In this process, sustainability and digitalisation are intrinsically linked by a profound two-way relationship of cause and effect. On the one hand, technology is a tool at the service of sustainability and on the other hand sustainability is a guiding criterion for technological development.
There would be no ecological transition without digital technology (think of smart grids or co-generation), there would be no circular economy without enabling platforms. But looking at digital technology without using sustainability criteria would expose society to the potentially negative effects of an indiscriminate use of technology (imagine what artificial intelligence would be if algorithms to train AI were developed without consideration for elements such as gender equality, inclusiveness, attention to energy consumption: these are all themes reaffirmed by specific sustainable development objectives of the 2030 Agenda[7]).
This is why it is increasingly important to look at the concept of digital sustainability, i.e., the *"systemic role of digital technology with respect to sustainability, on the one hand as a support tool for the pursuit of sustainable development objectives, and on the other as an element to be addressed through sustainability criteria. In this dual role, digital sustainability therefore concerns the interactions of digitalisation and digital transformation with respect to environmental, economic and social sustainability"*[8].
Digital sustainability, for a company like Engineering, which makes digitalisation, innovation and digital transformation the basis of its business, represents both a dual responsibility and an opportunity.
Indeed, Engineering cannot limit itself to looking at the role of technology for sustainability in the management of its internal processes. Instead, it must ensure that technology and digital technology become levers of sustainability in the projects it develops for its customers and partners.
But it is not enough to implement digital solutions for these solutions to be sustainable. One must be well aware of the environmental, economic and social impacts, as well as the impacts of technologies with respect to specific use cases. Think – by way of example – of blockchain, which depending on the methods in which it is implemented and the transaction validation system chosen can represent a dramatically energy intensive tool or an enabler of sustainability models. Today, therefore, it is not enough to know the technology, one must know how to re-read it in terms of sustainability.
And while digitalisation can be as much a problem for sustainability as it is an enabling element, Engineering, by virtue of its skills, which are clearly outlined in this Sustainability Report, represents a real sustainability enabler, for its customers and its partners, thanks to digital technology.
This document not only lists the numerous certifications of the company*, which ensure that its implementations are consistent with the sustainability objectives of 2030 Agenda, but also illustrates how Engineering supports its customers by making sustainability a key element of the technological development model, helping them to periodically identify not only technological solutions that do not produce negative effects, but solutions that have a positive impact thanks to technology. This is why Engineering's Sustainability Report is so rich: it represents a rereading of its entire offer proposal, in which technical skills are added to those necessary to support its customers in the development of sustainability paths enabled by technology. This makes digital sustainability a real opportunity for development.

Stefano Epifani
President of the Foundation for Digital Sustainability and professor of Digital Sustainability at the University of Pavia

[7] In the case of the examples given, reference is made to SDGs 5, 10, 7, 12.
[8] S. Epifani, "Digital Sustainability: why sustainability cannot do without digital transformation", Digital Transformation Institute, 2020.

Letter to the Stakeholders

by **Maximo Ibarra**

GRI 102-14

2021 was a particular and complex year, characterized by the persistence of the Covid-19 pandemic, which subjected companies and governments to an economic and social, as well as psychological and health stress test. In this period of difficulty, which has forced us to rethink our social and business priorities, those who do business have had to understand that companies must be agile, able to reinvent themselves quickly, and pay attention to how their work can positively impact society.

Even during the pandemic, as a Digital Transformation Company, Engineering continued to provide private and public organizations with decisive support to address the crisis and manage its consequences. It has made its skills available in all technologies and has applied them to all sectors of the market for over forty years, in the belief that the value of digital technology is not exhausted in generating efficiency, but is completed once it succeeds in producing a widespread well-being for all citizens.

We have faced the challenges posed by the present difficulties by continuing to support the country's Digital Transition, while safeguarding the health and safety of our professionals. Engineering is a highly human capital company. For us, people are a primary asset, a heritage to be protected and enhanced, creating an inclusive environment that can embrace differences and enhance and hone the skills of each person. We do so, first of all, through the upskilling and reskilling courses provided by our IT & Management Academy, a true university campus that takes care of the technological and managerial preparation of all our people, starting with the recent high school and university graduates who enter the company.

These ongoing training programs, combined with hiring plans aimed at welcoming the best talents in circulation and intense Research activities involving hundreds of international experimentation projects, allow our Group to offer innovative solutions and services of excellence to more than a thousand customers operating in any sector at all levels, from large and medium-sized companies to organizations of all kinds, up to public administration.
A commitment that we face using new technologies not as a simple commodity to innovate the offer, but as the main tool to integrate business objectives with values related to environmental sustainability, inclusion and diversity, optimizing all the resources available.

This approach, inherent in the DNA of our company and shared with all our stakeholders, allows us to support digitalisation oriented to ESG themes through the use of cutting-edge technologies.
Our mission is, in fact, to determine a groundbreaking change that embraces

environmental, social and economic issues following the Sustainable Development Goals of the United Nations: from the improvement of living conditions and the guarantee of safe and equal access to health, to the optimization and efficiency of the use of energy resources, up to the provision of innovative services and the creation of a peaceful, just and inclusive society.

Strongly convinced that the Digital Transition must go hand in hand with the Green Transition, so that both become levers of widespread and shared social well-being, our social responsibility is also aimed at the fight against climate change, whose effects are becoming increasingly perceptible and dramatic. Precisely for this reason, in addition to helping our partners use technologies to ensure that the achievement of economic objectives is never at the expense of the territory in which we live, at Engineering we have set ourselves some important environmental goals, including the reduction of energy consumed by our Data Centres and the expansion of the company fleet with alternative traction vehicles, electric or hybrid, for a more sustainable car fleet.

We have also renewed our participation in the Carbon Disclosure Project (CDP) assessment to implement and communicate our progress in reducing emissions and achieved the SA8000 Ethical Certification, which also involves the sphere of social responsibility in relation to workers' conditions, both within the company and throughout the supply chain.

At Engineering, however, we do not just pay attention to the people who are part of our ecosystem, but go further, extending our commitment to the entire community. In 2021, in fact, we continued to address the social reality through initiatives and projects aimed at research, culture, the environment, support for populations in emergency, promoting values such as digital inclusion, the enhancement of diversity and the transition towards a circular economy.

These are just some of the themes collected in the 2021 Corporate Social Responsibility Report, which describes not only the many contexts in which we operate but also our ambition to become an ESG Champion, or a strategic asset for the sustainable development of the country, designing, through digital technology, a greener, fairer and more inclusive future.

Maximo Ibarra
CEO & General Manager Engineering

GRI 102-5

A Group that invests in the future

The Profile

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Engineering is the Digital Transformation Company, the leader in Italy, and is continuously expanding through the world, with about 12,000 employees and over 60 offices distributed between Europe, the United States, and South America.

Formed by more than 20 companies in 12 countries (Italy, USA, Brazil, Argentina, Germany, Spain, Serbia, Belgium, Switzerland, Sweden, Norway, Mexico), the Group has been supporting companies and public and private organisations in their path of innovation for over 40 years. Thanks to the deep knowledge of business processes in all market segments and the ability to take advantage of the opportunities offered by advanced digital technologies and proprietary solutions, Engineering is in fact able to help each company to continuously evolve the ways in which it operates. The Engineering Group boasts a diversified portfolio based on proprietary solutions, best-of-breed market solutions and managed services, and continues to expand its experience through M&A operations and partnerships with major technology players. More than 4 decades of presence in all market segments (from finance to healthcare, from utilities to manufacturing, from automotive to telecommunications and many others) have allowed us to build a deep knowledge of business needs, and we are now able to anticipate future needs thanks to the constant exploration of progress in new technologies, in particular in the cloud, cybersecurity, the metaverse, robotics, digital twin, blockchain, AI & advanced analytics. Engineering is a key player in the creation of digital ecosystems to connect different markets, developing modular solutions for a continuous business transformation.

The unrelenting focus on innovation, cultivated through the more than 450 researchers and data scientists of its R&D division and by a global innovation network of universities, start-ups and research centres, leads the Group to invest in international research and development projects, working at the forefront as coordinator or project manager, exploring revolutionary technologies and designing new business solutions capable of tracing the path towards achieving sustainable development.

The Group invests and believes in human capital, through its internal IT & Management Academy “Enrico Della Valle” it provides continuous upskilling and reskilling courses for both company employees and stakeholders, providing over 24,000 training days per year.

HIGHLIGHTS

Employees
11,571

Revenue
€ 1.3 billion

Turnover outside Italy
13%

Offices around the world
60+

Countries served
20

Investments in research
€ 40 million

Research projects in progress
110

Development laboratories
8

Researchers and Data Scientists
450+

Innovation Leaders
300+

Research Collaborations and Partnerships
150+
(Universities and Research Institutions in the World)

The Parent Company Engineering Ingegneria Informatica

GRI 102-18

Headquartered in Rome, the Parent Company Engineering Ingegneria Informatica represents the nerve centre and strategic and managerial direction of the subsidiaries active all over the world, able to support not only the offer but also the image of the Group to promote its high innovative value. In order to govern its widespread international presence, the Group has set up a coordination structure for all centres of management responsibility.
The organisational model of the Parent Company includes:

- **the staff departments**, which guarantee efficiency and uniformity of rules and procedures through the offer of their services to various Group companies
- **the Business Units**, which oversee the vertical sectors (Finance, Public Administration and Healthcare, Telco & Utilities, Transport and Infrastructure, Industry and Services, Automotive and Industries Exc. Global)
- **the General Technical, Innovation and Research Department**, which coordinates the execution of the software production process through the Engineering Software Labs (ESL), research activities through the Research Laboratories, the development of specialist skills – both technical and application – across different markets, through the Competence Centres
- **the IT & Management Academy "Enrico Della Valle",** which provides professional courses for the development of managerial, technological and behavioural skills for employees and customers.

The main subsidiaries in Italy

C-Consulting
This company has drawn on its 20 years of experience to achieve solid leadership in the insurance market, radically innovating the complex and delicate reinsurance process for businesses with its solutions and services.

Cybertech
This company is positioned on all segments of cybersecurity, with expertise in particular on Architecture Analysis, Identity and Access Management and Application Security, and projects that allow users to govern digital identities, block cyberattacks with SOCs (Security Operations Centres) driven by artificial intelligence, and defend data, networks and infrastructures, ensuring a secure digital space for employees, customers and partners.

Deus Technology
A digital enabler for companies specialised in asset management, this company provides innovative Robo Advisory and advanced portfolio analysis solutions, exploiting a database of over 300,000 tools to calculate data-driven solutions, as well as Compliance & Risk solutions, allowing compliance with regulatory requirements on adequacy and product governance.

Digitelematica
A software house that, for more than 15 years, has been creating web and mobile applications with a particular focus on e-commerce solutions for large-scale retailers and a specific interest in Click&Collect.

Engineering D.HUB
A partner for outsourcing and cloud switching services, this company offers innovative solutions such as robotic process automation, next-generation service desks with chatbots and digital agents, IoT solutions, biometric recognition, "as a service" solutions for vertical applications owned by customers and partners, supporting innovation that revolutionizes business processes and supports new digital business models.

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

Engiweb Security
In the Engineering Software Lab organisational structure

with laboratories for the design and development of system integration software, this company offers know-how on the most widespread application platforms on the market and on the most innovative software design, development, and testing methodologies.

FDL Servizi
With its "Energy Service System" suite, this company is a reference for operators in the operation and management of energy systems such as thermal power plants and district heating, and also provides for the integrated use of renewable energies.

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

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

Nexen
Specialized in strategic consulting, business and regulatory services for banks, insurance and financial companies, this company supports its customers in organisational and process changes, in the development of new businesses and functions, in compliance with regulations, in the assessment and identification of risks, and in reporting activities, in order to improve the company's relationships with stakeholders, extracting value from data and processes.

Nexera
A software house active in the fields of physical security and health, this company produces and markets advanced IT platforms.

OverIT
This company is specialized in the optimization of Field Service Management processes, through the Geocall application platform, and augmented reality, mixed and virtual solutions, with the SPACE1 product. At the end of 2021, the company completed the spin-off from the Engineering Group.

WebResults
A reference point for the development of cloud applications based on the Salesforce.com platform, for over 20 years this company has been designing and integrating CRM solutions to make marketing and sales activities in corporate ecosystems more agile.

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

The main subsidiaries abroad

Engi da Argentina
Controlled by Engineering do Brasil, this company has long-term local experience and specializes in solutions for telecommunications and industry.

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

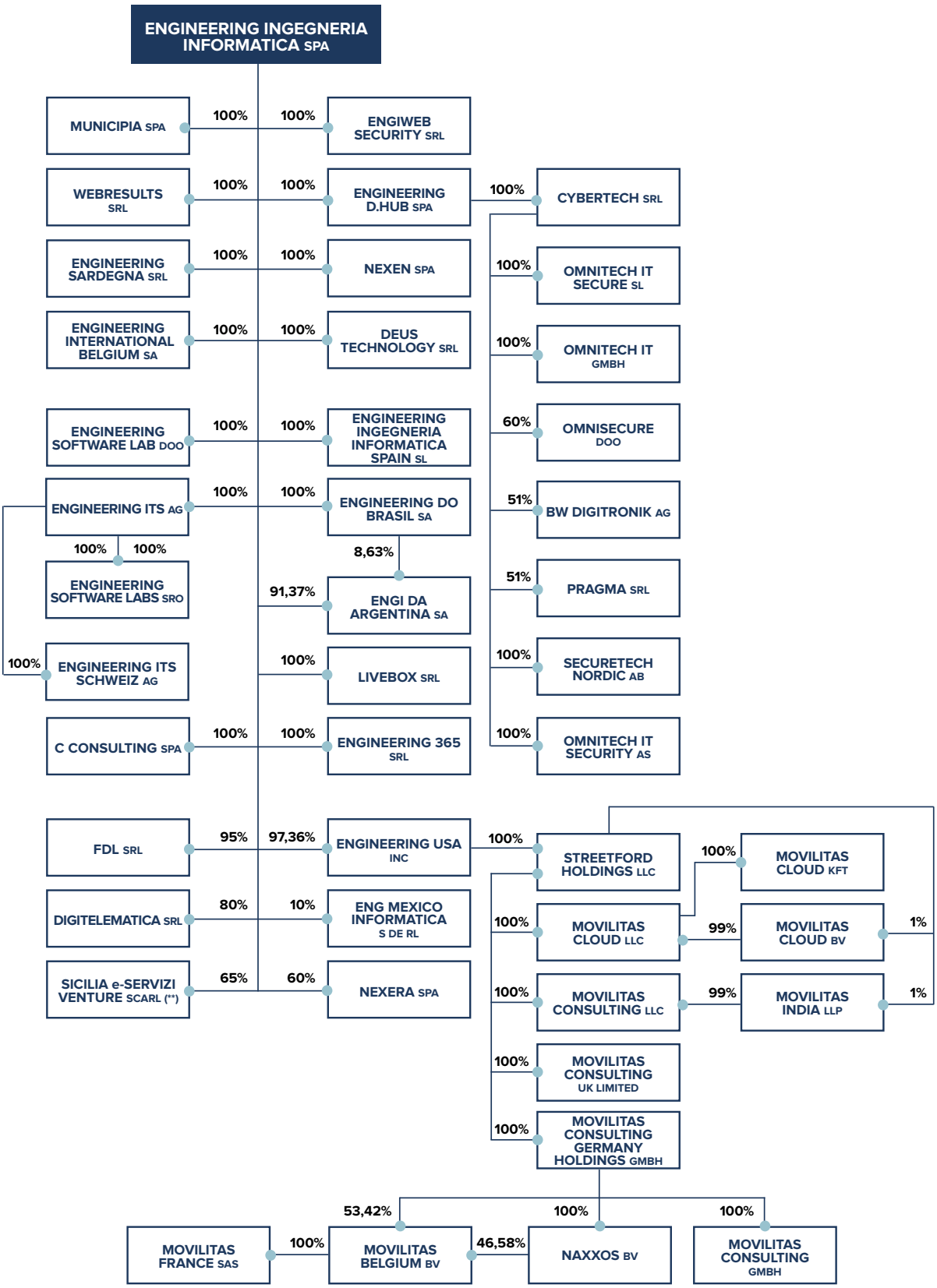
Engineering Ingegneria Informatica Spain
This company oversees the water, gas, and electricity sectors for both Spanish customers and Italian companies looking for an IT and strategic partner in Spain and Latin America. It is based in Madrid and has a Competence Centre for the Energy & Utilities market.

Engineering International Belgium
A technology partner of the European Union, this company is active in international organizations and in the public and private market, in particular in the Benelux area and, more generally, in the EMEA aera.

Engineering ITS
Based in Germany, this is the holding company born from the partnership with the German group Fnet to oversee the German-speaking market.

Engineering Software Lab
Founded in Belgrade in 2012, this company currently has more than 200 developers and specialists working in the fields of consulting, project management and information systems development.

Scope of Consolidation (31 december 2021)



(**) in liquidazione

Engineering International USA
The North American branch of the Group, this company conducts and manages sales, project and support activities in the United States, Canada and Mexico. Operating in the world of production and transport, this company specializes in niche and system integration solutions for Industry 4.0.

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

The Competence Centres

Change Management: works closely with project teams and applies its consolidated methodology for implementing change and supporting people to adopt new working methods.

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

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

Digital Solutions: designs, manufactures and manages multi-channel 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. This Competence Centre has also become the focal point of Engineering on all initiatives related to the Metaverse.

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 corporate assets and intelligent content.

Engineering Enterprise Solutions: focused on solutions for managing business processes related to the main Software Vendors such as SAP, Microsoft and Oracle.

Engineering Interactive: ooffers consulting services to support digital evolution, designing products, services, communication, and training strategies consistent with new organisational and business models, through participatory and user-centred methodologies (e.g., Design Thinking, Design Sprint, LeanUX).

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

GIS - Geographic Information System: combining twenty years of experience in geographical solutions with the potential offered by market-leading and open-source products, it offers high-performance, flexible, integrable solutions which can be used even on the move.

Industries eXcellence Global: is a global Competence Centre specialising in the design, development, integration and implementation of holistic digital solutions covering the entire life cycle of industrial products and processes.

Project Management Center of Excellence: they collaborate with Project Managers on the launch and the management of large projects and contracts; for customers, they carry out Project Management Office activities and support the Agile Transformation path, are responsible for the internal methodology of Project Management and the main contact point, in collaboration with the Academy of the professional paths of Project Manager, PMO Specialist and Scrum Master.

Robotic Process Automation: ensures the development of a valuable Robotic Industrialization Office thanks to a team of accredited professionals who ensure structured governance, with a methodological approach.

An innovation that generates value

GRI 103-2 GRI 103-3

At Engineering, we believe that innovation cannot only be translated into increasing the performance of our customers. So much so that our work includes the development of projects for the agriculture, energy, public administration, and health sectors. Solutions that produce significant positive impacts on people and the community. For our Group, innovation is the process that generates value starting from ideas, and then implementing complete

innovation processes that have the aim of conceiving new innovation objectives for our customers and building solutions or prototypes that can satisfy them, looking not only at the present, but also and above all at what will happen in the future. The creation of complete innovation ecosystems, which bring together the different souls of the Company, start-ups, research centres and other external partners, serves to create, collect, analyse and integrate data, processes and solutions to support the work of companies, administrations, cities, public and private organizations. The flow of information is, in fact, interpreted and modelled to facilitate the entry of these entities into a new digital era, designed and implemented using enabling technologies (AI & Advanced Analytics, RPA, cloud, Digital Twin, cybersecurity, IoT, blockchain, AR-MR-VR) and emerging technologies, i.e. those that can be used tomorrow for the implementation of new innovation initiatives. Because, for us, overseeing the frontier of innovation means above all investing in technological excellence and human capital, transforming the organisational and business processes of companies in order to enable fair and sustainable growth of the world around us.

With this in mind, we have developed a complete innovation co-design methodology, which allows us to collaborate with our customers in the design of tomorrow's products and services, committing ourselves to guaranteeing solutions that are always effective, inclusive, and user-friendly.
The foundations of these processes are laid with the research activity, developed by four areas of study: "Security and Cybersecurity", "Industry 4.0 and Agrifood", "Smart Energy and Content" and "Cloud Edge and E-Health", in turn divided into specialist areas. This research is entrusted to over 450 resources, including researchers and data scientists, who work in eight laboratories promoting the dissemination and exchange of ideas and results, with a view to cross-fertilization. In fact, although our experts have specific skills on individual topics, the disciplines of study are not conceived as closed boxes with impassable operational boundaries. Engineering's research and development has a leading role in the national and international research landscape, being involved in over 110 active research projects, in active participation in major research promotion initiatives at the national and European level, as well as in a dense network of collaborations and partnerships with over 150 universities and research bodies in Europe and around the world.
The internal collaboration does not end in the laboratories: in 2019, we activated a dedicated management structure that deals with guiding all business units within specific "Innovation Processes". This is a set of methodologies that have the objective of building new innovation initiatives, in the medium and long term, starting from the innovative assets present within the Group's offer and expanding it through the contribution of colleagues belonging to research laboratories and Competence Centres, specialists in technological issues, external partners such as start-ups and SMEs, and with other contributions that can come from inside or outside the organization.
At Engineering we also cross company boundaries, in the belief that collaboration is not a simple operating methodology, but the humus in which the roots of innovation lie. Through an open innovation approach, we favour the participation of all stakeholders, including Universities and Research Bodies, SMEs, start-ups and industrial partners, in our innovation processes, including through the co-design tool. This modus operandi allows us to get the most out of our innovation processes, to always be prepared to manage the complexities of change, for us and for our customers.

The governance of innovation processes is entrusted to an Innovation Team in which innovation managers from all markets participate, which makes use of the valuable contribution of an innovation network composed of more than 300 colleagues, experts and enthusiasts of innovation, technology and the future, distributed throughout the organization. These "innovators" contribute decisively to the success of the innovation processes that are activated in all business units and represent an extraordinary tool to break down the barriers between different organisational structures, with the aim of bringing new ideas, new solutions and new digital ecosystems to the market and generating a positive impact on people's lives.
In 2022, among the various tools and methodologies available for the activation of innovation processes, we started working on a model of sustainability maturity capable of measuring innovation initiatives through the impact generated on the SDGs and megatrends of the 2030 Agenda.
This initiative consolidates our commitment to environmental and social sustainability, issues that, together with research and innovation, define the nature of our way of doing business.
The approach described allows the most innovative solutions to be transferred within the business areas and to respond, anticipating them, to the needs that come from the most diverse market areas. Linking research and markets through innovation processes is, in fact, a distinctive feature of our Group, always oriented towards concreteness and committed to ensuring that, thanks to innovation processes, it is possible to arrive at an integrated proposal of traditional

OUR RESEARCH PROJECTS FOR CLIMATE SUSTAINABILITY

Over the years Engineering has participated in several research projects dedicated to the development of new digital solutions for the improvement of energy efficiency and, therefore, a reduction of harmful emissions of carbon dioxide (CO_2).

Engineering participates in 14 energy research projects in collaboration with over 150 international partners. These projects, which together involve a total investment of more than € 120 million, aim to optimise energy consumption and thus reduce carbon dioxide emissions from domestic and industrial installations. A specific line of research is also dedicated to the optimization of electric mobility in cities by optimizing the exchange between the electricity network and the vehicle supply network.

Ultimately, these 14 projects, on the one hand, work in the direction of data sharing in European data spaces and in the Gaia-X ecosystem, on the other, allow more efficient management of energy, with the consequent reduction of CO_2 emissions.

One of the methods of reducing carbon emissions is to invest and use hydrogen as an energy carrier. Our R&D laboratories have gained over the years a consolidated experience in complex projects dedicated to designing, building, and managing plants for the production and storage of energy through hydrogen. In fact, this is considered as a very promising ecological option.

Today, from the point of view of harmful emissions, the utmost attention is paid to the reduction of carbon dioxide emissions, but according to many studies we must not neglect the possible dispersion of hydrogen, which can be up to 11 times more harmful than that of CO_2 for the greenhouse effect. For this reason, Engineering has also developed projects aimed at the creation of ICT systems for the monitoring, control, and optimization of hydrogen plants, allowing, on the one hand, the development of green, safe, and efficient hydrogen production plants; on the other hand, the development of constantly monitored systems for the distribution and transport of hydrogen, in order to drastically reduce the dispersion of this gas in the atmosphere, and thus allow its safe and ecological use.

and innovative technologies, to be closer to the needs of customers and partners.
A tangible example is our Digital Enabler solution, the data platform that has made it possible to implement the DE4Bios biosurveillance system, used to monitor and combat the Covid-19 pandemic.

We generate value for the community

GRI 102-12

When the needs that emerge from the business intersect with the opportunities that arise from the new technological frontiers, evolution, progress and transformation are generated.
Our research and innovation activities aim to generate value for the community through the application of enabling and emerging technologies to different areas of life.

Augmented Cities: We improve the way our cities and our citizens use time and space, increasing the quality of life of people, through projects characterized by solid economic and financial sustainability.

Smart Energy & Utilities: Thanks to the knowledge of our customers' core processes, we transform business models and digitize processes along the entire energy chain, promoting the creation of new and reliable business paradigms.

Smart Transportation: We optimise the reliability and security of data-driven mobility services dedicated to people, goods and infrastructure.

Digital Media & Communication: As an end-to-end partner for the digital transformation of our customers, we are able to leverage deep knowledge of technologies to create value, build new integrated business models and improve core processes.

Digital Industry: Through digital transformation, we implement the future of manufacturing.

Digital Finance: We help organizations transform the way they manage data and processes, accompanying them towards new digital ecosystems and improving relationships between stakeholders.

Digital Retail & Fashion: We help businesses in commerce and fashion to revolutionize the customer shopping experience and simplify operations, reducing costs and increasing revenues.

Smart Agriculture: We help industry players take advantage of the benefits of digital transformation through an integrated ecosystem of technologies and data management systems, supporting them throughout the entire supply chain, from the field to the farm to government organizations.

Smart Government: We transform public administration to make it more efficient and sustainable, starting from the core processes and focusing on the individual's user experience to achieve a new and mature digital citizenship.

E-Health: We optimise healthcare through the digitisation of processes and the use of innovative technologies, to improve patient care, the quality of professionals' work, and the overall sustainability of healthcare systems.

Digital Defense, Aerospace & Homeland Security: We enable the acquisition, management and secure distribution of data from military operations, national security and logistical support in the maritime, land, air, space, and cyber sectors.

Protagonists of the Global Innovation Network

At Engineering we know that playing a leading role in the world of technological research means teaming up with the best, for a continuous evolution in terms of open innovation. Because today large companies, in addition to enhancing the ideas produced internally, must also be aware of and ready to assimilate the innovation produced externally.
To maintain leadership in the sector, we coordinate numerous projects and collaborate with the most important international scientific institutions and leading industrial players. We also have a strategic position in the international research community as a network partner at all levels, able to bring together industrial, scientific, and academic excellence from all over Europe.
The opportunities that presented themselves in 2021 have allowed us to explore new horizons. In addition, since teamwork is for us a means and an end, we have started new collaborations in parallel.
As part of the activities we carry out for the National Recovery and Resilience Plan (NRRP), for example, we took the opportunity to increase cooperation with major national research centres. We went further, identifying a portfolio of about 450 start-ups that will be able to operate as our partners and we are starting eight PhDs to facilitate the execution of the NRRP.
Also at the national level, we are involved in some collaboration clusters that deal with all R&D issues relevant to the Country system, for example in the agri-food and HTC fields.

5G PPP

Public-Private Partnership co-financed by the European Commission under Horizon 2020, the 5G PPP programme brings together representatives from industry, SMEs and the research world, as well as the Commission itself, and aims to strengthen European leadership in the field of advanced 5G networks. Engineering is the coordinator of two 5G PPP projects: 5GMEDIA and NRG-5.

BIG DATA VALUE ASSOCIATION (BDVA)

An international non-profit, industry-led organisation with more than 200 members in Europe, including large, small and medium-sized enterprises, universities and research centres. The association was founded as a private counterpart of the EC in the Public-Private Partnership Big Data Value, aimed at defining a unified vision and innovative solutions capable of increasing European competitiveness in terms of capacity to enhance Big Data. BDVA's mission is the development of an innovation ecosystem that makes the most of the potential of artificial intelligence data to achieve a real digital transformation in Europe. Launched in 2014, PPP BDV has been fully operational since 2016, thanks to funding allocated for the development of dedicated research initiatives and for the design of new scenarios and business opportunities based on data enhancement. Engineering is a Full Member and a member of the Board of Directors and the Partnership Board. In addition, it coordinates the Smart Manufacturing Industry, Smart Cities, and Security groups.

ECSO

A PPP (Public-Private Partnership) on cybersecurity that brings together public administration, universities, research centres, and companies with the aim of making the

GAIA-X FOR A EUROPEAN DATA ECONOMY
Implementing a data infrastructure based on a new, open, transparent, secure, and fully reliable digital ecosystem. Creating a European data strategy whereby Europe can exercise its data sovereignty without depending on other parties. Establishing a cloud infrastructure and an ecosystem of data and applications, where Member States not only exchange information, but govern the entire digital transformation process. Proposed by France and Germany, with the participation of over 22 major European entities, the aim of GAIA-X is to achieve these objectives. Based on existing standards and open-source technology, it is in fact an infrastructure of data and ecosystems that aims to enable services that are innovative, open, consistent, with guaranteed quality, and easy to use. A mission that places interoperability at the centre of a new, completely European data economy. GAIA-X represents, therefore, the frontier of an economy based on interoperable and shared data and systems, as well as on the consequent development of European data spaces: a reality that contributes to the economic growth of the continent, improving productivity and competitiveness.

Since 2018, among the first international associates of the International Data Spaces Association (IDSA), we at Engineering are “Day-1 Members” of the GAIA-X Foundation and one of the 3 Italian companies with a member in the European Board, with an active role in defining the governance of the project. By joining this project, Engineering reaffirms its belief in the need to create a Data Space Economy, exploiting digital solutions based on the principles of data sovereignty and on the highest standards of security and interoperability.

Our participation in GAIA-X is highly active, as we are involved in most technical working groups.

As part of GAIA-X, in 2021 we were promoters of Structura-X and among the founders of the Data Space Business Alliance. The objective of Structura-X is to implement an infrastructure ecosystem, necessary for the management of the ecosystem of data spaces. As for the Data Space Business Alliance, the aim is to pool technological components and ecosystem components at the European level. This association aggregates about 1000 organisations in the EU and around the world and currently has 100 HUBS, whose main objective is to accelerate the development of the data economy in the EU through the creation of data spaces.

Engineering plays a crucial role within this project as part of the Steering Board of the Italian node of GAIA-X and the European Board, in addition to serving as Vice President for Innovation.

cybersecurity industry more innovative and competitive. Active since 2018, ECSO has over 200 active members and will benefit from approximately 250 million euros. Engineering is a member of the organization and the Partnership Board. It is also co-chair of the Working Group WG6.1 on ecosystems, co-chair of WG2.2 on investments and innovative business models, chair of WG3.7 on smart cities and a member of WG5 on education.

AIOTI (Alliance for Internet of Things Innovation)
The objective of this panel is to guide, promote, bridge and collaborate on research and innovation in IoT and Edge Computing and other converging technologies, in standardisation, and in the creation of ecosystems that guarantee the implementation of IoT for European companies, creating benefits for European society. Cooperation with other global regions ensures the removal of barriers to the development of the IoT and Edge Computing market, while preserving European values, including privacy and consumer protection.

EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT DIGITAL)
This is the European “Knowledge and Innovation Community” dedicated to the support and enhancement of digital skills and solutions with strong innovative content, produced by the many European start-ups and small companies that are part of the innovation community. Engineering has been a partner of EIT-Digital for over 10 years, making a significant contribution to the development and growth of the innovative community especially in Italy.

THE EUROPEAN ORGANISATION FOR SECURITY (EOS)
An association that brings together the main European industrial and academic players in the security sector, it has about 50 localized members in 15 countries of the continent, offering different services and solutions, including maritime and land border monitoring, transport security, cybersecurity,

critical infrastructure protection and crisis management. For more than a decade, EOS has promoted the development and harmonisation of the security market in Europe, also contributing significantly to the creation of initiatives in specific areas. In particular, the association contributed to the creation of the public-private initiative dedicated to cyber security, called ECSO. Engineering is a founding member of the organization and a member of the Board of Directors. In addition, it coordinates the working group on cybersecurity.

FIWARE

German non-profit foundation based in Berlin, which was born from 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-city, Industry 4.0, agri-food, water, and energy. Today, the foundation has about 400 members worldwide and is gaining increasing visibility, so much so that its main component, the "context broker", has been included with the support of all European countries in the CEF catalogue, which the European Commission makes available to Member States for the development of cross-border applications. More recently, after a long evaluation, FIWARE has been chosen as a reference platform for the development of the "smart city" program promoted by the Indian government. Engineering is the founder and Chair of the Board of Directors..

INTERNATIONAL DATA SPACE ASSOCIATION (IDSA)

With this association, business and research take an active role in defining a reliable architecture for the so-called "data economy". IDSA has more than 100 members organizations of different sizes (many in the "Fortune 500" list), belonging to 18 countries and different production sectors. The primary objective of the association is the creation of an open, standard and vendor-independent solution that allows "data sovereignty", i.e., the ability to control and regulate the use of shared private data. Defined within IDSA, the reference architecture represents the basis of a data marketplace based on European values, of privacy and data security, equal opportunities through a federated design and "data sovereignty", both for the owner of the information and for the users of the same. Engineering is a member of the European Board.

NESSI

Founded over ten years ago, the Nessi European Technology Platform aims to develop a strategy for software and services guided by a common European research agenda. The initiative, now considered an independent think-tank, has about 400 members, including leading IT companies, leading universities and the most advanced research centres in Europe. Over the years, Nessi has contributed substantially to the creation of important initiatives, such as the Future Internet Private Public Partnerships (FI-PPP), from which FIWARE was born, and the Big Data Value. Today, NESSI is actively participating in the initiatives and debates taking place at the European level on issues crucial for the development and competitiveness of the entire continental production system, such as cybersecurity, open platforms to support digital transformation and artificial intelligence. Engineering is one of the founders and a member of the Board.

OW2

A global and independent open-source software community, its mission is to promote the development of open-source middleware, generic business applications and cloud computing platforms, as well as to promote a vibrant community and business ecosystem. Engineering is a Corporate Member..

WATER EUROPE

By aiming to increase coordination and collaboration between the various actors in the water sector, Water Europe promotes cross-sectoral collaborative initiatives and contributes to solving global water-related challenges. It also creates a favourable environment for projects and innovations in this area and proactively increases the importance of the water sector. Engineering is a Standard Member and contributes to the ICT working group.

Finally, the Engineering Group is present 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 twin", ISO/IEC JTC 1/AG 2 "Advisory Group on JTC 1 Emerging Technology and Innovation (JETI)".

RESEARCH PROJECTS WITH AN ESG FOCUS

As partners of customers operating in areas and sectors that influence governance, social and environmental issues, we have experienced the particular context outlined since 2021 as an opportunity to intensify our most "social" activities, characterised by a beneficial impact on the communities and the world we live in.
In the current context of severe economic instability, we have devised, through the European research project Eureka, a solution that aims to enable transformation 4.0 with a view to converting production. This measure is necessary when contingent factors, such as the Covid 19 pandemic, affect the normal course of business.

In the wake of the health emergency, we have developed the Eremo project, which aims to put in place solutions for remote monitoring of patients with chronic diseases (including the so-called "Long Covid"). The project is currently being used by the Foggia Local Health Authority in the field of telemedicine and makes it possible to reduce hospital overcrowding and improve the quality of care.

Other topics that emerged in 2021 were those related to the Metaverse, NFT, Cryptocurrencies and Web 3.0, with respect to which we are ahead of the curve, having established a specific Competence Centre.
Also with respect to these areas of research, at Engineering we adopt an open innovation approach, collaborating with start-ups and subjects who are at the forefront on individual topics. In addition, we offer our support to customers by helping them, first of all, to understand these new trends, as well as to develop innovations on specific topics.

Compared to our reference clusters, 2021 was characterised by a particular ferment in the field of Smart Cities. In more detail, we have verticalized a solution that is part of the digital enabler Power Faces, through the Digital Building Twin project. The latter offers a solution for the configuration of smart facades in the construction sector, which will be presented at a prestigious event. We have also developed a traffic light control system for the benefit of local authorities. Among the contributions to be reported, we also mention the release of a customized collaboration platform for MediTech: the solution was designed for European digital innovation hubs and designed to support collaborations among the members of this eco-system, also in order to develop innovation projects. The hope is that it can become the standard for Competence Centre platforms at the national level. We have also assisted MediTech in joining FIWARE to strengthen its development capacity.

Finally, one of the most important initiatives of 2021 is our participation in an IPICEI that focuses on Cloud Computing. The project, still in the initial phase, would change the order of magnitude with which our Group structures its cloud offer.

Awards and Prizes

LINKEDIN'S "BEST TALENT ACQUISITION TEAM"

Engineering wins first prize for the "Best Talent Acquisition Team" category at the LinkedIn Talent Awards 2021. The recognition comes at the end of a year that saw the entry into the Group of well over 900 people. The award is given annually by the LinkedIn Insight team to companies that have achieved the best results in their talent acquisition strategy through the use of LinkedIn Talent Solutions. In particular, it rewards the way organisations demonstrate that they understand and can engage talent, creating inclusive workplaces with learning and development opportunities for employees.

DIVERSITY LEADER AWARD FINANCIAL TIMES 2021

Engineering has confirmed its presence in the Diversity Leaders Award ranking for the commitment and policies it implements with respect for its employees and their diversity, with the conviction that the human and professional qualities of individuals are fundamental elements for success and growth. A recognition of the Company's commitment to managing human resources, diversity and inclusion, in the belief that the human and professional quality of people is fundamental to the growth of the business.

MISSIONFLEET AWARDS 2021

Among the decorations received at the MissionFleet Awards 2021 (6th edition of the most important Italian award in the company cars supply chain), our company received "Best Charging Infrastructure Project" for a patent that makes every electrical outlet intelligent by transforming it into a charging point for electric cars and offering fleet managers consumption data for corporate reimbursement.

BBS SPECIAL "SOCIAL COMMITMENT" AWARD

"Focus on the community as the cultural and social growth of our country, where science, social culture, art, and universities combine with inclusion, participation, and circular economy" is the motivation for the special prize "Social Commitment" from the BBS - Biblioteca Bilancio Sociale, which our Group received in 2021. A recognition that confirms the value of our choice to contribute concretely to the cultural and social growth of the country through a responsible approach that promotes inclusion, participation, and sustainability. Already in previous years we had obtained a Mention in the Social Field and the Special Stakeholder Award.

DIGITAL 360 AWARDS "INTERNET OF THINGS & BIG DATA ANALYTICS"

Engineering is among the winners of the sixth edition of the Digital360 Awards, the contest organised by Digital360 that awards the best digital innovation projects in Italian companies, promoting the culture of digitalization in our country. The Group ranked first in the "Internet of Things & Big Data Analytics" category with the Engineering Mobile Energy project. During the event "The new face of Digital: inclusion, sustainability and diversity", organised in collaboration with CioSummIT, the 47 finalists presented their projects to a jury of over 150 CIOS from the most important Italian companies that awarded the best solutions for originality, concrete benefits, and replicability.

GREAT PLACE TO WORK DO BRASIL 2021/2022

Great Place To Work, the global consulting company that evaluates and certifies organisations with the aim of achieving the best results through a culture of trust, high performance and innovation, has recognised for the second consecutive year Engineering Do Brasil as an Excellent Place to Work. With the "O Enger no Centro de Tudo" campaign, our subsidiary in Brazil encouraged the company's participation in the survey in 2021, registering a further improvement in the perception of employees especially in the areas of respect, credibility, pride, and team spirit. A result that confirmed the consolidation of projects and actions aimed at people and that allowed us to compete for the national ranking of the 150 best companies to work for in Brazil.

CEOFORLIFE GLOBAL AWARDS 2022

Our CEO Maximo Ibarra has received the CEOforLIFE ECI United Arab Emirates & Global Award for his commitment to the promotion and development of projects aimed at generating a positive impact on the environment and society. The CEOsforLIFE ECI United Arab Emirates & Global Awards aim to recount and reward the best practices of Italian and Emirati companies that have distinguished themselves in the development of innovative products and services with high added value, in line with the SDGs of the United Nations, with particular attention to the environmental and social impact of the business.

SUSTAINABILITY LEADER 2022

Engineering is the Leader of Sustainability 2022. Sole 24 Ore in collaboration with Statista, the leading independent institute in market research, has created a ranking of Italian companies that have distinguished themselves for their commitment to their employees, the environment, and society. The research took into account over 1,500 sustainability reports from companies operating in Italy, selecting only the best 200. The study focused on the three macro-areas of sustainability: environmental, social, and corporate governance. This is an important recognition for our Group and a concrete step towards the construction of an increasingly attentive and aware corporate social responsibility.

"TOP 2022 COMPANIES IN ITALY" BY LINKEDIN

Engineering is one of the Top Companies Italy 2022. Selected by LinkedIn, the largest professional online network in the world, among the 25 best Italian companies to develop one's career. The list was created by examining the actions and career paths of millions of professionals on the platform between January and December 2021, taking into account not only the stability, but also the gender diversity of each company, as well as the growth of skills and the ability to advance internally and externally to the company.


GOVERNANCE
Accountability and transparency at the basis of our governance

GOVERNANCE

GRI 102-18

The values of transparency, fairness, and respect define corporate ethics and are essential elements of the governance structure aimed at ensuring long-term value creation and business continuity.
Our Corporate Governance system is therefore an essential element so that the operations of the entire Group are oriented towards the principles of social responsibility, both internally and externally. For this reason, we have defined a social responsibility strategy based on the ten principles and values of integrity and transparency of the United Nations Global Compact, applicable in all the countries in which we operate.

Adherence to these principles, which concern the areas of human rights, labour, the environment and the fight against corruption, demonstrates the constant commitment and conviction that the ethical and social component plays a fundamental role in ensuring corporate sustainability in the medium- to long-term.
A well-structured Governance, based on the adoption of best practices and principles of responsibility and transparency towards all our Stakeholders, allows us to harmonise economic objectives with social and environmental ones, and also guarantees high standards of quality and reliability, essential elements of our recognisability and corporate identity.
In addition, the application of the values of our Code of Ethics and the commitment to innovate and implement policies and procedures, allow us to maintain and guarantee a correct and efficient corporate management aimed at achieving the maximum balance between needs to be pursued, timeliness and flexibility in making decisions, transparency in relationships, and identification of roles and responsibilities.

JOINING THE UN GLOBAL COMPACT
GRI 102-12

In 2021, Engineering joined the United Nations Global Compact, the initiative 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 taken. The companies participating in the Global Compact are characterized by a strong sense of social responsibility and aspire to sustainable global growth, which takes into account the interests of its stakeholders and, through the commitment to protecting the environment, also the expectations of future generations.

Through a “Letter of Commitment” to the Global Compact sent to the UN Secretary General António Guterres, our Group has formally adhered to the Ten Principles on human rights, work, the environment and the fight against corruption, to promote the values of long-term sustainability, with corporate policies and practices, and social and civil initiatives. This commitment was renewed in 2022 at the same time as participating in the Early Adopter programme of the CoP (Communication on Progress), through which the Group reported on progress in integrating the ten principles of social responsibility into its corporate strategies.

A shared value

GRI 102-7 GRI 102-12 GRI 102-16 GRI 103-2
GRI 103-3 GRI 201-1

HIGHLIGHTS

Revenue
€ 1,321.3 million

Economic value distributed to stakeholders
€ 1,220.2 million

Net Income
€ 4.5 million

Cost centres monitored by the management control system
About 7,000

The results of our commitment

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

The year 2021, as well as 2020, was marked by the presence of the Covid-19 pandemic, thus continuing the process of changing the way people live and work in every part of the world. In this context, the companies that have reacted best to this change are those that have always believed in innovation and research as distinctive factors of success, something that the Engineering Group has been able to carve into its DNA since its foundation.

In the next three years (2022-2024), the volume of digital business will continue to increase, thanks also to the positive impact of the resources and reforms envisaged by the National Recovery and Resilience Plan, which assigns primary importance to Italy's digital transition.

Engineering is therefore ready to face the new challenges that will arise, and this will be possible thanks to the consolidated knowledge of business processes combined with the latest technological developments. The Group closed the 2021 financial year recording a profitability growth both in percentage and absolute terms on all the main indicators.

In detail:

- the value of production stands at 1,321 million euros, up 6.4% compared to 2020
- the adjusted EBITDA amounts to 198.2 million euros, up 11.7% compared to the previous year and with a profitability on net revenues that went from 14.6% in 2020 to 15.3% in 2021
- the EBIT amounts to 70.4 million euros (90.1 million euros in 2020) with a percentage profitability of about 5.4%; the decrease is mainly due to higher extraordinary charges recorded during the year and higher provisions compared to 2020
- the net profit for the consolidated year is 47.5 compared to 190.8 million euros in 2020; the delta is essentially due to the positive effect of the realignment between higher book values at 31 December 2019 and lower tax values recorded in 2020.

The Group records a pro-forma net financial debt of -107.0 million euros compared to -40.1 million euros at 31 December 2020.

Our contribution to the country's economy

GRI 103-2 GRI 103-3

The goal of a healthy, but above all sustainable company, is not only to create wealth for its shareholders, employees and suppliers, but also to generate well-being for the community and new wealth for their country. As at 31 December 2021, the direct economic value generated by the Group amounted to 1,341 million euros and 91% was distributed (1220.2 million euros). The share contributed to the State was 34.3 million euros (2.6% of the total direct economic value generated).

This represents our commitment to generating well-being for the community and contributing to the country's economy.

SUMMARY OF ECONOMIC RESULTS (THREE-YEAR PERIOD 2021-2019)

(amount in EUR million)

	2021 31.12	2020 31.12	2019 31.12
VALUE OF PRODUCTION	**1,321.3**	**1,241.5**	**1,274.0**
Net revenue	**1,298.0**	**1,218.5**	**1,250.9**
Adjusted EBITDA*	**198.2**	**177.4**	**180.0**
% of net revenue	15.3	14.6	14.4
EBIT	**70.4**	**90.1**	**61.2**
% of net revenue	5.4	7.4	4.9
NET INCOME	**47.5**	**190.8**	**43.8**
% of net revenue	3.7	15.7	3.5
Net shareholders' equity	**792.7**	**836.8**	**611.**
Net financial position	**-107.0**	**-40.1**	**-113.7**

* Adjusted EBITDA means EBITDA results gross of Stock Option costs and Extraordinary Charges.

ECONOMIC VALUE GENERATED AND DISTRIBUTED (THREE-YEAR PERIOD 2021-2019)

(amount in EUR million)

	2021		2020		2019	
	Absolute value	%	Absolute value	%	Absolute value	%
DIRECT ECONOMIC VALUE GENERATED *	**1,341.0**	**100.0**	**1,261.50**	**100.0**	**1,286.50**	**100.0**
DIRECT ECONOMIC VALUE DISTRIBUTED	**1,220.2**	**91.0**	**1,142.40**	**90.6**	**1,149.20**	**89.3**
Suppliers	499.0	37.2	440.5	34.8	463.9	36.1
Employees	674.0	50.3	637.8	50.6	639.9	49.7
Financial backers	12.5	0.9	16	1.3	10.9	0.8
State	34.3	2.6	47.8	3.8	33.7	2.6
Community **	0.5	0.0	0.3	0.1	0.8	0.1
DIRECT ECONOMIC VALUE RETAINED	**120.8**	**9.0**	**119.1**	**9.4**	**137.3**	**10.7**

* Value of production plus financial income.
** Includes donations and sponsorships with social impact.

Ethical-social values and responsibilities: Code of Ethics and Model 231

GRI 103-2 GRI 103-3

As a leader in the Digital Transformation sector, we boast among our primary values that of corporate ethics, through which we convey a message of transparency, fairness and respect that embraces the entire Group and represents a point of reference in the social context in which we operate. The full responsibility that we assume towards all the numerous interlocutors involved in various capacities in the activities of the company, is articulated through a complex network of relationships and a multiplicity of relevant aspects, from regulatory obligations to the protection of the weakest subjects.

The company departments concerned are responsible for updating and internal and external communication, promoting risk assessment activities aimed at achieving continuous and effective improvement. The trust that customers and suppliers place in our services is reflected in the certainty that our activities are conducted in full compliance with the laws in force and according to the logic of protection of the individual and equity rights of all stakeholders. Engineering, in fact, has always believed that ethics and integrity represent the essential prerequisites on which to base its activities.

Our Code of Ethics, revised in editorial form in 2019, and the Policy for the Prevention of Corruption applies to all Group companies and is an integral and substantial part of the Organisation and Management Model ("Model 231"). This Model is adopted by the Parent Company, the subsidiary Engineering D.HUB, Municipia and Nexen, in accordance with the provisions of Legislative Decree 231/2001 which regulates the administrative liability of legal persons and on the basis of which the entities are liable, in the manner and within the terms indicated, for the crimes committed in the interest or for the benefit of the company.

The Code of Ethics defines the fundamental rights and duties and establishes the ethical-social values and responsibilities (both internally and externally of the company) respected and applied by employees, managers, directors, members of the Board of Statutory Auditors, members of the Supervisory Body, temporary or continuous external collaborators, partners, suppliers, and customers. In addition, for some time now, we have adopted an irregularity reporting tool ("whistleblowing" procedure), aimed at encouraging anyone involved in the company's activities to express doubts regarding possible violations of codes or regulations. Anyone who becomes aware of facts that may constitute a violation of the Code of Ethics, laws or company policies, or that are capable of generating potential hazards for the health or safety of workers, or for the environment, is required to report them to the organization through the communication channels provided, even in an anonymous form.

In 2021, the Supervisory Body received 3 whistleblowing reports*.
Model 231 is subject to continuous updates (the last one dates back to January 2021), which reflect the regulatory evolution of the Decree, the jurisprudential and doctrinal change, the development of the experience gained and the organisational changes of the company. In 2021, we prepared and structured a tool to support the risk assessment process that will be implemented in 2022 and will take into account new crimes, correlating them with the company's internal processes. The aim is to adopt this instrument, at first, within the Parent Company, and then extend it to all other subsidiaries.

The Code of Ethics, the Corruption Prevention Policy and Model 231 are published on the company website, are visible to everyone (via the Internet and Intranet) and are disseminated and illustrated to new hires through training sessions for apprentices. In the registration phase of the Suppliers Register (PAGE), 100% of suppliers are required to read and know the terms.

Combating and preventing corruption

GRI 103-2 GRI 103-3

Engineering takes all necessary measures to counteract and prevent the occurrence of episodes of corruption, prohibiting any action that may promote or favour interests and advantages on the part of third parties, or damage impartiality and autonomy of judgment.
In 2019, the Parent Company obtained the certification of the Anti-Bribery Management System, according to the international standard ISO37001, issued by the DNV - Italy certification body. This standard is applicable to

* In the context of criminal proceedings no. 33849/18 r.g. n.r. pending before the Public Prosecutor's Office at the Court of Milan for facts abstractly attributable to articles 319, 319 bis and 353 of the Criminal Code, the Company, on 23 June 2021, received a notification relating to the registration in the register of crime notifications pursuant to Legislative Decree no. 231/2001. The Company, which has always been (and still remains) totally unrelated to the facts that gave rise to the aforementioned criminal proceedings, has not been subject to precautionary or disqualifying measures of any kind, and certainly not to any measure that could result in the prohibition of contracting with the Public Administration, and it has implemented all appropriate self-cleaning measures.
A training session on cybercrime was also conducted in 2021.

any type of public or private organisation and describes the requirements to implement a management system aimed at the prevention of corruption, oriented towards continuous improvement and the adoption of measures to avoid the risks of crime in a manner that is reasonable and proportional to the sector of activity, the size and complexity of the organisation. The system does not intend to overlap with the instruments provided for by law (corruption prevention plans L. 190 or Organisational Models pursuant to Legislative Decree 231), but only better coordinate the overall organisation, in order to prevent corruption in an effective and integrated way with other company management systems.

In 2021, the subsidiary Municipia obtained the certification and the process for the extension was also programmed for Engineering D.HUB. In the anti-corruption compliance growth program, the prevention policy has been extended to all Italian and foreign offices.

In compliance with the rule, in 2019 the "Compliance Function for the Prevention of Corruption" was established, directly reporting to the Chief Executive Officer, which during 2020 was also extended to Municipia.
To disseminate the tools adopted in terms of prevention and the fight against corruption, the company dedicates specific training sessions to employees: in 2021, the "Corruption Prevention Course" was provided to 5,436 staff members belonging to the Group's Italian companies, in Web Based Training (WBT) mode.

Respect for human rights

In carrying out our business activities, we act with respect and protection of human rights and, through our Code of Ethics, we are committed to disseminating our principles to all Group companies, in Italy and throughout the world.
To confirm this, in 2021 we started down the path to obtaining SA8000 certification, which we then obtained in 2022, for the Parent Company and the companies Municipia, Cybertech, and D.Hub.

This international standard responds to the needs of organisations that want to stand out for their commitment to sustainable development, with particular attention to social issues related to workers' conditions (human rights, development, valorisation, training and professional growth of people, health and safety of workers, non-discrimination, child labour and employment of young people), concerning both people who collaborate directly with the company and workers in the supply chain.

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

The Open-es Community is an innovative tool open to all companies engaged in the challenges of the energy transition, involving more than 1,600 companies from almost 40 countries around the world. The objective of Open-es is to create an inclusive and collaborative ecosystem of companies attentive to their environmental, social, and economic impact.

Open-es, is an ESG data model based on the 4 pillars of the "Stakeholder Capitalism" metrics published by the World Economic Forum, selected for their clarity and versatility and to cover all sectors and business models. This model allows all companies, through a simple and flexible approach, to measure and acquire greater awareness of their contribution in creating a more prosperous society and in having a more sustainable relationship with the planet.

Engineering, by joining the Open-es Community, confirms its commitment to contribute to the growth and development of an industrial ecosystem that rests on the principles of environmental, social and economic sustainability, supporting an energy transition and economic growth attentive to the needs of the planet, the citizens, and communities.

E

ENVIRONMENTAL

The commitment to the environment, an imperative objective

ENVIRONMENTAL

There are contexts in which inaction can be as culpable as adverse action. With the publication of the new report “Climate Change 2022: Impacts, Adaptation and Vulnerability”, the International Panel on Climate Change (IPCC) has launched an unequivocal warning: climate change represents a threat to human beings, ecosystems, biodiversity and the absence of an immediate mobilization would have very serious consequences in terms of growing levels of food and water insecurity.
To this end, companies are invested with a fundamental role, which they must assume quickly, by adopting a decarbonisation plan or accelerating the one already in place, but also by starting to adapt to the changes in progress.
At Engineering, we constantly consolidate our commitment to protecting the environment and combating climate change. During 2021, we carried out projects and initiatives with high added value, continuing the path that has distinguished our Group’s activities and objectives for years within the broader sphere of sustainability.

Among the main initiatives carried out, we have ensured responsible management of electronic waste, expanded the company fleet of electric and hybrid vehicles (today the Group has 145 electric/hybrid cars), adopted the most innovative solutions to improve energy efficiency and the emission impact of offices and Data Centres, supplying 65% of their electricity from certified renewable sources, and started a green procurement process with the aim of involving suppliers that espouse the same principles of environmental sustainability and social responsibility.

Our commitment is also aimed at raising awareness along the entire value chain through environmentally friendly behaviours, able to empower, at the same time, all our internal and external stakeholders: from the Code of Ethics to the facilitation of green mobility choices, from the contribution in research and development to participation in protection projects, from the protection and prevention of climate risks to corporate responsibility. This responsibility must translate into strategic decisions, daily practices and the creation of a shared culture, including through the information and training of all the actors who, directly or indirectly, orbit around the Company.

A commitment to which our entire Group adheres, which for the activities carried out in Italy has long chosen to implement and certify an Environmental Management System compliant with the requirements of the UNI EN ISO 14001:2015 standard. Among other certifications, it should also be noted that ISO 14064-1:2018 was obtained, relating to the reporting of greenhouse gas emissions and their removal.
In addition to what has already been mentioned, we participate in the assessment of the CDP (former Carbon Disclosure Project), Ecovadis and Open-es. This highlights the company’s willingness to share with its Stakeholders the state of the art regarding the performance and environmental impacts related to business activities and regarding the initiatives implemented to mitigate and improve them.

The fight against climate change at the heart of our business

GRI 103-2 GRI 103-3 GRI 302-1 GRI 306-3

HIGHLIGHTS

Gj of total power consumption
152,308

Tons of CO_2 emissions (Direct and indirect, SCOPE 1 + SCOPE 2)
8,665
(-8% compared to 2020)

Certification of the new headquarters in Milan
Gold LEED
(Leadership in Energy and Environmental Design - 2022)

kWh electricity consumption of Data Centres
15,820,772
(-14% compared to 2020)

kWh total electricity consumption from renewable sources
65%

Group PUE
1.68

Emission Monitoring Certification (May 2022)
ISO 14064-1:2018

Environmental Targets
The Pont-Saint-Martin Data Centre's target reduction of 5% per year in electricity consumption has been reached

For Engineering, the fight against climate change and the protection of the environment have long been integrated into the Group's strategy and modus operandi, and are the cornerstones of all business processes and essential values to be supported and developed together with our customers.

Given the nature of our services, the environmental impact for which we are responsible is mainly concentrated around our Data Centres (Pont-Saint-Martin, Turin and Vicenza, after the termination of the activities of the Assago Data Centre) and the more than 60 Group offices, and derives mainly from urban utilities such as water consumption, electricity for lighting, and natural gas for space heating. In order to structure policies, procedures, attributions and activities aimed at the proper monitoring of issues related to the protection of the territory, we have implemented an environmental management system, certified according to the international standard ISO 14001, which covers our Italian offices in Rome, Pont-Saint-Martin, Vicenza, Naples, Palermo and all the companies that operate there (Computer Engineering, Municipia, Engineering D.HUB, Nexen, and WebResults).

Activities that may have a greater impact on climate change have been reported within our Policy updated in 2021 and are constantly monitored for improvement actions. The data representing the environmental performance of the Group In Italy are collected, reprocessed and, subsequently, subjected to a risks and opportunities analysis that generates concrete measures, to be implemented more or less promptly based on the degree of importance assigned. The headquarters in Rome, which is home to about 20% of the Group's employees, is equipped with LEED certification, developed by the U.S. Green Building Council (USGBC) which is attributed to buildings that guarantee excellent performance in terms of energy and water savings, materials and resources used, design and choice of site, reduction of CO_2 emissions and improvement of the ecological quality of the interiors. As proof of our commitment, this certification has also been obtained for the new headquarters in Milan, which will be fully operational from 2022 and will be able to boast the Gold LEED Certification.

Green Data Centres, models of energy sustainability

The true heart of our organisation, the Data Centres ensure, among other things, the management of the IT technology infrastructure entrusted to all the Group's Italian offices for their remote activities and consequently guarantee the quality of the services offered to our customers.

The correct and responsible administration of the impact generated on the ecosystem by our Data Centres, mainly with the production of electronic waste and electricity consumption (computer equipment, cooling systems and ventilation and electrical distribution systems), is one of our priorities and we demonstrate this through constant investments aimed at achieving excellence in terms of environmental sustainability.

The Data Centre in Pont-Saint-Martin, in the Aosta Valley, has been equipped with a geothermal cooling system since 2011 that operates using the water in the underlying aquifer, characterized by a constant temperature of about 13 degrees. In May 2021, a project was launched to increase the capacity of the structure through the drilling of two additional wells (and the complete technological renewal of the plant) and the increase in the water collection capacity used for cooling (from 50 l/s to 96 l/s). The investment immediately began to produce some benefits: the refrigeration units used for cooling water (7 degrees) were switched off and the consumption of kWh decreased, allowing a considerable savings in the purchase of electricity. In particular, the first consistent results of this saving operation were recorded in November-December 2021 with the activation of 3 out of 21 bunkers, which will be fully operational in 2023.
An additional environmental advantage of this new system is the recovery of part of the heat present in the water in the return circuit, which is used for office heating, reducing emissions into the atmosphere related to the combustion of methane and the costs for its purchase.

To confirm its excellent level of efficiency, in 2021 the Pont-Saint-Martin Data Centre further reduced its PUE (Power Usage Effectiveness, the parameter that measures energy sustainability), from 1.52 to 1.51 (*). With the completion of this hydronic project, we expect a further significant reduction in the PUE from 2022, the year in which the replacement of all neon illuminated devices, lit 7 days a week and for 24 hours, with LEDs, is also expected. This replacement will bring limited benefits in terms of energy efficiency, but is in any case important in terms of modernisation and durability of lighting systems.
Also in 2021, we carried out the project of compartmentalisation of the thermodynamic flows inside the bunker, which allows keeping hot and cold separate, generating benefits dictated by the decrease in temperatures in the server rooms and, therefore, of the cooling energy needs.

The year 2021 marked the end of the activities for the Assago Data Centre: all the data of our customers previously managed in the Milan facility were in fact transferred to the two most efficient Data Centres in Pont-Saint-Martin and Vicenza. With the same service provided, we will therefore be able to generate a significant reduction in energy consumption and related emissions.

With particular reference to the Vicenza Data Centre, the verification of compliance with the ANSI/TIA-924-B standard was completed, which made it possible to identify and remove existing weaknesses and increase the overall reliability of the structure. The result achieved was that the Data Centre was given Rating 4 in all four areas considered by the standard: mechanical, electrical, physical security, and telecommunications. In addition, between the end of 2021 and the beginning of 2022, the optimisation of thermodynamic flows in the CED rooms of the Data Centre was successfully completed through the physical compartmentalisation of the cold and hot corridors with the benefits already described for the Pont-Saint-Martin bunkers.

The Vicenza Data Centre, which had already obtained certification from the Uptime Institute at TIER IV in 2017, both for the initial design phase and for the final implementation and post-site verification phase, therefore recorded excellent environmental performance in 2021. Redundant in terms of electrical circuits, cooling, and network, the Data Centre manages to maintain a high level of energy efficiency (PUE 1.84 in 2021) and, at the same time, considerable plant reliability, thanks to "free cooling" solutions and structural measures, such as separation from the external environment through insulating corridors. This architecture allows you to detect and isolate any damage to the centre's systems, while supporting and keeping active all IT loads and "business critical" systems of customers hosted at the headquarters.

For this Data Centre, a study has also been completed for the implementation of new air-water refrigeration units of the latest generation that will allow the total elimination of water consumption and will significantly reduce electricity consumption compared to current water-water systems.

AWARE OF OUR FOOTPRINT: THE CALCULATION OF THE CARBON FOOTPRINT

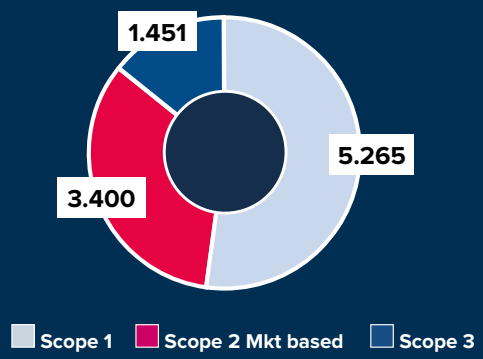
GRI 103-2 GRI 103-3 GRI 305-1 GRI 305-2 GRI 305-3

The International Standard Organization (ISO) has developed, and gradually updated, the ISO 14064 standard relating to the emissions and absorption of greenhouse gases (GHG-Greenhouse Gases) of companies. The starting point for the implementation of a correct strategy to reduce a company's environmental impact is the measurement of the so-called "carbon footprint" of the company's activity, to be quantified on the basis of internationally recognized technical-scientific criteria and standards, in order to obtain an objective and repeatable result over the years.
The Carbon Footprint is, therefore, the main environmental indicator for quantifying the impact of an organisation on climate change in terms of direct and indirect emissions of CO_2: this data allows identification of the activities with a greater "footprint" along the entire value chain. To obtain and update ISO 14064:2018, the following have been included in the calculation:

- Scope 1 direct emissions, deriving from stationary combustion (generated by the combustion of natural gas for office heating and diesel combustion for emergency generators in the Data Centres) and mobile combustion (generated by the car fleet, mostly powered by diesel and for a lower proportion by gasoline)
- Scope 2 emissions, which come from the consumption of electricity, purchased from the network used at the Group's offices and the 4 Data Centres (Pont-Saint-Martin, Assago, Vicenza, and Turin)
- Scope 3 emissions, which arise from activities associated with business travel (by plane, train, and ferry) and work-home travel of employees.

For the Italian companies of the Group, the Carbon Footprint* is calculated in line with the GHG Protocol. Specifically, in 2021 total emissions (Scope 1 + 2 + 3) showed a decrease of about 22% compared to the previous year, going from 13,015 tCO_2 to 10,116 tCO_2 (-2,898 tCO_2).
Specifically, the total Scope 2 Market Based emissions decreased by 2,019 tCO_2 (-37%), going from 5,418 tCO_2 to 3,400 tCO_2, due to lower electricity consumption of both the Data Centres and offices and also thanks to efficiency projects of the Pont Saint Martin Data Centre.
With regard to Scope 1 emissions, the latter increased by 1,313 tCO_2 (+25%), going from 3,952 tCO_2 to 5,265 tCO_2 due to a greater number of Km travelled by the company's car fleet.
Finally, Scope 3 emissions decreased by 2,193 tCO_2 (-60%), from 3,645 tCO_2 to 1,451 tCO_2, thanks to the increase in smart-working days and the consequent decrease in home-work trips of employees. Compared to 2020, there was also a slight increase in GHG Scope 3 emissions related to business trips (from a total of 137 tCO_2 to 330 tCO_2) due to the increase in the routes travelled after the stop phase due to Covid.
A future objective of the Group is to extend the monitoring of greenhouse gas emissions to foreign offices as well.

Total emissions of Gruppo Italia (tCo_2)



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

- DEFRA - Department for Environment, Food & Rural Affairs Conversion Factors - Full - set for advanced users (2021), for Scope 1, Scope 3 emission factors (moving employees from home to work and air travel)
- AIB - Association of Issuing Bodies European Residual Mix (2020), for Scope 2 emission factors, calculated according to a market-based approach that takes into account the actual supply contracts stipulated by the Group)
- FS Italiane: Ferrovie dello Stato, Sustainability Report (2021), for Scope 3 emission factors (train transfers)

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

Sustainable e-waste management

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

We have always been committed to reducing waste and the negative impacts of our waste.
To minimise the impact on the environment, all electronic waste produced is entrusted to specialised and certified companies for the correct recovery of materials.

Through a process of industrial symbiosis, represented in the related company policy, these "rejects" are used again in other production sectors. One category of electronic waste is represented, for example, by the PCs used in the company: to optimise their management, we have implemented a virtuous system in the Italian offices that contains the purchase costs and results in a lower replacement rate, with a consequent reduction of waste and environmental impact.

For several years, the Technology Infrastructure Services (SIT) office has been working to restore damaged PCs by replacing components, becoming a perfect example of how sustainability can generate not only virtuous circular economy processes, but also a reduction in business costs

Our Green Procurement

In 2021, we started a "green procurement" process with the aim of collaborating with suppliers that embrace the principles of environmental sustainability and social responsibility and offer us quality products and services, with excellent environmental performance. To this end, both in contracts and supply tenders, starting from 2021 we have introduced requirements and have carried out analyses in relation to the aspects of environmental sustainability in purchases, which today represent a significant element in the supplier selection process.

In 2021, in fact, a first major tender was launched that gave a very important weight to the environmental sustainability of the products.
This led to the signing of a two-year agreement, with the possibility of extension, for the gradual replacement of the over 12,000 existing Personal Computers with the 91% recyclable surface Laptop 4 (95% of our future workstations). The contract also provides for the supply of other types of ancillary goods. Among the parameters that led to the choice of a specific supplier, the public commitment to the decarbonisation of its activities was considered, which in the medium term will bring GHG emissions close to or equal to zero. The tender awarded demonstrates Engineering's willingness to seek a balance between economic, environmental, and product quality factors.

Another product segment in which the environmental criteria were defined and evaluated was packaging, with specific reference to the reduction of the weight and volume occupied by the packaging and the choice of the material of which it is composed: preferably paper, cardboard or recycled plastic.

In the tenders for the supply of the hardware used in the offices, we have introduced assessments that concern the "average hourly consumption per plate", that is, the declared energy consumption. As for the Data Centres, on the other hand, we select state-of-the-art devices that have highly energy-efficient components.

Finally, also in the specifications for the facility (e.g., cleaning, maintenance, and security) we have included assessment parameters related to environmental sustainability and the use of eco-compatible products.

More hybrid and electric in our car fleet

In the last two years, the Covid-19 emergency and the consequent adoption of smart-working for all staff has certainly led to a reduction in travel and consequently in emissions produced.

The company fleet today has 1,449* cars, of which 145 hybrid/electric vehicles acquired via long-term rental (NLT).

In 2021, the policy on the use and type of cars available (Car list) was also updated. In addition to the adoption of electric vehicles, which can be recharged in our main offices through the columns installed, among the innovations introduced we also record the maximum km travelled by employees during the year, equal to 30,000 km for endothermic cars (Gasoline, Mid-Hybrid, Full Hybrid) and 20,000 km for Plug-In Cars.

* The data on the car fleet does not include the company OverIT, which left the Group in September 2021, due to the unavailability of data.

OUR ENVIRONMENTAL OBJECTIVES

Objective	Description of the objective	Area of intervention and resources	Implementation times	TARGET
Waiver of municipal management of municipal waste related to company offices and recourse to disposal with private parties.	Engineering plans to opt for an autonomous form of waste management, detaching itself from the municipal service and intervening directly in the disposal of all waste produced at the headquarters.	The selected sites are: Pont-Saint-Martin, Turin, Vicenza, Rome, Palermo, Naples, Torre Annunziata, Bologna, Florence	December 2022	Quality Assessment
			December 2023	Decrease 10% per capita
			December 2024	Decrease 20%
Reduction of the ENERGY CONSUMPTION of the Data Centres downstream of the increased efficiency of the refrigeration systems.	Engineering plans to carry out interventions aimed at the rational use of the energy of the Data Centres downstream of the increased efficiency of the refrigeration systems. The Company expects an average reduction of 5% per year.	Pont-Saint-Martin (AO) Data Centre	December 2021	8,662,218 kWh
			December 2022	8,232,000 kWh
			December 2023	7,800,000 kWh
			December 2024	7,400,000 kWh
Interventions aimed at reducing diesel-powered cars in favour of more sustainable traction cars.	Engineering expects a gradual decrease in the diesel sector in favour of electric/hybrid traction. The Company is confident of being able to convert 10% of its diesel cars per year to electric or hybrid vehicles, for three years.	Entire territory Italian company*	December 2021	150 non-diesel cars (10% of the car fleet)
			December 2022	20% of the car fleet
			December 2023	30% of the car fleet
			December 2024	40% of the car fleet

* The data is obviously linked to the variable number of employees

WATER

	2021	2020	2019
Groundwater withdrawals * (million m^3)	0.51	1.02	1.06
Industrial wastewater discharges from cooling (million m^3)	0.51	1.02	1.06

* The water is collected only for the cooling of the Pont-Saint-Martin Data Centre and is not subjected to any industrial process other than temperature variation; the increase in flow rate foreseen by the hydronic pump expansion project has no significant impact on the environment and has already received permission from local authorities. The water return temperature in the Lys stream complies with the provisions of the regulations for the concession of the Valle d'Aosta Region.

POWER CONSUMPTION OF THE GROUP'S DATA CENTERS*

PONT-SAINT-MARTIN	2021	2020	2019
Electricity consumption GWh	8.66	9.97	10.04
Electricity consumption GJ	31,184	35,887	36,144
Power Usage Effectiveness (PUE)	1.51	1.52	1.52

TURIN	2021	2020	2019
Electricity consumption GWh	1.7	1.99	1.75
Electricity consumption GJ	6,130	7,159	6,300
Power Usage Effectiveness (PUE)	1.84	1.80	1.80

VICENZA	2021	2020	2019
Electricity consumption GWh	3.03	3.32	3.12
Electricity consumption GJ	10,913	11,934	11,232
Power Usage Effectiveness (PUE)	1.84	1.75	1.71

ASSAGO	2021	2020	2019
Electricity consumption GWh	2.42	3.17	3.30
Electricity consumption GJ	8,728	11,412	11,880
Power Usage Effectiveness (PUE)	2.20	2.14	2.30

* This also includes 466 GJ of energy consumed by diesel used for Emergency generators.

TOTAL CO_2 EMISSIONS ITALY*

	2021	2020	2019
Total power consumption (GJ)	152,308	146,556	208,792
CO_2 emissions (tonnes) Scope1**	5,265	3,952	7,055
CO_2 emissions (tonnes) Scope 2 (market-based)***	3,400	5.418	7,937
CO_2 emissions (tonnes) Scope 2 (location-based)	6,678	8,321	10,686
CO_2 emissions (tonnes) Scope 3****	1,451	3,645	22,566
Total CO_2 emissions (Scope 1 + Scope 2 market-based + Scope 3)	10,116	13,015	37,558
Total CO_2 emissions (Scope 1 + Scope 2 location-based + Scope 3)	13,395	15,918	40,307

* Since 2019, emissions related to the activities of the subsidiary OverIT have also been included in the calculation, for which the energy consumption relating to the period 01-01-21/31-10-21 (day of exit of the subsidiary from the Engineering Group) has been included.
Since 2019, the methane used for heating in a few Group offices, equal to 6,312 GJ, and the diesel used by emergency generators of the Data Centres, equal to 53 GJ, have also been included in the calculation of energy consumption.
The data does not include all offices, but the main offices in Italy. The reported kWh does not include the few "Temporary Office" locations where services are offered all-inclusive (including electricity). The lack of data for the following offices is due to the unavailability of information [Rome Office Piazza Irnerio, Bari Office, Trento (Municipia)] because they are included within offices already considered or registered to other companies [(Catanzaro Office, Naples Office Via Centro Direzionale, Genoa (C Consulting), Turin (Plusure), Milan (C Consulting), Abbadesse Milano, Treviolo (WebResults),

** Since 2019, natural gas consumption for space heating in the offices of Arezzo, Florence, Mosciano, Orvieto and Padua, and diesel consumption for periodic tests of the Data Centre emergency generators have also been included in the calculation.
*** Engineering has purchased certificates of Guarantee of Origin for a share equal to 65% of its electricity consumption in 2021, therefore coming from renewable sources.
**** Reporting of Scope 3 indirect CO_2 emissions was started in 2019 when the inventory of altering climate gas emissions was drawn up.

COMPANY FLEET DATA ITALY

	2021	2020	2019
Diesel Consumption (GJ)	59,675	50,384	94,202
Gasoline Consumption (GJ)	9,944	1,209	1,454

*Calculated using annual fuel costs divided by average diesel and gasoline consumer prices.

WASTE

Type of waste (2021)	Quantities * (t)
Packaging	86,980
End-of-life equipment	16,021
Batteries	370
Other waste**	96,232
Total	199,603

* The amount of waste for the two-year period 2019-2020 has not been reported as it is not available.
** Material resulting from office disposals and transfers (e.g., desks, furniture, etc.)

ENERGY CONSUMPTION BY OFFICES *

	2021	2020	2019
Electricity consumption (kWh)	5,380,134	6,326,482	11,557,583
Electricity consumption (GJ)	19,368	22,775	41,607

*The data does not include all offices, but the main offices in Italy. The reported kWh does not include the few "Temporary Office" locations where services are offered all-inclusive (including electricity). The lack of data for the following offices is due to the unavailability of information [Rome Office Piazza Irnerio, Bari Office, Trento (Municipia)] because they are included within offices already considered or registered to other companies [(Catanzaro Office, Naples Office Via Centro Direzionale, Genoa (C Consulting), Turin (Plusure), Milan (C Consulting), Abbadesse Milano, Treviolo (WebResults), Venice Office, Breno (FDL Servizi), Povo, Cagliari (Engineering Sardegna)].

ELECTRICITY CONSUMPTION OF DATA CENTERS

	2021	2020	2019
Electricity consumption (kWh)	15,820,772	18,439,546	18,207,500
Electricity consumption (GJ)	56,955	66,382	65,556

S

SOCIAL

Social responsibility for our actions

SOCIAL

Responsibility towards the people and community in which we operate has always been an important aspect for our Company. The recent establishment of the CSR function stems from the assumption and conviction of the important social role of companies in integrating the social and environmental dimension into business objectives, by adopting an approach that takes into account not only the generation of economic results, but the entire impact that the company produces on **people**, **customers**, **suppliers**, and **communities**.

At Engineering, **people** are an essential element to be valued through initiatives of various kinds, from training, to Job Rotation and Job Posting programs, to investments aimed at attracting and retaining the best talents, to the preparation of a welfare plan. A commitment that will be reinforced through a dedicated strategic plan that the company will develop in the coming years. We believe that an open and flexible working environment that ensures well-being and leaves room for creativity and individual initiative naturally ensures the integration, inclusion and professional and personal growth of everyone. For this reason, our commitment to the management of human resources and the protection of human rights is evidenced by the careful policies for human resources, by the approximately 24,000 training days provided each year, by the Occupational Health and Safety Policy and the ISO 45001 Management System, by adherence to Value D and the principles of the United Nations Global Compact, and the finalisation of the procedures for achieving the SA8000 Ethical Certification.

We have partnerships with our **suppliers** based on shared principles and values, also with regard to environmental and social sustainability in accordance with the provisions of our Code of Ethics and the ethical Social Accountability certification. In addition, we have started work to determine a specific Supplier Code of Conduct, which will be developed and implemented in the coming years.

With our **customers**, we share the objective of designing and implementing innovative solutions focused on environmental, social and economic issues, following the indications of the United Nations Sustainable Development Goals, in order to contribute to the creation of a more peaceful, just and inclusive society.

Finally, our commitment is extended to the entire **community** through the promotion of multiple initiatives and projects that range from different areas of intervention such as digital education, sports, the fight against cyberbullying, education, support for entrepreneurship, support for research and attention to the circular economy.

Our 2022-2025 strategy for human resources management

by **Alessia D'Addario**
(Chief Human Resources Officer di Engineering)

Within a company system, progress and development are values to be constantly sought, especially for a company like Engineering that is a leader in Digital Transformation and aims to become Digital Champion. In this sense, Engineering has defined within its strategic plan 2022-2025 a systemic, transformative and structured program for the management of human resources, both in Italy and abroad.
The HR 2022-2025 strategy included in the Engineering strategic plan is divided into three pillars: *Organization, People, and Culture*.

Organization

This area of intervention aims to make Engineering even more effective in the conduct of its business. The two key objectives that the Company intends to pursue in this area are:

- **to further increase the skills and professional certifications** of its people to ensure responsiveness to constant and sudden changes in the reference market
- to promote a **shared alignment between the objectives** of all Company employees and the business objectives of the strategic plan.

With regard to these lines of development, several projects have already been activated that concern issues of reorganization, grading, mapping of current skills for the creation of new professional families, training plans, broader re-skilling programs, the review of the current performance management system and short-term incentives.

People

The second pillar of the strategy is focused on **attracting the best talent** to the market and the **enhancement and retention of staff**. With reference to the first, Engineering is developing an approach to attract and search for personnel based on segmented and differentiated ad hoc techniques and strategies based on the type of candidate, such as recent university graduates, recent high school graduates, experienced workers, and executives, through different proposals and recruitment methods based on the profiles of the reference candidates.

To ensure the highest level of training and to address the issue of the scarcity of intellectual resources on the market, Engineering intends to make the most of its internal know-how and its managers and experts to create professional figures and update the skills of its employees.

With regard to the retention and enhancement of people, the Company is proceeding with the identification of the skills and characteristics of each person through objective and transparent processes that allow all employees to orient themselves in their professional growth path.

The Company is working in particular on the definition of career paths, rewarding policies, training and development, differentiated for each person and for each team. In fact, the work of enhancing human capital will not only be carried out with respect to individuals, there will also be an important focus on high performance teams, which means fostering the growth of teams from an operational, skills, and managerial point of view, focusing on the inclusion of senior leadership figures and the creation of mixed work groups where diversity will represent value on the market.

Culture

The third pillar of the HR strategy aims to consolidate a corporate identity and culture that are shared and common to the entire Group, distinctive and winning on the market, within which the Diversity & Inclusion theme plays a central role.

To do this, several projects are being studied to promote Engineering as an attractive employer and to consolidate the Company as a “best place to work”. These initiatives will focus on the topics of values, engagement, experience, and well-being, and on the simplification of procedures, i.e., everything that affects the worker.

The workplace, following the new approach, will be designed as a tool and a place, for the promotion of a common and deep-rooted identity and for the creation of a real community.

Enhancement, inclusion and attraction of human resources

HIGHLIGHTS

GRI 103-2 GRI 103-3

Total Employees
11,571

Employees hired in Italy
1,063

University graduates
61%

Smart working employees
Over 11,000

Days of training
24,799

The complexity of the current business context requires a proactive approach and a dynamic organisation that focuses on human capital. At Engineering, we consider people to be our beating heart, and for this reason every initiative aimed at enhancing them represents for us a strategic activity on the path towards excellence.
Thanks to the talent and expertise of the 11,571 employees (10,044 in Italy and 1,527 abroad) who make up our company, we are always able to make a difference. To this end, we favour a work ecosystem based on a culture of merit and equality, providing an inclusive and profitable space where people can best express themselves and the tools for them to grow professionally and personally.

Enhancing diversity to grow

The issues of diversity and inclusion have long been an integral part of our culture and values, determining factors for the growth model and the way of doing business that characterise the Group.

This approach is also evidenced by the important changes made to the HRO organisational model based on two main axes:

- **"Customer Centricity"**, which focuses on the needs of the business and our people through a Business Partnering model that goes from a geographical logic to a functional one to ensure proximity to the different needs of people
- **"Operational Excellence"**, which, through the establishment of the Centres of Expertise (CoEs) and centralised People Services functions, aims at excellence in the design, implementation, and experience of HR initiatives.

For Engineering, the enhancement of diversity is a key element for innovating ideas and processes, as well as an opportunity to enhance the talents and unique characteristics of employees. We therefore focus on the diversification of the workforce, aware that the multiplicity of points of view, cultural backgrounds, experiences, and approaches constitute a strategic added value for the business and for the work environment.

Our commitment is all the more significant in a sector historically characterised by a strong male prevalence, which only in recent years has witnessed a reversal of the trend. Today, women in the company constitute around 31% of the Group's employees: a significant share, which we aim to further increase in the future. To this end, we participate in dedicated initiatives, such as WomenHack in January 2021, Virtual Job Meeting STEM GIRLS and Ingenio al Femminile in September 2021, events that put young women graduates and recent graduates in STEM (Science, Technology, Engineering, Mathematics) in direct contact with HR managers and recruiters of large Italian and multinational companies.

However, the value of the Diversity & Inclusion topic is not limited to gender. To create a virtuous circle that allows the company and its people to increase their skills by integrating and combining different strategies and methods, we decided to focus on young people. In a dynamic sector like ours, the management of generational turnover is, in fact, fundamental and the Group has pursued a precise youth integration policy within the team, arriving in 2021 to count among its ranks 1,685 "under 30" employees, with an increase of 6% compared to 2020.

Giving value to diversity also means including in the company the people belonging to the protected categories through multi-year recruitment and integration programs that favour their integration and professional growth, encouraging opportunities for exchange with the other members of the team and offering all the tools, services, and working methods that allow the performance of activities in full autonomy.

In relation to the initiatives focused on inclusion, since the end of 2021 Engineering has been participating with E.Ri. Fo in the Y-MED initiative, a project aimed at facilitating the circular migration of young STEM graduates from Egypt and Libya in the Lazio Region. The project will allow the Company to acquire different skills and points of view, while foreign students will be offered a gateway to a large company and a different reality at a crucial time in their lives: the period of professional and personal formation.

Attracting talent to meet new challenges

GRI 103-2 GRI 103-3

Identifying and attracting potential talents to achieve digital transformation are essential and strategic operations for Engineering, especially in the period of strong dynamism of the reference market that we are currently experiencing, thanks to the numerous funds allocated by the National Recovery and Resilience Plan (NRRP). Recruitment, selection, and placement are, therefore, crucial activities to align skills and availability to the Group's growth and development ambitions.

For some years, we have focused our efforts on developing an effective "employer branding", aimed at transparently transmitting the Group's reality to attract the best talent within our teams. During 2021, the activities dedicated to communicating and promoting our corporate image mainly involved social platforms such as LinkedIn and Instagram, in order to reach as many people as possible.

In continuity with last year, the selection of talents took place on the Cornerstone Recruitment suite called F.A.R.E. (Fair Appraisal Recruiting Engineering), which allowed us to implement a series of new processes, entirely digital and virtual, and immediately obtain significant results. This is important work aimed at fully transferring the process of research, selection, and accompaniment of new recruits to a single digital platform.

The infrastructure allows you to:

- ricevere receive from multiple channels and select curricula in agreement with the different managers who are responsible for the open positions
- support the organisation of remote interviews, through the sharing of calendars with automatic sending of appointment emails
- share the evaluations of the managers with those of the HRO Department, generate the letter of recruitment and forward it for acceptance to the candidate
- automate the process of creating the mail account and facilitate the assignment to the new hire of the necessary equipment to carry out the work
- create reports on the progress of applications.

Also relevant in this regards are our numerous collaborations, consolidated from year to year, with technical institutes and universities. In 2021, we also extended our collaborations to the Higher Technical Institutes (ITS), providing specific technical lessons directly in the classroom with the aim of training students and providing them with all the necessary skills to enhance their talent and be ready for integration into the labour market.

In addition to the traditional institutional communication tools, used to intercept and recruit new resources, social channels have been added in recent years, and further enhanced and refined in 2021. In addition to the YouTube channel and the institutional profiles on Facebook and Twitter, the company's Instagram account @LifeAtEngineering is, for example, focused on the life and events within the Group, with 49.7% of its followers between the ages of 18 and 34 and 40.9% between 25 and 34.

After the success of its launch year, the internal recruitment campaign "Introduce a friend" was also confirmed in 2021. The initiative aims to identify and find specific and very rare profiles on the market, offering employees the opportunity to report the CVs of friends, relatives, and acquaintances, to create a new and important source of interception and selection of new candidates.

Periodically, climate analyses are carried out to assess the mood, opinions, and requests of our people and to be in tune with their expectations. The last survey was carried out in November 2021.

Investing in people, a benefit for the Group

Our ability to attract talent, ensure quality and accountability to our leadership and increase the professional skills of our people is an essential factor in maintaining a high level of engagement and collaboration within the company.
We have always believed that the professional development of the individual must proceed along a parallel path that is complementary to the success of the company and we are committed to ensuring that this principle is translated into reality for each of our collaborators. At Engineering, in fact, everyone is called to play a leading role in the growth of the Group, building their own path based on personal inclinations and potential, as well as organisational strategies.
To this end, in over 40 years of activity, we have structured and implemented a process of defining transparent and homogeneous career paths, particularly focused on promoting the development and continuous growth of human resource skills. The main advantages of this process can be identified in the following elements:

- a performance appraisal system aimed at the growth of each team member and consistent with specific and shared objectives
- the availability of different training courses aimed at all employees, for the development of professional skills and specific soft skills
- a method for precisely defining the professional profiles of employees (“skill mapping”) and assigning the most suitable training course to develop their skills, based on their respective requirements
- organising management events and meetings with employees at all levels
- the Master Engineering in Management (MEM), intended for high-potential figures in whom to invest in a targeted mannerthe “job rotation” and “job posting” paths, aimed at increasing the internal knowledge of resources and promoting the interconnection between company areas.

Transparent performance appraisal

Our performance appraisal system allows us to align individual performance objectives with our business strategy, encouraging and rewarding expected behaviours to achieve the balance between efficiency and excellence. Implemented between 2019 and 2020, our performance management process was consolidated, expanded, and improved in 2021 in order to ensure transparent and fair verification mechanisms.

The system focuses on the identification, monitoring and achievement of performance and development objectives, as well as on the observation of organisational behaviours, defined for each employee and agreed with the manager at the beginning of the year. Its fully digitized management, in the cloud on the Cornerstone platform, allows us to carry out analyses and insights into the results, comparing them over time.

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

- the definition and assignment of performance and development objectives at the beginning of the year, which places a particular emphasis on the "goal definition culture" to ensure a clear and objective estimate of its achievement
- the mid-year review, which provides an update on the progress of the objectives and the sharing between the manager and the collaborator midway, in order to agree on any support actions
- the final evaluation, based on the estimation of the level of achievement of the development and performance objectives defined at the beginning of the year and the correctness of the behaviours towards the company.

To refine the processes and objectives of the method, in accordance with the market directions, we have built libraries able to intercept as specifically as possible the KPIs being measured according to professionalism. To further underline the importance for the Group of a balanced and timely evaluation of the work of the entire team, in 2021 the system was for the first time directly linked to the review and management by objectives (MBO).

In this context, a specific KPI *(Key Performance Indicator)* related to performance evaluation has been inserted. Considering the size of the company population, the results obtained at the beginning of 2022, concerning the year 2021, are positive: a condition rate of 91 was reached.

Skills grow thanks to Job Posting and Job Rotation

For career development and skill growth, an important element of our strategy is "job rotation". The activity consists of offering employees the opportunity to work in different business areas to learn about other business or staff structures, understand different business processes and activities, and broaden the dialogue and comparison between the different organisational levels. "Job rotation" allows the worker to acquire further and better transversal skills, allows the company to enhance every single person and every specific job, and allows the entire team to operate in a climate of cohesion between the business areas. The rotation is promoted through an internal "job posting" system, which was consolidated in 2021.

Balancing private and professional life

Our commitment to take care of all the needs of our employees is expressed not only in the enhancement of skills of resources, but also through the promotion of an incentive and welfare policy that allows each individual employee to find an inclusive place at Engineering, which is able to listen to and understand their needs.

We believe, in fact, that a work environment aimed at promoting a good balance between professional and private life has a positive impact on people's well-being, motivation, and productivity. For this reason, we devote a lot of attention to services for families and solutions that help to better reconcile professional activities with personal and family needs.

Even before the Covid-19 emergency made them indispensable, we had introduced flexible forms of work, including:

- teleworking, i.e., the possibility of working five days a week at home, granted to employees with disabilities
- •agile work, i.e., the ability to carry out part of one's work at a different office, in order to improve the balance between work and private life.

Thanks to the consolidated practice of these initiatives, in 2020 it was easier to respond promptly to the emergency situation caused by the Covid-19 pandemic, and all activities were performed remotely for the 2021 period as well. Based on this experience, we have gathered the opinions of our collaborators regarding the working methods to be adopted in the future and the results have led us to conclude, for 2022, a union agreement that provides for a very high and flexible number of hours of remote work, without weekly or logistical constraints.

The circumstances of recent years have also led to a high rate of return of our employees to their home cities, so that they can be reunited with family and friends. This trend has not gone unnoticed and, in order to always keep the needs of our team at the centre, we have carried out several surveys, asking people where they prefer to be transferred, in order to optimise and increase the quality of their work, reconciling it with private life. During 2021 Engineering therefore inaugurated a significant phase of internal

mobilisation, in which some employees, following a specific request and an appropriate logistical feasibility assessment, moved to other Group locations of their preference.

In 2021, moreover, a supplementary company agreement remained in force, signed in 2019 and valid until 2023, which offers the opportunity for employees to request the conversion of the corporate result bonus (so-called PDR) into welfare goods and services, thus giving the definitive impetus to the introduction of a structured plan that guarantees considerable flexibility of access (there are no minimum quotas for the subscription and the convertible amount can go as far as covering the entire value of the adjustment). To take advantage of the initiatives proposed by the plan, employees can use a platform that provides the digital tool, through which it is also possible to propose the stipulation of agreements with new businesses, bringing them to the attention of the provider.

Social and cultural promotion of employees and their families

Education has a fundamental social importance for us and is an important value to share with the entire employee community. For this reason, for years we have focused on the social and cultural promotion of employees and their families, allocating specific resources to the most deserving subjects to support and encourage secondary education and university education, according to the principles of solidarity and respect for the income situation of the family unit. For the 2020/2021 school year, we established, through a specific call for tenders, 75 scholarships for employees' children (ranging from 500 to 3,000 euros each).

Also in 2021, the *Go Fluent* e-learning platform was confirmed for employees and their families, specialising in distance language training, for the study and updating of foreign languages. Developed in collaboration with the IT & Management Academy "Enrico Della Valle" and in line with the activities carried out within the Joint Training Commission, the initiative aims to promote basic knowledge of English and other foreign languages through over 5,000 units of multimedia training content (videos, articles, business how-to, and web classrooms), proposed according to the user's level of competence.

DIVERSITY LEADERS AWARD

Engineering appears, again this year, in the Financial Times ranking of the "Diversity Leaders Award 2021" for its commitment to inclusiveness and for the policies adopted in order to promote diversity in all its aspects, in respect of its employees and their human and professional uniqueness, which constitute extraordinary opportunities for growth and success for the team.

This prestigious award, which is in addition to the numerous other awards obtained during the 40 years of the Group's history, includes Engineering among the 7 Italian companies in the "IT, Internet, Software and Services" sector (35 in total) out of the 850 European companies selected, which distinguished themselves through their actions to raise awareness of diversity: from gender balance to openness towards sexual orientation, but also age, ethnicity, and disability.

The second edition of the ranking compiled by the British economic newspaper took place at a time when the pandemic was changing working methods globally, forcing millions of people to work remotely, separated from each other, but it was nevertheless able to assess employees' perception with respect to the issues of inclusiveness in the company, as well as the efforts implemented to promote it. Also on this occasion, the Financial Times made use of the collaboration of Statista – a German company and international leader in the field of market research – which, from April to August 2020, disseminated a dedicated questionnaire aimed at 100,000 employees of 15,000 European companies from 16 countries: Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, Norway, the Netherlands, Poland, the United Kingdom, Spain, Sweden, and Switzerland. The 850 companies that received the highest scores have become part of the final list of "Diversity Leaders".

VALORE D: WORKING TOGETHER TO OVERCOME THE GENDER GAP

Engineering adheres to Valore D, the first association of companies in Italy that, for over 10 years, has been committed to overcoming the gender gap and promoting an inclusive culture in organisations and throughout the country. Our Group has long been strongly oriented towards ensuring an inclusive environment for all its employees and promoting work-life balance initiatives as driving force for equal opportunities. Adherence to Valore D involves the participation of the entire company workforce in the proposed activities, i.e. training courses and comparisons between companies, with the aim of increasing awareness on the subject and achieving true gender equality at work. We are, in fact, convinced that to overcome the gender gap we need specific skills that are transversal to the organisation.

Global initiatives for our employees

ENGINEERING DO BRASIL

Mental wellbeing and psychological support service
Engineering do Brasil organized two initiatives in 2021, the EAP Program and Psicologia Viva, aimed at providing psychological support to employees.

The Employee Assistance Program (EAP) has allowed employees to receive assistance with various personal issues and difficulties, making it possible to recover their well-being and work-life balance through mindfulness exercises and free medical and psychological consultations.

Psicologia Viva, on the other hand, is a platform that connects psychologists and patients, promoting the health and well-being of all employees and their families. Through this platform, conferences were also promoted on the topic of diversity, inclusion and mental and physical health.

ENGINEERING ITS - GERMANIA

The Fitness Challenge, caring for yourself and supporting others
The German subsidiary launched the fourth edition of the "Fitness Challenge", where colleagues completed and recorded their 30-minute running exercise or one hour of yoga. The three winning teams donated a sum of money to a charity.

Wellbeing Program to feel good at work
To support physical and mental health and break the daily work routine, Engineering ITS organised a training program within the company in two courses: Good Morning Motivation, with relaxation exercises based on autogenous training to start the day well, and a muscle wake-up during lunch break. The courses, given by female colleagues - certified instructors - last 30 minutes each and take place once a month.

ENGINEERING USA

A community beyond work: being together and getting to know each other
Every month, from the beginning of 2022, Engineering USA organises something fun and different to do together outside the office. This is an opportunity for our colleagues to deepen their knowledge of the different people they spend a good part of their day with.

Every month the employees select the new initiatives they would like to participate in together with the team. Over the years, happy hours, themed game nights, fitness classes, campsites and ski trips, lunches and dinners, virtual escape rooms, sports competitions, cinema evenings, wellness challenges, and much more have been organised.

International Women's Day (March 2022)
On the occasion of International Women's Day, Engineering USA committed to breaking prejudices against women in the workplace to build a fair and inclusive world.

In addition to asking all executives around the world for a symbolic gesture, such as standing up and showing their support for overcoming prejudices, a company-wide webinar was organised to educate employees about the different prejudices that affect women in the workplace and how to deal with those who are still unaware. Throughout Engineering USA, colleagues gathered under the motto of #breakthebias.

Protecting data to protect people

In 2016, EU legislation changed the approach to data protection, from the simple right to the protection of confidential information to the new concept of safeguarding natural persons, with particular regard to the processing of personal data, focused on the protection of the individual. In particular, the company culture of Engineering attaches great value to the ethical principle of Article 4 of the EU regulation, according to which "the processing of personal data should be designed to serve mankind", and therefore the right to protection of the same "must be considered in relation to its function in society and be balanced against other fundamental rights".

As a company, we take all necessary measures to ensure this protection, in full compliance with the provisions of the GDPR and the Privacy Code. In fact, GDPR compliance procedures are integrated into the management quality system (ISO 9001), to which all subsidiaries adhere, and privacy protection is expressed in specific governance and operational measures, which we report in detail.
At the level of governance, the introduced organisational model plays a fundamental role that allows the roles and responsibilities of all the actors involved to be identified in a capillary and timely manner. A fundamental role for compliance within the Group is played by the Data Protection Officer who is responsible for observing, evaluating and organising the management of the processing of personal data.

Specific tasks regarding the protection of personal data are also assigned to some key figures along the operational chain, including the managers of each project, who receive specific and additional training with respect to the courses for all personnel on privacy, which the company constantly provides and considers essential to spread an adequate culture on the subject.

At an operational level, in 2021 we worked to consolidate the use of a proprietary tool that allows us to assess, on a case-by-case basis, the risks associated with privacy, identifying the most appropriate security measures to avoid accidents. Each project is thus based on the GDPR principles of "privacy by design" and "privacy by default", for the benefit of the entire data chain: from customers who request our solutions and act as data controllers, to the interested subjects. The integration of this tool in the development process of our products requires an additional effort in terms of timing and resources, but it is essential in a context in which data breach phenomena become increasingly frequent and critical, especially to the detriment of public entities.

Also during 2021, with the aim of satisfying the regulatory requirements, we improved and refined the intra-group transfer of data, making it even more secure, with particular attention to cross-border transfers.

Finally, for 2022, we are working to adopt a global privacy management model that aligns the conduct of each subsidiary with the highest standards, and to obtain specific certification mechanisms for processing pursuant to Article 42 of the GDPR, from the time of their establishment.

Training for privacy managers
To ensure the correct management of personal data, we have set up a specific compliance chain, in which the subjects responsible for privacy are identified at different levels of our organisation. A crucial role in this chain is entrusted to the privacy managers, who are usually responsible for a centralised structure and for managing the same area or type of project.

We make sure that privacy managers carry out their function with confidence by providing them with specific privacy & data protection training courses in addition to the courses intended for the entire company workforce. Furthermore, a specific focus was placed on the relevance of privacy in relation to marketing activities, AI and IoT technologies, as well as Fault Tree Analysis

The signing of the Decalogue for the management of personal data
Engineering has signed the Decalogue for the ethical management of personal data in the contemporary digital society, promoted by the National Association of Data Retention Managers and Operators (ANORC).

The principles of the Decalogue concern: Inclusion, Freedom and Dignity, Transparency, Involvement, Responsibility, Impartiality, Security, Equal Opportunities, Environment, European Experience, in line with our policies and with the guidelines expressed in the Group Code of Ethics, disclosed internally to all employees, including in dedicated training sessions.

Occurring on the occasion of the European Data Protection Day, the membership aims to renew and strengthen awareness in relation to the crucial role of digitalisation in the processing of people's information assets and in the broader affirmation of individual rights, including digital rights, with a view to the overall sustainability of society.

Health and safety at work: our excellence

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

The path to sustainability starts with health and safety. This is a clear message for all our staff, an example to follow for the workers of the partner companies that collaborate with the Group, a social value reiterated by Engineering globally to design fair and lasting development that respects individuals and makes them feel protected.

In fact, as part of our sustainability strategy, we have always been committed to improving the processes and management culture that are aimed at ensuring health and safety in the workplace for our employees and suppliers. To this end, we continue to update policies and procedures, inform staff, and implement new initiatives to protect and promote not only a safe, but also a pleasant environment in which to live and operate.

These measures are also a strategic lever for competitiveness. Among the most important benefits, we highlight the motivation of employees, the improvement of effectiveness and efficiency indices, the strengthening of excellent content and service conveyed to the market. This also has a considerable advantage in terms of economic results.

Commitment to employees

GRI 403-8

To fully manage all aspects related to health and safety at work, a certification process for Group companies has been undertaken since 2019, according to the requirements of the UNI ISO 45001:2018 standard. This allows us to proactively improve our performance in terms of accident prevention and to commit ourselves to every aspect related to the well-being of workers.

In particular, 100% of Italian employees and non-employees are covered by Legislative Decree 81/08 which, although a regulatory obligation, is based on the logic of the management system. In addition, 8 Italian offices are covered by the ISO 45001 certification relating to the Occupational Health and Safety Management System, which includes approximately 62.2% of Italian employees*.

The management system connected to the standard not only complies with the requirements in force on the subject (Legislative Decree 81/08), but above all defines objectives and policies in favour of the protection of workers with regard to risks and dangers that may occur in the workplace. The terms of the management system are periodically updated with a continuous improvement in OSH performance and the involvement of workers in the front line. The correct implementation of these initiatives shall be verified through regular internal controls.

Our *Occupational Health and Safety Management System* is published on the company intranet, so that it can always be consulted by all our staff, who can at any time verify the objectives to be pursued and the methods to be implemented for the prevention and control of accidents. The system is closely related to our Occupational Health and Safety Policy, which is reviewed annually by top management as part of the management review, to take into account any changes or critical issues that may arise over the years.

The improvement objectives include an intervention to replace the applications (mainly manual and technologically obsolete), which managed the health, safety, and environment service and in particular the online health records, with new technologically advanced tools, with a strong positive impact on the year 2022.

The introduction of a new application to manage documentation and scheduling, such as courses for health qualifications, has already made it possible to administer a considerable amount of files and the tracking and planning of any necessary controls, in order to always be in line with regulatory requirements and ensure accurate and reliable management. In this regard, the installation of a module is planned that will allow the precise control of “missed accidents”, i.e. events that, only by chance, did not produce an injury or damage to health. Generally, these episodes are particularly complex to record but, thanks to the new module, detection will be easier and will also report the resolution of any damage, in order to prevent the causes.

* In 2021, it was not possible to collect data on the number and percentage of non-employee workers covered by an occupational health and safety management system due to the unavailability of data. The Engineering Group undertakes to collect the data for the next reports.

Informed and protected

GRI 403-5

Engineering takes particular care that each worker is informed of the company's policies on health and safety at work, and is adequately trained to operate and carry out the activities envisaged by their duties with complete peace of mind.

Training is, in fact, the most effective tool to protect the health and safety of employees. In compliance with current legislation, in particular Legislative Decree 81/08 and the State-Regions agreement 07/07/2016, all employees in Italy participate in training programs related to these areas.

But the modules that meet the legal obligations are accompanied by other specific courses, designed to address the most relevant issues of the moment. These courses are verified and approved by the Joint Territorial Body.
In addition, as part of the Occupational Health and Safety Management System, training and information activities are periodically carried out to spread the culture of safety at all levels of the company.

One of the main innovations of 2021 was the structuring of **the literacy program for smart working**, born from the consequences of remote work caused by the Covid-19 emergency.

This 6-hour course consists of two parts: the first part, lasting 2 hours, introduces legislation on smart working and more formal aspects, such as the rights and duties of workers; the second part, lasting 4 hours, offers practical indications of how to manage this mode, both with regard to interaction with the individual sphere and family issues and in relation to the dynamics of the working group, for example with respect to the change in the concept of delegation and control.

In this second part, some issues addressed by the 2020 initiative were also formalised, placing them in a broader discourse: the **"safety pills"**, which had been a great success. The course represented not only a concrete help, but also a moment to express the new needs that emerged from this new way of working.

In 2021, the **Safe Driving** course was also completed, designed to address the greatest risk to our employees: accidents while commuting. The module provided participants with all precautions to prevent road accidents, anticipating dangerous or potentially dangerous situations and mistakes by other drivers or pedestrians. Given the great success of the course, a new edition is expected in 2022.

In addition to educating employees, in 2021 we committed to training health and safety workers, with a course for fire professionals (which led to the addition of a member to the team) and for HSE managers. The latter allows the inclusion in a managerial framework of the most technical issues related to the world of health, safety at work, and the environment, facilitating a more global vision of these issues and the sharing with the other companies that take part in the courses. For a complex and extensive organization like ours, these are important knowledge and skills, and developing them is indispensable in managing these issues in the best possible way, for the benefit of all.

Listening to our people

People's well-being is not limited to health and safety. In particular, after the profound transformation that the pandemic has brought to everyone's lives, priorities have changed, not only at an individual level but also at a work level. Employees are looking for a more solid basis, made of dialogue and sharing, an organisational culture based on feedback and "people engagement".

At Engineering, overseeing health and safety at work also means remaining attentive to our employees.

To this end, we provide them with both direct and indirect contact methods so that they can express doubts or draw attention to some circumstances potentially relevant to the safety of employees or to the methods of managing procedures to protect it.

The indirect listening methods, on the other hand, entail going through the workers' representatives, the workers' representative for safety, and the Unitary Trade Union Representative, who act as collectors and have the task of reporting requests to the Health and Safety office.

These roles, which are introduced to workers during the courses dedicated to new recruits, are involved in management methods and participate in various institutional events, such as inspections of the office doctors, audits, restructuring works at company buildings, or initiatives that can change the risks of the DVR (Risk Assessment Document). Employees can easily communicate with their representatives through a Community Wall on the Company Intranet.

WELLBEING AND PSYCHOLOGICAL HELP DESK FOR OUR PEOPLE

By listening to the critical issues detected by our employees during the course on smart working literacy, the negative impact that this new way of working can produce on mental health became clear. We have, therefore, undertaken a scouting activity to try to identify the best answer to this problem: the Help Desk for listening and the well-being of Engineering's staff has proved to be the most useful and appreciated solution. It is a safe and anonymous space that allows all our collaborators to enjoy individual meetings – in video, with a call or in chat – with professional psychologists and psychotherapists, who are also experts in online communication and remote dialogue management.

The service is a valuable support in times of difficulty, due in particular to remote work, and an opportunity to improve and discover new potential to be used inside and outside the office.

This is just one of the initiatives through which Engineering intends to promote the psychophysical health of its employees. The Group, in fact, has decided to organise some courses dedicated to wellbeing issues, such as food safety or musculoskeletal disorders, which could arise especially after years of working from home.

Awareness helps you feel better

Participate, ask, discuss: all actions that Engineering considers essential to inform, raise awareness and educate people on issues that are too often left in the background.

Thanks to the collaboration with Ema-Roma, we participated in the blood donation days to give our collaborators in Rome the opportunity to actively contribute to supporting the health of the community, but also to make available to them a vaccine specialist who could provide timely scientific information and respond to any doubts or questions.

The information activity also included a moment dedicated to the onset of tumours, organised in collaboration with the Italian League for the Fight against Tumours (LILT). The theme of the meeting was cancer prevention and focused on 10 recommendations developed by the World Cancer Research Fund, aimed at reducing the risk of developing cancer: among these, the importance of a healthy diet, rich in the correct nutritional principles, was especially highlighted. The event was held at the headquarters in Milan, but was made available to all our collaborators in digital form through the company intranet.

Addressing and reducing the impact of the Covid-19 pandemic

GRI 404-2

During 2021, efforts to deal with the pandemic continued, starting with the application of regulatory requirements, up to the continuation of remote work and the maintenance of the email address dedicated to the emergency, which allows our employees to benefit from direct contact in relation to issues related to the virus. To better protect the health of our employees who work at our customers' locations, the Group companies have always provided all the personal protective equipment necessary to work safely even in external locations. Fortunately, all these efforts have been rewarded since, again this year, the cases of infection that occurred represented isolated episodes and did not produce epidemic clusters within the Group.

INJURIES BY GENDER*

	2021	2020	2019
Women	15	12	50
Men	26	22	49
Total number of accidents	41	34	99
Of which while commuting	11	21	91

*In 2021 it was not possible to collect data on the number and rate of accidents of non-employees. The Engineering Group undertakes to collect the data for the next reports.
It was not possible to collect data on the main types of worker injury. The Engineering Group undertakes to collect the data for the next reports.
The majority of accidents – about 61.58% in the last three years – have occurred on the road, in cars or on motorcycles. Due to the remote working method, however, this year travel is not the main cause of injury, rather in 2021 this was Covid-19 infections, mostly arising while working externally, at customers' locations. The scope refers to the Group's employees.

KNOWING, KNOWING HOW TO DO,
KNOWING HOW TO BE

Our IT & Management Academy

Knowing, knowing how to do, knowing how to be

GRI 404-2

In an increasingly fast world, the best performances depend on better training. In particular, in the changing context in which we operate, which requires a constant updating and consolidation of the skills of our collaborators, the real intellectual capital to which Engineering owes its success lies in its excellent training offer.

Thanks to more than twenty years of experience in providing training, we are able to convey our company values and increase individual skills to strive for continuous improvement and the creation of a shared benefit.

The beating heart of Engineering training is our IT & Management Academy “Enrico Della Valle”. Located in Ferentino, near Rome, it is equipped with 16 computerised classrooms of the latest generation, a large classroom that can accommodate up to 140 people, a library, a test centre where certification exams are carried out and a company restaurant. In addition to the space dedicated to learning, the entire structure acts as a meeting place for people, both internal and external to the Group, motivated by the desire to improve themselves and the world around them, in a climate of exchange and sharing between employees, managers and customers who boast totally different origins, skills, and backgrounds. The result is a team of excellent professionals, forged by training courses whose numbers speak for themselves.

During the pandemic period, the spirit of collaboration and exchange was maintained thanks to remote solutions. Finally, in June 2022 the return of in-person courses was announced with the start of first-rate courses aimed at the placement in the company of new highschool and university graduates, some STEM some non-STEM, lasting 24 months.

In collaboration with Talent Garden, the most important European digital education operator, and with the HXO training company, which in the coming months will also be joined by important national universities, the Academy has in fact decided to offer specialised training to new graduates and recent graduates, which involves the integration of 3 educational dimensions, to provide 360° development of their technical, domain, and personal skills, and to also transfer the company’s values founded on sustainability, inclusion, and diversity.

The following employees will be trained: Cybersecurity Specialists, Data Analysts, Data Engineers, Cloud Native Engineers, Business Consultants and Software Developers.

Flexible and resilient learning

Sometimes, the emergency can act as a positive stimulus to see in a new light models that are now too rigid. The pandemic situation has forced us to rethink the structure and characteristics of the training provided, sacrificing a part of in-person interactions in favour of more accessible methods. Implemented during 2020, these measures were consolidated and refined in 2021, transforming the necessary change into a lever to encourage more significant changes, able to respond to the new needs of the company workforce.

First of all, the training model has been aligned with today's market demands, replacing the course catalogues previously proposed with real structured courses.

This initiative has made it possible to offer an even more coherent and complete training on the issues addressed and that, together with other innovations, has led the Academy to represent a real ecosystem, consisting of integration paths in the company, apprenticeships, corporate compliance, training for customers, e-learning, master's degrees, classroom lessons, and "web classrooms".

In addition, evaluation forms were also sent to participants in 2021 to identify any room for improvement. From the analysis of the results, some areas of particular interest emerged:

- **People management**: new models of leadership and resource management in a context of continuous and hybrid smart working
- **Team working**: methods and tools for working with the smart working team
- **Remote communication:** changes to communication in the remote setting and techniques to manage it
- **Work organisation**: planning and execution tools to improve autonomy and ensure productivity even at a distance
- **Remote customer relationship:** management of the customer relationship in a smart working context
- **Smart working literacy**: best practices to use smart working effectively, in the professional and individual sphere.

In an increasingly digital world and, even more so, in a company like ours, where smart working has assumed a fundamental role, the analysis of these topics allows us to improve the soft skills of resources and the service provided to the customer.

The methods of delivery of the courses have also undergone changes to be more usable and easier to follow. Introduced in 2020, "web-based training" is an example of advanced training that has allowed, once again this year, Group employees to attend "web-based" lessons asynchronously, for a total of 11,966 courses.
These efforts resulted in a significant increase in training hours per person, participation in courses and webinars.

Custom learning

Our training courses aim to increase skills through customisation for the recipient. Each position, in fact, requires specific soft skills to better fulfil its role in the company and our courses respond to this need by proposing differentiated programs, for example, between employees and managers.

The courses provided during 2021 were multiple and of various natures depending on the recipient and their technical-professional needs. A part of the annual training is dedicated to compliance, pursuant to Model 231, including the guide to the Quality management system adopted by Engineering, information security, data protection, privacy regulation (EU) 2016/679, and anti-corruption. Another area of the courses offered concerns online lessons, mainly focused on the strengthening of skills, the preparation or renewal of certifications, and other courses useful for the performance of duties. With regard to the enhancement of technical and specialist skills, during the year we have provided our employees with lessons on the methodologies and tools used, and specifications on technologies and products. Finally, some vocational training has been provided in connection with institutional projects.

We promote growth at the level of soft skills as well as technical skills, proposing individual development lessons such as Managing Teams remotely and Problem Solving Methods. In this regard, during 2021 we also continued to provide language courses, in particular English, Portuguese, and Spanish.

Shared learning

At Engineering we believe in the sharing of knowledge, a practice that promotes people's access to information sources by stimulating individual growth to generate innovation and creativity on a social level. Our training is not limited, in fact, to the company, but also aims to disseminate culture and competence in the field of IT outside the organisation. For this reason, in 2021, our commitment to young talents continued through high school and post-graduate specialisation courses (called the Academy), which have the aim of aligning the incoming skills of young people with what is necessary for effective integration into the Company. Focused on the technologies most in demand in the market, in 2021 more than 100 young people were initiated into the profession of Solution Developer, Data Scientist, ERP Consultant, Salesforce Consultant, and Business Analyst, who, after 2 months of specialist training, continued their adventure in Engineering with permanent employment contracts.

Also within the Engineering Academy youth initiatives, the experiment started in collaboration with Assoknowledge and the ITIS Enrico Fermi is very interesting. In particular, a STEM training project was developed for 20 students at ITIS Enrico Fermi in Frascati, designed as a single three-year highly professionalising course. Of the 60 students of the ITIS Enrico Fermi who applied, the Engineering team selected 20. Starting in the third year of high school, the teachers of the Academy offered them about 100 hours of lessons, in which they were able to face increasingly complex software languages, and this year they developed professional apps for smartphones. At the end of the course, the 20 students involved in the program will be evaluated by Engineering professionals, and those who have reached the required level of skills will be able to enter an internship in the company.

On the market front, the Academy confirms its position as a specialist training body for high-level technical/methodological content, strengthening the Group's role in the promotion of skills.

SPREADING THE CULTURE OF SUSTAINABILITY IN THE COMPANY

Since 2021, a module on Corporate Responsibility and Sustainability has been included in the course for Apprentices, carried out in 3 editions.
The training module focused on the presentation of the objectives of the 2030 Agenda and the importance for companies of documenting their commitment to sustainability.

An integral part of the course was also the analysis of our projects for the community, which are important for the values shared internally, but also for the benefits in favour of the context that surrounds us. Finally, of great importance was our business projects' focus on contributing to the SDGs. A training course on digital sustainability for executives was also launched in 2022.

Among the most important examples of the year, we recall:

- the **Service Management** training, developed for one of the largest Italian banking groups and consisting of 12 editions of the ITILv4 course, aimed at obtaining professional certification, in collaboration with the Group Project Management CDE
- the provision of **different types of courses**, from preparation for SCRUM certification, to the implementation of "web-based training" on the new European Banking Association regulations on the granting and monitoring of credit, carried out in collaboration with Nexen
- the provision, for an Italian multinational of the energy sector, of 8 course editions in English, Spanish, and Italian in the field of **Business Process Management**

Certifying professionalism

Our IT & Management Academy is able to independently provide exams for all the technologies and methodological standards most present on the IT market. As a Testing Centre accredited by the main international certification bodies, in 2021 the training body provided to more than 1,000 employees the tools to take the professional certification exam. Thanks to the experience gained at the service of Group companies and customers, the course catalogue presents numerous educational solutions aimed at the preparation of the certification exam on the main technologies and software environments currently present on the IT market. Already accredited in the past as a Registered Education Provider (REP) and Accredited Training Partner (ATP) at the Project Management Institute (PMI), our IT & Management Academy has recently also been certified in the Credit Management System.

These awards ensure the alignment of teachers, processes, and the materials used with the quality standards provided by prestigious international accreditation institutes. In view of the upcoming reopening, the Academy is working on a hybrid training offer in response to new needs. The professional growth plans of the staff will, therefore, be applied and implemented in a mixed offer of digital and face-to-face training, while maintaining the pillars of quality, innovation, and competence


C
With customers and suppliers for shared sustainability

HIGHLIGHTS

Customers
1,000+

Customers Involved in Satisfaction Analysis
224

Interviewed customers who are in the satisfaction area
95%

Managed Customer Servers 21,000

Suppliers who have read the Code of Ethics and Organisational Model
100%

Suppliers asked to complete the ESG questionnaire
100%

Suppliers who completed (2021) the ESG questionnaire *
29.42%

GRI 414-1

Since the second half of the last century, big industry has seen products increasingly transformed into a service to the consumer, and sales-oriented companies have become customer-oriented companies. This is the era in which customer satisfaction was born, and the target began to influence and direct business choices and strategies: a trend that gradually took on greater importance up to the present day, in which the customer has the power to create or destroy the reputation of companies by sharing their opinions with thousands of people through the Internet and social networks.

In our era, in fact, those who rise to the top are the ones who understand the needs of buyers and manage to meet them, while making sure that the commitment made is evident and appreciated. This means that the centrality of the customer corresponds to the centrality of quality: quality of the product, the production process, the speed of delivery, the after-sales service, etc. This value must be built and managed through an appropriate tool, focused on the experience that customers have of the company.

* The total number of suppliers who responded to the ESG questionnaire in 2021 is 1055.

Quality as a constant goal

GRI 103-2 GRI 103-3

The Engineering Group is equipped with a *Quality Management System* certified according to ISO 9001:2015, through which it guarantees the utmost attention to all processes that directly or indirectly impact the final quality of the service provided to the customer, carrying out periodic checks on the application and effectiveness of the procedures adopted.

The ISO 9001:2015 standard requires companies, first of all, to understand the needs of their customers and to implement the processes and objectives to meet them, including by defining the responsibilities and leadership necessary for this purpose within the structure.

The advantages of certification are manifold and are based on a better integration of processes and a creation of a culture of continuous improvement with consequent relevant organisational efficiencies. The Group companies that adopt this *Quality Management System* are: Engineering Ingegneria Informatica, Engineering D.HUB, Municipia, Nexen, Webresults, Engiweb Security. Sogeit Solutions and Cybertech are also certified with their own Quality Management System. These tools constitute an organizational and procedural system to support the personnel involved in the production process and express the company policy on quality and attention to customer satisfaction.

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

As early as 2020, Engineering introduced a personnel procedure that systematises the contribution of some operational notes present at the different locations, regulating relations with the authorities.

The *Quality Management Systems*, being part of the Integrated Management System, are periodically subjected to Audits, aimed at verifying the level of application and compliance with the reference standards, mandatory aspects, and company procedures.

These audit activities are focused on:

- monitoring the status and progress of projects and/or services for orders completed for customers
- production centres, i.e. homogeneous organisational units that manage orders created for other company departments or for customers
- service centres, i.e. structures that provide centralised services to all other company structures and customers
- processes, with particular reference to those defined in ISO/IEC 27001 and ISO/IEC 20000
- departments and internal service centres such as Purchasing, Administration, Information Systems, Personnel and organisation.

The analysis of data and information relating to interventions and processes, elaborated during the audits, allows us to identify and understand in depth our strengths and weaknesses, so as to define possible improvement actions. These are presented to top management at an annual meeting, following which elements and objectives for the next year's business plan are identified.

Customer satisfaction

In today's market, listening has become an essential strategic lever to identify and anticipate the needs of the target, in order to quickly develop increasingly timely responses and solutions. The constant verification of the level of customer satisfaction represents, therefore, an inexhaustible source of inspiration but also a unique opportunity to create a solid and lasting relationship with the customer.

To monitor this satisfaction, we use customer satisfaction surveys, which are a fundamental tool to measure the effectiveness of the service offered and the stability of relationships along the different business lines, as well as within our companies Municipia, Engineering D.HUB, and Nexen. These research are based on the continuous involvement of our clients and follow a precise process, which begins with the conduct of interviews, through questionnaires, followed by the evaluation of the answers obtained and the related monitoring, aimed at collecting information and useful elements, which are transmitted directly to the responsible structures, which will activate improvement actions, where necessary.

The most important objective of these initiatives is,

however, to consolidate the bond with our customers through listening and continuous involvement. To this end, 224 interviews were conducted in 2021.

Cybersecurity to protect customers

GRI 103-2 GRI 103-3

An effective cybersecurity structure is essential to mitigate and reduce the risks related to threats coming from the network and to protect the organisation from the risk of cyberattacks.
At Engineering we like to talk about “safe digitalisation” and we consider cybersecurity to be a key element of Digital Transformation. We know that achieving “zero risk” is impossible, but it is essential to put in place prevention actions, through which to reduce risks and ensure that companies in this country take full advantage of a digital innovation that must never slow down.

The protection of computer systems is also the expression of our social commitment, aimed at ensuring the full operation of public actors and companies. In fact, in our Data Centres we keep and manage, on behalf of our customers, a huge amount of data, characterised by high levels of sensitivity and used for highly critical business processes. Within these integrated networks, services related to different sectors are included, from high added value Information Technology to outsourcing, up to innovation according to the Cloud Computing model.
With the most modern infrastructures and the most advanced technologies, the integrated network of our four Data Centres ensures the highest standards of security, reliability and efficiency for the more than 400 customers who entrust us with their data.

All the Centres are interconnected with fibre optical networks and have Business Continuity solutions between Pont-Saint-Martin and Turin, as well as Tri Data Centre, or the combination of Business Continuity and Disaster Recovery, between Vicenza and Milan. The overall scope of the services offered includes the management of approximately 21,000 servers, desktop management services for 250,000 workstations, a network of 18,000 devices, 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 lines of Wide Area Network and more than 2 million tickets are handled per year (service requests from users).

To ensure the security of these sites, we have developed an advanced cybersecurity infrastructure and are constantly working on the adoption of appropriate governance measures and advanced technological solutions.
In detail, our Security Operation Center (SOC) infrastructure - which can rely on the solutions of Cybertech, a Group company specialising in cybersecurity - allows us to provide customers with advanced IT infrastructure security services, as well as real-time monitoring of any incidents and their management. This efficient control system is supported by an integrated organisational model at the Group level, which is constantly updated. The main operational tasks are entrusted to the Corporate Security Department (DSC), which directs cybersecurity activities and supervises the operating flows adopted. This structure was further strengthened in 2021 with the entry of new resources.
In addition, to make the coordination and implementation of policies between the Group companies more structured, the Information Security Committee has been established, a round table in which the Information Security Managers who oversee defined perimeters and/or customers participate on a quarterly basis. The latter are selected on the basis of their knowledge of business processes, their mastery of safety and compliance issues, as well as their knowledge of the operations of the relevant organisational area. The Committee works to achieve objectives aligned with specific KRIs and KPIs, the latter referring to the important BitSight and SecurityScorecard security scoring/ranking systems. The establishment of the Committee not only improves the flow of information on the performance of security management between the perimeter contacts and the DSC, but also contributes significantly to strengthening the cooperation and synergies between the individual perimeters in the identification of critical issues and solutions.

Governance solutions also include obtaining and maintaining internationally recognised safety standards and certificates. In particular:

- our *Data Security Management Systems* are aligned with the standards of ISO 27001:2013 certification (Information Security Management Systems), which in 2021 we decided to extend to guidelines 27017 and 27018
- the subsidiary Engineering D.HUB is in possession of 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 the data processed. In particular, Engineering D.HUB has been accredited with AgID, as a CSP-Cloud Service Provider and as an IaaS and PaaS service provider. In 2021, D.Hub also obtained ISO 22301 certification as part of its business continuity
- Municipia has obtained the AgID qualification for the provision of SaaS services.

It should be specified that these certificates refer to the individual legal entities that, therefore, hold certifications for themselves alone.
Finally, the definition of specific company procedures is part of the governance solutions, which we constantly update in order to align the perimeter with the security standards in force on the subject:
- the regulations for the use of company resources, such as the minimum configuration for the use of workstations
- the process of preparing the workstations.

To ensure the security of IT systems, we also carry out a series of technological operations, some of which are carried out on an ongoing basis. We constantly carry out automatic and manual procedures for the detection and elimination of vulnerabilities and for the management of incidents. In addition, we practice Penetration Test, Service Catalog and Continuous Monitoring activities.
The Penetration Test consists of simulating attempts to attack infrastructure assets or applications to verify any vulnerabilities and define a "remediation plan". The results of this activity are used to support the Group's risk analysis and the definition of a plan for continuous technological and organisational adaptation in order to further increase the level of security of our information systems.

The Service Catalog is defined on an ongoing basis to include all our services and infrastructure in a single repository, including through synergies with similar initiatives in the field of Privacy. In 2021, the Service Catalog activity progressed thanks to the adoption of interventions aimed at articulating the Business Continuity Plan and the Disaster Recovery Plan and we expect a further increase in activities in this area during 2022.
Continuous Monitoring is part of the regular activities and is essential to detect our "digital footprint" in the use of the Internet. The instrumental analyses carried out within this system yield positive or negative "findings" on which to concentrate any interventions. Currently, the relative "scores" highlight the excellence of our safety equipment.
In addition, to improve the level of protection against any threats, we use information acquired with continuous monitoring and analysis of Threat Intelligence flows, i.e. reports of potential vulnerabilities and attempted attacks that emerge from the observation of open sources present in the surface, deep, and dark web.

In 2021, in addition to the ongoing initiatives listed above, we have undertaken or concluded other specific initiatives, of which the most important and structured is the launch of a Security Enhancement & Transformation project, which included the following activities:
- the replacement of the Identity and Access Management technology currently in use with a state-of-the-art infrastructure, with the aim of simplifying Identity Governance both at a procedural and technological level. In particular, the new infrastructure supports the functions of provisioning automation, support for certification processes, identity lifecycle management, risk management related to user profiles

ALIGNMENT WITH THE SECURITY POLICIES OF OVERSEAS COMPANIES

We are constantly working to harmonise the security policies of all Group subsidiaries. In 2021, our efforts focused on Group companies operating in the US market. Measures have been adopted to facilitate the flow of information within the group, the analyses of which are regularly shared during quarterly workshops, and on the basis of the main critical issues identified, a Security enhancement program has been articulated. Information Security Managers (ISMs) have also been identified. Soon, a similar path will be followed for the other companies operating in Brazil and in other geographical areas.
In order to increase Security Awareness, a cybersecurity communication plan has been defined that also includes the use of the company intranet.

and reporting for a timely response to requests during the audit
- the implementation - which will take place in several phases, ending in 2024 - of a Privileged Access Management solution based on CyberArk technology. The objective is to manage non-nominal service users - held by Group personnel and used for access to infrastructure - through incremental releases, both in terms of the perimeter of the corporation served and in terms of functionality
- the implementation and diffusion of Forescout technology in relation to Network Access Control
- increasing the level of security of the corporate network through protection and monitoring systems of DNS services
- the integration of Managed Detection and Response (MDR) services.

In 2021, three projects were concluded that were aimed at guaranteeing the security of the IT systems and the data used and were processed as part of the "smart working" activities, an operating mode started in 2020 and continued throughout the year. In detail, the following technologies have been implemented:
- *Multi-factor Authentication*, which allows you to recognise, through more than two authentication methods, the person who logs on to a system or application, thus minimising the risk of compromising personal accounts
- Email Security, which allows you to increase the security of your mailbox, protecting it in particular from "fishing" emails
- End Point, which promotes the creation of a new antivirus system capable of implementing the latest machine learning technologies.

The impacts generated by these projects have been highly positive. In fact, despite an increase in cyberattacks in the use of email during 2021, the "email protection" service has made it possible to effectively contain them.

Responsibility, a shared path with suppliers

To ensure the excellence of our products and services, we adopt best practices and adhere to the highest standards, both in processes and internal organisational models. Because today a healthy and efficient supply chain is no longer enough: it is necessary to manage all the social, environmental and economic dynamics generated by the company's activity and to govern their overall impact.

From this point of view, suppliers represent for us true allies in the consolidation of the business, but also partners with whom to achieve the objectives of responsibility. The commitment to deepen and consolidate the relationship with them is in fact constant and based on the sharing of skills, values and ethical principles, with the aim of promoting sustainability practices throughout the value chain and achieving increasingly challenging objectives.

Supplier qualification procedures

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

Engineering's business involves the provision of IT consultancy services and services relating to the management and storage of customer data at the Group's four Data Centres.
Not foreseeing manufacturing processes, our purchases concern in particular:
- capital goods (mainly basic hardware and software and middleware intended for internal use, for resale or aimed at providing outsourcing services in favour of customers)
- 1,449 company cars per year: in 2021 the new "car list" was introduced, which sees the introduction of hybrid cars
- mobile and fixed telecommunications
- corporate trips
- property management and maintenance
- professional IT services
- other consultancy

With the aim of guaranteeing high quality standards in the services offered to customers, we have long formalised the supplier qualification procedure, defined by our company

policy on acquisitions, which provides for continuous evaluation in order to ensure the effectiveness and reliability of the relationship over time.
Each supplier proceeds with the registration and inclusion on the dedicated portal of specific technical, economic, and financial information required by law, also concerning the scope of corporate social responsibility, such as:

- DURC - Single Insurance Contribution Payment Certificate
- DUVRI - Single Document for Assessment of Interference Risks
- DURT - Single Document of Tax Regularity, or the certification of the fulfilment, by the company, of the legislative and contractual obligations towards INPS, INAIL, and Cassa Edile
- NPS and INAIL position: contributory position of the company or of the individual freelancer
- R.C.T. and R.C.O. insurance policy: Civil Liability Insurance to Third Parties and to Work Providers.

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

To avoid behaviours not based on Engineering values, which can compromise the relationship of trust between the parties, our business partners are required to sign specific contractual clauses aimed at certifying the acceptance of our Code of Ethics and our Organisation and Management Model 231.

Finally, with regard to procurement activities, the company undertakes to ensure the total exclusion of minerals from conflict areas (“conflict minerals”) from the production of hardware components, mainly intended for our customers and our Data Centres: for this reason, all the relevant suppliers have a written policy of procedures, field verification activities, and specific reporting.

ESG qualification and monitoring of suppliers

Starting in 2022, the qualification process was enhanced with the evaluation and monitoring of all the new suppliers of the Engineering Italia Group in terms of sustainability. The double verification system is based, on the one hand, on the analysis of reports provided by the Bank of Italy’s risk centre and, on the other, on an ESG (Environmental, Social and Governance) reputational questionnaire submitted to suppliers and analysed by a specialised partner.

The rating of the Bank of Italy provides information on the risk present in the supply chain both from a financial point of view and on issues such as anti-money laundering, anti-mafia, infiltration, not only at the level of the company name but also of the traceability of the chain of command within the groupings of companies, up to the analysis of any pending issues relating to the directors of the individual companies. This monitoring system is also applied to foreign suppliers that provide a service in Italy.
The ESG reputational questionnaire, on the other hand, provides for a verification of new suppliers in relation to their environmental, social, and governance performance and semi-annual monitoring. This type of ESG risk measurement was built with the support of an external partner, with whom we defined the assessment parameters and established the score of each question in the questionnaire.

In operational terms, the report is sent to the supplier, who responds directly on the platform of the external body. The latter is responsible for analysing the results obtained and issuing a certification only if the supplier is suitable. The ESG reputation questionnaire in 2022 was submitted to approximately 1,610 qualified partners already present within the portal and to all new suppliers. We received about 250 responses from as many companies, of which about 30 were not suitable for qualification, and set up a telephone recall system aimed at soliciting the missing questionnaires. In addition to allowing us to evaluate new suppliers with a dedicated report, this system allows us to monitor every six months all those who are already present in our platform.

A short-term objective is the provision of a “Due Diligence Procurement” function, in collaboration with the Internal Audit and the Supervisory Body, to analyse the gaps that emerged from the ESG questionnaires provided to suppliers over time. To this end, since 2021 we have started a process of analysis of the individual risks and determined the process flow for the analysis of the gaps found and the related areas of improvement.

Simplify, optimise, protect with Reverse Factoring

Reverse Factoring is a flexible and advantageous tool that makes it possible to simplify the administrative procedures related to supplier accounting, to optimise the programming of treasury and cash flows, and to offer greater protection to our partners, while mitigating financial risks.
The logic of Reverse Factoring requires the debtor company to contact the bank to manage its supplier portfolio. Specifically, through this procedure, the specialised company enters into the contract not with the creditor, but with the debtor, in this case Engineering. In this way, it can propose to its suppliers (who have claims against it) to become assignors, allowing the latter to access a loan on concessional terms, lending the creditworthiness of Engineering.

We have entered into an agreement with the three major Italian banks regarding the payment of receivables due from suppliers and sold by them to the Factor.

With the factoring contract, and by adhering to the aforementioned agreement, when faced with the payment of the lowest commissions in the market, suppliers acquire the possibility of immediately accessing the total payment of the credit claimed against us.

With the aim of optimising the procedure, we have worked to create an innovative platform capable of efficient Reverse Factoring, equipped with a system able to warn the supplier both at the time the payment is settled and in the event of any problems or delays. In particular, we are able to prevent the financial cost of a possible late payment or litigation, to enjoy greater attractiveness to new possible suppliers and to reduce the purchase price of goods and services.

PROJECTS AND INITIATIVES

Commitment to the community

SDG 3 / GOOD HEALTH AND WELL-BEING

3.4

Engineering for the Cure

After the interruption imposed by the pandemic, the Race for the Cure returned to the Circus Maximus in Rome and once again Engineering chose to be there.
For years, in fact, our Group has supported the initiative of Susan G. Komen Italia, the organisation based on volunteering and at the forefront in the fight against breast cancers, founded in 2000 in Rome as the first European affiliate of Susan G. Komen in Dallas.
The event that took place in October 2021 and May 2022 was attended by several hundred colleagues and their families who took part in the walk around the Imperial Fora and the race to support the fight against breast cancer. The event offers women who have had to face or are facing the disease a space to tell and share their experiences in an environment of celebration, but also of reflection.

3

With the Hospital Bambino Gesù for pediatric tele-assistance

For Christmas 2021, our company has decided to allocate funds for gifts in support of the “Reception and Remote Assistance” project of the Bambino Gesù Paediatric Hospital. The project guarantees assistance to the families of children in long-term care (in 2020, 231 families were accommodated for a total of 10,353 nights) and to children living in developing countries, affected by conflict or severely disadvantaged.
In Cambodia, China, Central African Republic, Ecuador, Ethiopia, Jordan, Haiti, India, Russia, South Korea, Syria and Tanzania, the Foundation also offers training courses in 20 different paediatric specialties and highly specialised health services. Activities that in addition to caring for children, provide independence in the care and assistance to the doctors and health professionals involved. The project also includes a multilingual platform dedicated to developing countries, focused on all areas of paediatrics in terms of technological structure and content.

3.4

With LILT, prevention comes with eating

Collaboration continues with the Italian League for the Fight against Cancer (LILT), a leading association in the battle against cancer through awareness campaigns, health education and both primary and secondary prevention.
Our employees were able to participate in the webinar "Prevention comes with eating" by deepening the issues of prevention through proper nutrition.
Thanks to the 10 recommendations for cancer prevention developed by the World Cancer Research Fund, it has been highlighted that, to reduce the risk of the disease, the fundamental work on which one can focus individually is to improve one's lifestyle, beginning with knowledge of the principles of nutrition and correct dietary regimens.

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4.7

Clean the World: a commitment to community hygiene

This year, Movilitas employees chose, through a survey, to support the Clean the World Foundation, a health organisation committed to improving the quality of life of vulnerable communities around the world, by providing resources and education programs focused on the topic of water consumption, sanitation and hygiene for all those affected by poverty and humanitarian or natural crises.
In 2021, cash contributions were made and ten thousand hygiene products were donated, whereas in the past, employees had worked on the assembly of hygiene kits to be donated to a village in difficulty.

SDG 4 / QUALITY EDUCATION

4.4

Digital inclusion: our Academy for the children of San Patrignano

More than 150 hours of courses aimed at training more than 100 girls and boys of the Community of San Patrignano. This project is a collaboration between our company and the Community founded by Vincenzo Muccioli, involving IT and digital training.

The lessons, curated by the professors of the IT & Management Academy “Enrico Della Valle” and focused on the acquisition and improvement of digital skills, will support accessing professions in the IT world to facilitate entry into the labour market. The courses, organised in different modules and divided by level of IT skills, range from the use and operation of PCs and smartphones to the use of the most popular digital tools, from recognition and methods of management of online risks to the new sharing platforms, which are now central to smart working.

For our Group, training means contributing to a more equitable and inclusive society. As such, the implementation of this project involves the students of San Patrignano so that they can discover and benefit from the opportunities of the digital transformation that is changing the world.

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4.1

10.2

Circular migration: the Y-Med project for Tunisian and Egyptian youth

With the entry into the company of five young people, the Y-Med project comes to life. It aims to offer young Mediterranean people from Egypt, Libya, and Tunisia the opportunity to complete an internship at Italian companies in Veneto and Lazio, in order to facilitate job placement in their respective countries of origin with a view to circular migration. Engineering is among the 26 companies involved in Lazio and with its participation in this project it reinforces its commitment to foster innovation processes. Training at a company abroad, on-the-job learning and the acquisition of transversal skills represent a decisive growth moment for young people at the beginning of their professional careers. Our headquarters in Rome welcomed five Tunisian and Egyptian young men and women who had graduated in STEM subjects, for an internship of six months. Thanks to the program promoted by IOM, the intercultural exchange path has ensured these youth a valid path of professional growth as well as growth for our teams.

4

12.5

Our company furnishings, a circular economy project

Chairs, desks, lockers, coat hangers, armchairs: the furnishings of our headquarters in Pisa, closed on 30 June, were given as a gift to the parishes and Salesian orators of Livorno, and four other trucks left for Turin, Novara, and Gassino.Other furnishings of the Naples office (300 armchairs and 180 wardrobes) were delivered to the Southern Salesian Province, which will be responsible for renovating the furniture park of the parishes of the South, Albania, and Kosovo.After having accompanied us in our business, these objects come back to life, to furnish new spaces and invigorate new projects.
Similarly, the former chairs of our Academy today furnish the “23 Maggio” Library, in the Casalotto district of Rome, a property confiscated from the Casamonica clan which the Lazio Region has returned to the citizens, making it an integral part of the Legality Park and a study and meeting place for children.
This is one of the ways that confirms our commitment to local communities, circular economy and sustainability models.

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4.4

Programming the Future: digital inclusion with our volunteers

In 2013, the United States launched a massive campaign for the introduction of computational thinking in schools of every order and grade. In Italy, thanks to the initiative "Programming the Future", partner companies, such as Engineering, have supported the Ministry of Education and the National Inter-University Consortium for Computer Science (CINI), in the dissemination of digital culture in schools through the introduction of basic concepts of computer science and computational thinking.
Alongside the teachers of Italian schools there is a team of our volunteers, committed with passion and competence to transmitting to children and young people the creative potential that lies behind the world of information technology and the use of technological tools, with the aim of improving their real life and supporting initiatives against bullying, cyberbullying, and techno-addiction.
The Project won the first edition of the National Prize for Digital Skills, promoted by the Department for Digital Transformation of the Presidency of the Council of Ministers within the Digital Republic strategic initiative and with the support of Formez PA, in the category "Digital technology in education for schools", obtaining a special mention for being voted best project by the public, among the 22 projects for the development of digital skills selected by the jury from 120 initial proposals.

4.4

"Operazione Risorgimento Digitale" to improve the competitiveness of SMEs

The project launched by Tim at the end of 2019 to promote the dissemination of digital skills among citizens, businesses, and public administrations against the digital divide. After the Master Classes, this is a new initiative that provides entrepreneurs and managers with training content to improve digital skills and increase the competitiveness of their business.
On the PMI.it portal, dedicated to the world of medium and small businesses, a new space was created that is dedicated to in-depth studies of the digital transition, available to professionals, business owners, managers and employees who want to acquire or enhance digital skills, developing increasingly innovative professional and learning models. Engineering managers contributed to this training challenge after participating in previous initiatives with insights on: Augmented Reality and Virtual Reality, e-Commerce, and Cybersecurity.

SDG 5 / GENDER EQUALITY

5.5

Ingenio al Femminile Award: a step towards gender equality

In line with our growing commitment to Diversity and Inclusion, enhancing the professionalism of women and enhancing their presence in the scientific and technological sectors, once again this year, we supported the “Ingenio al Femminile” Graduate Award, conceived by the National Council of Engineers (CNI) in collaboration with Cesop, which aims to enhance female talents and professionalism in engineering and to promote their access to the world of work, rewarding the new graduates who in the 2019-2020 academic year had produced the best theses in Engineering on the topic “Sustainability in all sectors of engineering for the achievement of the objectives of the 2030 Agenda”.

52

Students against violence against women with Telefono Rosa

On the occasion of International Women’s Rights Day, we supported the contest “A commercial for the Telefono Rosa”, aimed at high school students and promoted by the historic association for the protection of women victims of violence.

The initiative was created to raise awareness among youth regarding gender violence and cyberbullying which, according to the most recent data, have increased since the beginning of the pandemic.

Awards were given to the best videos made by the students on the topics of violence against women, assisted violence, bullying/cyberbullying, discrimination, and revenge porn.

Engineering’s bicycle was awarded as a prize to the best of all 5 categories, and the student-winners from Russel high school donated the bicycle to the women of a shelter house run by Telefono Rosa.

SDG 9 / INDUSTRY, INNOVATION AND INFRASTRUCTURE

9.4

BioSpremi: blockchain for a sustainable and certified olive oil

With BioSpremi, blockchain enters the production of olive oil. Within the European project “Digital Volunteers Mentors Programme”, our Company has chosen to support a group of female Sicilian entrepreneurs, “BioSpremi”, in the innovation and digitalisation of olive oil production.
The goal is to develop a solution that can provide transparency regarding:

- the production process, for the final consumer and for the agricultural producer, in order to guarantee the quality of the product, and reduce consumption of energy and water resources.

The machinery enables a process that is qualitatively and economically superior to the traditional one currently proposed by competitors, and this is also useful for identifying the critical points of the production process and studying targeted solutions. BioSpremi is therefore aimed both at farms and crushers that want to guarantee the quality and origin of their products, using the special QR code as a promotional

SDG 10 / REDUCED INEQUALITIES

10.2

A second chance with the Orto delle Meraviglie

Since 1985, the women's prison of Venice has housed the "Orto delle Meraviglie" (the "Garden of Wonders"), 6 thousand square meters of land where, thanks to the work of the inmates, organic fruits and vegetables are grown to be sold outside the prison. Medicinal herbs used in their cosmetics laboratory, established in 2000, are also cultivated in the garden.
In recent years, we have supported several reintegration projects started within the walls of the Venice prison for former inmates to continue after their release, in the belief that the concrete 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 circular economy with social commitment, with the recovery of our advertising materials in PVC transformed into bags and other objects, and with the purchase of ecological soaps produced in the cosmetics laboratory used in our offices, and finally the Orto delle Meraviglie, a beautiful project immediately considered worthy of attention and concrete help.

10.2

Mural of Hope: drawings and works of art for the Special Olympics

Every year, Engineering USA employees raise funds for a worthy cause during the holiday season. In 2021, employees participated in the national charity event in support of the Special Olympics, an organisation that offers sports training and athletic competitions in various Olympic disciplines to children and adults with disabilities around the world.
This year's challenge was to create a work of art dedicated to a sporting moment: a personal experience or a professional team. The participants were able to present a photo, a drawing, a painting, digital art, or a comic book. This event was also a great opportunity for parents to create art together with their children.
The colleagues presented 38 works of art and Engineering USA made a donation for each of them.

10.2

O profissional surdo do século XXI: digital training for hearing impaired adolescents

Engineering do Brasil supports the project O profissional surdo do século XXI which aims to qualify hearing-impaired adolescents so that they can actively participate in transforming society through integration into the labour market. Participants in the programme receive not only basic computer literacy training and certification, but also a number of useful tips for developing their career path

10.2

Vida Corrida, sport as a tool for inclusion

Projeto Vida Corrida is an NGO, founded in 1999 in Capão Redondo, on the outskirts of southern São Paulo, which uses sport as a tool to combat inequalities.
Engineering do Brasil supports this organisation, whose mission is to contribute to the social inclusion of families living in Capão Redondo, using games and sports so that children, young people, and women develop their potential and become protagonists of the social transformation of the community.

10.2

LGBTRIP for gay-friendly tourism

Engineering do Brasil financially supports the realisation of the pilot episode of LGBTRIP, a program dedicated to gay-friendly tourism. The show consists of 10 episodes lasting 30 minutes, discovering destinations, itineraries and initiatives in different regions of Brazil characterised by a culture of indiscriminate reception with particular attention to LGBTQIA+ Tourism.
The first pilot episode will be available on streaming channels. Beginning in 2023, the program will be broadcast on the Brazilian GNT network.

10.2

Milan Solidarity Tournament: sport and solidarity

The Engineering football team participated in the Milan Solidarity Tournament 2022, a social commitment project that saw professionals and business people of 16 teams compete in seven-a-side football.

Now in its 11th edition, the tournament was organised by the CAF Association to raise funds for the project of welcoming and caring for the 45 underaged guests of their residential communities. The Association was founded in 1979 as the first centre in Italy for the reception of child victims of mistreatment and abuse. Since its foundation it has welcomed and cared for over 1,000 children, offering important support to many families.

SDG 11 / SUSTAINABLE CITIES AND COMMUNITIES

11.2

Gianturco station in the age of women

Liliana Segre, Malala, Greta Thunberg, and Smamsia Hassani are women who are making their mark on the world. They are the “women for sustainable development” that we have chosen as the protagonists of the mural on the Gianturco station in Naples to launch a signal of inclusiveness and progress for women, painted by Geometric Bang, a street artist from Lodi who has enjoyed international appreciation for over ten years. For some years, our company has been engaged in projects aimed at improving cities and the lives of citizens, with special attention to its employees, so, in agreement with the Volturno Autonomous Authority, it has designed and financed a project to redevelop the Gianturco area to make it cleaner. Specifically, Engineering has restructured and modernised the internal structures, provided them with systems for surveillance and safety, and supporting maintenance costs.

Thanks to the use of AirLite paint, based on innovative air purification technology, the mural also helps to reduce pollution.

AirLite covers an area of about 100 m2 and reduces air pollution with the same effectiveness as a surface of 100 m2 of tall trees.

SDG 13 AND SDG 15 / CLIMATE ACTION

13.3

15.2

Food Forest for World Earth Day

Planting trees, offsetting carbon dioxide emissions by supporting the development of communities. Making the company's ecological footprint greener, fairer, and more sustainable. With the ability to monitor the growth process of trees through a tracking system. These are the objectives of the zeroCO2 project chosen by Engineering for Earth Day 2021.

The project involves the planting of 200 fruit trees in Sicily, in Partinico, in a land confiscated from the mafia, in collaboration with the Valdibella agricultural cooperative and the NoE (No Marginalisation) social cooperative. The products of the Engineering Food Forest will support the work of vulnerable people within the cooperative.

The project is part of Engineering's commitment to sustainability: socially, it creates an impact on the youth employment of the territory; environmentally, it helps to regenerate an area subject to desertification, and contributes to offsetting the environmental impact of the company's activities.

13.3

15.2

We joined the loop: corporate events for a sustainable culture

Two days of sustainable team building where participants learned how to navigate in the woods, collect wild herbs, prepare a green aperitif, and above all, discussing sustainability issues in a fun and informal way. This was the experience of a group of employees organised by Faroo, the first innovative benefit start-up that offers companies the opportunity to create a positive environmental and social impact. Faroo calculated that thanks to this initiative, 280 kg of CO2 were saved, 15 local products were valued, 11 local people were helped and 36,200 litres of water were saved.

13.3

Stop waste along the Rhine with CleanUp

Thanks to our collaboration with the association "RhineCleanUp", on a Saturday, the employees of the headquarters in Düsseldorf made an appointment to clean up the area around the river. An initiative that highlights the sensitivity of individuals, as well as the Company, towards environmental issues.

RhineCleanUp is an association committed to cleaning up the Rhine and its meetings are an opportunity to get in touch with nature and become aware of the problem of plastic pollution

15

A seed to save bees from climate change

Bees play a central role in our ecosystem, which is why Engineering ITS initiative "Sowing seeds for bees" continues. Thanks to bees, in fact, millions of plants are pollinated every year, plants which are vital for feeding humans and animals.

Insecticides used in agriculture, climate change and reduction of livelihoods are increasingly a threat to the survival of this species. To help mitigate these dangers, the German subsidiary of the Group has sent its employees seeds for flowers to be planted in pots or in their home garden, to offer bees shelter and pollen to feed on. This campaign, which is always a great success, sensitises employees to environmental issues, and encourages them to plant more flowers and plants, thus supporting the survival of bees and other insects.

SDG 16 / PEACE, JUSTICE AND STRONG INSTITUTIONS

16

Alongside the Ukrainian people

The year 2022 was strongly marked by the conflict in Ukraine and our Group has been active since the first days to bring relief and help to the affected populations, through various initiatives.

A few days after the beginning of the conflict, the company supported an ROE project (Raggruppamento Operativo Emergenze, or Emergency Operational Grouping).

The ROE, the national mobile group of Civil Protection, is an operational organisation of the National Service of Civil Protection, and can intervene in both the Italian territory and abroad for every type of emergency, whether natural or man-made. The mobile group consisting of 8 means of transport with 125 operators, health facilities and medicines for first aid and basic necessities (groceries, cots, blankets, clothing) enabled the preparation and management of a camp with 600 beds in the town of Przemysl in Poland, the first landing place for the many Ukrainian citizens fleeing the war. In the first week of activity, the approximately 17,000 refugees (including 4,400 children) arriving from Ukraine were offered reception and first aid, as well as a census with interview for the subsequent referral to their destinations through humanitarian corridors.

With the Fast Tracking Employment project we have also opened a recruitment plan for Ukrainian refugees with STEM skills: an initiative that has already seen the entry into the company of a Ukrainian girl from Kiev.

A corporate fundraiser has also been launched to support Save the Children's actions for the Ukrainian people.

GRI 103-2 GRI 103-3

DIGITAL SUSTAINABILITY

Digital transformation as an engine of sustainable development

DIGITAL SUSTAINABILITY

Engineering, a leader of Digital Transformation for decades, aims to create innovative solutions to assist and help organisations to carry out their missions in a way that is consistent and coherent with current and future scenarios and new business challenges, providing them with solutions capable of increasing the ability to perceive context signals, process the information collected, and interpret and automate the actions to be taken. It is now clear to everyone that the path of sustainable development cannot be separated from the digital transformation, rather the latter is an important ally and an instrument of acceleration.

The use of digital technologies, for example, makes it possible to improve the quality of the way public and institutional actors present themselves and act, both from the point of view of the external action towards citizens, and internally, in terms of improving internal processes and relations between different administrations. The crucial role of the Digital Transformation has been made starkly clear during the years of the Covid-19 pandemic, in the field of health care, distance learning, and smart working.

Environmental sustainability also benefits from the digitalisation process, such as the ability to monitor the dynamics and impacts of production processes and to implement solutions ranging from energy efficiency and emissions reduction, to the proper management of resources and waste.

The importance that Engineering attaches to the issue of integrating sustainability into its core business is therefore clear.

The company is aware of its role as an accelerator of sustainable development, and in fact there is hardly any sector of the social, institutional or corporate sphere that is not affected by its ability to design and implement innovative solutions that generate positive impacts with respect to current and future social and environmental challenges. Solutions and projects that help simplify, speed up, and multiply the possibilities of operating organisations according to new paradigms.

Within this report, some business projects are reported and described, representative of our contribution, and grouped according to the impact and contribution that each of them makes to the UN SDGs enunciated by the 2030 Agenda.

Our contribution to the Sustainable Development Goals

On 25 September 2015, in the presence of more than 150 leaders from all over the world, the United Nations General Assembly defined the 2030 Agenda for Sustainable Development, divided into 17 objectives – the Sustainable Development Goals (SDGs) – and 169 targets.

The Sustainable Development Goals offer all UN member countries the guidelines to be followed globally up to 2030 in order to ensure that meeting the needs of present generations does not jeopardise the well-being of future generations. The Agenda is thus a programme of action "for people, planet and prosperity" that requires the greatest commitment from governments and international organisations, but invites every human being on Earth to become part of the solution. Thus companies are also called to assume their responsibilities, rethinking and redefining the processes to integrate sustainability into their business and to maximise both the economic impacts and the social and environmental repercussions deriving from investments, projects, and activities.

Engineering has enthusiastically adhered to this appeal, in the awareness that the Group's mission itself, that is to lead the process for the digital transformation of organisations from all sectors of the public apparatus and the community in general, can contribute to facing and overcoming the global challenges defined by the United Nations for sustainable development.

The digital transformation, of which we are the leader, is in fact radically changing all the dimensions of society and represents the engine of a groundbreaking change on many fronts: from the reduction of the waste of natural resources and energy, to the modernisation of "intelligent" cities and more accessible and inclusive public administration, to a new revolution in industry, which aims at 4.0. These results, which are achieved thanks to the optimisation of work and production methods, and to the possibility of providing services in a different way, must be pursued with courage to reinterpret current cultural, political, and business models in a sustainable way.

With this in mind, our Group's objectives converge and integrate with those of the 2030 Agenda to create the digital innovation projects illustrated below. Interventions able to positively impact the most crucial SDGs and to prioritise the respective reference targets. Because tomorrow's opportunities depend on today's choices.

SDG 3: Ensure healthy lives and promote well-being for all at all ages

The Covid-19 pandemic has highlighted the criticality of health systems, but has also focused attention on the need to create an integrated and interconnected digital ecosystem, capable of offering support in the analysis, management, and resolution of emergency situations. Technologies such as Big Data, genomics and artificial intelligence systems can radically transform healthcare and enhance its efficiency in every area (medical diagnosis, treatment decision-making models, digital therapies, clinical trials, self-management of care and relationship-centric care). Nonetheless, to better manage innovation and avoid potential negative impacts, you need expertise.

Engineering has always supported the digitisation of Italian healthcare to improve the relationship with patients, innovate research and update treatment methods while ensuring, at the same time, a higher quality of work for professionals in the sector through the provision of tools, infrastructures and new models and platforms of digital transformation.

Thanks to the stability of our presence in all areas of the health sector, from prevention to diagnosis, treatment, and care and thanks to the ability to collaborate and implement projects vertically with all levels of government (Ministry of Health, Regions, entities in the territory), we position ourselves as reference actors in the co-design of digital health.

In fact, we accompany companies and authorities in the development of e-health solutions to facilitate the control of clinical-assistance processes in terms of expenditure, appropriateness, prevention and monitoring, health planning and organisation, as well as prescription and provision of services and patient involvement activities.

Digital transformation technologies, such as Big Data, play a fundamental role in this regard, since they allow all those involved in the sector (doctors, operators and citizens) to have timely and constantly accessible information, shaping a real interconnected ecosystem capable of improving the work of institutional health systems and guaranteeing citizens a healthy life, focused on psychophysical well-being. The ability to exploit the transversality and interoperability of the data allows, in fact, Engineering to support healthcare in the care and assistance activities of the citizen, foreseeing their needs.

During 2021, our Group worked on numerous projects for the market, but also played a leading role as technical coordinator in European research projects, oriented towards a double objective: on the one hand, to reduce premature mortality from non-communicable diseases through the prevention and structuring of new procedures for diagnosis and therapeutic management, on the other hand, to strengthen the capacity for early warning, management, and reduction of risks to national and global health.

SDG 6: Ensure availability and sustainable management of water and sanitation facilities for all

Access to drinking water and basic sanitation is a human right and, together with water resources, is a determining factor in all aspects of social, economic, and environmental development, which is precious for the survival of the planet but increasingly threatened.

Objective 6 aims to improve water quality and reduce water pollution, in particular from hazardous chemicals. Cross-border cooperation is also supported as a key to integrated water management at all levels.

Engineering business projects are aimed at protecting and monitoring this essential resource through the design, integration and deployment of platforms that control water quality by constantly detecting changes, episodes of algal bloom, variations in land-water transition zones and extreme events. Thanks to large-scale systemic innovation, we are in fact able to select, connect, and test customised technological and management solutions for different users and sectors, creating new business models based on the circular economy and “water-smartness”.

The use and analysis of Big Data is, therefore, essential to create a new framework for the management of groundwater and non-groundwater, based on the needs of users and respect for the resources available.

SDG 7: Clean and affordable energy

In this period of increased costs due to changes in the geopolitical scenario, favouring the energy transition with the expansion and diffusion of renewables and the development of energy efficiency is an even more pressing priority at the global level.
Engineering has been engaged for years in projects for the energy sector, which aim to transform business models and digitise processes along the entire value chain, promoting the creation of new and reliable business paradigms, thanks to a solid knowledge of core processes and our customers.
The projects implemented in recent years have addressed all the issues of the sector in a comprehensive manner, pursuing different but complementary objectives: from the promotion of solutions to increase the energy supply from renewable sources, to the development of new systems for monitoring and managing energy in areas such as, for example, Micro and Smart Grid, Industry 4.0, cities and urban ecosystems.
Through numerous European research projects, during 2021 the Group supported – together with other partners in the economic, scientific and academic world – the development of innovative solutions in different areas that implement, for example:

- technologies based on the study of Big Data for the analysis of production and energy needs
- integrated platforms based on cognitive processes, which allow production to be optimised; reducing the amount of resources needed, including electricity and related CO2 emissions
- services to improve the energy efficiency of buildings, based on data analysis and the development of technologies for governance and access
- data integration and homogenisation processes for the development of network services able to take full advantage of demand response, storage, and distributed generation
- technologies and solutions to improve the efficiency of the energy distribution network through Demand Response (DR) schemes, which increase the monitoring and control capacity in the distribution domain of the electricity network.

SDG 9: Build resilient infrastructure, promote a sustainable, responsible and fair industrialization and foster innovation

Investments in sustainable infrastructure and scientific and technological research foster economic growth, create jobs, and promote the well-being and resilience of the community.

From Digital Industry & Agriculture, to Smart Energy & Utilities, to the Finance and Retail sector: Engineering projects help companies on the one hand to revolutionise the customer shopping experience and simplify operations, on the other to support them in transforming the way they manage data and processes. From this point of view, the results, over the years, have been remarkable, just think of Industry 4.0, where the proliferation of sensors within the factory and along the entire supply chain, has brought the ability to collect business information to a level that would have been unthinkable up until just few years ago, with benefits in reducing waste, thanks for example to the intelligent monitoring of stocks or less time wasted in identifying and predicting breakdowns of plants and equipment. We can also mention the benefits deriving from the use of Augmented and Mixed Reality technologies, which allow remote experts to assist the technicians on site at the construction sites and simultaneously assess the progress and quality of the works, allowing a huge potential for saving time and costs, as well as increasing the performance and safety of people at work.

There are also various solutions and initiatives aimed at increasing the quantity and reliability of information relating to the quality of products and how they are produced through blockchain technology, the creation of digital platforms for the sharing of information between supply chain actors, for the simulation and prediction of economic scenarios and for the assessment of the resilience of infrastructures in the face of cyberattacks. These are just some of the points where Engineering's core business projects contribute to the development of inclusive, sustainable, and resilient industrialisation.

SDG 10: Reduce inequality within and among countries

Goal 10 of the UN 2030 agenda aims to raise awareness among organisations and to call for increasing attention to the serious wealth disparities in the world.
A demand for rights-based development, an approach that seeks to give people the skills to succeed, while countering discrimination and repression, which prevent them from reaching their potential.

In this respect, Engineering has made considerable efforts to create solutions that can help migrants integrate into the Italian social and economic fabric. Examples include solutions based on Artificial Intelligence technology to quickly and intuitively connect people and public administration.

SDG 11: Make cities and human settlements inclusive, safe, durable and sustainable

In order to achieve a level of sustainability capable of reconciling ecological, social, and economic efficiency and to safeguard the well-being of populations and public resources, it is necessary to rethink urban spaces and services for the community: local transport, public lighting, and the use of public administration services. An ambitious goal, which sees technological innovation as an essential ally.

The transformation is actually possible thanks to the rational and efficient use of the data already available: by organising and inputting into the system the scattered and widespread data sources in the urban ecosystem, it is possible to respond to problems such as traffic management and parking, the elimination of queues at the supermarket and, more generally, access to public services. All this makes it possible to optimise the way people use their time and space, improving the quality of life in cities, which become increasingly "intelligent" and integrated realities.

Engineering supports local governments in their efforts to improve cities' abilities to serve citizens. The solution lies in the use of innovative technologies and in the application of public-private partnerships. The goal towards which we strive is a new concept of the Augmented City, in which Information Technology integrates the individual initiatives to improve the quality of life in urban centres, allowing savings for entities and simplifying the relationship between public administration and citizens. Transforming metropolitan areas into "Augmented Cities" means giving life to cities that are not only efficient but also safe, dynamic, inclusive and, therefore, ideal places to live, work, and invest, with economic impacts for the entire territory. The Engineering Group is the protagonist of this revolution. One example of this are the different platforms and portals dedicated to Municipalities that Engineering has implemented in recent years and that offer, among the various services, the regulation of access, transit, and parking for all vehicles and categories of users, the efficient management of public transport, and the provision of tourist information, devoting the right attention to alternative mobility (car and bike sharing, electric mobility, just to name a few examples) and responding to the continuous change in demand for people and goods.

In 2021, in order to improve urbanisation, sustainability and the inclusive capacity of cities with the aim of achieving participatory and integrated planning and management of human settlement, Engineering focused on three objectives:

- **Enhancing urban safety** - Strengthening law enforcement investigative operations by providing specific training, reliable and transparent tools and solutions, as well as an interoperable and standardised framework for the long-term sustainability of solutions
- **Decision Inclusiveness** - Involve citizens and public employees in the urban policy-making process through co-creation practices and tools, subsequently providing policy makers with concrete guidelines that represent the needs of the population
- **Digitalisation** - To counteract the organisational and urban inefficiencies of urban mobility (especially in densely populated areas) through digitalisation, which has a positive impact on the use of public services by citizens and on the effectiveness of decisions made by politicians, to whom it makes data and statistics available.

SDG 12: Ensure sustainable production and consumption patterns

To date, the resources consumed by the world's population are more than what the ecosystems are able to provide. In order for social and economic development to take place within a framework of sustainability, society must radically change the way it produces and consumes goods.
Engineering's commitment to creating more sustainable production and consumption models has taken place in various projects aimed at creating tools and methodologies that optimise and improve the analysis and monitoring of production processes.

SDG 13: Take urgent action to combat climate change and its impacts

Climate change is a key challenge for sustainable development. The warming of the Earth's climate is causing environmental catastrophes, extreme weather and droughts that threaten the economy and health of the world's population and infrastructure and assets in all economic sectors.

Changes in precipitation and temperature cycles are also affecting ecosystems such as forests, agricultural land, mountain and ocean regions, as well as the plants, animals, and people living there.

Analyses of the IPCC report in 2021 show that an increase in climate change is expected in all regions of the world in the coming decades. With 1.5°C of global warming, the number of heat waves, longer hot seasons, and shorter cold seasons are expected to increase. With a global warming of 2°C, heat extremes would more often reach critical tolerance thresholds for agriculture and health.
Engineering not only aims to raise awareness of how critical and necessary climate change mitigation efforts are, but also provides innovative solutions for doing so. From new techniques and tools for reducing CO2 emissions to new systems that promote and facilitate the use of renewable energy.

SDG 16: Peace, Justice, and strong Institutions

Development cannot be defined as 'inclusive' without peaceful societies and the principles of the rule of law and good governance, nor can it have any prospects in this regard.

In this perspective, the relationship between citizens and institutions focuses on the need for national security in terms of the acquisition, management, and distribution of data and information, and on the need for continuity of services and access to them. By participating in projects of strategic importance, Engineering positions itself as a technological partner for national and international institutions, including those that deal with defence and security.

The Group's projects for 2021 have, in fact, focused on the fight against crime and the strengthening of participatory institutions, promoting and guaranteeing the importance of each individual subject within the decision-making processes. The projects implemented by Engineering are based on the principles of Community Policing, which promote two-way collaboration channels between citizens and law enforcement, between public administration and European institutions, through access to a flow of relevant and updated information that accelerates the identification of risks and facilitates prevention, as well as improving the capacity and effectiveness of intervention.

The tools and techniques used range from artificial intelligence, to Big Data, to Intelligent Analytics.
As these are projects that use and process a considerable amount of sensitive data, some anonymisation, privacy, and data protection processes have been developed and incorporated into the development phases for ethical and, above all, transparent information management.

Business and research projects: some examples

SDG 3

FASTER

(3) (9.5)

To increase the safety of first responders

The project FASTER (First responder Advanced technologies for Safe and efficientT Emergency Response) aims to develop important tools to improve the operational capacity of first responders, increasing their safety in the field. This will help to establish a new approach to disaster response, in order to improve European resilience when faced with critical events.
The project will introduce augmented reality technologies, to promote better situational awareness and early risk identification, and mobile and wearable technologies, for better mission management and a more efficient transfer of information to first responders.
Body-based and gesture-based user interfaces will be used to enable new features, reducing equipment clutter and offering unprecedented ergonomics. FASTER will also provide a platform of autonomous vehicles to gather valuable information on the scene of the disaster, before the operations.

Results: *To ensure the safety of first responders and improve their operational capacity – to improve disaster response – to increase situational awareness and communication between operators*

MES-COBRAD

(3.4 – 3.b)

To identify and manage complex neurological disorders

Even today, the diagnosis and therapeutic management of so-called “complex neurological disorders” - dementia, epilepsy, sleep disorders and the like – involve very complex procedures.
The MES-CoBraD project aims to promote faster and more accurate diagnostics through an open-source platform able to collect heterogeneous health data – from sensors, questionnaires and diagnostic images – integrate them, and process them using artificial intelligence algorithms, specifically implemented for the purpose, and finally present them through summary screens.
Caregivers will thus have a clearer idea about the therapies to be administered to their patients and doctors will receive great support in managing the entire therapeutic pathway of the people they aid.
The platform will also provide a module called “MES-CoBraD Expert System”, useful for improving approaches to personalised medicine in everyday practice

Results: *Timely and fast diagnosis - Greater accuracy regarding clinical and social prognosis - Automatic identification and evaluation of therapies*

DE4BIOS

(3) (9.5)

To combat Covid-19 through the power of data

Slowing down the Covid-19 emergency with data. This is the goal of DE4Bios, our cloud-native and data-driven bio-surveillance system. The system collects data from different sources, integrates them and harmonises them.
In this way, it provides updated information in real time on the status of the evolution of the pandemic, while respecting privacy. Using the platform of our Digital Enabler ecosystem, it is possible to map and geolocate infected subjects and identify clusters that require urgent attention.
DE4Bios allows users to view in a highly defined way the concentration of a phenomenon in a certain territory or in a specific area. In this way, health authorities can make the most appropriate decisions in terms of limiting personal mobility or access to crisis areas. It also allows users to carry out a predictive analysis of the evolution of the infection situation and to identify the areas where Covid-19 is most likely to spread. In this way health facilities can organise themselves in time.
The project was able to achieve significant results and significantly slow the pandemic in two of the most affected Italian regions, Veneto and Lombardy, through support for the management of swabs and vaccines. Specifically, throughout 2021 and until April 2022, DE4BIOS supported the donation of over 60 million swabs in both regions. In the same period, thanks to the mapping of the bio-surveillance system and the consequent preventive actions, it was possible to support the administration of over 11 million vaccines in Veneto and about 23 million in Lombardy.

Results: *Limit contagion - Identify new subjects to be tested - Identify and predict the areas most at risk - Define intervention strategies and priorities*

AIBIBANK

(3) (9.5)

For the fight against cancer

In OECD countries, cancer is the second leading cause of death. More than 1,000 new cases are diagnosed every day in Italy.
Early diagnosis, that is, the identification of the disease before it manifests itself, is fundamental. It is also necessary to move beyond the one-size-fits-all screening, in which everyone performs the same exam from the same age and with the same interval, towards a more personalised screening.
The AiBiBank project fits into the context of predictive diagnostics and precision medicine by integrating biotechnology, and clinical and IT skills.
In particular, the system will make use of Artificial Intelligence techniques to provide two demonstrators in the field of breast cancer screening and prostate oncology.

Results: *Centralised tissue biobank - Data Lake and digital images - AI technologies for screening - Business model for data exploitation*

HEREMO

(3)

For the remote monitoring of chronic diseases

HeReMo is a telemedicine service, which supports HCPs and staff in remote monitoring of patients with chronic clinical conditions to ensure continuity of care. The service also aims to prevent these already fragile patients from being affected by Covid-19, resulting in overloading the healthcare system.

HeReMo is designed to make patients adopt - progressively and firmly - appropriate lifestyles according to their health conditions and risk classes.

This patient profiling is carried out by healthcare professionals (e.g. general practitioners, specialists, nurses, etc.) who thus create a digital patient ID. Continuity of monitoring, coaching and data exchange is ensured by a satellite gateway installed at the patients' home that allows continuous data/video transmission even in areas where terrestrial communication is insufficient.

Results: *New care delivery model for chronic patients - To improve care delivery - To optimise the effort of healthcare professionals - To improve healthcare systems*

E-VITA

(3.4 – 3.b)

To improve the quality of life of elderly people in Europe and Japan

The overall objective of e-VITA is to improve the well-being of older people in Europe and Japan, thereby promoting active and healthy ageing, contributing to independent living and reducing the risks of social exclusion of older people. The multidisciplinary consortium collaborating on this project will develop an innovative ICT-based virtual coaching system to detect subtle changes in the physical, cognitive, psychological and social domains of older people's daily lives. The e-VITA virtual coach will then provide recommendations and personalised interventions, for sustainable well-being in a smart living environment at home.

Results: *Integration of smart housing technologies, advanced artificial intelligence, and custom dialogue interaction - To empower elderly people to decide how technology should support them in their daily activities.*

PHARA-ON

(3)

For healthy and active ageing

The overall objective of the PHArA-ON project is to provide support to the ageing European population by integrating digital services, devices and tools into open platforms that can be readily distributed while maintaining the dignity of the elderly and improving their independence, security, and abilities. The project will use a range of digital tools, including connected devices (e.g., Internet of Things, IoT), artificial intelligence, robotics, cloud and edge computing, smart wearables, big data, and smart analytics, which will be integrated to provide personalised and optimised healthcare.

Results: *Easy-to-use man-machine interaction modes that provide quick access to usable information – Objective data-driven assessments - personalised analyses that provide more relevant information on physical and mental health and well-being*

SENIOR E-HEALTH

(3)

To inform elderly people about digital health services

The Department for Digital Transformation of the Presidency of the Council of Ministers has promoted "Digital Republic", the national strategic initiative that aims to combat the socio-cultural gap in the Italian population regarding digital tools and technologies, maximising their inclusion.
Through the "Senior eHealth" initiative, Engineering promotes the access to and use of digital health services by people who are in a "senior" age group and by their caregivers, thanks to the analysis and evaluation of user needs, collected at the physical places where the services are provided, which then leads to the definition and implementation of the training interventions necessary to remove cultural-digital obstacles.

Results: *Specific training on the use of new technologies in the health sector – Creation of services that respond specifically to the needs of the elderly*

SDG 6

FIBRA

(6.4) (9.4)

For better and more resilient water infrastructure in Apulia

The Open Public Service (OPSI) project, in collaboration with the Apulia Region, provides for the construction of a new device for locating water leaks in pipelines, monitoring the status of pipelines, and the georeferenced detection of pipelines in urban water distribution networks.
The device, through the use of fibre Bragg grating (FBG), special optical fibres that have one or more photoengravings in the core in the fibre, will offer numerous advantages compared to the technology prevalent in the sector:
- high sensitivity and precision
- immunity to electromagnetic interference
- absence of electronic components and consequent energy saving
- resistance to harsh weather conditions,
- ability to convey information at high speed
- reduction of wiring thanks to the possibility of optically combining multiple FBG sensors on a single fibre.

Its functionality therefore allows to forward the measured and produced data from the sensors to the collection and analysis systems to support decisions and the location of leaks, creating an integrated ecosystem that acts preventively and promptly on the water network, making the entire system more efficient.

Results: *Water efficiency – Timely and systematic identification of infrastructure deficiencies – Constant monitoring of water pipes – Creation of a database on the state of water pipes*

GOTHAM

(6.3) (12.2)

For better water governance in the Mediterranean

The Mediterranean basin has been identified as one of the most endangered sites in the world due to climate and man-made changes. To overcome this water stress, the decision-making process that characterises groundwater governance models, currently characterised by a lack of information exchange between the different agents, must be totally reviewed.
Indeed, a tool is needed to facilitate the exchange of data between different stakeholders and users and to integrate this valuable information into governance decisions in order to effectively address the problem of groundwater scarcity in the Mediterranean basin.
The GOTHAM project aims to create a water heritage management tool that achieves this goal.
The GTool tool will be designed with the consent of all actors in the field (regulators, users, water producers and suppliers, NGOs and community groups in Spain, Lebanon, Jordan) and will use a big data analytical system for a new user-based groundwater management framework.

Results: *Water balance and water quality dynamics - Water availability and demand forecasting - Economic policy instruments in groundwater management - Artificial groundwater recharge and reclamation*

B-WATERSMART

(6.4) (12.2)

For smarter water management in coastal areas

In coastal areas, the water sector is facing several challenges, such as water scarcity in the face of increased demand due to economic and population growth. This situation can lead to overexploitation of resources, with consequences such as deteriorating quality and regional imbalances in the availability of resources.
To address these critical issues, the B-WaterSmart project adopts a large-scale systemic innovation approach in order to select, connect, and test customised technological and management solutions for different water users and sectors, creating new business models based on the circular economy and water-smartness.
At B-WaterSmart, Engineering deals with the definition of a conceptual integration of the ICT toolkits of the project and is the main technological partner in support of the Venice case study. The Group also provides its expertise for the definition of an interoperability approach based on FIWARE and for the definition of business models.

Results: *Use of water-smart technologies and concepts - Better management of water-related data - Circular economy value chains - FIWARE-based approach to interoperability*

WQEMS

(6.3 – 6.4) (12.2)

To bring quality water to the table

Water is an essential source of life for both ecosystems and humans. It is, therefore, a global challenge to ensure that it is drinkable in sufficient quantities to meet the needs of the entire world population.
However, with a huge investment of resources, in many parts of the EU the production of drinking water is only marginally sufficient, as droughts, disasters and pollution prevent the required quotas from being maintained.
Thanks to the assistance of Copernicus - the European Union's Earth observation programme - for the first time, risk prevention and mitigation activities can count on regular monitoring of natural and artificial lakes. Leveraging this support, the WQeMS project provides extensive information on water quality by building a multitemporal, high spatial resolution monitoring framework.
WQeMS aims to provide the water sector with an emergency monitoring service for the quality of the water we drink. It will focus its activities on the observation of lakes valued by utilities for the supply of drinking water, detecting changes in water quality, algal blooming events, changes in land-water transition zones, extreme episodes, and circumstances identified by the community.

Results: *Innovation in the detection of substances in water - Optimisation of the use of resources - New emergency and standardisation procedures - Monitoring and safety of drinking water - Risk assessment and management*

SDG 7

ENERSHARE

(7.a - 7.b)

For a secure sharing of energy data in Europe

The digitalisation of the energy system is making a huge amount of data available, paving the way for cross-value chain services enabled by data sharing, which can contribute to greater system efficiency and thus facilitate the energy transition.
ENERSHARE, the project developed by a consortium of 30 partners and coordinated by Engineering, facilitates the exchange and sharing of data along the energy value chain, ensuring trust and independence, through the creation of a marketplace based on Blockchain and smart contracts. This innovative Energy Data Space aims to enable the transition of current energy systems towards more intelligent and decentralised paradigms, taking full advantage of renewable sources at the local level.

Results: *Data-Driven Reference Architecture for the energy domain - European Energy Data Space - Cross-domain energy services based on artificial intelligence*

INTEGRIDY

(7.1 - 7.2 - 7.3) (11.4 - 11.6 - 11.7)

For more efficient, skilled and competitive energy networks

Interfunctional and scalable platform for energy networks, InteGRIDy aims to improve the efficiency of the distribution network and make the distribution domain of an intelligent electricity network more agile and competitive. The project will use a set of technologies and solutions, integrating them into a single framework of innovative tools to support the different stakeholders of Smart & Micro grid.
InteGRIDy will develop technologies, solutions and mechanisms that will expand the use of Demand Response (DR) schemes. In this way, it will enable advanced tools to increase monitoring and control capabilities in the distribution domain of the electricity network, with flexible energy management that can also involve the optimal use of renewable resources.
Engineering is responsible for the design of the project architecture and the development of the main components for the optimisation of the distribution network.

Results: *Optimal and dynamic operation of assets - Flexible energy management services - Facilitated decision-making in operations - Predictive and scenario-based simulation tools*

MATRYCS

(7.3 - 7.b) (11.3 - 11.6)

To create smart buildings

The decentralisation of the energy system, combined with advances in IoT, Big Data and AI, is creating a new impetus towards the use of data-driven services in order to improve the efficiency of buildings.
However, despite the large number of data hubs that have become available and the ontologies that characterise the domain of buildings, there are still numerous barriers that hinder this potential.
Among these impediments are the lack of interoperability between static models (for example, Building Information Modelling) and automation systems in buildings – with related IoT data sources – and the lack of interoperable Big Data architectures for smart buildings.
The Matrycs research project aims to overcome these shortcomings through the following actions:

- provide an open reference architecture for energy-efficient buildings
- combine a range of technologies for governance and data sovereignty in the Matrycs platform
- validate the technology platform through 11 pilots involving a wide range of actors, such as ESCO, financial institutions, construction companies, policy makers
- establish the Big Data Alliance (BDA) as an ecosystem to attract data hubs and SMEs, thus enabling adoption and replication in Europe.

Results: *Improved energy performance of buildings through predictive analysis - Facilitated design, renovation and development of building infrastructures - Support for policy making and policy impact assessment - Reduction of risks of energy efficiency investments*

CATALYST

(7.2 - 7.3) (9.4 - 9.5) (13)

To convert Data Centres into energy flexibility ecosystems

The integration of renewable energy sources and self-consumption, as well as improvements in energy efficiency, have the potential to significantly reduce the carbon footprint of Data Centres. However, very few solutions have been successfully implemented in operational Data Centres, although tested in the laboratory, and the causes range from technological fragmentation to excessive CAPEX, up to the lack of adequate business models.

CATALYST aims to identify an adaptable and holistic architectural framework for energy efficiency in Data Centres. To do this, it intends to create a mechanism that we could define as “follow the energy” to promote energy consumption closer to the generation sources and a safe and traceable migration of the IT load between synergistic but geographically separated Data Centres, migrating the IT load where backup energy is available or heat generation is necessary.

It also plans to define forecasting processes to increase the resilience and security of the energy supply and new “multi-carrier” market mechanisms (in the form of a “Marketplace as a Service”) to support new business models and a unified, safe and traceable trading system for the migration of IT and energy loads (electricity and/or heat).

Results: *Thermal and electrical flexibility - Energy exchange on a multi-commodity marketplace*

ENERGY BANK WITH ENEGAN

(7.1 - 7.2)

To support transactions of energy produced from renewable sources

In the near future, renewable sources will play an increasingly important role in meeting our energy needs. According to the latest data, in 2035 renewable sources will be able to supply more than 50% of the energy needed on the planet and this percentage is expected to rise to almost 100% in 2050. In Italy, this trend is confirmed by the National Integrated Energy and Climate Plan, according to which 30% of our final energy consumption will have to be covered by renewable sources by 2030.

Using Blockchain technology, Enegan and Engineering have created an atypical banking system, based on a shared and immutable data structure capable of managing and recording Smart Contracts relating to energy transactions carried out in compliance with CO2 emissions.

The exchanges are validated through a certification ratified by the digital signature of a notary, which guarantees energy in kWh and energy performance in Energy Efficiency Certificates.

Results: *Improved quality of available data - Accurate forecast of energy needs - Optimal use of energy*

SDG 9

CROWD MANAGEMENT

(9.1) (11.2)

To improve the travel experience

Engineering has developed a crowd management solution, i.e. public safety actions aimed at preventing disturbances, riots, unrest or excessive or disordered crowds, which includes the modelling of a railway station, with a specific focus on the commercial tunnel, the ticket-checking area in front of the access gates, and the area of the tracks.

This model allows users to create simulations of flows of people moving within the station with the maximum detail possible for each individual visitor, with the option of including various parameters such as the topological configuration of the gates, data on passengers and visitors, the technical configuration of the trains and the relative timetable to know the percentage of the surface area occupied over time, alerts for expected congestion, and the evacuation time.

It is therefore possible to define with greater precision the logics that guide a person within the space, depending also on external variables such as arrival/departure time, train delay or cancellation, type of passenger, the layout of the station, and the presence of security elements or other obstacles.

Results: *Better prediction of critical situations such as overcrowding – More timely simulations of the possible impact on the system – Accuracy in tracking traveller flows – Better station organisation thanks to data*

AGRIBIT

(9) (12.2 - 12.3)

To apply artificial intelligence to precision agriculture

As the global population expands, the world needs to increase the efficiency of food production: by 2050, global food demand is expected to increase by 70%. At the same time, however, it is necessary to ensure the sustainable management and conservation of natural resources by taking action to mitigate climate change.

AgriBIT leverages heterogeneous data from different sources to support professional applications of precision agriculture. The solution is based on a combination of technologies – including Earth observation data analysis, unmanned vehicles, new communication schemes and autonomous navigation methods – connected to each other in a unified platform using GNSS (Global Navigation Satellite System) capabilities.

Results: *Open service-oriented platform based on smart analysis – PA services for farmers and agricultural consultants – Community platform for collaborative service APIs*

DAPSI

(9.4 - 9.5)

To improve the portability of personal data over the Internet

Article 20 of the General Regulation on the Protection of Personal Data (GDPR) aims to simplify the transmission of individual data between different service providers and is aimed at all citizens. However, reports from the European Commission highlight massive data breaches and mismanagement of personal information by large online platforms.

DAPSI (Data Portability & Service Incubator) was created to support up to 50 teams of innovators (mainly start-ups and SMEs) by developing human-centric technology solutions that address the challenge of personal data portability on the Internet.

The teams of innovators are tasked with developing relevant use cases through 9-month incubation programs, being supported by experts in different sectors through technical and business training, community visibility, personal coaching sessions and access to infrastructure. The best groups advance to phase two of the project, where use cases are actually developed and fine-tuned for the market.

Engineering provides support and technical training sessions, as well as providing FIWARE Lab as a cloud infrastructure for experimentation.

Results: *Greater data transparency – Data compatibility and interoperability – Respect for privacy – Portability of the service*

PRECINCT

(9.4)

To protect against cyber-physical threats

Critical infrastructure (CI) in the EU, i.e. essential services whose interruption or unavailability has the effect of significantly weakening the efficiency and functioning of a country, are increasingly at risk of cyber-physical attacks and natural hazards.

The PRECINCT research project aims to connect private and public CI stakeholders in a specific geographical area, aiming to apply a common approach to managing cyber-physical security to protect a territory: a real “fence” for European citizens and infrastructures.

A platform will connect interdependent CI stakeholders and emergency services to collaboratively manage security and resilience by leveraging Digital Twin, Serious Game, and AI technologies.

Results: *Creation of a collaborative infrastructure - Vulnerability assessment - Use of machine learning techniques by the PRECINCT Digital Twin - Creation of artificial intelligence-enabled ecosystems*

DSBA (DATA SPACES BUSINESS ALLIANCE)

(9.4 - 9.5)

To accelerate business transformation towards the data economy

The new collaboration between Gaia-X, Big Data Value Association, the FIWARE Foundation, and the International Data Spaces Association is called Data Spaces Business Alliance (DSBA). It is the first initiative of its kind to bring together the industry actors needed to realise a data-driven future, in which organisations and individuals can leverage their entire value.
Data Spaces, aggregations of ecosystems (productive and/or social) based on rules, tools, and technologies, are considered the key to achieving sovereign, interoperable, and reliable data sharing between companies and societies: a fundamental step for the data economy of the future.
With its combination of skills, resources and cross-sector know-how, the Alliance has the ability to drive multiple levers that can simultaneously foster awareness, promote technology, shape standards, and enable integration across sectors.

Results: *A common voice and framework - Bringing together data providers, users and intermediaries - Over 1,000 key industry players worldwide - Cross-sectoral skills, resources and know-how*

7SHIELD

(9.5)

To counter cyberattacks with Big Data, Machine Learning, and Threat Monitoring

7SHIELD aims to provide a holistic framework with which to implement innovative services for the cyber-physical protection of ground segments, such as electronic fences, passive radar and laser technologies, and multimedia AI technologies. The solution must be able to face complex threats, covering the macro-phases of crisis management (pre-crisis, crisis, and post-crisis).
Before a cyber or physical attack occurs, the early warning mechanism estimates the level of risk. During the aggression, detection and response are effective and efficient, given the budgetary constraints. After intentional offensive action or system failure, the mitigation plan is designed and updated automatically to provide a quick recovery. The framework is intended to improve the defence capabilities of infrastructures, integrating or interoperating with the protection solutions already implemented.
Co-designed with the teams of first responders, this solution contributes to the definition of the decision-making process, and the standardisation and elaboration of new guidelines for emergency planning and service continuity.
Engineering is the coordinator of 7SHIELD. The activities will be carried out by the Research and Development Department, which will bring to the project knowledge and some assets related to integrated Cyber-Physical Situational Awareness, Threat Intelligence, and Data Analytics, as well as the specification and integration of the system/platform.

Results: *Advanced information security and data transmission between satellites and ground stations - Maximisation of space system resilience - Risk Assessment Methodology*

CAPRI

(9.4 - 9.5)

To apply cognitive processes to productivity

Process industries are realities in which, in the face of a considerable consumption of energy resources for the production of goods, there is a low level of automation and IT skills.
The CAPRI project aims to create an integrated platform (called “Cognitive Automation Platform”), based on cognitive processes, that optimises production by improving the quality of the product and reducing the amount of resources needed (including electricity) and CO2 emissions.
The project will be demonstrated in three significant industrial sectors: asphalt production, steel production, and pharmaceuticals.
Based on the requirements of the three case studies, an integrated solution will be designed and implemented, consisting of four levels (sensors, control, operation, and planning) and based on an “edge-cloud” hybrid architecture, with services and solutions for “cognitive computing”.

Results: *Open Source, modular - Platform based on hybrid edge-cloud architecture - Solution compliant with data security standards - Replicable in other sectors*

i4Q

(9.4 - 9.5) (12)

For smart control of production quality

Manufacturing companies must continually adapt production to the demand for specific requirements, so that goods meet expectations: a challenge that requires redesigning and adapting their systems, ensuring high quality and limiting the use of resources.
Reducing waste and defects, as well as production costs and delivery times, is therefore essential to increase productivity.
A smart and successful factory must also manage the processes related to data throughout the entire cycle of their “life” – from collection to storage, distribution to analysis, use to deletion – to always guarantee high quality.
The answer provided by the i4Q project is the Reliable Industrial Data Services (RIDS), a complete suite, consisting of 22 solutions, that relies on a modular framework based on a reference architecture.
The i4Q RIDS supports the entire flow of industrial data, from collection to analysis, simulation and forecasting, providing solutions that ensure quality, safety, and reliability.

Results: *Data analysis tools based on artificial intelligence - Quality diagnostics - Simulation models to reconfigure the plant - Procedure for certification and audit*

SERENA

(9.4 - 9.5)

To work in peace, predicting breakdowns

In industrial manufacturing contexts, downtime is a major reason for reduced productivity and profitability. The most common causes include unexpected failures of machinery, and in recent years there has been a great interest in predictive maintenance solutions that, by providing information on the degradation of equipment, are able to predict breakdowns, which offers several benefits.
The SERENA project optimises the machinery maintenance process, reducing time and costs and providing distributed advanced data analysis services in a modular, “plug-n-play” and secure hybrid “edge-cloud” environment, equipped with robust data storage, an efficient broker and operator support tools (dashboard, scheduler, AR-based support).
Engineering is responsible for the architectural design, and has provided component module integration pipelines, developed a security middleware, and implemented a data acquisition/recovery layer. Finally, we validated the solution in several use cases: Whirlpool, COMAU, Trimek, VDL, and Kone.

Results: *Reduced time and costs of maintenance activities - Increased productivity of processes - Simplification of the activities of maintenance workers and their managers*

ALIDA

(9.4 - 9.5)

To improve the flexibility and responsiveness of the business

Data Science and Machine Learning (DSML) are entering a phase of greater industrialisation: organisations have realised that they need to add more agility and resilience to their ML pipelines and production models, and have realised that DSML technologies – alone or combined with artificial intelligence (AI) – can increase their operational efficiency.
In order to accelerate the transition from “proof of concept” to production, they must be equipped with automation capabilities, support for rapid prototyping of AI and Big Data Analytics applications, and installation of ML models.
Thanks to the ALIDA platform, users are able to design their stream/batch workflows by choosing the Big Data Analytics services from the catalogue and the set of Big Data to be processed, and then run and monitor their execution. The resulting Big Data Analytics applications can be deployed and installed in another deployment infrastructure with the support of a package manager that simplifies deployment within the target cluster.

Results: *Reduced time to market for new analytics solutions - Increased business flexibility and responsiveness - Better use of business domain knowledge - Improved existing business applications*

SIPARiO

(9.5)

For an AR self-service platform in Operations

In the current industrial context, companies with geographically distributed production facilities are investing a lot of resources for maintenance activities in idle periods.
Augmented Reality (AR) applications are often used to support these operations. However, several existing solutions do not adapt to specific business needs or require highly qualified personnel to define and modify application workflows.
In this context, SIPARiO offers a solution consisting of a back-office for the management of content and interactions, a back-end for the implementation of business logic, the streaming of content, the control of access to the platform and a front-end app installed on smart-glasses, which sends workers on site all the necessary instructions and information.
SIPARiO will also implement an abstract model to ensure the customisation of workflows on the same platform, avoiding software re-factoring or specific development.

Results: *Increased productivity - Reduced human error – Simplified configuration - Reduced intervention times and machine downtime – Reduced specialised on-site personnel*

RESCUER

(9.4 - 9.5) (3)

For first responders, a custom toolkit

The RESCUER research project develops a technological toolkit focused on First Responders (FR) that will enhance and improve their operational capacity and safety, especially in adverse conditions.
The FRs will be better protected, better connected, and will have more situational awareness and operational capability, enabling them to operate efficiently in environments without electrical and communication infrastructures.
RESCUER will utilise non-invasive interaction, with devices and sensors offering additional levels of information and increasing rescuer operational and detection capabilities, through enhanced sensory inputs, cognitive support, and Augmented Reality interfaces. The FRs will thus be more aware of the surrounding conditions and will be able to make quick and efficient decisions while remaining safe.

Results: *Better detection, localisation and guidance in adverse conditions - New capacities to perceive and be aware of a situation - Efficient and secure communications – Autonomous off-the-grid operations*

HERMENEUT

(9.4)

For safe organisations

Cyberattacks can cause significant damage, not only of a monetary nature but also of a reputational nature, undermining the reliability of organisations.
There is often a serious imbalance between the efficiency of attacks and the inadequacy of defence solutions. In particular, it is difficult to report and measure an organisation's security risk.
Hermeneut promotes a new approach to cybersecurity management, providing organisations with a methodology based on cost-benefit analysis to assess the vulnerability of their tangible and intangible assets.
The project takes into account the attacker's strategy, the level of defence of the target organisations and their exposure to risk, also considering the influence of the human factor.
In this way, Hermeneut frames organisations in their particular risk position and provides them with guidelines for investing in cybersecurity.

Results: *Better estimation of vulnerabilities and costs of cyberattacks - Support for decision-making on investments in cybersecurity - Increased prevention and security for organisations*

INFINITECH

(9.3)

For digital finance

The project is the result of a joint effort of global leaders working in the ICT and finance sectors, aimed at creating new solutions based on Big Data, IoT and AI, enhancing regulatory compliance, and stimulating new investments.
INFINITECH aims to provide:

- innovative Big Data and IoT technologies for continuous management of interoperable data analytics, blockchain-based data sharing, real-time analytics, as well as advanced AI algorithm libraries
- regulatory tools that incorporate data governance capabilities (e.g., eIDAS anonymisation and integration) and facilitate regulatory compliance
- nine configurable test benches and sandboxes
- a unique collection of data resources for finance/insurance.

The results of INFINITECH will be validated under 14 high-impact pilot projects in different sectors: KYC (Know Your Customer), customer analysis, personalised portfolio management, credit risk assessment, financial crime prevention analysis, fraud anticipation, usage-based insurance and more.
Engineering will guide the creation of one of the test beds for project development and provide a web-based framework for viewing the results of the algorithms produced within the project.

Results: *Flexible integration of Big Data, AI, and IoT into financial organisations - Reduced barriers and risks for investments in new technologies - Improved Big Data and IoT-based products and services*

CITYSCAPE

(9.5)

For transport protected by cybersecurity

Digitisation has led the transport sector to become increasingly interconnected, and most of the time transport services are centralised. However, this centralised architecture increases vulnerability to cyberattacks. To address this problem, the EU-funded CitySCAPE project will develop a modular software toolkit that can be seamlessly integrated into any multimodal transport system to:

- detect suspicious traffic data values and identify persistent threats
- assess the impact of an attack in technical terms and in particular in financial terms
- combine external knowledge and internally observed activities to improve the predictability of zero-day attacks
- instantiate a network overlay to circulate information notifications to CERT authorities and support their interaction.

Results: *Cybersecurity in multimodal transport - Modular toolkit to detect traffic and suspicious data flows - Improved predictability of zero-day attacks - Support for the circulation of information between Authorities*

ADVANCED ANALYTICS FOR SNAM

(9) (12)

To improve the efficiency of the management of Unaccounted-for-Gas

As part of the SUMMER programme, launched to manage better access to commercial and plant information for each PDR (redelivery point), Snam needed to manage the issue of GNC (Unaccounted-for-Gas) with a new approach.

Engineering, in parallel with the SUMMER program initiated by Snam, possessed both process and technological skills, and undertook a preliminary prototyping activity for about a year, within which useful data were collected for the subsequent design phases. Once the analysis was completed, 6 main use cases were identified for Snam on which the analyses were carried out, adopting a methodological approach for the construction of the Data Mining model (Crisp-DM) that progressively allowed an identification of the correlations between unaccounted-for-gas and sub-threshold measurements. Continuous exchanges with Snam on the results of the analyses, also carried out with machine learning activities, allowed a better understanding of these phenomena. Therefore, an industrialisation plan for the models implemented was launched and a roadmap was defined which, during 2022, will complete the planned cases.

Results: *Effective interlocution with ARERA - Reduced non-accounting - Improved quality of data analysis*

SDG 10

REBUILD

(10.3 - 10.7) (16.10)

To facilitate social integration

Encouraging inclusion through the use of new technologies. This is the objective of REBUILD, a project created to facilitate the integration of refugees and migrants into the social fabric, providing them with simplified access to the services of Local Public Administration and local suppliers.
REBUILD is based on a participatory and user-centred approach, and pursues the objective of taking into account the real needs of users, their ethical and intercultural dimensions, and monitoring and validating the socio-economic impact. The solutions proposed by the REBUILD project are:

- AI-based user profile analysis, to enable both personalised support and policy development on migration issues
- AI-based user needs matching tools to match migrants' needs and skills with services provided by local authorities and local and regional labour market needs
- a digital assistant for migrants that allows personalised two-way communication via chatbot for intelligent support and easy access to local services (training, health, employment, etc.)
- tools to assess the level of integration and understanding of the new migrant society, providing local authorities with decision support tools to improve the capacity and effectiveness of the service.

Results: *Direct communication channel between PAs and migrants - More efficient management of services by local authorities*

SO-CLOSE

(10.2) (16)

To foster social cohesion and integration of refugees

SO-CLOSE facilitates encounters between similar life stories, through the mediation of innovative digital and artistic tools. It proposes a peaceful and reliable mediation environment in which to develop cultural encounters between all those who have stories of forced migration.
By adopting a collaborative and participatory approach, the project will encourage local communities (including, where possible, survivors of past forced migrations) and newly arrived refugees, to dialogue and share experiences and points of view through educational and cultural tools such as interactive documentaries based on immersive video recordings, AI-implemented chatbots, interactive exhibitions based on personal memories, and online platform storytelling. This platform, called

Results: *Better cohesion and social awareness - Promotion of mutual understanding (refugees /local communities) - Support for the design of new cultural experiences*

SDG 11

RIMINI CHATBOT

(11.3)

To equip the citizen with a digital assistant

Rimini Chatbot is a software that simulates and processes human conversations, so that users can interact with digital devices as if they were communicating with a real person.
The solution involves the integration of a digital assistant within the institutional webpage of the Municipality of Rimini and the webpage Riminiturismo. The main function is that it helps the user to find information related to all public and tourist services managed by the municipal administration.
Through conversational interfaces in natural language, the system interprets the needs expressed and always guarantees an answer.
Before the production of the chatbot, content checks were carried out with domain experts of the Municipality of Rimini and usability testing sessions were completed with end users. For the first time in Italy, citizens were involved in three cycles of testing of the digital assistant, evolving on the conversational interfaces as defined by the AGID guidelines in relation to web interfaces.

Results: *A service that responds to requests in all sectors - 24/7 support that reduces the work of operators - A more efficient user experience for the citizen - 2,000 messages per week managed automatically*

STARLIGHT

(11)

To employ artificial intelligence against high-priority threats

The increasing complexity of security challenges, coupled with the huge amount of data available, requires more effective use of artificial intelligence (AI) capabilities by law enforcement agencies (LEAs). The objectives of the STARLIGHT project are linked to the strengthening of law enforcement investigative operations; the provision of reliable, transparent, and human-centred tools and solutions; data protection through privacy and security-by-design approaches; the training of investigative units in the fight against the misuse of AI by crime and terrorism and, finally, the provision of an interoperable and standardised framework for the long-term sustainability of solutions.
In the STARLIGHT project, Engineering is the scientific and technical coordinator, as well as being responsible for use activities.

Results: *Management of large volumes of multimodal data - Merging, correlation, data analysis to generate knowledge*

URBANITE

(11.3) (9.4) (16.7)

For a data-driven urban transformation

European cities are facing a revolution in urban mobility, mainly linked to the significant increase in the city's population and, in recent times, to the limitations due to the Covid-19 pandemic.
Urbanite develops tools for collecting, organising, integrating, storing, and viewing data. In this way, it allows the analysis of current situations and trends and the simulation and forecasting of present and future scenarios. Based on objective and precise data, it allows the involvement of citizens and public employees in the policy-making process through co-creation practices and tools and provides policymakers with guidelines on "disruptive" technologies to be adopted. The results of the project are validated in the cities of Amsterdam, Bilbao, Helsinki, and Messina.
Engineering leads the activities related to the support of the four cities in the customisation of Urbanite tools and the implementation of the digital co-creation environment.

Results: *Guidelines for data-driven decision making - More efficient data management process - Good approaches and tools for co-creation - Analysis, simulation, and forecasting tools*

NAPOLI URBAN MOBILITY

(11.3)

For a new urban mobility

Managing urban mobility in metropolitan areas requires advanced means and skills. An example is Naples, the number one city in Italy in terms of population density, with as many as 92 municipalities in 1,171 km^2, more than 200,000 registered companies, and tens of thousands of cars that transit every day. This complexity often leads to inefficiencies and inconveniences for citizens. In order to counteract this situation, the ANM (Azienda Napoletana Mobilità S.p.A.) has decided to focus on an efficient, flexible, and quick-to-use system: INES Cloud, which allows the integration of hardware and software technologies to facilitate the management of urban mobility processes and services.
Specifically, the solutions implemented for ANM include:

- INES Cloud BSS, for the management of the processes for issuing mobility and parking permits
- INES Cloud–ParkingHub, the service specialised in the centralisation and control of digital parking payment systems provided by various dealers
- Tap&Park, a mobile white label app for payment of parking without additional fees to the user and perfectly integrated with the city's pricing system
- Sanzioni Smart, mobile app for control and fining dedicated to the personnel responsible for monitoring parking on roads
- Napoli Pass, a wireless marking for parking permits and subscriptions, used by residents
- RFID UHF Gate, an access control system that allows residents with a "Napoli Pass" to reserve their parking space.

Results: *Real-time coordination between operators and managers - New channels for the sale of parking to the citizen - Innovative services for citizens - Fast and efficient control of parking and infringements*

IoT, CLOUD AND AI FOR GREEN ENERGY

(11) (12)

For effective management of domestic consumption

In different market sectors, having real-time, reliable data and information with the highest level of detail is now a critical success factor in understanding the real needs of consumers.
In the field of green energy, many of the most important energy suppliers (and not only) at the European level have expressed the need to enable this process with innovative solutions.
Using our skills and technologies for data collection and processing, we have developed an inexpensive and simple sensor to measure the aggregate energy to be installed directly at home. The collected data is transferred to a central server, which performs load breakdown algorithms, analyses the data by identifying the consumption for the individual device used at home and provides customised reports. With our project, we have created an example of a B2B2C (Business-2-Business-2-Consumer) solution that generates direct benefits for both our business customers and for end consumers of energy:

- we supply business customers with technologies and expertise to innovate the offer of services and products (tariffs, devices and appliances, services) and thus create greater value.
- we provide end consumers with the technologies to stimulate greater awareness in the management of consumption within one's home.

Results: *Greater awareness of consumption - New opportunities for energy suppliers - Potential consumption reduction of 20-30% - No negative impact on quality of life*

SDG 12

FOODRUS

(12.3) (2)

To reduce food losses and food waste

Reducing food losses and waste is an essential prerequisite for achieving global food security. In this sense, FOODRUS will develop 23 innovative and circular solutions to reduce food losses and waste along the agri-food value chain, through different forms of collaborative innovation including:

- technological innovation (blockchain solutions)
- social innovation (educational materials and activities aimed at promoting sustainable consumption habits)
- organisational innovation (local networks to promote local consumption and donation)
- fiscal innovation

FOODRUS solutions will be tested in three different pilot projects: a Spanish interregional project focusing on prepared vegetables and salads; a Danish project focusing on meat and fish; and a Slovakian project analysing the bread value chain.

Results: *Reduce food losses and food waste generation, Quantify and monitor food waste accurately and reliably*

SDG 13

CO_2 MARKETPLACE

(13)

For greener cities

Most industrialised cities face several problems related to the environmental impact caused by carbon emissions into the atmosphere.
The project aims to launch a CO_2 marketplace that helps cities achieve decarbonisation targets through CO_2 absorption initiatives. It aims to create more resilient and committed local communities that promote initiatives to offset and reduce carbon dioxide, defining their own green policies and monitoring CO_2 emission targets.
The solution will integrate data collection, monitoring and analysis technologies and blockchain to guarantee decarbonisation certification transactions.
Engineering, as Technology Provider, will make available the Digital Enabler, the “ecosystem” digital platform based on FIWARE, to provide advanced and efficient mechanisms for the integration, harmonisation and visualisation of data.

Results: *Improved air quality - Active involvement of industries - Increased profitability of green activities - Achievement of sustainability objectives*

SDG 16

EFFECTOR

(16.2 - 16.4 - 16.a)

To strengthen maritime surveillance

EFFECTOR aims to strengthen maritime surveillance and promote stakeholder collaboration, combining data merger and data analysis services. The framework will, in fact, allow for faster detection of new events, as well as a better awareness and understanding of the cross-border situation, allowing a cooperation between the operational authorities and the intervention forces on the ground.
The project introduces applied solutions for greater border security – including the implementation of a platform for end-to-end interoperability and data exploitation – which can range from local to regional, national, and transnational levels, allowing the exchange of information at different levels with CISE and EUROSUR.
Engineering leads the assessment of the contextualisation and forecasting activities. It also plays a leading role in the definition of the model, data fusion, information analysis techniques, and innovation procedures.

Results: *Full GDPR compliance - Innovation in knowledge extraction and data analysis - Semantic representation of knowledge*

AIDA

(16.a)

To prevent and combat criminal activities

Provide a descriptive and predictive data analysis platform and related tools, using the potential of machine learning and artificial intelligence to prevent, detect, analyse and combat criminal activities: this is the objective of AIDA (Artificial Intelligence and Advanced Data Analytics for Law Enforcement Agencies), a project that was created to hinder computer crimes and terrorism, addressing specific challenges related to the investigations and intelligence of law enforcement agencies.
AIDA's system and tools will be made available through a dedicated, safe, and secure sandbox, which will allow Law Enforcement Agencies (LEAs) to process real data in operational environments.
As project coordinator, Engineering is responsible for the design and implementation of the system architecture, as well as the integration of Source Discovery and Big Data Analytics services and applications for law enforcement. Finally, the Group guides the activities for the enhancement of results.

Results: *Support in addressing intelligence and investigation workflows - Extended content acquisition, information extraction and merging - New applications for Big Data, Machine Learning, AI, and predictive analytics*

SURVANT

(16.a)

For efficient searches on heterogeneous video archives

The current procedures for investigating video archives are cumbersome and time consuming. In fact, the existing systems conceal several deficiencies: they are limited to the use of individual platforms and do not allow the use of heterogeneous archives, offer little or no flexibility in the search by extracting only a small set of data (usually in run-time), do not exploit space-time connections for the analysis of multi-camera videos and do not consider the protection of private data. SURVANT offers law enforcement support through an innovative surveillance system, equipped with a unified interface that allows the extraction of evidence from heterogeneous video archives and assists the user in the creation of advanced search queries, which can combine time, location, objects, and actions using semantic reasoning techniques. “Smart” investigative assistance features significantly improve the work of investigators, enhancing their efficiency while processing personal data in an ethical manner. Engineering coordinated the design and definition of the system architecture, was responsible for the anonymisation, privacy and data protection processes and implemented the prototype demonstration in an operational environment.

Results: *Advanced video analytics techniques - Semantic reasoning on events extracted from movies - Privacy by design approach - Innovative graphical interfaces for an optimised user experience*

DECIDO

(16.6 - 16.7)

For more effective, data-driven and cloud-based policies

Public administrations are still struggling to use digital technologies, but addressing complex issues such as migration, poverty, and climate change means changing the approach to decision-making in order to use data sources, analytical techniques, and computing power. The analysis of real data is, in fact, able to provide support to policy makers in the formulation of measures and to involve, at the same time, local communities in co-creation activities that contribute to more targeted provisions. The DECIDO research project links public administrations (PAs) to the data and computing infrastructure of the European Open Science Cloud (EOSC), facilitating access to a wealth of resources that can be used. The creation of a bridge between PA and EOSC aims, on the one hand, to expand the use of European services and data and, on the other hand, to encourage PAs to use appropriate infrastructures, services, data and methodologies to apply an evidence-based approach to decision-making policies. The project will also identify and assess the benefits and limitations of using Big Data methodologies and computing infrastructures in policy making.

Results: *PA guided towards data-driven decision making - Analysis of the benefits and limitations of using big data and cloud-based methodologiesnell’utilizzo di metodologie basate su big data e cloud*

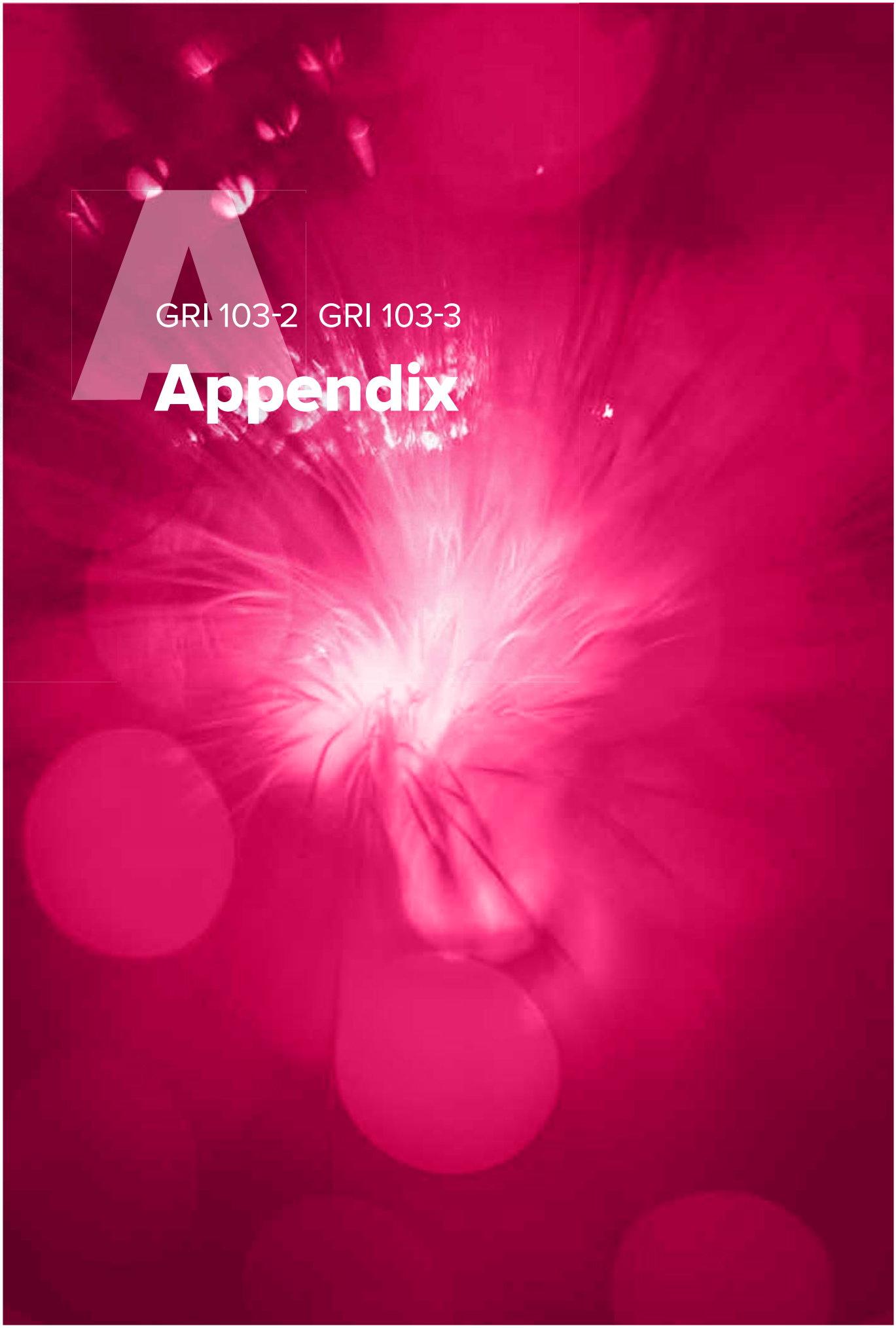
ANITA

(16.4)

To monitor illegal trade

New technologies can provide great support to the investigations of illegal trade. The aim of the European ANITA project, coordinated by Engineering, is to create and implement automated tools to monitor drug trafficking, counterfeit medicines, new psychoactive substances (NPS) and firearms linked to terrorism.
The project involves the development of a platform to support investigations into illegal activities, able to identify and analyse heterogeneous online data sources (text, audio, video, image) to provide relevant resources to investigators.
These results are achieved through the combination of innovative technologies, which allow different activities to be carried out:
• the analysis of cryptocurrency networks and financial transactions
• the automated merging and processing of data and information
• the identification of spatial, temporal and causal correlations between events, entities and illegal traffic activities through software with intelligence capabilities.

Results: *Automatic analysis of large amounts of heterogeneous content - Decision support - User friendly platform*



GRI 103-2 GRI 103-3

Appendix

Methodological note

GRI 102-1 GRI 102-45 GRI 102-46 GRI 102-50 GRI 102-53 GRI 102-54

This document represents the ninth edition of the Sustainability Report (hereinafter also referred to as the "Report") of the Engineering Group. In particular, this Report refers to Engineering Ingegneria Informatica S.p.A. and its Italian subsidiaries as follows: Municipia S.p.A., Engineering Sardegna S.r.l., Engineering D.Hub S.p.A., Cybertech S.r.l., Pragma S.r.l., Engineering 365 S.r.l., Webresults S.r.l., Engiweb Security S.r.l., Nexen S.p.A., Deus Technology S.r.l., Livebox S.r.l., SDL S.r.l., Digitelematica S.r.l. and Nexera S.p.A.
The Report has been prepared in order to describe the results achieved by the Engineering Group in the economic, social, and environmental fields, describing the Group's commitment to creating value not only for itself, but also for its stakeholders. The Report has been prepared in accordance with the GRI Sustainability Reporting Standards, published by the Global Reporting Initiative (GRI) in 2016 (and subsequent updates) according to the "in accordance - Core" option, as indicated in the GRI Content Index.
The scope of reporting of economic, environmental, and social data and information refers to the Italian Engineering Group as described above. Any specifications and exceptions to the reporting perimeter are promptly reported in the relevant sections. This document also contains additional data and information relating to the external scope that allow us to better understand Engineering activities.
The reporting frequency is on an annual basis and the contents of this document refer to the 2021 financial year, from 1 January to 31 December, with some forecasts on the first half of 2022, with regard to the projects.
The contents of this document reflect the principle of materiality or relevance. The selection of the topics underlying this Report is the result of the updating of the materiality analysis carried out according to the indications of the GRI Sustainability Reporting Standard, the main international methodological reference adopted. The results of the materiality analysis and the issues relevant to Engineering are described in the section "The materiality analysis".
In particular, with reference to the data present in the financial statements, the scopes taken into account with respect to GRI disclosures are shown below:

GRI	Perimetro
GRI 201: Economic performance	Group
GRI 205: Anti-Corruption 2016	Italy
GRI 302: Energy 2016	Italy*
GRI 305: Emissions 2016	Italy
GRI 306: Waste 2020	Italy
GRI 401: Employment 2016	Italy
GRI 403: Occupational health and safety 2018	Italy
GRI 404: Training and education 2016	Italy
GRI 405: Diversity and equal opportunities 2016	Italy
GRI-414: Social evaluation of suppliers 2016	Italy
GRI 418: Customer privacy 2016	Italy
GRI 419: Socio-economic compliance 2016	Italy
GRI 307: Environmental compliance 2016	Italy

* The data does not include all offices, but only the main offices in Italy. The reported kWh does not include the few "Temporary Office" locations where services are offered all-inclusive (including electricity). The lack of data for the following offices is due to the unavailability of information [Rome Office Piazza Irnerio, Bari Office, Trento (Municipia)] because they are included within offices already considered or registered to other companies [(Catanzaro Office, Naples managerial Office Via Centro, Genoa (C Consulting), Turin (Plusure), Milan (C Consulting), Abbadesse Milano, Treviolo (WebResults), Venice Office, Breno (FDL Servizi), Povo, Cagliari (Engineering Sardegna)].

Where available, data and information relating to previous years are reported only for comparative purposes in order to allow an assessment of the performance of the Group's activities over a longer period of time.
In order to provide a correct representation of the reported activities and to ensure the reliability of the data, the use of estimates was limited as much as possible, which, where present, are based on the best available and appropriately reported methodologies.
The document has been submitted to a conformity assessment ("limited assurance engagement" according to the criteria indicated by the ISAE 3000 Revised principle) by Deloitte & Touche S.p.A., which outlines the results in a specific separate report. The audit was carried out according to the procedures indicated in the "Independent Auditor's Report", included in this document.

Contact Us

For any information relating to the Sustainability Report, you can contact the CSR Department of Engineering Ingegneria Informatica S.p.A: **csr@eng.it.**

Materiality Analysis

GRI 102-47 GRI 103-1

The materiality analysis, conducted for the first time in 2014 and updated in 2022, was carried out through a multi-stage process that took into account the main pressures of external Stakeholders and, from an internal point of view, of corporate management.
The process started with the identification of relevant issues, where relevance was based on the Global Reporting Initiative standard, considered generally representative of the external perspective of the Company as identified in contexts of debate and multi-stakeholder discussion at the international level, and based on internal assessments based on the reading of company documents such as policies, procedures, Code of Ethics, and the previous Corporate Social Responsibility Reports.
In order to broaden the range of potentially relevant issues and to analyse their recurrence, the following activities were also carried out:

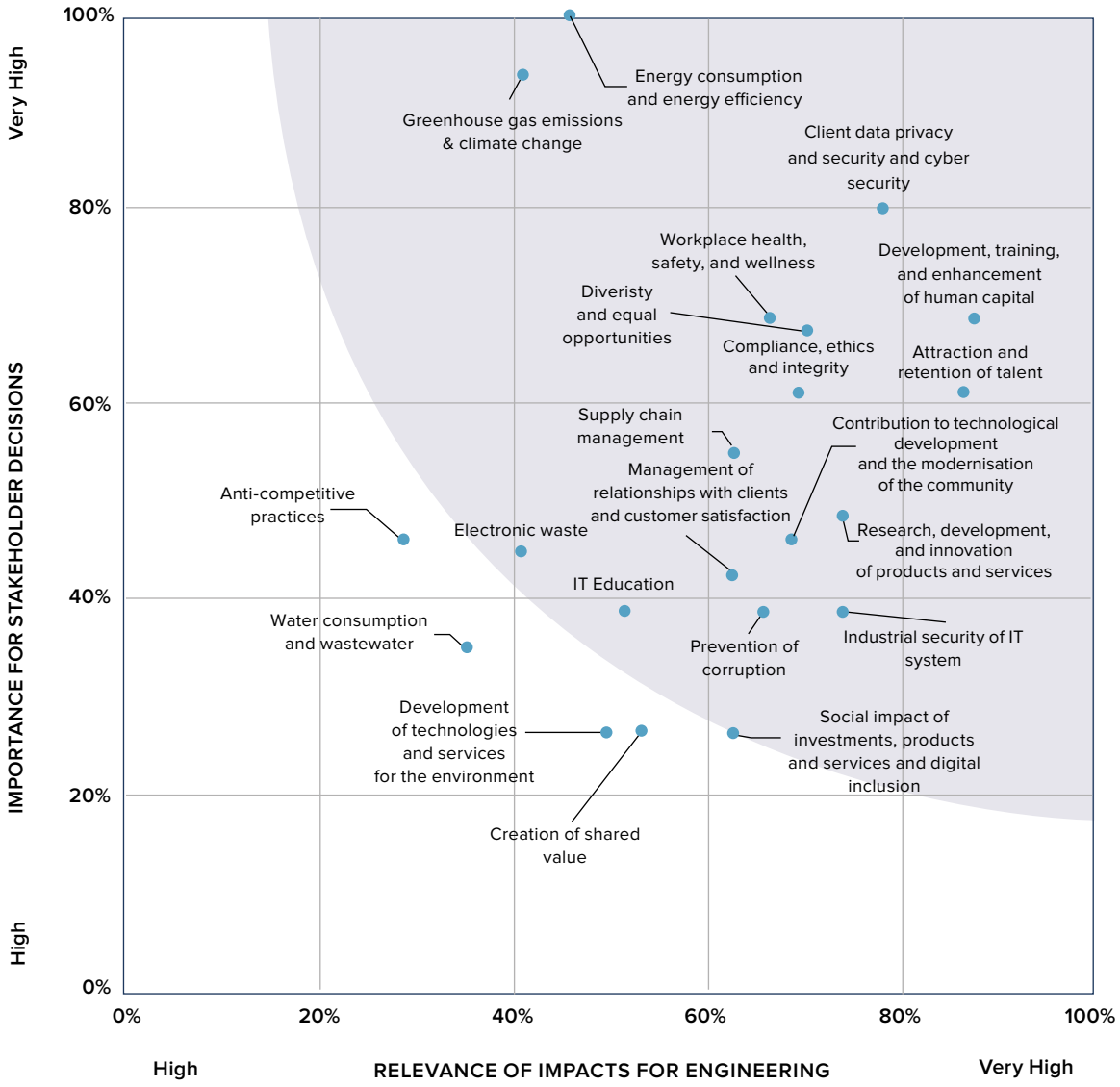
- Benchmark analysis of sustainability and social responsibility documents of companies comparable to Engineering operating in the IT services sector
- Analysis of industry trends and sustainability aspects more connected to the Engineering business and related to the Information Technology sector. To this end, the following were analysed:
  - the GRI (Global Reporting Initiative) document "Sustainability Topics for Sectors: What do Stakeholders want to know?" with regard to the "Software as a Service" sector
  - the Materiality Map of the SASB (Sustainability Accounting Standards Board) for the "Technology and Communications" sector and, in particular, the "Software as a Service" sub-sector
  - the report of the GeSI (Global e-sustainability Initiative) "#SMARTer2030, ICT Solutions for 21st Century Challenges"
  - the RobecoSAM 2021 Yearbook (S&P), for the "IT Services & Internet Software as a Services" sector.
- Analysis of the needs identified through the ESG questionnaires submitted by customers and investors to understand Engineering's approach and sustainability policies.

Following the aforementioned survey of external subjects, a questionnaire was sent to the Group's management (top positions) to analyse and prioritise issues considered to have the greatest impact in relation to the Company's business and those most important for Stakeholders. In particular, the questionnaire was submitted to the following company executives:

- President, Subsidiary Company Italy
- CEO, Subsidiary Company Italy
- Director of the Excellence Center, Foreign Subsidiary
- Director of Corporate Security
- Health, Safety and Environment Service Manager
- Director of ESL International Projects
- Technical Director Innovation and Research
- Senior Specialist CSR Department
- CSR Director
- Junior Specialist CSR Department
- DPAI Director
- Chief Strategy & Transformation Officer
- Director of Public Affairs, Corporate Communication and Sustainability
- Data Protection Officer
- Head of IT Academy
- 5 Market Area Directors

Through the preliminary analyses and the aggregation of the results of the questionnaires, the final prioritisation phase of the topics within the materiality matrix was carried out.

Materiality Matrix



Appendix

Results of Materiality Analysis

Material Topics	Matching GRI Topics	Scope	
		Internal	External
Attraction and retention of talents	Occupation	Engineering	-
Development, training and enhancement of human capital	Training and development of personnel	Engineering	-
Contribution to technological development and the modernisation of the community	Economic performance, Indirect economic impacts	Engineering	Customers, Community
Industrial security of IT systems	-	Engineering	Customers
Research, development and innovation of products and services	Engineering	-	-
Supply Chain Management	Supplier Social Assessment	Engineering	Suppliers
Social impact of investments, products and services and digital inclusion	-	Engineering	Customers Community
Customer Relationship Management and Customer Satisfaction	-	Engineering	Customers
Compliance, ethics and integrity	Employment, Socio-economic compliance	Engineering	Customers
Energy consumption and energy efficiency	Energy	Engineering	-
Electronic Waste	Waste	Engineering	-
Security and Privacy of Customer Data and cybersecurity	Customer Privacy	Engineering	Customers
Diversity and equal opportunities	Diversity and equal opportunities	Engineering	
Occupational health, safety and well-being	Occupational health and safety	Engineering	-
IT education	-	Engineering	Community
Greenhouse gas emissions & climate change	Emissions	Engineering	-
Corruption Prevention	Anti-Corruption	Engineering	-

Why these topics are important for Engineering

Customer data security and privacy and cybersecurity: data security and privacy are of primary importance for Engineering, and for this reason it keeps and manages a large amount of information at its Data Centres. Many of the data come from the National Health System, from the Central and Local Public Administration and from customers in all production sectors of the country. In addition, the Group is responsible for the design and external provision

Development, training, and enhancement of human capital: in the competition in the cutting-edge sectors that the Company engages every day, people are the main resource for Engineering; the development and enhancement of human capital is, therefore, one of the Group's priorities in a constantly evolving context that requires paying particular attention to the updating and development of skills and the construction of new professional figures (for example the data scientist) through important investments in training.

Talent attraction and retention: the sector in which Engineering operates is characterised by a limited availability of resources on the market with specialist skills in the IT field; in this regard, it is important for the Company to implement effective policies to attract the best talents from the labour market in collaboration with universities; similarly, internal career development paths are designed to retain the best resources within the Company.

Energy consumption and energy efficiency: among the main environmental impacts attributable to the Group are the consumption of electricity for the maintenance of the four Data Centres, which also ensure the management of the IT infrastructure upon which all the Group's Italian offices for remote activities are based.

Diversity and equal opportunities: ensuring a healthy working environment, respecting the principles of non-discrimination, equal opportunities and equal dignity, inclusion, work-life balance. Promoting generational, cultural, and gender diversity as an engine for the Group's innovation and competitiveness.

Health, safety and well-being at work: promoting the well-being of staff, preventing and minimising the possibility of accidents occurring in the performance of duties in the office and at the four Data Centres. Promote continuous information, training and education to safeguard the health of employees and the environment.

Greenhouse gas emissions & climate change: commitment to reducing greenhouse gas emissions and combating global warming. Promoting actions to improve the resilience of the Group's activities in relation to climate change.

Compliance, ethics and integrity: considering the high number of actors, often public and institutional, with which the Group interacts, and given the particular sensitivity of the information processed, Engineering is at the forefront in preventing and combating illegal behaviour, in adopting and promoting ethical business conduct and in ensuring maximum compliance with laws and regulations, including with regard to respect for human rights.

Research, development and innovation of products and services: research and development and innovation are a deciding factor for success on the market.

Supply chain management: Engineering is also committed to ensuring ethical behaviours within the supply chain with particular reference to: legislative compliance, measures to combat fraud and corruption, working conditions and health and safety, human rights and environmental aspects. Integration of sustainability criteria and requirements in the different types of purchases.

Contribution to the technological development and modernisation of the community: Engineering is the first 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 by making its skills and experience available for the modernisation of the country.

Industrial security of IT systems: the reliability of IT systems and infrastructures is a primary objective for Engineering, which operates in the market of system integrators and designers of cutting-edge technological platforms.

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 need to be adapted to the business requirements of over 1,000 customers. A constant relationship and a satisfaction detection system is therefore necessary that provides a measure on the effectiveness and quality of our work and business strategy.

Corruption prevention: promuovere politiche, procedure, attività (inclusa la formazione del personale) per prevenire fenomeni di corruzione nelle relazioni con tuti gli Stakeholder con cui interagisce il Gruppo (clienti, fornitori, partner, istituzioni) rifiutando ogni tipo di pratica illegale e agendo nel pieno rispetto della legge.

IT education: promoting initiatives aimed at raising awareness among communities on the subject of digitalisation, in line with the Group's core business. Encouraging digital inclusion by providing IT skills to citizens, in particular the younger generation.

Social impact of investments, products and services, and digital inclusion: Information Technology has an increasing impact in terms of improving the quality of life and social well-being and therefore represents a possible response to citizens from customers, in particular in the Public Administration and Health sector.

Electronic waste: Engineering's business does not produce significant amounts of waste. The most significant item is the electronic waste produced by the management of the Group's Data Centres and attributable to the replacement of plant components; another significant item is the PCs used in offices.

Our Stakeholders

GRI 102-13 GRI 102-40 GRI 102-42 GRI 102-43 GRI 102-44

The table below shows the main categories of Engineering Stakeholders and the methods of involvement and the types of activities through which the Group communicates and interacts with them, based on an approach that considers the legitimacy of the relationship, proximity, power of influence, and impacts related to the Group's activity.

Main categories of Stakeholder	Engineering Map	Modes of interaction, listening and involvement
Employees	11,571 professionals distribuited in Italy, Belgium, Germany, Norway, Republic of Serbia, Spain, Sweden, Switzerland, Argentina, Brazil, Usa and Mexico	• Internal communication tools (newsletter, intranet, mailing, blog) • Internal and external events dedicated to employees • Constant presence of HRO Management in the offices
Clients	More than 1,000 national and international customers in the following sectors: • Local Public Administration and Central (Municipalities, Regions, Ministries) • Health (Hospitals, Asl) • Finance (Large banking and insurance groups) • Telecommunications (all major Italian players) • Energy (Energy producers and distributors) • Industry • European and international institutions	• Periodic satisfaction surveys • Ongoing relationships with our staff of consultants • "Ingenium" company magazine • Events dedicated to customers
Suppliers	Suppliers operate in the following sectors: • Capital goods (in particular hardware and software) • Management and maintenance of properties owned by Engineering • Companies that provide staff for consultancy in the IT field, which ranges from analysis to programming on some Engineering projects • Consultants and freelancers working on processes or specific activities of some Engineering projects	• Daily relationships with the Purchasing Department and company departments for the provided activities • Dialogue with the main associations representing suppliers • Supplier portal on the website PAGE (Purchasing Portal of the Engineering Group) page.eng.it • Staff Report of the IT Consulting Purchasing Department (DACI) that operates in the territory with companies that provide professional services and with freelance consultants

Main categories of Stakeholder	Engineering Map	Modes of interaction, listening and involvement
Trade and industry associations	National association in the IT, software and ICT sector	Regular meetings, preparation and sharing of good practices, participation in work technical and representative committees
Financial institutions	National and international banks and credit institutions that finance the Group's main investments	Meeting with top management
No-profit world	• Associations for the promotion of the environment • Cooperatives/Onlus	Sponsorships, donations, transfer of goods or services, projects in partnership, training and internships in the company
Trade Unions	Trade unions in the metalworking industry	• Collective bargaining and territorial bargaining • Meetings with company union representatives
Universities and research institutes	National and European universities and research institutes	• Development of projects in partnership, financial support for research, training and support for research and product development • Company testimonials at schools
Media	• National newspapers, periodicals, radio and TV • Industry magazines • Local newspapers and radio and TV stations • Online newspapers	• Contacts on the occasion of the launch of relevant projects, publication of company documents, interviews, events • "Ingenium" company magazine
Project Partners	• Small and large Italian and European companies (e.g. energy, healthcare) • European hospitals	• Coordination in the context of projects financed by European and national public bodies • Development of projects in partnership

Table of connection with the UN Global Compact

UNCG Areas	UNGC Principles	Material Topics Engineering
WORK	Principle II Businesses are required to ensure that they are not, even indirectly, complicit in human rights abuses	Supply chain management Diversity and equal opportunities
	Principle III Businesses are required to support workers' freedom of association and recognise the right to collective bargaining	Compliance, Ethics and Integrity
	Principle IV Eliminate all forms of forced and compulsory labour	Diversity and equal opportunities
	Principle V The effective elimination of child labour	
	Principle VI Eliminate discrimination in respect of employment and occupation	
ENVIRONMENT	Principle VII Businesses are required to 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
FIGHT AGAINST CORRUPTION	Principle X Businesses are committed to fighting corruption in all its forms, including extortion and bribes	Prevention of corruption Compliance, Ethics and Integrity Supply chain management

Personnel data

GRI 102-8 GRI 405-1

Composition of employees/subordinate staff by type of contract and gender as at 31/12	MEN 2021	WOMEN 2021	TOTAL 2021	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019
ITALY									
Permanent	6,829	3,175	10,004	7,056	3,184	10,240	6,994	3,116	10,110
Fixed-term	26	14	40	45	24	69	56	65	121
Total Italy	6,855	3,189	10,044	7,101	3,208	10,309	7,050	3,181	10,231
ABROAD									
Permanent	1,115	372	1,487	948	313	1,261	805	315	1,120
Fixed-term	20	20	40	50	12	62	74	20	94
Total Abroad	1,135	392	1,527	998	325	1,323	879	335	1,214
OVERALL TOTAL	**7,990**	**3,581**	**11,571**	**8,099**	**3,533**	**11,632**	**7,929**	**3,516**	**11,445**

Composition of the entire workforce as at 31/12 by geographical area and gender (includes employees and other types of non-subordinated contract)	MEN 2021	WOMEN 2021	TOTAL 2021	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019
Northern Italy	2,877	1,449	4,326	3,195	1,348	4,743	3,202	1,530	4,732
Central Italy	2,704	1,331	4,035	2,732	1,306	4,038	2,698	1,302	4,000
Southern Italy and Islands	1,274	409	1,683	1,174	354	1,528	1,150	349	1,499
Brazil	540	181	721	552	167	719	460	153	613
Belgium	27	18	45	10	14	24	8	10	18
Serbia	160	67	227	162	55	217	143	52	195
Argentina	5	1	6	2	0	2	7	0	7
USA	127	25	152	64	10	74	52	8	60
Germany	199	80	279	181	70	251	182	102	284
Norway	0	0	0	0	0	0	0	0	0
Luxembourg	0	0	0	0	0	0	0	0	0
Spain	14	6	20	15	7	22	15	8	23
Great Britain	5	0	5	0	0	0	0	0	0
Romania	0	0	0	0	0	0	0	0	0
France	15	3	18	0	1	1	0	1	1
Ireland	0	0	0	1	0	1	1	0	1
Switzerland	13	1	14	11	1	12	11	1	12
India	15	8	23	0	0	0	0	0	0
Malaysia	2	0	2	0	0	0	0	0	0
Mexico	7	2	9	0	0	0	0	0	0
Hungary	6	0	6	0	0	0	0	0	0
Other (specify)	0	0	0	0	0	0	0	0	0
GROUP TOTAL	**7,990**	**3,581**	**11,571**	**8,099**	**3,533**	**11,632**	**7,929**	**3.516**	**11,445**

Breakdown of employees by age group, gender and geographical area as at 31/12	MEN 2021	WOMEN 2021	TOTAL 2021	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019
ITALY									
Age < 30 years	872	360	1,232	864	350	1,214	828	351	1,179
Age 30-50 years old	3,713	1,845	5,558	4,099	1,990	6,089	4,316	2,041	6,357
Age > 50 years	2,270	984	3,254	2,138	868	3,006	1,906	789	2,695
Total Italy	**6,855**	**3,189**	**10,044**	**7,101**	**3,208**	**10,309**	**7,050**	**3,181**	**10,231**
ABROAD									
Age < 30 years	331	125	456	275	97	372	222	84	306
Age 30-50 years old	703	238	941	660	207	867	608	239	847
Age > 50 years	101	29	130	63	21	84	49	12	61
Total Abroad	1,135	392	1,527	998	325	1,323	879	335	1,214
Overall Total	**7,990**	**3,581**	**11,571**	**8,099**	**3,533**	**11,632**	**7,929**	**3.516**	**11,445**

Composition of personnel belonging to protected categories as at 31/12	MEN 2021	WOMEN 2021	TOTAL 2021	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019
ITALY	304	211	515	313	209	522	313	208	521
ABROAD	/	/	/	/	/	/	/	/	/

Composition of personnel by type of employment as at 31/12. (Group)	MEN 2021	WOMEN 2021	TOTAL 2021	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019
Full Time	7,913	3,073	10,986	8,029	2,983	11,012	7,841	2,898	10,739
Part Time	77	508	585	70	550	620	88	618	706
TOTAL	**7,990**	**3,581**	**11,571**	**8,099**	**3,533**	**11,632**	**7,929**	**3,516**	**11,445**

Consistenza del personale per tipologia di impiego al 31/12 (Italia)	MEN 2021	WOMEN 2021	TOTAL 2021
Full Time	6,783	2,689	9,472
Part Time	72	500	572
TOTAL	**6,855**	**3,189**	**10,044**

Breakdown of Board members by age group and gender as at 31/12*	MEN 2021	WOMEN 2021	TOTAL 2021	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019
ITALY				**Number**					
Age < 30 years	0	0	0	0	0	0	0	0	0
Age 30-50 years old	7	0	7	7	7	14	10	0	10
Age > 50 years	58	10	68	45	0	45	46	5	51
Total Italy	**65**	**10**	**75**	**52**	**7**	**59**	**56**	**5**	**61**
ITALY				**Rate**					
Età < 30 anni	0%	0%	0%	0%	0%	0%	0%	0%	0%
Età 30 - 50 anni	9%	0%	9%	12%	12%	24%	16%	0%	16%
Età > 50 anni	77%	13%	91%	76%	0%	76%	75%	8%	84%
Total Italy	**87%**	**13%**	**100%**	**88%**	**12%**	**100%**	**92%**	**8%**	**100%**
ABROAD				**Number**					
Age < 30 years	0	0	0	0	0	0	0	0	0
Age 30-50 years old	19	8	27	12	1	13	13	1	14
Age > 50 years	32	6	38	26	5	31	26	5	31
Total Abroad	51	14	65	38	6	44	39	6	45
TOTALE GRUPPO	**116**	**24**	**140**	**90**	**13**	**103**	**95**	**11**	**106**
ABROAD				**Rate**					
Age < 30 years	0%	0%	0%	0%	0%	0%	0%	0%	0%
Age 30-50 years old	29%	12%	42%	27%	2%	30%	29%	2%	31%
Age > 50 years	49%	9%	58%	59%	11%	70%	58%	11%	69%
Total Abroad	78%	22%	100%	86%	14%	100%	87%	13%	100%
GROUP TOTAL	**83%**	**17%**	**100%**	**87%**	**13%**	**100%**	**90%**	**10%**	**100%**

* The actual total of women is 16 (2 in Italy and 14 abroad); for men it is 94 (43 in Italy and 51 abroad). For the analysis shown in the table, the members of the Boards of Directors were counted according to their membership of the different Boards of Directors.

Composition of the Group's employees by professional classification and gender as at 31/12 Italy	MEN 2021	WOMEN 2021	TOTAL 2021
Executives	314	66	380
Managers	1,562	508	2,070
Employees	4,973	2,615	7,588
Manual workers	6	0	6
TOTAL	**6,855**	**3,189**	**10,044**

Composition of the Group's employees by professional classification and gender as at 31/12 Group	MEN 2021	WOMEN 2021	TOTAL 2021	MEN 2020	WOMEN 2020	TOTAL 2020	MEN 2019	WOMEN 2019	TOTAL 2019
Executives	325	69	394	330	62	392	315	56	371
Managers	1,588	520	2,108	1,542	492	2,034	1,606	493	2,099
Employees	6,071	2,992	9,063	6,227	2,979	9,206	6,008	2,967	8,975
Manual workers	6	0	6	0	0	0	0	0	0
TOTAL	**7,990**	**3,581**	**11,571**	**8,099**	**3,533**	**11,632**	**7,929**	**3,516**	**11,445**

Composition of the Group's employees by professional classification, gender and age group as at 31/12	2021			2020			2019		
ITALY				**Number**					
	< 30 years	**30-50**	**> 50 years**	**< 30 years**	**30-50**	**> 50 years**	**< 30 years**	**30-50**	**> 50 years**
Executives	0	116	264	0	116	261	0	123	241
Managers	1	867	1.202	0	887	1.104	0	1.030	1.023
Employees	1.231	4.574	1.783	1.214	5.086	1.641	1.179	5.204	1.431
Manual workers	0	1	5	0	0	0	0	0	0
TOTAL	**1.232**	**5.558**	**3.254**	**1.214**	**6.089**	**3.006**	**1.179**	**6.357**	**2.695**
ITALY				**Rate**					
	< 30 years	**30-50**	**> 50 years**	**< 30 years**	**30-50**	**> 50 years**	**< 30 years**	**30-50**	**> 50 years**
Executives	0%	1%	3%	0%	1%	3%	0%	1%	2%
Managers	0%	9%	12%	0%	9%	11%	0%	10%	10%
Employees	12%	46%	18%	12%	51%	16%	12%	51%	14%
Manual workers	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	**12%**	**55%**	**32%**	**12%**	**61%**	**30%**	**12%**	**62%**	**26%**
ABROAD				**Number**					
	< 30 years	**30-50**	**> 50 years**	**< 30 years**	**30-50**	**> 50 years**	**< 30 years**	**30-50**	**> 50 years**
Executives	0	10	4	0	12	3	0	6	1
Managers	10	25	3	13	28	2	0	39	7
Employees	446	906	123	359	827	79	306	802	53
Manual workers	0	0	0	0	0	0	0	0	0
TOTAL	**456**	**941**	**130**	**372**	**867**	**84**	**306**	**847**	**61**
ABROAD				**Rate**					
	< 30 years	**30-50**	**> 50 years**	**< 30 years**	**30-50**	**> 50 years**	**< 30 years**	**30-50**	**> 50 years**
Executives	0%	1%	0%	0%	1%	0%	0%	0%	0%
Managers	1%	2%	0%	1%	2%	0%	0%	3%	1%
Employees	29%	59%	8%	27%	63%	6%	25%	66%	4%
Manual workers	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	**30%**	**62%**	**9%**	**28%**	**66%**	**6%**	**25%**	**70%**	**5%**

Strikes and industrial disputes Italy	2021	2020	2019
% strike hours out of total hours worked	0.010	0.017	0.102
Employee unionisation rate (%)	10.86	10.73	10.80

GRI Content Index

GRI 102-55

As part of the Content Index Service, the GRI Services has reviewed the GRI Content Index, which is clearly presented, and references to all disclosures included are aligned with the appropriate sections in the body of the Report Placeholder for CI Service Mark.

GRI 101: 2016 REPORTING PRINCIPLES

GRI 102: General Information 2016	Description	Page, references and notes
General information		
Organisational profile		
102-1	Name of the organisation	Methodological note Page 123
102-2	Activities, brands, products and services	The profile Page 13
102-3	Location of head office	Piazzale dell'Agricoltura 24 - Rome
102-4	Location of activities	The profile Page 13
102-5	Ownership and legal form	A Group that invests in the future Page 12
102-6	Markets served	The profile Page 13
102-7	Scale of the organisation	The profile Page 13 A shared value Page 28
102-8	Information on employees and other workers	Personnel data Page 133
102-9	Supply chain	Supplier qualification procedures Page 72
102-10	Significant changes to the organisation and its supply chain	The profile Page 13

GRI 102: General Information 2016	Description	Page, references and notes
General information		
Organisational profile		
102-11	Precautionary principle	The precautionary approach referred to in principle 15 of the United Nations Rio Declaration is applied by Engineering to environmental protection, from the development to the introduction of new services and in the planning of operational activities
102-12	External Initiatives	We generate value for the community Page 19 Joining the Global Compact Page 27 A shared value Page 28
102-13	Membership of associations	Our stakeholders Page 130
Strategy		
102-14	Statement by a senior manager	Letter to the Stakeholders Page 11
Ethics and integrity		
102-16	Values, principles, standards and rules of behaviour	A shared value Page 30
Governance		
102-18	The Governance Structure	The Parent Company Engineering Ingegneria Informatica Page 14
		Accountability and transparency at the basis of our governance Page 28
Coinvolgimento degli Stakeholder		
102-40	List of stakeholder groups	Our stakeholders Page 136
102-41	Collective Labour Agreements	Engineering operates in compliance with local regulations in force. 100% of employees in Italy (therefore about 90% of the total workforce) are covered by the CCNL - the National Collective Labour Agreement. As far as foreign subsidiaries are concerned, in Belgium there is no collective labour agreement, but a Commission Paritaire, which for our Company is no. 218; with regard to Engineering Do Brasil, in Brazil there is only one type of contract and Engineering adheres to current regulations.
102-42	Identification and selection of stakeholders	Our stakeholders Page 130
102-43	Methods of involvement	Our stakeholders Page 130
102-44	Key issues and criticalities raised	Our stakeholders Page 130

GRI 102: General Information 2016	Description	Page, references and notes
Reporting Practices		
102-45	Persons included in the consolidated financial statements	Methodological note Page 123
102-46	Definition of report content and topic boundaries	Methodological note Page 123
102-47	List of material topics	Materiality Analysis Page 125
102-48	Restatements of information	There was no significant change
102-49	Changes in reporting	There was no significant change
102-50	Reporting period	Methodological note Page 123
102-51	Date of the most recent report	2020
102-52	Reporting Frequency	Annual
102-53	Contact for enquiries regarding the report	Methodological note Page 123
102-54	Statement on reporting in accordance with GRI Standards	Methodological note Page 123 This report has been prepared in accordance with the GRI Standards: Core option
102-55	GRI Table of contents	GRI Content Index Page 137
102-56	External assurance	Page 146

GRI Standard	Information	Page, references and notes
GRI 200 Series Economic Topics		
Economic performance		
GRI 103: Management method 2016	103-1 Explanation of the material topic and the perimeter of its impacts	Materiality analysis Page 125
	103-2 Management methods and its components	The results of our commitment Page 28 Our contribution to the country's economy Page 30
	103-3 Evaluation of the management method	The results of our commitment Page 28
GRI 201: Economic performance 2016	201-1 Direct economic value generated 103-2 La modalità di gestione e le sue componenti	A shared value Page 28

GRI Standard	Information	Page, references and notes
GRI 200 Series Economic Topics		
Anti-corruption		
GRI 103: Management method 2016	103-1 Explanation of the material topic	Materiality Assessment Page 125
	103-2 The management method and its components	Fighting and preventing corruption Page 30
	103-3 Assessment of management methods	Fighting and preventing corruption Page 30
GRI 205: Anti-Corruption 2016	205-3 Corruption cases found and actions taken	During the years 2019, 2020 and 2021, there were no cases of corruption within the Engineering Group
GRI 300 Series Environmental Issues		
Energy		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method and its components	The fight against climate change at the heart of our business Page 34
	103-3 Assessment of management methods	The fight against climate change at the heart of our business Page 34
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	The fight against climate change at the heart of our business Page 34
Emissions		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Aware of our footprint: the calculation of the Carbon Footprint Page 37
	103-3 Assessment of management methods	Aware of our footprint: the calculation of the Carbon Footprint Page 37
GRI 305: Emissions 2016	305-1 Direct GHG emissions (Scope 1)	Aware of our footprint: the calculation of the Carbon Footprint Page 37
	305-2 Indirect GHG emissions from energy consumption (Scope 2)	Aware of our footprint: the calculation of the Carbon Footprint Page 37
	305-3 Other indirect emissions (GHG - Scope 3)	Aware of our footprint: the calculation of the Carbon Footprint Page 37

GRI Standard	Information	Page, references and notes
GRI 300 Series Environmental Issues		
Waste		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Sustainable e-waste management Page 38
	103-3 Assessment of management methods	Sustainable e-waste management Page 38
GRI 306: Waste 2020	306-1 Waste generation and significant impacts related to waste	Sustainable e-waste management Page 38
	306-2 Management of significant impacts related to waste	Sustainable e-waste management Page 38
	306-3 Waste produced	Our environmental objectives Page 39 Sustainable e-waste management Page 38
GRI 400 Series Social Topics		
Employment		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Attracting talent to meet new challenges Page 48
	103-3 Assessment of management methods	Attracting talent to meet new challenges Page 48
Occupational health and safety		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method	Health and safety at work: our excellence Page 55
	103-3 Assessment of management methods	Health and safety at work: our excellence Page 55
GRI 403: Occupational health and safety 2018	403-1 Occupational Health and Safety management system	Health and safety at work: our excellence Page 55
	403-2 Hazard identification, risk assessment and accident investigation	Health and safety at work: our excellence Page55
	403-3 Occupational health services	Health and safety at work: our excellence Page 55
	403-4: Participation and consultation of workers and communication on the subject	Health and safety at work: our excellence Page 55
	403-5: Worker training in occupational health and safety	Informed and protected Page 57

GRI Standard	Information	Page, references and notes
GRI 400 Series Social Topics		
Occupational health and safety		
GRI 403: Occupational health and safety 2018	403-6: Health promotion among employees	Health and safety at work: our excellence Page 55
	403-7: Prevention and mitigation of occupational health and safety impacts within business relationships	Health and safety at work: our excellence Page 55
	403-8: Workers covered by an occupational health and safety management system	Commitment to Employees Page 62
Staff Training & Development		
GRI-103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Assessment Page 125
	103-2 The management method	Enhancement, inclusion and attraction of human resources Page 46
	103-3 Assessment of management methods	Enhancement, inclusion and attraction of human resources Page 46
GRI 404: Training and education 2016	404-2 Employee Skills Refresher Programs and Transition Assistance Programs	Addressing and reducing the impact of the Covid-19 pandemic Page 59 Our IT & Management Academy Page 60
Diversity and equal opportunities		
GRI-103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Assessment Page 125
	103-2 The management method	Enhancement, inclusion and attraction of human resources Page 46
	103-3 Assessment of management methods	Enhancement, inclusion and attraction of human resources Page 46
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity in governing bodies and among employees	Personnel data Page 133
Environmental assessment of suppliers		
GRI 103: Management methods 2016	103-1 Explanation of the material topic and the related impacts	Materiality Analysis Page 131
	103-2 The management method and its components	Supplier qualification procedures Page 75
	103-3 Assessment of management methods	ESG qualification and monitoring of suppliers Page 77

GRI Standard	Information	Page, references and notes
GRI 400 Series Social Topics		
Environmental assessment of suppliers		
GRI-414: Social evaluation of suppliers 2016	414-1 New suppliers that have been evaluated through the use of social criteria 2016	With customers and suppliers for shared sustainability Page 67 Supplier qualification procedures Page 72 ESG qualification and monitoring of suppliers Page 72
Customer privacy		
GRI 103: Management methods 2016	103-1 Explanation of the material topic and the related impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Cybersecurity to protect customers Page 71
	103-3 Assessment of management methods	Cybersecurity to protect customers Page 71
GRI 418: Customer privacy 2016	418-1 Claims made for spills, theft or loss of customer data	During 2021 there were no claims made for spills, theft or loss of customer data
Socio-economic compliance		
GRI 103: Management methods 2016	103-1 Explanation of the material topic and the related impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Ethical-social values and responsibilities: Code of Ethics and Model 231 Page 30
	103-3 Assessment of management methods	Ethical-social values and responsibilities: Code of Ethics and Model 231 Page 30
GRI 419: Socioeconomic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic field	During the last three years there have been no penalties, no criminal convictions that have become res judicata or settlements that have imposed an obligation on Engineering to “do/not do” (e.g. inhibitions) for non-compliance with laws or regulations

GRI Standard	Information	Page, references and notes
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 impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Quality as a constant goal Page 68
	103-3 Assessment of management methods	Quality as a constant goal Page 68
Research, development and innovation of products and services		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Digital transformation as an engine of sustainable development Page 90
	103-1 Explanation of the material topic and its impacts	Digital transformation as an engine of sustainable development Page 90
Industrial security of IT systems		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Cybersecurity to protect customers Page 72
	103-3 Assessment of management methods	Cybersecurity to protect customers Page 72
Social impact of investments, products, and services and digital inclusion		
GRI 103: Management method 2016	1103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Digital transformation as an engine of sustainable development Page 89
	103-3 Assessment of management methods	Digital transformation as an engine of sustainable development Page 89
IT education		
GRI 103: Management method 2016	103-1 Explanation of the material topic and its impacts	Materiality Analysis Page 125
	103-2 The management method and its components	Digital transformation as an engine of sustainable development Page 89
	103-3 Assessment of management methods	Digital transformation as an engine of sustainable development Page 89

GRI STANDARD	Information	Page, references and notes
Other specific disclosures not related to material issues		
GRI 402: Relations between workers and management 2016	402-1 Minimum notice period in case of corporate restructurings/reorganisations by locations and, if included, in collective agreements	The minimum period of notice in the event of corporate restructuring/reorganisation is determined by the law of the countries in which the Group operates and by the provisions of the national sector contract and level I and II trade union agreements.
	307-1 Monetary value of the main monetary and non-monetary sanctions for non-compliance with environmental laws or regulations	During the last three years, no environmental accidents or spills of hazardous substances have occurred at the Group's offices and Data Centres, which may compromise human health, soil, vegetation, surface and underground water bodies. In 2021, there were no disputes, fines or sanctions for non-compliance with environmental regulations and laws.

External Assurance

GRI 102-56

Deloitte.

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INDEPENDENT AUDITOR'S REPORT ON THE SUSTAINABILITY REPORT

To the Board of Directors of Engineering Ingegneria Informatica S.p.A.

We have carried out a limited assurance engagement on the Sustainability Report of Engineering Ingegneria Informatica S.p.A. and its Italian subsidiaries, as reported in the paragraph 'Methodological Note' of the Sustainability Report, for the financial year ending 31 December 2021.

Responsibility of the Board of Directors for the Sustainability Report

The Directors of Engineering Ingegneria Informatica S.p.A are responsible for the preparation of the Sustainability Report in accordance to the "*Global Reporting Initiative Sustainability Reporting Standards*" defined by GRI – *Global Reporting Initiative* ("GRI Standards"), as specified in the paragraph "Methodological Note" in the Sustainability Report.

The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of Sustainability Report that is free from material misstatement, whether due to fraud or error.

The Directors are moreover responsible for setting goals of Engineering Ingegneria Informatica S.p.A. and its Italian subsidiaries, with respect to sustainability performance, as well as for the identification of stakeholders and significant aspects to be reported.

Auditor's Independence and quality control

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the *International Ethics Standards Board for Accountants*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our auditing Firm applies *International Standard on Quality Control 1* (*ISQC Italia 1*) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibility

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the Sustainability Report with the GRI Standards. We conducted our work in accordance with the criteria established in the "*International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereinafter "*ISAE 3000 Revised*"), issued by the *International Auditing and Assurance Standards Board* (IAASB) for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the Sustainability Report is free from material misstatement.

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Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with l'ISAE 3000 *Revised* ("*reasonable assurance engagement*"), and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on Sustainability Report are based on our professional judgement and included inquiries, primarily with Company personnel responsible for the preparation of information included in the Sustainability Report, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically, we carried out the following procedures:

- analysis of definition process of relevant topics disclosed in the Sustainability Report, in order to assess the reasonableness of the selection process in place, of the definition of priorities with respect to the different stakeholders' categories, as well as of the internal results validation process;
- comparison between the financial data and information included in the paragraph "A shared value" in the Sustainability Report with those included in the Group's consolidated financial statements;
- understanding of the processes underlying the generation, collection and management of significant qualitative and quantitative information included in the Sustainability Report.

In particular, we carried out interviews and discussions with the management and personnel of Engineering Ingegneria Informatica S.p.A. and of the CSR department and we carried out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, the elaboration and transmittal of non-financial data and information to the function responsible for the preparation of the Sustainability Report.

In addition, for material information, taking into consideration the activities and the characteristics of Engineering Ingegneria Informatica S.p.A. and its Italian subsidiaries:

- at parent company and Italian subsidiaries level:
  - with regards to qualitative information included in the Sustainability Report we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
  - with regards to quantitative information, we carried out both analytical procedures and limited verifications to ensure, on a sample basis, the correct aggregation of data.
- for the following companies, Engineering Ingegneria Informatica S.p.A., Municipia, Engineering D.Hub, selected on the basis of their activities, their contribution to the performance indicators and their location, we acquired documental evidence on a sample basis of the correct application of the procedures and calculation methods used for the indicators.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report of Engineering Ingegneria Informatica S.p.A. and its Italian subsidiaries for the fiscal year ended on December 31, 2021 is not prepared, in all material aspects, in accordance with the GRI

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Standards as stated in the paragraph "Methodological Note" in the Sustainability Report. Our opinion does not extend to the foreign subsidiaries of Engineering Ingegneria Informatica S.p.A.

Other aspects

The data for the year ended December 31, 2021 presented for comparative purposes in the Sustainability Report have not been audited.

DELOITTE & TOUCHE S.p.A.

Signed by
Giovanni Cherubini
Partner

Rome, Italy
November 21th, 2022

This report has been translated into the English language solely for the convenience of international readers.

Methodological support
EY

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ENGINEERING
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