

The Almaviva logo features a stylized white waveform icon to the left of the brand name "Almaviva" in a clean, sans-serif font. The background of the entire page is a photograph of a hand reaching down towards water at sunset, with the sun low on the horizon and its light reflecting on the water's surface. A decorative pattern of thin white lines is visible in the top right and bottom right corners.

Almaviva

Sustainability  
Report  
2022

We are SUSTAINABILITY

VIVA





# Sustainability Report 2022

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# Letter to Stakeholders



**Marco Tripi**

Chief Executive Officer  
of the Al maviva Group

Our challenge is to reconcile technological innovation, environmental safeguard, people's quality of lives and economical stability.

Dear Stakeholders,

the digital transformation has become ever more closely linked to the social, environmental and economic aspects of sustainability, acting as a driver to support a model of innovative development that safeguards our shared future.

At a time of rapid global change, in which contradictions, inconsistencies, new market and consumer expectations and rigorous national and European regulations are the norm, technology applied to sustainability represents an extraordinary resource for the responsible growth of companies, organizations and citizens.

Today, our challenge is therefore to unite technological innovation with environmental protection, individual quality of life, and economic stability. In doing so, digitalization can contribute to achieving a sustainable balance within communities and countries. Its role in this respect finds form in the European and Italian strategies for recovery and resilience: the National Recovery and Resilience Plan (NRRP) sits within the framework of the Next Generation EU (NGEU) program and is organized along the three strategic lines of digitalization and innovation, the ecological transition and social inclusion.

The Al maviva Group is committed to putting sustainable development and the potential offered by technological change at the service of national growth. It plays an active and cognizant role in this crucial process of evolution, meeting its responsibilities by viewing and contributing to the ongoing transformations through the eyes of future generations.

The Group's 2022 plan for sustainable development sought to bring together the various aspects covered by the acronym ESG (Environmental, Social, Governance), both in its range of products and services - Responsible digital transition - and in the conduct of its business - People, Environmental and Social Governance.

These guidelines are codified in a multifaceted sustainability strategy, which set out specific objectives and targets for each pillar of the model, paying particular attention to the areas of innovation and technological support for the various aspects of ESG. This strategy also took into account the desire to stimulate discussion and collaboration with our stakeholders, including through the Company's membership of a number of associations focusing on the ecosystem. These include the Foundation for Digital Sustainability, the Foundation for Sustainable Development and the Venice Capital Sustainability Foundation.

As part of the Responsible Digital Transition, Al maviva continues to develop a portfolio of products and services featuring innovative solutions, offering these to the main sectors of the

countries in which it operates and paying particular attention to environmental and social sustainability.

In the public sector, the Company offers digital services that respond to citizens' needs, ensuring increased simplicity, accessibility and efficiency in IT processes and data security. To accelerate and support the digital transformation challenge in the Transportation sector, Almaviva has developed the MOOVA platform, a new generation of solutions that brings various means of transport together within an advanced technological framework, powering the new forms of sustainable, multimodal, as-a-service mobility. In the field of Healthcare, the Company was awarded - in partnership - the design, creation and management of the National Telemedicine Platform. This will enable a rapid, cutting-edge response to healthcare needs, reducing regional discrepancies and disparities in care. To support environmental protection policies, the Group offers advanced, integrated monitoring and analysis systems, improving the capacity to predict the effects of climate change. The ability to tackle the effects of hydrogeological instability and regional vulnerability is supported through the development of advanced platforms. These include solutions to manage the Integrated Water System and reduce leakage, alongside the project to reclaim sites of national interest (SIN), which seek to improve the quality and efficiency of work in the environmental area.

On the AI front, significant development continued in the product range that, in 2022, saw the company Alwave present its new AIWave platform, a tool designed to simplify and extend the adoption and use of AI in corporate and public-sector processes. In part thanks to new acquisitions in the sector, particularly those of The Data Appeal and Sis.ter, the Group extended its operations, solutions and ability to create positive impacts in the environmental and social spheres.

IT security plays a significant and timely role that should be considered an integral part of the ESG framework. This is partly in response to the increase in the number of threats in recent years, which has potential repercussions for institutions, companies and citizens. In this area, Almaviva has created Joshua, an innovative platform that allows IT risks to be assessed by analyzing and monitoring overall cybersecurity levels, and Giotto, a blockchain technology that can attest to the authenticity of online documents and prevent them from being used fraudulently.

Group personnel are crucial in Almaviva's growth, as their talent, skills and the quality of their work contribute to developing the company's culture and design. 2022 therefore saw a consolidation of the Group's people-centric project "Become," integrated pathways for innovative management, training,

development and enhancement of staff potential, all of which are at the heart of corporate strategy. As evidence of the project's progress, Almaviva was recognized as a finalist in two categories at the prestigious LinkedIn Talent Awards Italia: Best Talent Acquisition Team and Talent Insights Pioneer.

The Company also constantly monitors its progress on diversity issues to promote and maintain good practices in an increasingly open and inclusive culture. On gender equality issues specifically, the Group is committed to guaranteeing women the same training, growth and career opportunities that are available to men, from new hires to senior management positions. As far as the latter are concerned, the presence of women on the Boards of Group companies has exceeded 45%. In addition to responsibility in promoting female talent within the Company, Almaviva joined Valore D, an association of companies that has been dedicated to promoting gender balance and an inclusive culture for over 10 years.

With regard to its environmental impact, the Group constantly monitors its emissions and energy consumption and promotes the reduction of waste and water consumption, in the interests of the circular economy. A number of measures were introduced during the year, including the installation of charging points for electric and hybrid cars, the selection of new leased buildings with the requirement of a high energy efficiency class and the absence of gas installations. Finally, as part of the Company's sustainability objectives, work began on the definition of decarbonization initiatives, including the acquisition of energy from renewable sources.

The range of activities described in this Report reflects the value that the Almaviva Group, in its positioning, growth plan and the evolution of its organizational model, places on the relationship between technological innovation and sustainability, on continuity and solidity in its contribution to driving a sustainable development perspective, on sharing this perspective with its chief stakeholders, partners, customers, suppliers and Group personnel, without whom it would have been impossible to achieve the results that we present today.

# 2022 highlights

## Almaviva around the world



The Almaviva Group has a global presence across three business areas:

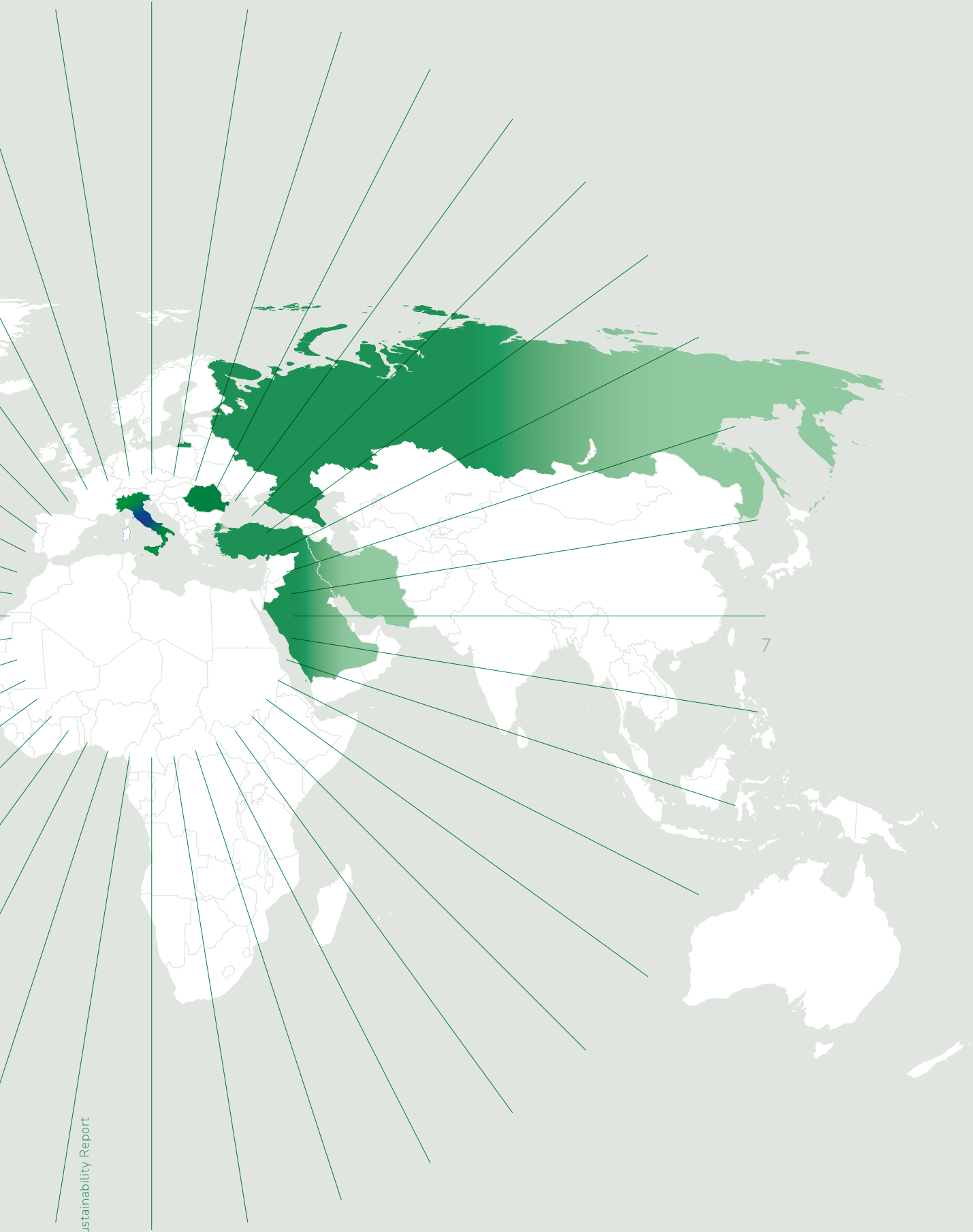
■ **Digital Change**  
IT products and services

■ **Digital Customer Management**  
Customer Relationship Management

■ **People Centered Technologies**  
Advanced technologies using the potential of Artificial Intelligence







# Performance in 2022

## Almaviva's ESG model

MARKET  
OFFERING

### THE BENEFITS OF OUR SOLUTIONS

- Supporting Italy's digitalization process
- Automating organizational and business processes
- Enhancing data and information
- Embracing inclusion, transparency, and accessibility
- Reducing environmental impacts (e.g., avoiding travel and monitoring energy consumption to identify areas for improvement)

14.4 mln €

in new R&D investments in 2022

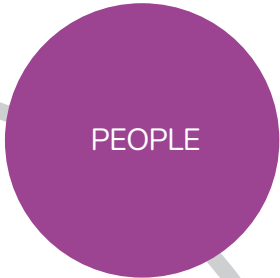
Zero

Data Breaches



RESPONSIBLE  
DIGITAL  
TRANSITION

**BUSINESS OPERATIONS**



46,555

Workforce, including 45,677 employees

65%

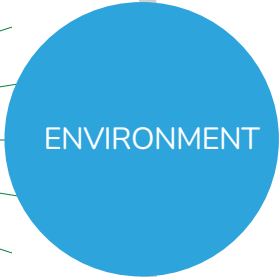
Female presence within the Group

54%

of hires under the age of 30

50

hours of training per employee on average



1,058

tons CO<sub>2e</sub> (Scope 1)

7,041

tons CO<sub>2e</sub> (Scope 2)  
decreasing trend since 2020



**Managerial ESG Committee**

established within the BoD

45%

Presence of women on Boards of Directors

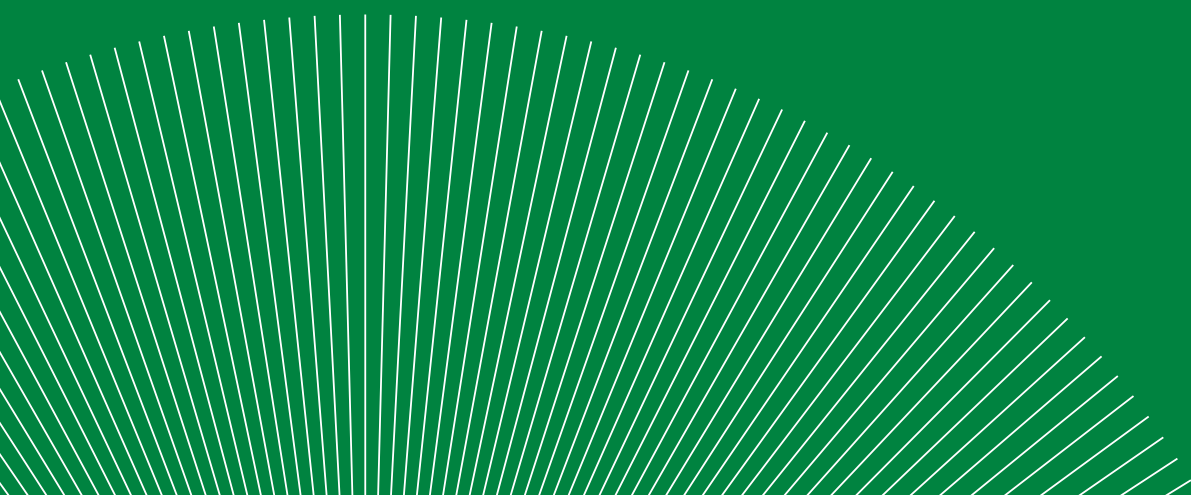
1,100.5 mln

of value generated, 90% of which was distributed



1.

Almaviva:  
the world  
through the eyes  
of tomorrow





We are TRANSFORMATION

**VIVA**

## 1.1 Digital transformation to support sustainability and the Al maviva vision

Digital transformation is a change that permeates all areas of society



**Digital transformation** is an ongoing and far-reaching process. A cross-cutting change, altering organizational, economic, social and cultural spheres, from the development and application of technologies such as Cloud Computing, Big Data, Internet of Things, Blockchain, Artificial Intelligence and 5G.

Digital is a major enabler for building more sustainable economies and societies with innovative consumption, production and work models. It may also bring benefits for the various areas of sustainability, which are closely interconnected and integrated:

- In terms of society, as it opens up new job opportunities and requires new professionals with innovative skills.
- For the economy, through generating new forms of profitability, by streamlining and simplifying internal and external processes, and increasing transparency in data collection and consultation to support timely and well-considered decisions.
- On the environment, as it promotes the increased monitoring of ecosystems or environmental data, with the goal of limiting possible risks.
- On governance, through the dissemination of ethical principles and standards of behavior through effective means, the provision of tools for transparency and control over responsible conduct.

The real challenge is to reconcile innovation and technology and environmental protection

In current times, the development of a competitive society has two main determinants: **pervasive digital transformation and growth in the levels of environmental and social sustainability** of human activities. Today, the real challenge is the ability to **reconcile technological innovation with the protection of the environment, people and economic stability** to design better societies and economies. These are two profound global transformations - twin transitions - which must be approached through a single vision. After all, these are two sides of the same coin: **digital is indeed the greatest ally of sustainability, while sustainability can not be considered without digital technologies**, particularly given the central role of disruptive innovation in the evolution of economic and business models toward sustainable development.

A study into "Digital Transformation" conducted by the World Economic Forum<sup>1</sup> examined the relationship between digital transformation and sustainability goals. While digital transformation uses technology to improve business performance, sustainability emphasizes corporate responsibility to their stakeholders from an environmental and social perspective. Digital transformation is radically changing the world today: the development of digital technologies can contribute to the achievement of a more equitable society, in line with the 17 Sustainable Development Goals set in 2015 by the UN 2030 Agenda, and with the integrated view of the different dimensions by which the concept of sustainability is expressed.

The digital sphere has thus become one of the strategic areas for the revitalization of any country's economy. Partly for this reason, Europe has allocated extraordinary funds for digital transformation, with React EU and Next Generation EU.

The **digital sector** has **substantially performed well in Italy over recent years**, going against the general trend of the Italian economy. **Investing in new digital technologies** and accelerating the digital transformation of businesses and the public administration is **part of the solution** to the limitations of our productive base<sup>2</sup>.

In particular, the **National Recovery and Resilience Plan** (NRRP, in line with the Next Generation EU) has boosted Italy's digital transformation: in terms of resources allocated, digitization is the first of the six "missions" identified by the Plan, with 27% of total funding allocated to reforms to emerge from the pandemic crisis. The Plan earmarks investments totaling Euro 222.1 billion (NRRP and Supplementary Fund), including: (i) approximately Euro 50 billion to support the **digitization and innovation of businesses** and the production system; (ii) Euro 20.3 billion in the **Health sector**, so as to strengthen the regional network and modernize the technology of the National Healthcare Service (SSN) with the strengthening of the Electronic Health Record and the development of **telemedicine**; (iii) Euro 31.5 billion for Infrastructure for **sustainable mobility**, approximately Euro 3 billion for **water infrastructure**. These sectors are key areas of know-how for the Al maviva Group and will provide a great opportunity to collaborate to support the country's growth.

## Al maviva's vision

Al maviva, as a national-level partner working on the digital transformation, takes an **innovative approach** that embraces the Company as a whole. A current of innovation that crosses generations to address the future of the world today, and that stimulates the adoption of new behaviors and organizational models and the definition of services and solutions according to market needs by integrating the environmental, economic and social aspects.

Digital transformation becomes technology-fueled change, not technology-defined change. It is not a neutral process of modernizing processes and products, but an active process, affecting different aspects of our existence, from quality of life to the efficiency of services that businesses and public administrations are able to offer.

This is the meaning of the expression "absolute digital", which encapsulates the central point of Al maviva's approach: **digital is not just technology. Digital is also the impact that the set of technologies has on the lives of institutions, businesses, organizations, and citizens and, at the same time, on the environment in which they move.**

A vision that looks at **today's world with the eyes of tomorrow**, to project into the future dimension a change to be built in the present era. We need to grasp its meaning and gain awareness of it: today's ideas have a profound impact not only on today's society, but particularly on future generations. There is a need, therefore, to project toward new ways of working that are able to take full advantage of the potential of digitization **by optimizing processes**, improving **competitiveness** and bringing **new value to customers**.

The Al maviva Group considers it a core responsibility to put the potential of technology at the service of sustainable development and lasting growth, in order to create shared value and contribute to a better future for all. Through its activities, the Group supports customers in their digital transformation through trusted and transparent relationships that aim to strengthen the reputation and credibility with their target communities.

1. <https://www.weforum.org/agenda/2023/01/digital-transformation-new-it-esg-davos-23/>

2. Digital in Italy 2022 Vol.2 (anitec-assinform.it)

In 2023, to further realize its commitments to sustainable development, Al maviva joined the **Foundation for Digital Sustainability**. This is the first recognized research foundation in Italy dedicated to investigating the issues of digital sustainability, which is inspired by and is recognized

in the Manifesto for Digital Sustainability, which sets out the principles on whose basis it proposes to direct technological development to contribute to "meeting the needs of the present generation without compromising the ability of future generations to realize their own."

The graphic features the logos for 'tech economy 2030' (Digital transformation for sustainability) and 'DIGITAL TRANSFORMATION INSTITUTE' at the top. Below them is the title 'MANIFESTO FOR DIGITAL SUSTAINABILITY' in large blue letters. A decorative blue wave graphic separates the title from the subtitle 'A VISION ON THE ROLE OF TECHNOLOGIES FOR A SUSTAINABLE FUTURE'. The main content consists of ten numbered points, each with a blue circular icon and a corresponding text block.

**tech economy 2030**  
Digital transformation for sustainability

**DIGITAL TRANSFORMATION INSTITUTE**

# MANIFESTO FOR DIGITAL SUSTAINABILITY

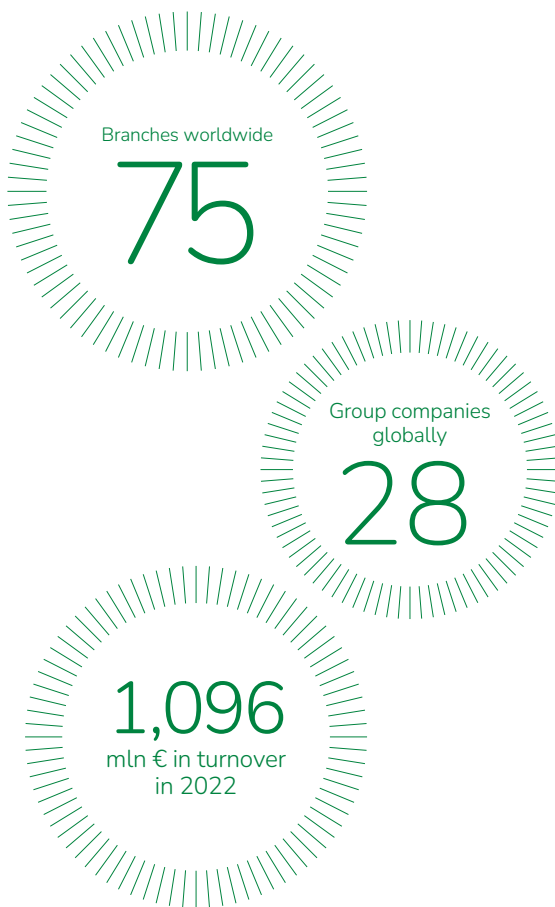
## A VISION ON THE ROLE OF TECHNOLOGIES FOR A SUSTAINABLE FUTURE

- 01 Digital transformation not only impacts processes by changing the way things are done. It affects their very nature, redefining their meaning.
- 02 Digital transformation brings change to people, the environment, society, culture and the economy. Helping to shape the direction of that change is a shared responsibility.
- 03 Developments in technology may be only partially directed or determined. The attempt to understand the dynamics of digital transformation, and to influence them, needs to start from this assumption.
- 04 Developments in technology may be only partially directed or determined. The attempt to understand the dynamics of digital transformation, and to influence them, needs to start from this assumption.
- 05 Defining the role of digital in societies centers on two factors: That concerning developments in the technologies themselves and the impact they produce on people, the economy and the environment in the process of changing society. These elements are inseparably connected and deeply interdependent.
- 06 The biggest human endeavor must be in understanding how technology is functional to it, and not the other way around. We therefore must try to direct its developments so that it produces, instrumentally, positive impacts on society.
- 07 The concept of a positive impact on society is embodied in the contribution of technology to the development of a sustainable society.
- 08 The economic, social and environmental sustainability criteria defined by the United Nations and consolidated in the United Nations' 2030 Agenda must become a beacon for the choices that will determine the development of technologies as tools for building a sustainable future.
- 09 The cultural system, made up of intellectuals, academics, researchers, and information workers must promote knowledge of technological tools by fostering the development of a widespread awareness among citizens, institutions, businesses, and decision-makers.
- 10 History shows how technology has improved people's living conditions. The actions of decision-makers must therefore be geared toward fostering maximum technological development within an Interpretive Framework that - without stifling progress - steers it in a direction compatible with and instrumental to a sustainable world.



## 1.2 The Almaviva Group

Consolidated experience, unique skills, continuous research, and a deep understanding of various public and private markets make the Almaviva Group Italy's leading ICT company.



Almaviva is a leading Italian digital innovation Group that enables economic development by supporting companies in the new challenges they face to remain competitive in the digital era, innovating their business model, organization, corporate culture and Information Communication Technologies.

Almaviva is a **global network** and digital transformation leader thanks to its Made-in-Italy expertise and ability to integrate different cultures, knowledge, and experiences. In fact, the Almaviva Group operates globally, with 44 offices in Italy and 32 overseas, with a major presence in Latin America, in addition to the United States, Saudi Arabia, Colombia, Egypt, Finland, the Dominican Republic, Russia, Tunisia and Brussels. However, the presence in Italy remains valuable for Almaviva, which brings each and every day a business culture based on a focus on people, observance of shared ethical principles and transparent compliance with rules.

In order to support its growth, the Almaviva Group invested during 2022 in a series of strategic acquisitions. Among others, these included Tecna, an engineering company with know-how and specific technical experience in consulting, development and the implementation and management of ICT projects in the field of critical infrastructure automation. Also in 2022, through its subsidiary Almax, it acquired Sister, Sistemi Territoriali, a CNR spin-off specializing in data analytics and acquired the Florence-based The Data Appeal Company, involved in the development of vertical AI analytics solutions, a leader in tourism, fintech and location intelligence.

Almaviva also established Reactive, a company focused on the digital transformation of the finance world, with the mission of overseeing and developing the Group's offerings directed at the banking, insurance and new financial markets. Significant investments are expected in the future for further acquisitions in the tech sector, particularly in Italy and Brazil. Outside these two countries, on the other hand, investments will be concentrated in mobility and AI, in addition to Information Communication Technology (ICT).

With 46,000 employees – of which approximately 6,000 in Italy and 40,000 overseas – Almaviva is the third-largest private Italian group in the world, with total sales of Euro 1,096 million in 2022.

Nationally and internationally, the Group supports its customers, i.e. businesses and governments, both central and local, by helping them tap into the opportunities offered by digital and to remain competitive. From the Public Administration to Finance, from Transportation to Tourism, from

Security to Defense, Al maviva's solutions aim to improve systems, operational processes and service levels with the scope of a strategic public-private relationship, fostering accessibility, security, transparency and interoperability. Thanks in part to the **opportunities related to the National Recovery and Resilience Plan**, Al maviva has prepared to play a leading role particularly in the areas of Digital Health (e.g., telemedicine), Culture, Environment (e.g., digitization and management of water networks) and Cybersecurity, providing its customer with better tools and solutions.

In the coming years, the Group aims to strengthen its strategic positioning in order to consolidate and expand its leadership in its target sectors, with a particular focus on the Artificial Intelligence sector, proposing a distinctive vision based on its complex technological assets and skills for advanced interpretation of data and information, and accompanying its growth plan with the evolution of its organizational model.

**1.2.1 The history of the Al maviva Group**

1983

**ISI Italsistemi per l'Informatica and COS Communication Services** are founded: the two companies collaborate on a new industrial project in Italy as a Consulting & Service Provider for public and private ICT organizations.

2007

**Al maviva Contact** is founded by COS: the company is a leader in Customer Relationship Management thanks to its Made-in-Italy expertise. It builds a network that nurtures different cultures, expertise, and skills so that it can offer innovative Digital Customer Management solutions to international customers.

2002

**COS Tunisie** is founded: the company changes its name to Al maviva Tunisie in 2010 and is now a leader in Customer Care and Telemarketing services for EMEA's Tunisian and French-speaking market.

2010

**Al mavwave do Brasil** is founded: its goal is to become the leading supplier of "people-centered" technologies in the Brazilian market. The company provides large Brazilian companies with quality, efficient solutions for Customer Interaction and Knowledge Management processes.

2005

**Al maviva** is founded: the **COS Group** acquires the **Finsiel Group** from Telecom Italia and forms a new industrial player. The Group's purpose is to support the digital transformation of key sectors for Italy's economy. Al maviva becomes a leading Italian IT company at the center of a global network.

2013

**Lombardia Gestione** is founded: the company manages infrastructure, processes, and operations for Lombardy's regional ICT systems thanks to an innovation model that is capable of transforming the activities of regions across Italy.

Al mavwave acquires **PerVoice**: a spin-off of the Bruno Kessler Foundation research laboratories, PerVoice is the first Italian company to offer a comprehensive portfolio of Automatic Speech Recognition solutions.

2006

**Al maviva do Brasil** is founded: the technology partner operates in the advanced management of Customer Care services in Latin America. The company is Brazil's third-largest operator and one of its leading Business Process Outsourcing providers.

**Al mavwave** is founded by Al maviva Consulting: the company is established to develop Artificial Intelligence solutions for the Al maviva Group. Al mavwave is now a leading company in AI and the analysis of natural, written, and spoken language thanks to its cutting-edge proprietary technologies.

2014

**Almawave USA** is founded: the company aims to bring “Made in Italy” solutions to the American market in the fields of Customer Experience, Voice of the Customer, and Monitoring.

**Almacontact** is founded: the Colombian Digital Customer Management company serves the Spanish-speaking countries of Latin America, exporting the fruits of the collaboration between Almaviva Contact and Almaviva do Brasil.

**Almaviva de Belgique** is founded: the IT consultancy services company provides production and commercial services to EU institutions and European enterprises.

2019

Almaviva acquires **WEDOO**: the digital agency has a global presence in the digital communication and experience design sectors.

2022

**ReActive** is founded: the Company is a spin-off of Almaviva's finance division. It guides the digital transformation of the finance world and its mission is to oversee and develop Almaviva products for the banking, insurance, and new financial operators market.

2016

**Almaviva Services** is founded: the Digital Customer Management company is based in Romania and exports an extensive range of innovative high value-added services to European countries.

2020

**Data Jam** is founded: the company uses data science to generate value as part of Italy's digital transformation process. Data Jam is an academic spin-off of the University of Naples Federico II, Almaviva Digitaltec, and Almawave.

2022

Almawave acquires **The Data Appeal Company**: a developer of vertical AI analytics solutions and a Tourism, FinTech, and Location Intelligence leader.

Almawave acquires **SisTer Sistemi Territoriali**: the company develops Data Science solutions and projects, with a focus on Open Data Analytics, Spatial Intelligence, and Decision Support System platforms for the Multiutilities and Government sectors.

2017

**Almaviva Digitaltec** is founded: the Group's Digital Foundry is based in Naples (Italy) and facilitates the development of digital and disruptive solutions, with a focus on Mobile & Portals, the IoT & GIS, the API Economy, Microservices & Containers, and Big Data Analytics.

2021

**Almawave** debuts on the Euronext Growth Milan market.

Almawave acquires **OBDA Systems**, an innovative startup founded by La Sapienza University of Rome, to broaden its spectrum of proprietary solutions relating to language and Big Data technologies.

**Kline** is founded: the new Group company combines Almaviva's Trustee department with Kline Srl, the ideal partner to assist with the transformation of the FinTech, Wealth Management, and RegTech sectors.

**Almaviva Saudi Arabia** is founded: the company is dedicated to the business development and operations management of the Middle East's Transportation sector.

**Almaviva Egypt, Almaviva Russia, and Almaviva República Dominicana** are founded: the companies oversee the enhanced management of entry visa issue services to Italy, acting as an authority on behalf of Italy's embassies.

2018

Almaviva acquires **SADEL**: the leading Transportation company develops Passenger Information Systems, combining its expertise in software, mechanics, and electronics to design, manufacture, and maintain on-board train equipment.

2022

**Almaviva Finland** is established, a Finnish-registered company wholly-owned by Almaviva S.p.A., which will operate mainly in the IT segment, Transportation sector.

Almaviva S.p.A. has completed the acquisition of the entire share capital of **Tecnau Transport Division S.r.l.**, a Trezzano sul Naviglio (MI)-based company involved in the supply and integration of technological systems for rail and metropolitan transportation, airports, industries, and the water/sewage sector.

Almaviva do Brasil acquires the Brazilian company **CRC**, along with its subsidiary **CRC Digital**, involved in CRM Finance and credit management. The acquisition allows Almaviva do Brasil to consolidate its position in its target market.

## 1.2.2 Business Areas

The Group has three business divisions:

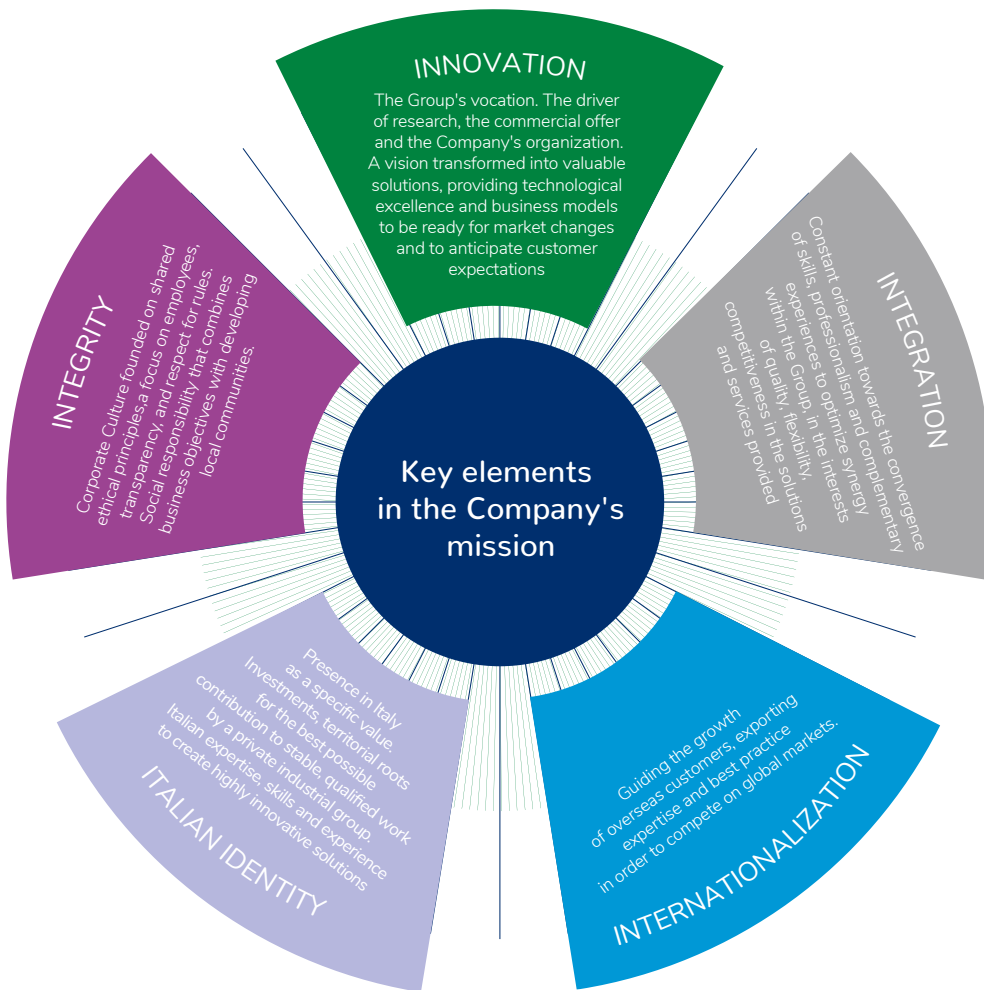
BUSINESS AREAS	01 DIGITAL CHANGE	02 DIGITAL CUSTOMER MANAGEMENT	03 PEOPLE CENTERED TECHNOLOGIES
	IT solutions for 4.0 enterprises and administrations looking to seize the opportunities created by the ongoing transformation	A new global vision scale to achieve the highest quality of customer experience management	AI-driven technology based on natural language to evolve Customer Interaction and Knowledge Management processes
2022 TURNOVER	 <p>66%</p> <p>€ 721 mln</p>	 <p>30%</p> <p>€ 325 mln</p>	 <p>30%</p> <p>€ 50 mln</p>
PEOPLE	~4,500 employees	~41,000 employees	~400 employees
COUNTRIES	ITALY SAUDI ARABIA BELGIUM EGYPT FINLAND DOMINICAN REPUBLIC RUSSIA USA	BRAZIL COLOMBIA TUNISIA	ITALY BRAZIL USA
COMPANY	               	   	      

# 1.3 The integrated business model: digital and sustainable

The Almoviva Group bases its development and industrial strategy on a set of guiding principles: integration, innovation, internationalization, its Italian identity, and integrity.

In implementing its strategy, the Almoviva Group offers its customers:

- **Innovative solutions that are “tailored”** to their needs;
- **Highly professional** services that are competitive on the market;
- **Safe products** that comply with safety standards on product design and production;
- **Broad skills** and expertise;
- Standard solutions with optional custom product integrations;
- **IT asset** management.



### 1.3.1 Business Model

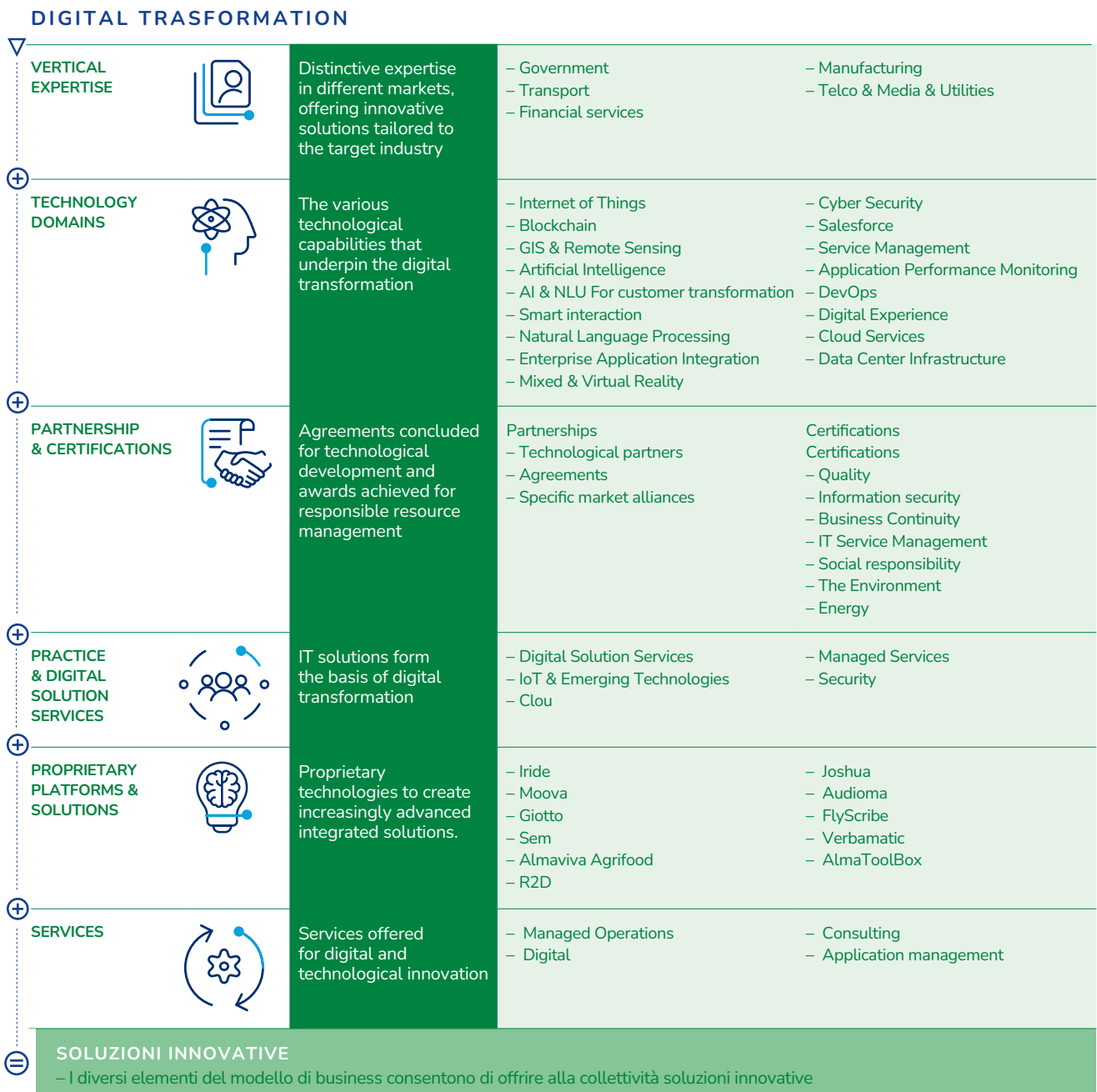
Almaviva's strategic offering model originates from the **synergistic collaboration** among the Group Companies, which **integrate complementary technological assets, operational and service capabilities** to offer a broad range of services oriented towards the customer's business.

The model forms the bedrock of Almaviva's industrial projects, combining project development and implementation with the application of advanced and innovative technologies and the availability of adequate infrastructure. The resulting business and service model fosters the development of new business opportunities for customers by listening to

their needs, and mapping out potential scenarios. Almaviva has defined a set of well-structured and diversified services to best meet the needs of its customers. Its management of Information Technology comprises solutions, projects, and services that are "tailored" to individual customers, allowing Almaviva to position itself in its target market as an **Information & Communication Services Provider (ICS)**.

Almaviva's business model is based on **six main pillars** that allow it to provide innovative solutions: vertical skills, technology domains, partnerships and certifications, practice and digital solution factories, proprietary platforms and solutions, and services.

#### Almaviva's Business Model



## Innovative solutions

The **most effective** response to support the development of the country system is to **invest in digital**. In this context, Al maviva supports its customers on a growth path that incorporates technological, organizational, social, cultural, and managerial changes, while maintaining a human and personalized stamp.

What sets Al maviva apart is its ability to develop on the basis of **open innovation models**, creating customized projects, combining the ability to master the most advanced digital frontiers with an indispensable human touch

Digital Change	Digital Customer Management	People Centered Technologies
<b>Products and services</b>	<b>Products and services</b>	<b>Products and services</b>
Cloud Computing & Consulting	In-and outbound services	AI and NLU
Digital Change	Multi-channel solutions	AI Core Technologies
Knowledge of Everything	Back-office document management	Speech and text (>30 languages)
System Integration	Consulting and process reengineering	Knowledge Management and Link Analysis
Cyber Security	Advanced analytics	Customer Experience Platforms (front end)
PIS solutions & devices	Process automation	Conversational Platforms (voice and text)
Virtual & Augmented Reality		
Real Time CGI		
<b>Sectors</b>	<b>Sectors</b>	<b>Sectors</b>
Transport	Telco & Media	Financial services
Central public administration	Transport	Central public administration
Local government	Energy and Utilities, Industry and Services	Defense and Security
Financial services	Public Administration Financial services	Smart Mobility & Transportation
Energy and Utilities, Industry and Services	Other	Smart territory
Telco & Media		Health
Other		Telco & Media
		Energy and Utilities, Industry and Services
		Ecological transition
		Ecosystem tourism
<b>Clients</b>	<b>Clients</b>	<b>Clients</b>
BPER	Alitalia	Ferrovie Italiane
Regione Lombardia	Trenitalia	Banca d'Italia
CONSOB	SKY	ISTAT
Agenzia delle Entrate	Wind /Tre	A2A
UBI Banca	Latam	INAIL
Trenitalia	Ministero degli affari esteri	SKY
	American Express	
	TIM	

### 1.3.2 Our sustainability model

Almaviva’s sustainability approach blends social, environmental, and governance factors, both in terms of the marketing of products and services and business operations, allowing the Company to foster an ethical, inclusive digital transition, with a reduced environmental impact. This integrated model allows Almaviva to create shared value that becomes social value for people, economic value for customers and stakeholders, and environmental value for ecosystems, by making progress in four areas: Responsible Digital Transition, People, Environment and Corporate Governance.

Through its activities, Almaviva is pursuing a **responsible digital transition**, contributing to the development of communities, industries, and infrastructures, accompanying society towards a more responsible and digital future, through the application of transversal skills, advanced technology and custom solutions, and constant improvements to service and product quality and customer satisfaction.

By harnessing the potential of new technologies, the Almaviva Group plays a crucial role in **providing the community and market with innovative solutions** that are guaranteed to improve the lives of people and their environment. The Group is generating multiple positive effects along the way, by:

- Supporting Italy’s digitalization process
- Simplifying the relationships between different players
- Automating organizational and business processes

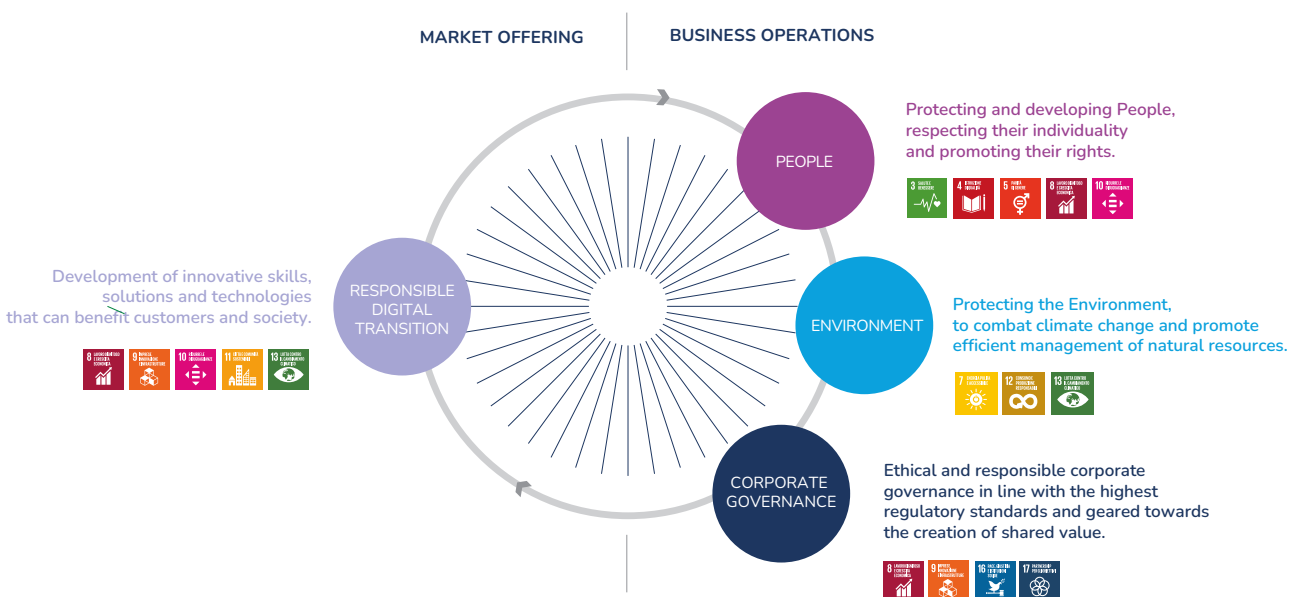
- Improving company efficiency, productivity, and safety (e.g. by carrying out dangerous activities remotely)
- Enhancing data and information
- Supporting “intelligent” decision-making
- Embracing inclusion, transparency, and accessibility
- Reducing environmental impacts (e.g., avoiding travel and monitoring energy consumption to identify areas for improvement).

In addition, through its work in the Health Care and Public Transport sectors, the Group assists customers by indirectly protecting the health of citizens and encouraging the use of public transport with a view to sustainable mobility.

At the same time, Almaviva wants to adopt a more sustainable business model to create **shared economic value, develop human capital, and protect natural heritage**.

Almaviva’s **People** are its most important resource, which is why the Company is committed to protecting the diversity and uniqueness of each person, caring for their physical and mental integrity and development through training and the search for the best talent. The focus on social impact extends to the entire value chain from suppliers, through customers, to communities.

Environmental protection is defined by a specific Environmental Management System, with the goal of minimizing Almaviva’s impact on the Planet, climate and natural resources.





The Group monitors its emissions and energy consumption, promotes the use of renewable energy and looks for ways to reduce to a minimum waste and negative environmental externalities, and guarantee efficiency and sustainability according to the principle of the circular economy.

Guiding the Group's conduct and actions towards its stakeholders is a **corporate governance** system that integrates ethical principles into its business strategy to guarantee transparency and trust. The values that guide the Company also inspire its system of policies and procedures, which has been defined in compliance with the highest regulatory standards to prevent conflicts of interest, in accordance with regulations.

By adopting this approach, Almaviva is firmly committed to achieving the United Nations' Sustainable Development Goals (SDGs), as defined in the 2030 Agenda and signed in 2015 by 193 United Nations countries, including Italy. The SDGs are based on the United Nations Millennium Development Goals, and arose from an emerging awareness of the unsustainability of the pre-existing development model, and of the need to work, on a global level, towards 17 sustainable development goals. Demonstrating its commitment to contributing to the pursuit of the SDGs, Almaviva signed up in 2015, and latterly renewed in 2022, to the **United Nations Global Compact**, a voluntary initiative based on the commitments made by more than 22 thousand participants (business and non-business) globally in the implementation of practices and goals in the area of sustainability.

### 1.3.3 Material sustainability topics

Almaviva carried out a materiality analysis process in order to identify the most relevant topics on which to focus corporate sustainability strategies and the content of its Sustainability Report.

In line with the GRI Standards, which serve as the reporting framework for Almaviva's Sustainability Report, the Company conducted an updated materiality analysis in 2022. This analysis incorporated the revisions made to the GRI Universal Standards released in 2021.

The recent update provides for the identification of topics that represent the most significant positive and negative, actual and potential impacts organizations have on the economy, the environment, and people, including their human rights. This perspective, which takes into consideration the impacts generated or likely to be generated by Almaviva, is defined as **Impact Materiality**.

The process of identifying material topics for Almaviva involved the following key steps:

#### 1 Analysis and understanding of the organization's context

Before identifying Almaviva's impacts, the Group took the initial step of understanding its activities, business relationships, stakeholders, and the sustainability context in which it operates. To this end, a benchmark analysis was carried out with comparable companies in the sector and in compliance with the requirements of the main international Sustainability Standards. In addition, the Group analyzed the external context to gain insights into the main trends and relevant factors pertaining to Sustainability within the sector in which Almaviva operates.

#### 2 Identification of impacts

The Group subsequently identified the main positive and negative impacts – both actual and potential – of the Company and the players involved in its value chain on the economy, environment, and people (including human rights) by gathering internal and external documentation and engaging with various company representatives.

#### 3 Evaluation of the significance of impacts

The impacts identified were thoroughly evaluated to determine their significance, on a scale from 1 (minimum) to 5 (maximum), considering key factors such as severity, extent, irremediable character (only for negative impacts), and likelihood of occurrence. Specifically, the Stakeholder Engagement activity involved six categories of stakeholders: top management, financial community, suppliers, customers, trade associations, civil society, and the local community

#### 4 Prioritization of topics based on impact assessments

In line with the requirements of the new 2021 GRI Universal Standard, the results of Almaviva's impact assessments were reworked to create a **prioritized list of material Sustainability topics**. These topics were categorized based on the Company's four sustainability guidelines. All topics submitted for evaluation were material, considering a threshold of 2.5 points out of a maximum of 5.

Impact Materiality 2022

Cluster	Temi materiali	Molto Alta	Alta	Medio alta
CORPORATE GOVERNANCE	Creating shared value			
	Business continuity and cybersecurity			
	Protecting intellectual property			
RESPONSIBLE DIGITAL TRANSITION	Digital solutions for the community and inclusion			
	Technology for humans - People-centered			
	Digitalization and business process efficiency			
	Green solutions for customers			
	Innovation			
	Privacy and data protection			
	Customer satisfaction and product and service quality			
PEOPLE	Valuing human capital, attracting talent			
	Well-being, occupational health and safety			
	Human Rights			
	Diversity and inclusion			
	Responsible supply chain			
ENVIRONMENT	Energy consumption and combating climate change			
	Circular economy of electronic devices			
	Water resource management			

Analyzing the positioning of the topics with the most significant impacts, "Business continuity and cybersecurity" appears to be the most relevant issue: this demonstrates the importance of ensuring security and transparency in the management of the various aspects related to the technologies used, with a view to creating long-term value for all stakeholders.

Another very relevant theme is "Enhancing Human Capital, Attracting Talent": attention to the development of one's people is a key element in the technology sector, where having highly skilled and specialized personnel is crucial to business success.

The theme of "Innovation" also has particularly significant impacts: this reflects the essence of Almoviva, which makes innovation the engine and driving force of its business.

Finally, additional key aspects for Almoviva are "Digital solutions for collectivity and inclusion", "People-centered technology" and

**"Digitalization and business process efficiency:** the company is strongly committed to providing solutions which positively contribute to the various areas of sustainability and ensure that technology serves people by introducing simple, inclusive and transparent systems.

**1.3.4 Sustainability strategy: Almoviva's commitments**

The Almoviva Group decided to make its commitments to sustainable development concrete by defining a **sustainability strategy with specific objectives and targets**. These goals relate to the individual pillars of the sustainability model. The strategy was also created in consideration of the financial market's various demands and an in-depth benchmarking study of comparable companies in the ICT sector. The objectives were shared with company departments, which will be responsible for pursuing and achieving them.

ESG Strategy

	Material topic	Target	Target	SDGs
GOVERNANCE	Governance system	Ensure fair representation on the BoD in terms of gender, age, independence, minority appointments, and other categories	Increasing the proportion of independent and female members on the Board by 2025	
		Top Management remuneration linked to ESG goals	Defining and integrating ESG aspects into Group top management remuneration policies in 2023	
		Maintain high levels of ethics and compliance in the conduct of business	Reaching 100% of employees who have completed training on Ethics & Compliance in 2025	
		Develop transparent and accountable sustainability governance	Launch of training courses on ESG topics for the Board in 2023	
Business continuity and cybersecurity	Minimize the risk of IT system disruptions and cyber attacks	In 2023 record low levels of Service interruptions in software and IT services provided to customers		
RESPONSIBLE DIGITAL TRANSFORMATION	Innovation	Continued investment in advanced technologies and development of innovative projects that contribute to improving clients' ESG impacts (e.g. community and inclusion, sustainable mobility, clean tech, digitalization and business process efficiency, etc.)	<ul style="list-style-type: none"> <li>• Increase the number of innovative projects that contribute to improving ESG aspects in 2023</li> <li>• Increase research and development expenditures for continued innovation</li> <li>• Scale up partnerships with research institutions/universities</li> </ul>	 
	Digital solutions for customer sustainability and digitalization	Offer the market innovative solutions that contribute to improving and monitoring customers' ESG impacts	Expanding the range of innovative solutions that help improve ESG impacts by 2025	
	Customer satisfaction and product and service quality	Maintain high levels of quality and customer satisfaction	Standardization of quality and satisfaction assessment systems differentiated by business area by 2025	
	Privacy and data protection	Minimize the risk of information privacy breaches and the number of related complaints	No substantiated complaints received concerning breaches of customer privacy in 2023 Extension of ISO 27001 certification to all major Group Companies by 2025	
PEOPLE	Valuing human capital, attracting talent	Support staff professional development and engagement, monitoring and improving training	Increase in average training hours per capita by 2025	
		Increase initiatives dedicated to talent development and enhancement	Intensification of talent attraction initiatives	
	Diversity and inclusion	Ensure fair representation at the company in terms of gender, age, minority appointments, and other categories	Expand initiatives to encourage women's participation in STEM education and increase their presence in the company in the following sectors: Digital Change and People Centered – Technology	
		Increase the number of women in managerial positions		
Responsible supply chain	Increase the number of suppliers involved in the evaluation process through ESG criteria.	Standardization of policies, procedures and of the supplier evaluation system through ESG criteria for the entire Group by 2025		
THE ENVIRONMENT	Energy consumption and combating climate change (Sustainability team)	Increase the use of renewable electricity	100% renewable electricity acquired (differentiated by country) by 2030	
		Reduce direct and indirect emissions to achieve Group-wide Net Zero emissions by 2030	Halve emissions (Scope 1 and Scope 2) compared to 2021 in 2030	
	Circular waste management (Sustainability and quality team)	Increase the percentage of waste directed to recovery	100% separate waste collection Group-wide in 2025	

### 1.3.5 Almaviva's participation in sustainable development initiatives

Almaviva's commitment to sustainable development is ensured thanks to its membership of a number of foundations, including the **Foundation for Digital Sustainability**, the **Foundation for Sustainable Development**, and the **Venice Capital of Sustainability Foundation**.

The **Foundation for Digital Sustainability** is the first recognized Research Foundation in Italy for digital sustainability, which already includes 13 Italian universities and leading companies in their respective fields. Through research, communication, training and advocacy, the Foundation seeks to contribute to achieving the 2030 Agenda objectives regarding sustainability, with the goal of making technology a tool to service sustainability, and to develop a structured reflection on how digitalization should be introduced on the basis of sustainability criteria. The Foundation has drawn up a **Manifesto** centering on ten points which outline the role of digital technology as a sustainability tool, highlighting its central function in building the sustainable development models within the 2030 Agenda framework. Joining the Foundation allows Almaviva to **pool values, skills and experience for shared goals and projects**.

The **Foundation for Sustainable Development** is an authoritative reference point for the main sectors and leaders of the green economy internationally. With its participation, Almaviva wants to contribute to the Foundation's wealth of experience, knowledge and credibility, through **initiatives capable of creating a more favorable environment for the development of enterprises in the "green economy", supporting the ever-improving quality of organizations operating from this perspective, and improving dealings with the institutions**.

Almaviva has joined as a co-founding partner the **Venice World Capital of Sustainability Foundation**. Through its membership of the foundation, Almaviva intends to contribute to the mission of creating sustainable value for **Venice and its metropolitan area** through the use of advanced digital processes aimed at revitalizing the local socio-economy, while ensuring the protection and preservation of the environmental, historical and cultural heritage, as well as strengthening the local community.

In addition, during 2023, Almaviva was awarded the **EcoVadis Bronze** certification in view of the sustainability goals achieved in 2022: this is an important recognition, awarded by the most reliable rating organization on corporate sustainability. The Company was assessed on four macro areas of sustainability (environment, labor practices and human rights, ethics, sustainable procurement), broken down into 21 aspects considered in the Ecovadis assessment. Earning this recognition from Ecovadis confirms, from an external body of international stature, Almaviva's commitment to its approach to sustainability.

Finally, we highlight Almaviva's participation in the **ESG Observatory**, focused on the topic of sustainability supported by technology. The goal of the observatory is to support and create new offerings on the market by leveraging emerging technologies such as Artificial Intelligence, Blockchain, Big Data, and IoT, combined and also integrated with existing ecosystems of IT services and solutions to create added value in the area of sustainability, while also tapping into the opportunities related to the National Recovery and Resilience Plan.



## 1.4 Stakeholder engagement

Discussion and dialogue with stakeholders is crucial in achieving Almagora's objectives and supporting the corporate mission.

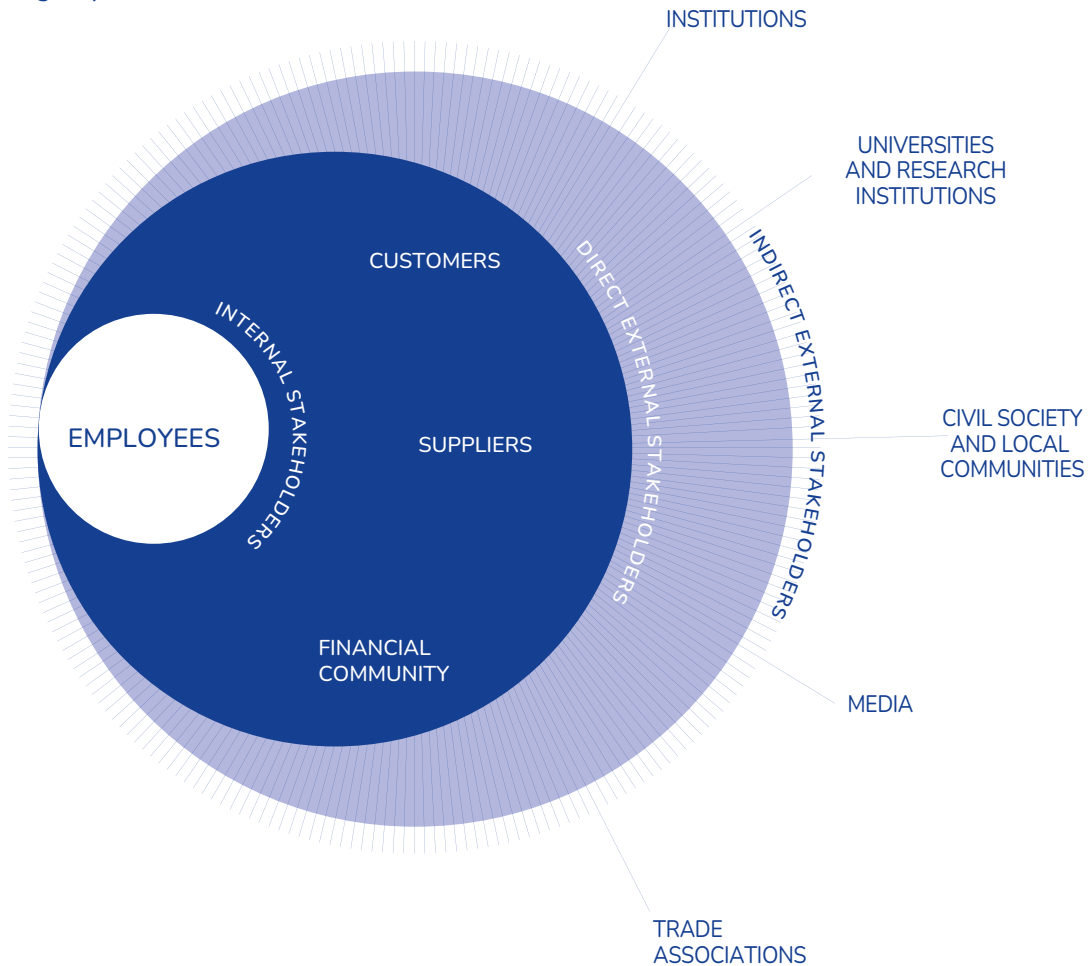
The success of an organization is closely tied to its ability to enhance its relationships with the entire population of stakeholders. These relationships are guided by an organization's perceived reputation in the eyes of others. In other words, the opinions of stakeholders give credibility to an organization's statements, the reliability of its achievements, and the legitimacy and responsibility of its actions.

The interests and observations that revolve around a company lead to the formation of a range of expectations that do not always marry up but must nevertheless be pursued through effective communication. These actions must be both comprehensive and systemic if they are to build and give continuity to structured, conscious relationships that support the company's corporate mission.

Guaranteeing a constant and consistent flow of information to stakeholders, involving them in listening and dialogue initiatives, is key to understanding Almagora's role and development, in addition to its culture, values, identity, and ability to respond well to expectations, including with a view to integrating social, environmental, and economic factors into its business strategy.

Almagora engages its stakeholders in an ongoing discussion, both through direct relations with its various business divisions, and through comprehensive communications curated by the Group's Communications and Institutional Relations department across various channels.

The Almagora Group's Stakeholder Map (Venn Diagram)

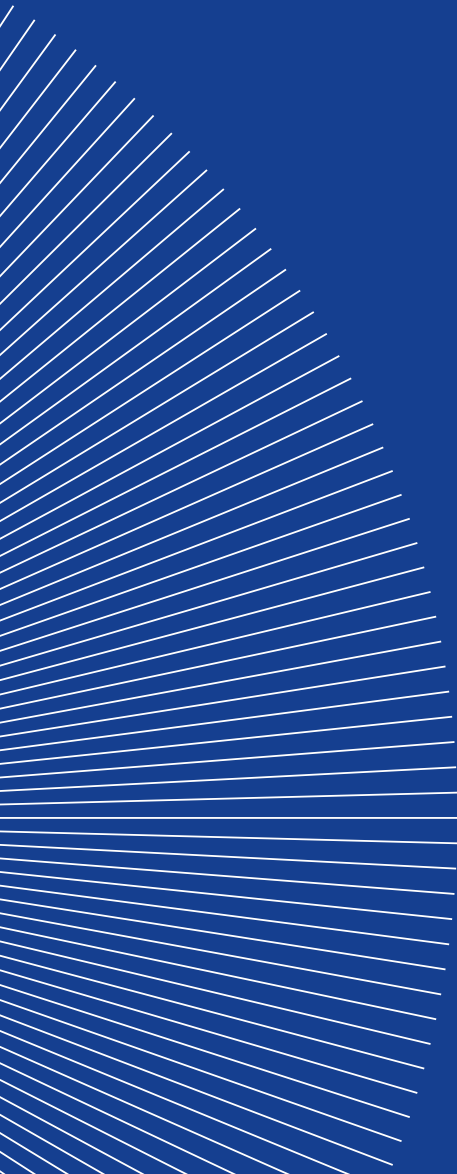


Stakeholders	Type of engagement activity
<b>Employees</b>	<p>Attività e strumenti diversificati dedicati ai dipendenti, tra cui iniziative educative e di orientamento, al fine di migliorare il loro coinvolgimento, promuovendo la diffusione della cultura aziendale.</p> <p><b>Principali attività svolte nel 2022:</b></p> <ul style="list-style-type: none"> <li>• Diversified activities and tools dedicated to employees, including educational and orientation initiatives, in order to improve their involvement by promoting the spread of the corporate culture.</li> </ul> <p><b>Main activities carried out in 2022:</b></p> <ul style="list-style-type: none"> <li>• <b>become project:</b> a project which seeks to create a flexible and integrated physical and digital working environment. It is inspired by a hybrid working model, and is guided by the key principles of trust and collaboration, autonomy and accountability, and is geared towards achieving efficiency and results.</li> <li>• <b>“Live” with the Company:</b> Almaviva supports a direct and ongoing dialogue between people and the company as a whole in order to align individual values with organizational values, including through training sessions to update and discuss Change projects and the Policy and Procedures which inspire and guide the Group.</li> <li>• <b>Mya, the Intranet designed by employees:</b> with 300 news items per year, published and with comments open on Mya and sent to the 4,600 people subscribed to the newsletter, the intranet system provides ample space for information and daily listening to observations and suggestions in order to direct improvement and development actions.</li> <li>• <b>“Smart Working with Style”:</b> Almaviva is the leader of a participatory communication initiative, with the association “Parole O_Stili” and in co-design with the corporate community, with the aim of countering online violence and promoting awareness among Stakeholders that "virtual is real"; at the center, relationships between people: analog and digital relationships within changing work environments, characterized by the widespread use of collaboration platforms.</li> <li>• <b>Face T.A.I.M. Project:</b> a journey through Italy. Along the way, the Almaviva Group collects images and stories from its employees in the hope of shining a light on them, their commitments, and their passions, in addition to the projects and services that render the Company’s innovation mission concrete.</li> <li>• <b>ABC Care and the Fragility Desk:</b> created by ASPHI in collaboration with Almaviva, the ABC Care platform is an extraordinary information venue that responds to the growing social need to support families and caregivers in fragile situations; an "Ask the Expert" desk dedicated to employees was launched on a pilot basis in 2022.</li> <li>• <b>Health and Prevention Days</b> Almaviva organizes awareness days on the topic of cancer prevention, during which information activities and diagnostic tests are carried out at its head office.</li> <li>• <b>For Us:</b> a program of recreational, social, sports, cultural and solidarity activities to improve the shared places and positive energies of the Almaviva Group’s personnel, built from the suggestions of the corporate community.</li> </ul>
<b>Customers</b>	<p>The Group involves its customers in the analysis of satisfaction levels so that it can continuously monitor and improve the products and services it offers. Conferences and public presentations, email contact, and in-person meetings aimed at improving the business approach focused on customer needs and satisfaction, and raising awareness of issues such as privacy and health and safety.</p> <p><b>Activities carried out in 2022:</b></p> <ul style="list-style-type: none"> <li>• <b>Meeting and dialogue with customers:</b> an opportunity for dialogue and listening in order to improve the level of services and products offered.</li> <li>• <b>Customer satisfaction analysis:</b> The Group involves its customers in the analysis of satisfaction levels so that it can continuously monitor and improve the products and services it offers.</li> </ul>
<b>Suppliers</b>	<p><b>Sharing principles and values:</b> Openness to the market is key to Almaviva's strategic growth. Through a dedicated portal, all suppliers wishing to establish or maintain a relationship with the Group must prove that they meet specific technical-economic requirements over time, in full compliance with the principles of Social Responsibility.</p>
<b>Financial community</b>	<p>Frequent meetings with investors in order to discuss the results and future objectives for the Group, with a view to ongoing dialogue and meetings. Specifically, meetings are planned on a quarterly basis to share the operating and financial results for the period.</p>
<b>Civil society and local communities</b>	<p>Participation in local and global events, participation in associations, and volunteer activities to promote the corporate mission and vision.</p> <p><b>Main activities carried out in 2022:</b></p> <ul style="list-style-type: none"> <li>• <b>The Sardinian sea seagrass:</b> after the Almaviva forest in Guatemala, of which employees are the custodians, each entrusted with their own tree, the Company in 2022 is supporting the zeroCO2 project in partnership with the Worldrise non-profit: a sea grassland to which Almaviva has contributed by planting about 400 cuttings to cover an area of 16 square meters of plants, with the aim of limiting the carbon footprint, combating climate change, reducing energy consumption, and fostering a culture of sustainability.</li> </ul>

Stakeholders	Type of engagement activity
<b>Civil society and local communities</b>	<ul style="list-style-type: none"> <li>• <b>"At School of ... Digital":</b> an educational course for families on the use of devices; specialists from Bambino Gesù and professionals from Al maviva have developed "digital health rules" for children and young people, suggesting a conscious and constructive approach, with the aim of promoting a better awareness and understanding of the possibilities offered by digital tools and helping to reduce the risks that can result from excessive and unfiltered use.</li> <li>• <b>Valore D:</b> Al maviva joins the association of companies committed to gender balance and an inclusive culture in our country's organizations. Always attentive to gender equality, including through training, awareness and role modeling projects, Al maviva develops further its effort in upholding the values of equal opportunity, inclusion, against all discrimination, in the belief that in society and in companies, greater diversity brings greater capacity for innovation and creativity and helps to successfully meet the challenges proposed by a market undergoing profound transformation.</li> <li>• <b>Disability Pride Italy:</b> the Al maviva Group is a Digital Partner of the international network that promotes and affirms a new way of living, thinking and valuing people with disabilities and took part in the launch of the Disability Pride Italia Charter of Values.</li> <li>• <b>A journey with AIL:</b> Al maviva collaborates with the Italian Association against Leukemia, Lymphoma and Myeloma by bringing in digital ideas and expertise, from the creation of the Association's App to the opening of AIL Squares at the Group's main offices during the Christmas Stars and Easter Eggs campaigns.</li> <li>• <b>Race for the cure:</b> Al maviva participates in Race for the Cure, the largest event dedicated to the fight against breast cancer in Italy and worldwide, with an award-winning team which has been among the largest for the last ten years.</li> <li>• <b>Solidarity Christmas Market: during the Christmas festivities,</b> at the headquarters and in a digital version, Al maviva confirms its solidarity date with a network of voluntary sector entities that is growing year-by-year.</li> </ul>
<b>Universities and research institutions</b>	<p>Relationship and networking with universities, higher education centers and the research community through Group programs; organization of conferences and events, participation in seminars, events and workshops in order to increase the public awareness of issues related to digital innovation and smart mobility in particular.</p> <p><b>Activities carried out in 2022:</b></p> <ul style="list-style-type: none"> <li>• <b>A constant exchange of ideas in the era of the Innovation Economy:</b> group programs include systematic participation of Al maviva experts in Career Days and Internship Projects, Boot-Camps and Hackathons, Seminars and Workshops.</li> <li>• <b>PoliMi Digital Innovation Observatories</b> As part of its research contract, the Al maviva Group collaborates on a permanent basis with the Digital Innovation Observatories belonging to the Polytechnic University of Milan's School of Management. Connected Car &amp; Mobility, Smart Agrifood, Digital Innovation in Healthcare, Cybersecurity &amp; Data Protection, Blockchain &amp; Distributed Ledger, Digital Agenda, Smart City, Cloud Transformation.</li> <li>• <b>The near future of integrated and sustainable mobility:</b> one of the main initiatives in the period was the Collaboration Agreement with the University of Federico II for the Smart Mobility and Logistics Hub of Excellence and Innovation, which is proposed as a nerve center to give concrete momentum to the digital transformation of the world of transportation, infrastructure and services.</li> </ul>
<b>Trade associations</b>	<p>Through the work of its top and senior management teams, the Al maviva Group nurtures an ongoing relationship with the industry bodies that interact with its companies, giving constant impetus to project collaboration and conversation.</p>
<b>Media</b>	<p>Promotion, through the corporate Media Relations department, of the Group's identity, its distinctive role, and the evolution of its activities, consolidating the corporate reputation under the banner of digital innovation in strategic areas for the country, sustainability, and inclusion.</p> <p><b>Activities carried out in 2022:</b></p> <ul style="list-style-type: none"> <li>• <b>Media Communication:</b> Al maviva's Media Relations department promotes the Group's identity, its distinctive role, and the development of its business activities to its target audience, consolidating its reputation in the name of digital innovation across areas that are strategic for Italy, sustainability, and inclusion.</li> <li>• <b>Social Communication:</b> through LinkedIn and Instagram, Al maviva seeks to reaffirm the value of the brand and accompany the evolution in a phase of rapid transformation.</li> </ul>
<b>Institutions</b>	<p>Through a dedicated department, Al maviva ensures the continuity and stability of its relationships with institutions and public bodies. Al maviva also systematically monitors the relevant regulatory framework and analyzes the evolving dynamics of public decision-making on important sector issues. By doing so, the Group is able to monitor how its role is represented to public stakeholders in a consistent, timely, and fair manner.</p>

# 2.

# Governance







We are GROWTH

**VIVA**

## 2.1 The Almaviva Group: working together to create shared value

The value generated and distributed by Almaviva contributes to developing the economy and community well-being.

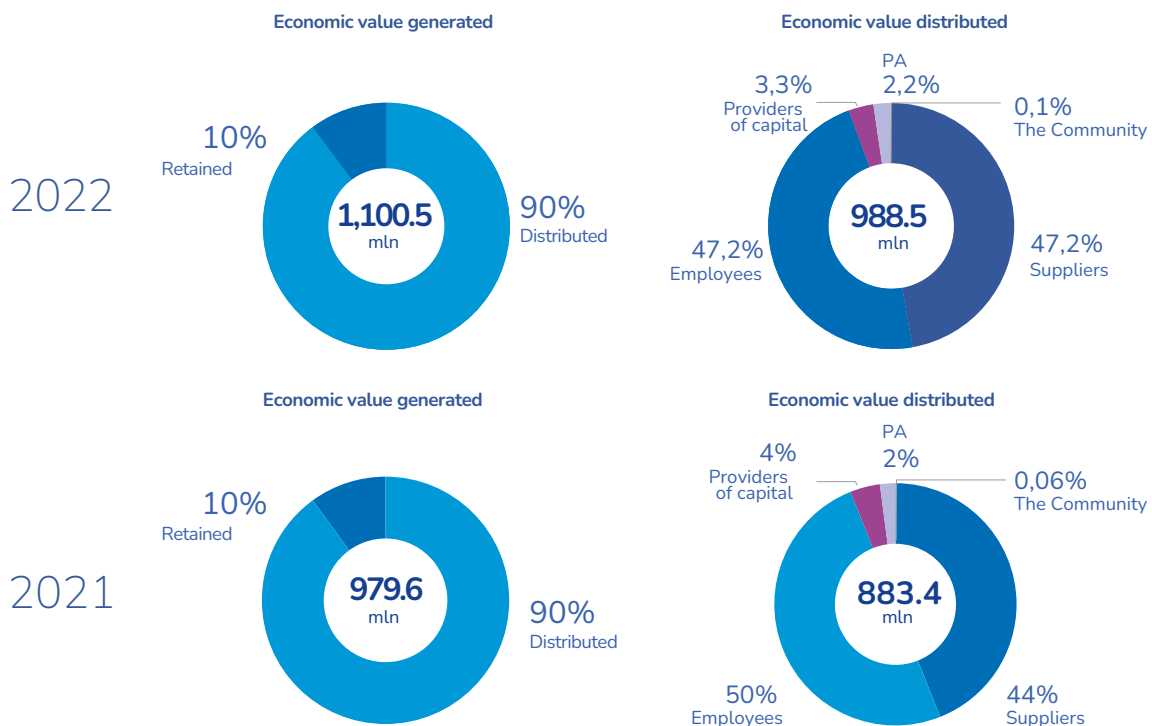


The Almaviva Group has always been attentive to not only its economic performance, but also to its environmental, social and governance (ESG) performance, **to the value it generates, and to how this value is distributed to various categories of stakeholders**, from shareholders through to customers, employees, suppliers, academia, research, and, communities. When conducting business in fact, the Group generates and distributes value, contributing to the development of the economy and the well-being of the local community and stakeholders.

In 2022, approximately **Euro 1,100.5 million** was generated in terms of economic value, up 12% on the previous year. 90% of this value, or Euro 988.5 million, was distributed to the following stakeholders: **suppliers**, Euro 466.9 million (47% of the distributed value); **employees**, Euro 466.2 million (47% of the distributed value), in the form of wages, social security contributions and company benefits; **public administrations**, Euro 22.1 million (2% of the distributed value), in taxes; and **providers of capital**, Euro 32.5 million (3% of the distributed value), through the payment of interest.

Almaviva is also committed to supporting, through sponsorships and donations, the local community: major recipients of such contributions include the Community of Sant'Egidio, the Asphi non-profit, Clarions Events Limited, The European House, and the Cortina Foundation. The total value of its charitable payments to the community is Euro 0.8 million (0.1% of the value generated).

Direct economic value generated and distributed



The value distributed increased in absolute value by Euro 105.1 million, remaining stable in percentage terms on the value generated.

The value created by the Almagiva Group was primarily distributed to two categories of stakeholders: suppliers and employees.

The Group maintains a long-term relationship with most of its suppliers, with whom it usually cooperates at a global level.

Given the Group's area of business, employees and their skills are a key element and a core component of value distribution. Bearing in mind that most of its customers belong to the large-scale Public Administration and Private sectors, the Group is particularly attentive to its compliance with the regulations governing relationships with employees in various countries, as well as with the principles of the regulations set out in Legislative Decree No. 231/01.

## Responsible fiscal management

The Almagiva Group recognizes the importance of taxes as a fair and responsible manner to redistribute a portion of the value created and thereby as a means to contribute to the economic and social development of the countries in which it operates. The Group is also committed in fiscal terms to acting according to the **values of fairness, impartiality, loyalty and transparency**. With this in mind, the Group ensures the correct fulfillment of its tax obligations in compliance with applicable regulations, practices and generally accepted accounting principles.

The Almagiva Group's contribution to the States in which it operates mainly relates to two categories of taxes: **personal income taxes** (particularly those paid as an employer or withholding agent) and **corporate income taxes**. The total amount of taxes paid by the Almagiva Group in 2022 was **Euro 186.1 million**, of which Euro 177.6 million used for the payment of social security charges and contributions, while Euro 11 million was paid for income taxes. In line with local regulations, approx. Euro 141.1 million was paid in Italy (of which nearly Euro 139.3 million related to social security charges), with the remaining Euro 45 million allocated overseas (of which Euro 38.2 million related to social security charges).

<sup>3</sup> With regard to its dividend distribution policy, dividends are only distributed if their availability allows for the Group's continued future development.

<sup>4</sup> The Euro 11 million refers to income taxes actually paid during the year and differs from the Euro 22 million in the income statement, which includes current, prepaid and deferred income taxes.

## 2.2 Corporate governance model

The Almoviva Group’s governance is based on rules that guide and inspire corporate strategies and activities as part of a long-term vision.

The Almoviva Group's governance has a long-term-oriented vision, in order to anticipate and respond effectively to new challenges, combining the

technological development needs of the markets in which it operates with sustainable development goals. Almoviva’s corporate governance is based on the **traditional Italian model**, which, without prejudice to the role of the Shareholders’ Meeting, assigns a strategic management role to the Board of Directors, the fulcrum of the organizational system, and a supervisory role to the Board of Statutory Auditors.

The Governance model also provides for a Supervisory Board, as defined in Legislative Decree No. 231 of June 8, 2001 (“Decree”), which is tasked with supervising and monitoring the performance and compliance of the Organizational Model adopted to prevent the offenses provided for in the Decree, and its updating.

The audit of accounts was awarded to Ernst & Young, appointed by the Shareholders’ Meeting on the opinion of the Board of Statutory Auditors.

Composition of the administration and control boards as at May 2023



- Independent
- General Manager
- Executive Director

## The Board of Directors

Almaviva’s strategic management is entrusted to the Board of Directors (BoD), the body at the top of the corporate governance system, which has powers for the ordinary and extraordinary management of the Company. The Board of Directors has vested the Chairperson and the Chief Executive Officer, severally, with all powers of ordinary and extraordinary administration, with the exception of those that cannot be delegated by law or by the Special By-Laws, with the power to appoint special attorneys for individual acts or categories of acts.

The current Board of Directors was appointed on April 28, 2021, for three financial years, and comprises **twelve members**, of whom three are women and nine are men. Of these, in addition, three are Independent Directors. Particular attention is paid by management to ensuring balanced gender representation in senior roles. At present, approximately 45% of the Directors at Almaviva's Italian-based subsidiaries are women.

In accordance with the By-Laws, the members of the Board of Directors are appointed by the Shareholders' Meeting. All members of the Board of Directors, at the risk of ineligibility, must meet the legally-established requirements and those for participation in public tenders.

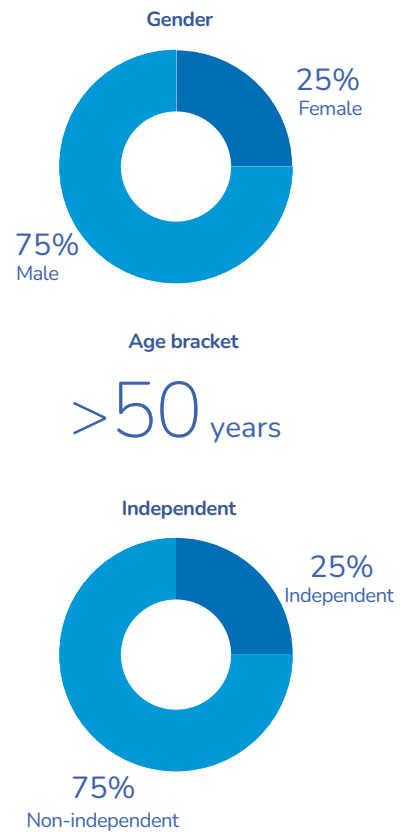
Directors on the Board have differentiated and specific skills with reference to the ICT sector and their own career paths.

With a view to developing a Governance that is ever-more prepared and attentive to sustainability issues, Almaviva is committed to launching increasingly targeted training courses on ESG topics for the Board over the coming months.

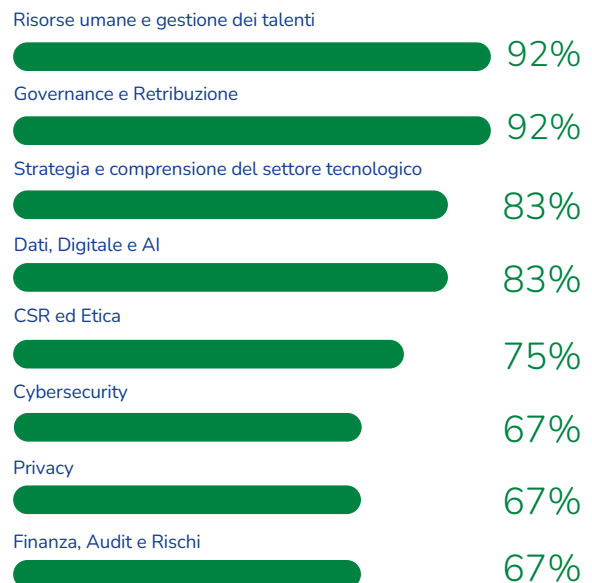
Corporate governance incorporates the values and ethics that guide the Company, inspiring its system of policies and procedures, in compliance with the highest regulatory standards, preventing conflicts of interest. It is the duty of the Directors to notify the other Directors and the Board of Statutory Auditors of any interest they, on their own behalf or on behalf of third parties, have in a particular transaction of the Company. No conflict of interest incidents occurred during 2022.

The Shareholders' Meeting shall determine, in accordance with the By-Laws, a gross annual compensation for each member of the Board of Directors. In addition to the remuneration approved by the Shareholders' Meeting, the Board of Directors may determine the remuneration of the Senior Directors, having heard the opinion of the Board of Statutory Auditors. In 2021, the Shareholders' Meeting of the subsidiary

## Composition of the Board



## Competenze del CdA di Almaviva S.p.A.



Almaviva S.p.A. approved the 2021-2023 Stock Grant Plan, mandating the Board of Directors to set performance parameters as a condition for the allocation of shares. This plan is a tool to incentivize management, retain staff and provide a focus for the company’s long-term strategic objectives and is divided into three tranches. Each

has specific performance targets respectively for the 2021, 2022 and 2023 fiscal years and upon whose achievement the shares will be granted to the beneficiaries. A number of key figures of the parent company Al maviva S.p.A. are included within the 2021-2023 Stock Grant Plan, which grants them the right to the free allocation of a number of Al maviva S.p.A. shares as part of their remuneration.

### Board of Statutory Auditors

The Board of Statutory Auditors oversees the Group's compliance with law and the By-Laws and the principles of correct administration, the adequacy of the administration and accounting organization adopted by the Company, and its correct functioning. The Board of Statutory Auditors, appointed by the Shareholders' Meeting, comprises **three Statutory Auditors** (Chairperson of the Board of Statutory Auditors and two Statutory Auditors). Two **Alternate Statutory Auditors** are, in addition, appointed.

### Supervisory Board

The Supervisory Board (SB) supervises the performance of and compliance with the Organizational Model, and, should any non-compliance occur, promptly reports such to the BoD. In addition, the SB has the task of promoting and monitoring initiatives targeted at circulating and raising awareness of the Organizational Model, in addition to those aimed at training and raising staff awareness of the principles contained therein. Since its establishment, the Supervisory Board has comprised three members.

## 2.2.1 Sustainability governance

The Al maviva Group, in order to ensure responsible management related to impacts on sustainability topics, set up on October 17, 2022 - reporting directly to Chief Executive Officer Marco Tripi - the **ESG (Environmental, Social & Governance) Management Committee**, which supports the CEO in the following activities:

- **understanding the developments in environmental, social, and governance topics** and their influence on the dynamics of the market in which the Company operates, in addition to assessing the risks and profitability prospects of its businesses;
- **steering the corporate system's evolution towards full sustainability**, generating economic, social, and environmental value, and defining the Sustainability Report;
- **promoting the principles of sustainable management and circular economy** throughout the organization.

The Committee, which is instrumental in planning environmental, social and governance sustainability initiatives and their ongoing oversight, consists of the heads of the following business functions:

- Purchases and General Services Department;
- Administration, Financial Statements and Tax Department;
- Operating Control Department;
- Communications and Institutional Relations Department
- HR Department;
- Chief Information Security Officer (CISO) & Group Security IT Policy
- Internal Audit and "231" Compliance Department
- Corporate Affairs Department;
- Innovation Committee Coordinator.

The Board of Directors in addition analyzes and approves the Sustainability Report, prepared annually, to publicize Al maviva's environmental, social, and economic strategies and performance and to make compliance with its commitments transparent.



## 2.3 Responsibility and Integrity in Business

Fairness, impartiality, loyalty and transparency are the Almoviva Group's values.



For the Almoviva Group, **responsibility and integrity in business** means taking **ethical principles into account when creating a strategic business vision**, through the effective management of social and ethical topics that impact the organization and its areas of activity. In particular, Almoviva has been SA8000-certified since 2007 and has extended its best practices to all Group companies.

The Group also declares that it complies with all the requirements of the SA8000 Standard and respects the principles of the international instruments referred to therein. It is also committed to complying with national laws, other applicable laws, and any requirements which it is obliged to respect.

The Organization is aware of its role and responsibilities and intends to define itself as an outstanding operator with regard to Social Responsibility. Specifically, this translates into:

- Viewing **employees** as a strategic resource, respecting their rights, and encouraging their professional development;
- **Viewing suppliers as business partners** in the provision of the Company's core business goods and services, and promoting the SA8000 principles to them;
- **Viewing customers as a fundamental element of Almoviva's success**, working to satisfy them and contribute to the circulation of SA8000 values among them.

**Almoviva has therefore made a formal commitment** to comply with all the requirements under the SA8000 Standard; to be compliant with national laws, all other applicable standards and the other requirements to which Almoviva has committed to, as well as to comply with the provisions contained in official international documents and their interpretations; and to ensure the constant monitoring and improvement of its Social Responsibility Management System.

### 2.3.1 Almoviva's founding values

The Group **Code of Ethics** defines key values for the corporate culture and professional ethics of its employees, managers and Directors, in relations with each other, consultants, customers, partners, and the market.

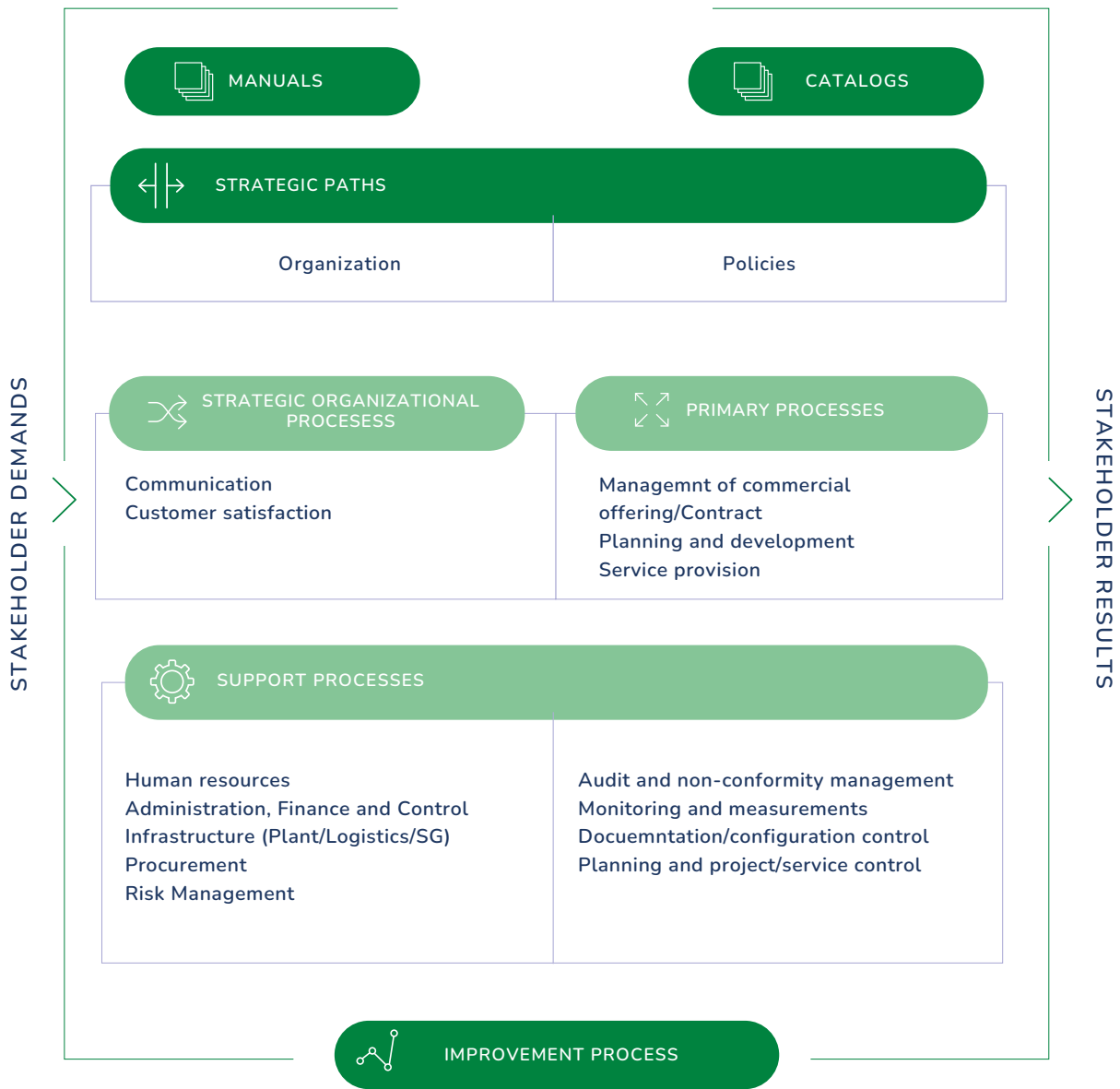
**Fairness, impartiality, loyalty, and transparency** are the pillars on which the Group companies base their day-to-day activities. Relations and conduct at all company levels are marked by the principles of **integrity, honesty, confidentiality, diligence, and mutual respect**. In particular, the Group has always been committed to fighting corruption through communication and training activities.

<b>Fairness, Impartiality and Loyalty</b>	These are the basic principles which Almoviva undertakes to respect and enforce internally and when conducting its business, in compliance with applicable laws and the highest international standards
<b>Excellence, Experience, Customer Focus</b>	Almoviva aspires to ensure the highest levels of quality and performance, drawing on its experience, to meet expectations of customers, who are always at the center of its thinking
<b>Innovation</b>	Continuous research into advanced technologies and the development of innovative solutions are the driving force behind Almoviva's evolution
<b>Compliance</b>	Adoption of all means to prevent violations of the law and the principles of transparency, fairness and loyalty by its employees and collaborators
<b>Transparency in Action</b>	Open and transparent communication in dealings with the market, investors and the community, to safeguard competitiveness
<b>Fair Competition</b>	In Almoviva's own interest and that of all market players, customers and stakeholders
<b>Valuing People</b>	To guarantee the well-being and protection of human resources and local communities in which Almoviva operates
<b>Sustainable Development</b>	Responsible use of resources, respecting the environment and the rights of future generations

## 2.3.2 The Group's Processes, Organization, Policy, and Certification System



When performing its business activities, Almoviva has adopted a special system of processes that are governed by policies and procedures. Together, these constitute an operating model for the Group's companies, which is displayed in the following diagram:





At the top of the structure is a set of strategic guidelines that define high-level Company performance and form the framework for all other company processes. In particular, these include definition of the corporate mission and vision, policies, and organizational chart.

**Strategic-organizational processes** govern the Company by fulfilling the Group's mission and strategic and operational objectives. They are divided into:

- 1 **Improvement:** a process aimed at increasing the likelihood of raising customer satisfaction;
- 2 **Management review:** a process that includes assessing opportunities for improvement and the need for changes to the integrated quality management system;
- 3 **Customer satisfaction:** aimed at measuring the customer's perception of how well Al maviva has met their requirements;
- 4 **Communication:** a process aimed at governing the methods and tools used by the company management to disseminate the key principles through communication, training and information actions targeting all interested parties.

**Primary processes** transform the needs of customers and other stakeholders into products and services that are directly usable by users. They are divided into:

- 1 **Management of contract offer:** activities that ensure the correct identification of customer business needs;
- 2 **Design and development:** a process aimed at transforming customer requirements into products and services;
- 3 **Service delivery:** the process that transforms the design specifications of a service into activities that actually make it usable for the end user.

**Supporting processes** include Human Resources, Administration, Finance and Control, Infrastructure, Procurement, Internal Audit and Non-Compliance Management, Monitoring and Measurement, Documentation Control, Configuration Control, Project/Service Planning and Control, and Risk Management.

## Organization

The Organization of various corporate departments represents the operational element of the Group's system, where different managers and teams carry out the business and support activities that are assigned to each corporate department.

The Divisions that report to the CEO are staff departments that support business departments (General Staff Department, Administration, Finance, Control, and Strategic Planning Department, Human Resources Department, and Communications and Institutional Relations Department).

Some of Al maviva S.p.A.'s staff departments perform in-**service activities** for specific Group companies, namely: Global Procurement, General Services, Quality, Legal Affairs, Corporate Affairs, Finance & Treasury, Management Control, Budget & Tax Administration, Credit, Human Resources, Communication, Institutional Relations, Group IT Systems Management End User Services & Software License Governance.

## The Al maviva Group Policy

The Al maviva Group's integrated policy provides a description of the general principles that guide the performance of various business activities and a framework for setting and reviewing concrete objectives. The policy, which is approved by Al maviva's Chief Executive Officer, is based on the principle that positive results in terms of business performance and stakeholder satisfaction are achieved both through strong leadership and a structured process model that delivers policies and strategies based on partnerships and the optimal use of personnel and economic and financial resources while respecting environmental constraints and principles, and sustainable working conditions.

In its integrated policy, the Al maviva Group declares that it recognizes the concepts of **Quality and Service Management, Safety and Business Continuity, Environmental and Energy Compliance, Social Responsibility,** and **Occupational Health and Safety** as elements that are core to its operating method, establishing that:

- **Quality and Service Management** is defined as the provision of services that are always up to standard and consistent with customer needs and requirements and the values and strategies defined by the senior management team;
- **Security and Business Continuity** is defined as guaranteeing the certainty and reliability of business processes and computerized business services by ensuring the continued delivery of

services and products, confidentiality, and the integrity and availability of IT assets managed and maintained on behalf of customers;

- **Social Responsibility** is defined as taking ethical principles into account when creating a strategic business vision, through the effective management of social and ethical topics that impact the organization and its areas of activity. Al maviva S.p.A. also undertakes to comply at all times with the requirements of the SA8000 Standard, and with national laws, other applicable laws, and any requirements with which it is obliged to comply.
- **Respect for the environment and energy** is defined as taking environmental topics into account when making business decisions, by adopting environmentally-friendly behaviors, technologies, and production methods, with the aim of reducing the Group's environmental footprint;
- **Occupational Health and Safety** is defined as ensuring the health and safety of working environments by preventing work-related injuries and ill health, monitoring risks and hazards in the workplace, and taking appropriate action to mitigate them.

### The Group's 231 Model

The monitoring and prevention of non-compliance has always been a guiding principle in the Group's conduct. A concrete example of this commitment is its **Organization and Management Model, drawn up as per Legislative Decree No. 231/2001 (Model)**, updated by Al maviva in November 2022. The 231 Model sets out procedures and monitoring activities to prevent unfair competition, legal violations, and active and passive corruption. To ensure the efficiency of the model, Al maviva Group has established a dedicated whistleblowing

channel, as contemplated by Legislative Decree No. 231. The Company not only reacts to reports but proactively responds to compliance needs, overseeing the application of the 231 Model across most of Al maviva's Italian subsidiaries through its Internal Audit and 231 Model Compliance Department. In addition, the respective Supervisory Boards for each Company in which they have been appointed oversee and constantly monitor the application of the 231 Model and promote its dissemination.

### Integrated Management System

The Group bases its approach on the notion that its choices and activities must always support the achievement of a corporate mission focused on **"developing technological solutions capable of updating the systems and operational processes used by the public sector and private companies to improve the level of service in a market that is in continuous flux"** while safeguarding ethical behaviors, with particular reference to civil society, the environment, and the expectations of stakeholders.

The instrument through which the organization systematically governs and monitors the development of how it renders services and achieves results is the **"Integrated Management System" (IMS)**.

Top management is responsible for defining the scope of the Integrated Management System, as well as establishing the Policy and Objectives for the Integrated Management System components related to Quality, Service management, Information Security and Business Continuity, Environmental and Energy Management, and Social Responsibility, Railway Applications.

### Standards and certifications

QUALITY	RAILWAY ORGANIZATIONS	INFORMATION SECURITY	BUSINESS CONTINUITY	IT SERVICE MANAGEMENT
ISO9001 2015 ISO31000:2018	ISO/TS 22163 2017	ISO27001: 2022 ISO27017: 2015 ISO27018: 2019 ISO27005: 2018 ISO22301: 2019	ISO22301 2012	ISO20000-1 2018
SOCIAL RESPONSIBILITY	ENVIRONMENT	ENERGY	CUSTOMER AND CITIZEN RELATIONS SERVICES	HEALTH AND SAFETY AT WORK
SA8000 2014	ISO14001 2015	ISO50001 2018	ISO18295 2017	ISO45001:2018

## Certifications 2022

Management system	Certification	Company
Quality	ISO 9001	Almaviva S.p.A. Almaviva Digitaltec ReActive Kline Almawave PerVoice Lombardia Gestione Sadel Wedoo Almaviva Contact Almaviva Services Data Jam OBDA System (acquired in 2022)
Railway organizations	ISO/TS 22163	Sadel
Information security with application of the ISO/IEC 27017 and ISO/IEC 27018 Guidelines	ISO/IEC 27001	Almaviva S.p.A. Almaviva Digitaltec Almawave (acquired in 2022) Pervice (acquired in 2022) ReActive Kline Lombardia Gestione
Information security	Cloud Security Alliance (CSA) STAR Certification	Almawave (acquisito nel 2022)
Business Continuity	UNI EN ISO 22301	Almaviva S.p.A. Reactive
IT Services	ISO/IEC 20000-1	Almaviva S.p.A.
Quality – requirements for aeronautical, space, and defense organizations	EN 9100	Wedoo
Social responsibility	SA8000	Almaviva S.p.A. Almaviva Digitaltec (acquired in 2022) Almawave (acquired in 2022)
The Environment	UNI EN ISO 14001	Almaviva S.p.A. Wedoo
Energy Management	UNI EN ISO 50001	Almaviva S.p.A.
Call centers – service requirements	ISO 18295	Almaviva Contact
Occupational health and safety	UNI EN ISO 45001	Almaviva S.p.A.

## 2.4 Business continuity: efficiency and cybersecurity

Protecting the IT system is essential in guaranteeing the Al maviva Group's operations and business continuity.



For the Al maviva Group, the **continuity and protection of the IT system** represent fundamental values and elements to ensure a relationship of trust with the various stakeholders, particularly with customers and employees: the correct and structured management of IT tools and applications is, in fact, fundamental to the functioning of both business and internal operational processes.

### 2.4.1 Business Continuity

Guarantee that business continuity means the ability to continue providing strategic services to predefined acceptable levels, even following a destabilizing event.

In order to ensure the development and maintenance of Business Continuity, the organization intends to:

- confirm its commitment to supplying acceptable products and services following an unforeseen event to customers, employees, and suppliers;
- develop, strengthen, and standardize a culture of Business Continuity within its current processes;
- pursue ongoing process improvement in the management and updating of its technical and organizational infrastructure;
- promote the continuous improvement of its employees' professional expertise.

The use of advanced **technological tools** and their continuous evolution, **company policies**, the activation of appropriate **communication channels**, and ongoing staff **training and awareness** activities are key elements for the Group's effective management of Business Continuity. The Organization uses the "**Al maviva Integrated Management System**" to ensure the effectiveness of its Business Continuity solutions, in terms of specific policies. The Business Continuity Management System (BCMS) implements **ISO22301 management system specifications (Social Security – Business Continuity – management systems – Requirements)**.

### 2.4.2 Cybersecurity

In recent years, especially due to increasing digitization and the uptake of smart working, the risks of cyber and information security attacks have increased. Businesses and public administrations are particularly exposed, and cybersecurity has become central to their strategies.

For Al maviva, security is about guaranteeing the certainty and reliability of company processes and IT business services by ensuring the confidentiality, integrity, and availability of IT assets managed and

maintained on behalf of customers or the Company; Information Security protection covers several aspects:

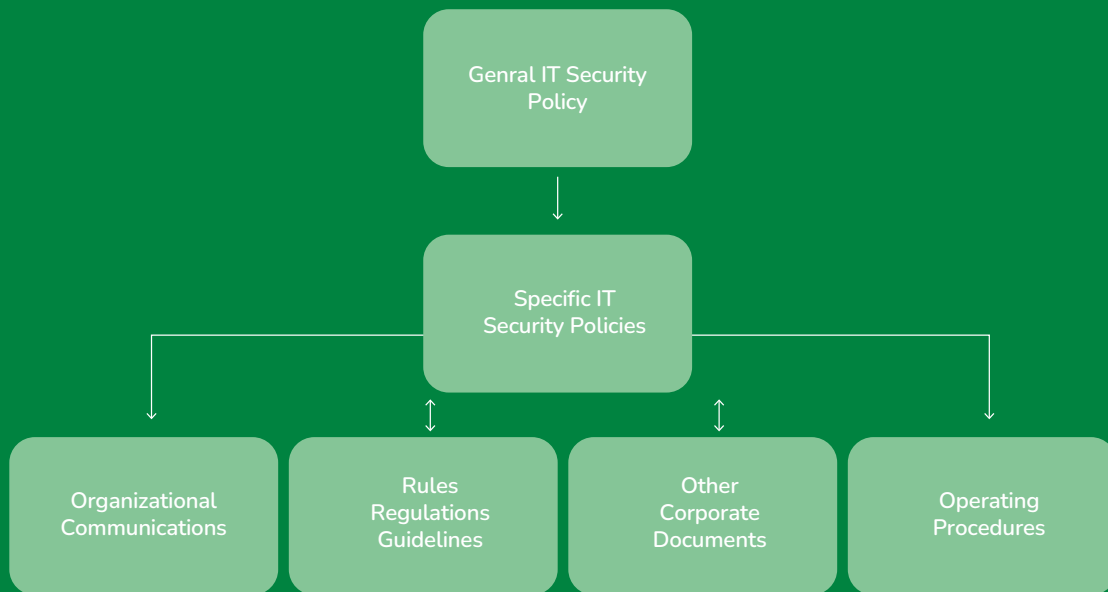
- **Organizational security:** includes documents and procedures that protect IT resources and data by defining governance models, processes, roles and responsibilities, and skills;
- **Logical security:** includes equipment, software products, services, and related documentation that protect IT resources and data by defining and introducing technical measures supported by appropriate configuration and management procedures;
- **Physical security:** includes systems and structures designed to protect IT resources and data by means of countermeasures in the physical environments used to house them, such as physical access control and anti-fire, flood, and earthquake systems.

To meet the highest standards of security, the Group has defined methods to identify risks, and the relevant mitigation measures, and has adopted an **IT security process**. This process consists in the implementation, management and maintenance of the **Information Security Management System (ISMS)** for which Almagora possesses **ISO27001** security certification.

IT Security **roles and responsibilities** are defined at company level, and the operational staff involved are given periodic training.

The supporting document system is an integral part of the set of controls adopted to protect the information assets on which the entire company IT Security System is based, as indicated in the following figure summarizing its structure:

Company’s “It Security System” document Structure



The **General IT Security Policy** is made up of **Specific IT Security Policies**, which, as indicated in the figure, refer to or are referenced by other documents, such as the **Operating Procedures** that give precise instructions for the implementation of the policies. **Other Corporate Documents** include all documents produced for the achievement and maintenance of the certifications obtained by the Company. Responsibility for the production and maintenance of such documents is distributed among various organizational units, according to the nature of each document.

By applying and monitoring compliance with the ISO 27001 Standard, Almagora ensures that information is accessible only to those who are authorized, safeguards the accuracy and completeness of the information and the methods for its processing, and ensures that authorized users have access to the information and associated assets when required.

In 2022, activities related to the ongoing “**Security enhancement**” plan of strengthening security continued, which includes preventive actions aimed at raising the level of protection from attacks in general and, specifically, from malware and identity theft. In particular, the use of Multi Factor Authentication<sup>5</sup> for access via VPN was made mandatory for all system administrators, SSL<sup>6</sup> (Secure Sockets Layer) inspection was implemented for the secure browsing tools, and the perimeter of information systems (applications and e-mail) was provided with offline backup copies and through alternative technologies for cases of data compromise via ransomware.

### Future initiatives 2023

In 2023, for enhanced information protection, Almaviva shall roll out the following initiatives:

- the expansion of Multi Factor Authentication for all VPN users (internal and external), even if they are not system administrators;
- the closure of the Privileged Access Management (PAM) implementation task for all system administrators access perimeters;
- the expansion of centralized secure navigation tools to all mobile devices (50% in 2022);
- the inclusion in the onboarding process of new employees, through training sessions and materials, of activities and requirements to ensure business continuity and cybersecurity.

<sup>5</sup> Multi Factor Authentication is a technology that allows more than two authentication methods to recognize the person logging into a system or application.

<sup>6</sup> The Secure Sockets Layer is a digital certificate that authenticates the identity of a website and allows an encrypted connection to be established.

## Almaviva's Proprietary Solutions for Cybersecurity

### Joshua

Joshua provides organizations with an end-to-end solution that defines, monitors, analyzes, and improves their overall cybersecurity levels. It is an innovative platform that can assess IT risks through:

- Cyber Footprint, which automatically detects and reports compromised assets via email, displays banners on exposed services, and enumerates the technologies in use;
- Data Breach Detector, which monitors the primary Italian sources when there is a data leak and analyzes GDPR data to enumerate data categories and the option to enable automatic takedown;
- Threat Tracker, visualization of major trends (Threat Actor, Threat Type, Threat Tool, etc.) with drill down capability and analytical visualization of IoCs. Ability to download IoCs in major Info Sharing formats.

### Giotto

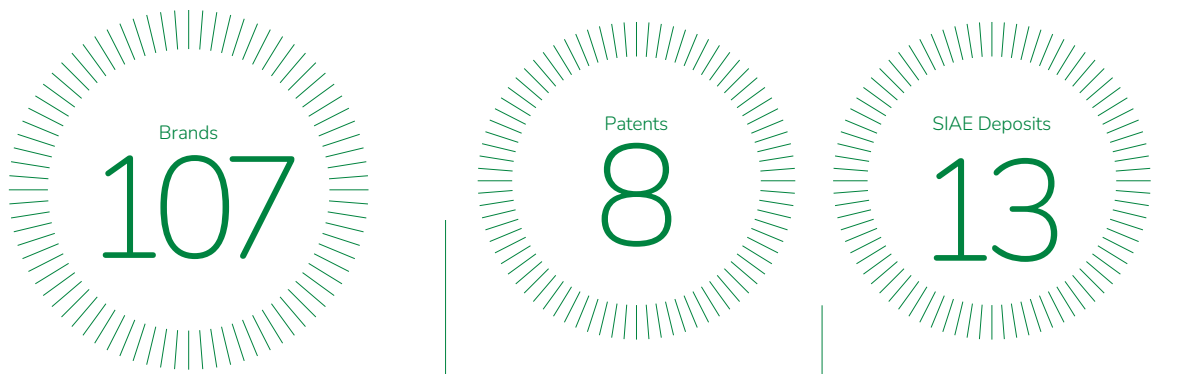
Blockchain technology serving the authenticity of every document on the network. Any document, letterhead or presentation can be certified through a use of Blockchain and Distributed Ledger technology. As may press releases. Almaviva's Giotto OnChain Notarization Service in fact permits the notarization of any digital asset on public Blockchain, certifying it and guaranteeing its integrity, authorship and authenticity, against fraudulent use. The Almaviva notarization service also guarantees ownership by electronic signature; this signature can take on the legal formal and evidentiary value of an Advanced Electronic Signature (FEA).

## 2.5 Protecting intellectual property

Constant research and development and the very nature of the business in which the Almoviva Group operates, make intellectual property a fundamental asset that needs to be protected.

Almoviva develops the proprietary software technologies that form the basis of the solutions it offers to the market. These, together with the protected trademarks and copyright of Almoviva Group products, are important intellectual property assets. To protect its intellectual property, the Almoviva Group carefully manages the following:

- use of intellectual property protection tools: patents, trademarks and copyrights;
- the stipulation of confidentiality agreements;
- provision of ad hoc clauses in agreements with customers, suppliers and partners;
- protection of software languages and source codes;
- support for license compliance in the use of open source technologies within proprietary products;
- monitoring of registered trademarks, using alert services.

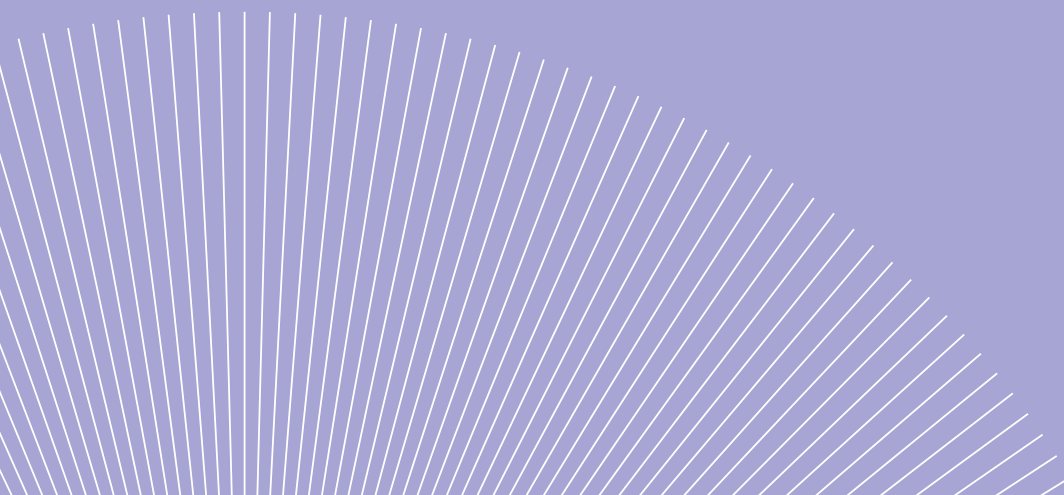


THE ABOVE REPRESENTS THE  
**GROUP'S INTELLECTUAL PORTFOLIO**



# 3.

## Responsible digital transition







We are RESEARCH

# VIVA

### 3.1 Almaviva: a responsible digital transition

Promoting a sustainable economy through the digital transformation of businesses is the challenge of a lifetime.

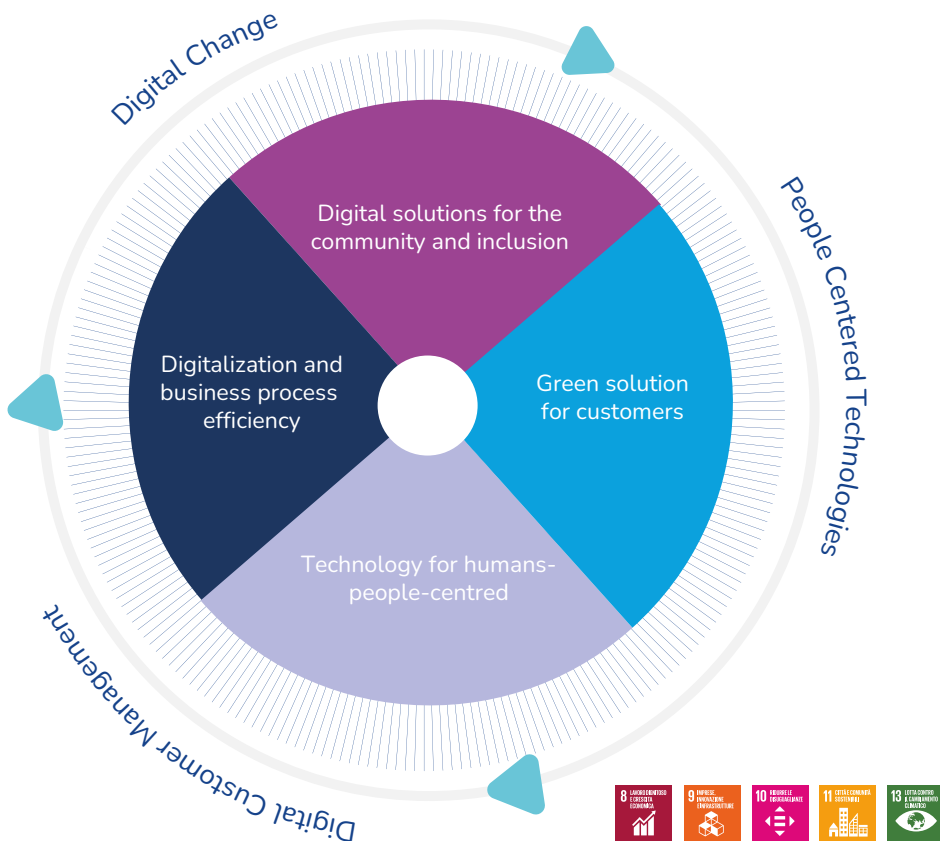


The idea that we need to make businesses more innovative and sustainable by exploiting new technologies has not only become widely accepted, but a concrete need.

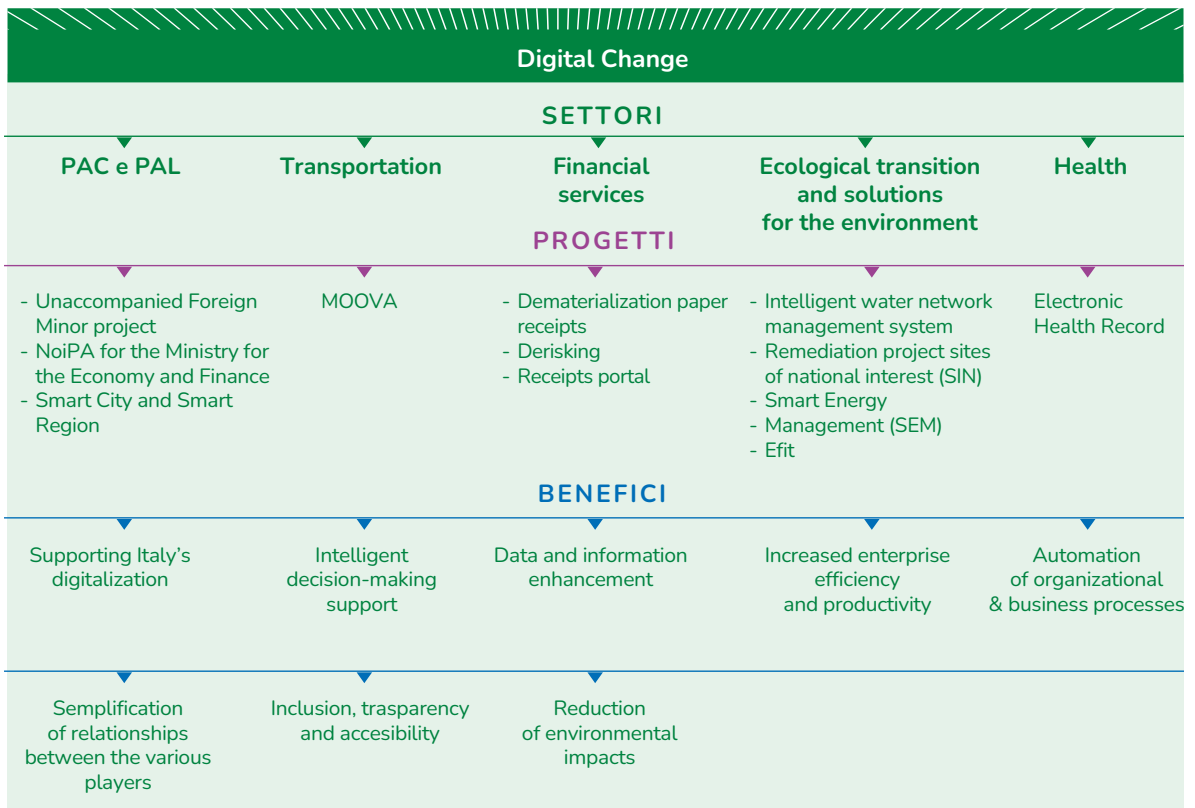
A revolution is underway that prioritizes investment in innovation and technology to facilitate the development of a digital society in terms of the services provided to people, communities, and regions, in full respect of environmental sustainability<sup>7</sup>.

Digital solutions that put people first will open up new opportunities for businesses, encourage the development of reliable technologies, promote an open and democratic society, enable a dynamic and sustainable economy, help combat climate change, and achieve the green transition.

Within this context, Almaviva is ready to take a proactive role for the nation by supporting and making the digital transition fast and effective, including through the provision of:



<sup>7</sup> New technologies can improve energy efficiency, boost the circular economy, and ensure resources are allocated more efficiently. It can also reduce emissions, pollution, loss of biodiversity, and the environmental degradation of a company.



Through the business areas in which it operates, Al maviva unlocks the true value of responsible digital transition by **generating positive impacts on the environment, society, and the economy through the use of technology**. The solutions offered to the market in fact allow:

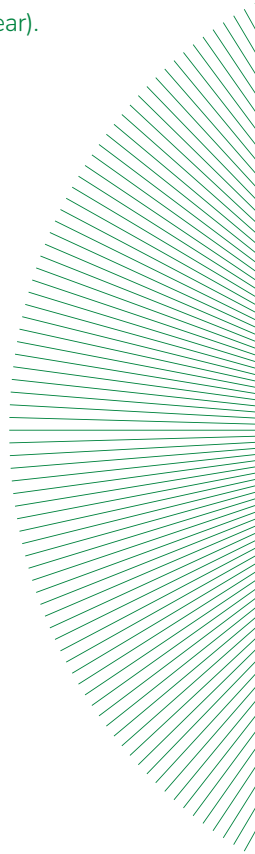
- automation of low value-added activities,
- simplification of the relationship between citizens, businesses and public administrations,
- acceleration of the cooperation between organizations through digitization and streamlining of business processes,
- the offer of environmentally conscious digital solutions for community and inclusion,
- the fostering of greater human-machine integration (technology for humans),

while contributing to the achievement of sustainable and equitable development for future generations, as outlined by the UN Sustainable Development Goals (SDGs).

For the Group, moreover, **continuous innovation** is the basis of success; therefore, Al maviva is highly active in the activities of analysis, development, and testing of new technologies in all Business Areas in which it operates.

In 2022, for the companies in Italy<sup>8</sup>, **research and development costs of Euro 14.4 million** were incurred (increasing 14.2% on the previous year).

<sup>8</sup> Al maviva S.p.A, Sadel S.p.A., Al mawave S.p.A., Pervoice S.p.A., Wedoo S.r.l, The Data Appeal Company S.p.A.



### 3.1.1. Digital Change technologies in the name of sustainability

The Al maviva Group is one of Italy's leading Information Technology providers. It is the top IT company in the Central Government and Transportation sectors, and a leading company in the Local Government, Financial Services, Defense and Security, Healthcare, Agriculture, Energy and Utilities and TelCo and Media sectors.

The various initiatives pursued by Al maviva to support the digital transformation of the strategic sectors in which it operates are described below.

#### Central Government

In recent years, the public sector has embraced a major updating and modernization process. Al maviva works with these entities to facilitate Italy's digital transformation, promoting new opportunities for relationships between entities and citizens in cultural and operating terms. The keywords are: accessibility, transparency, interoperability.

#### ➔ Unaccompanied Foreign Minors Project

The project, initiated for the Ministry of Education, involves the creation of a platform to **foster student inclusion and orientation**. The purpose of the initiative is **to facilitate the inclusion and integration of foreign minors in the ordinary education and training system** through literacy and training. The developed Web platform, which houses a public area dedicated to the communication of project activities, provides access to an e-learning platform and an activity monitoring and reporting platform that enables those responsible for implementing project activities to transmit information to the European Union on the procedural, material, and financial progress of the activities carried out, and those responsible for monitoring to collect and analyze this information.

#### ➔ NoiPa project for the Ministry for the Economy and Finance

For the Ministry for the Economy and Finance, Al maviva created the **NoiPA** system in order to **make available, transparent and fully usable the extensive information assets** managed by the Ministry's Directorate of Information Systems and Innovation. NoiPa offers a catalog of services designed based on users' needs, ensuring that the system is updated according to regulatory developments in terms of all contractual, social security and tax aspects.

Al maviva, in addition, made use of the **collaboration of Wedoo**, a Group company strongly influenced by the use of technology and

specialized on purely digital communication and in the modernization of the information systems of the Central Public Administration through **the development of the visual part of highly useful websites and portals**.

#### Local Government

With its existing experience, Al maviva is an effective partner in fostering the digital transformation of local communities by innovating processes. The application of digital technologies for collecting data from the local areas and transforming them into good governance and new services radically changes the management of the public sector, making it more effective and less costly, and increasingly able to nurture a transparent and fruitful dialogue with citizens. Goal: more livable, resilient, sustainable, inclusive cities. Able to respond to new challenges.

#### ➔ Smart City and Smart Region

Al maviva plays a key role in the development and implementation of the **Smart Cities** and **Smart Regions**.

They represent places where physical, digital and human systems are integrated into traditional networks and services in order to improve the use of energy resources and reduce emissions for the benefit of citizens and businesses. An example of a smart city is the **MESM@RT** project for the city of Messina: it is a system that processes, systematizes and analyzes data collected from devices installed in the city, providing information ranging from water quality to noise pollution, from air cleanliness to critical weather conditions with the goal of fostering smart management of urban spaces.

The Smart Regions project helps Italian regional administrations in dealing with the many complex challenges that need **simplification** with the tools offered by the digital transition to **ensure a improved livability and higher quality daily services for people**. The various projects undertaken by Al maviva include the collaboration with the **Tuscany Region** and the **Municipality of Florence** for the building of a Platform that allows for the roll out of smart projects to support the administration of the region, such as smart parking management, assistance to soft and vehicular mobility, the management of restricted traffic zones, and the setting up of observatories such that for tourism.

## Research and Development Activities RM TECHNOPOLE

**RM Technopole** is an innovation ecosystem that focuses on the development and application of digital and green technologies for urban regeneration and building construction to ensure sustainability and resilience amidst a climate crisis on the scarcity of land and other natural resources.

## Transport and logistics

Almaviva is a player that continues to grow on the international transportation and logistics sector Information Technology market. On these markets, the Company is recognized as a leader in Italy and with ever-growing market shares overseas, in which:

- it introduces and manages effective vertical end-to-end and time-to-market solutions by leveraging its singular process knowledge in Italy and the proven use in the technological domain of proprietary, open products and established partnerships;
- is a solid and reliable partner for the transformation of large industry enterprises with complex legacy systems, thanks to its expertise on frontier technologies, design thinking, and an agile approach;
- it plans, manufactures, and operates digital equipment on board means of transport and on the ground to provide public information, operations, and security services.

The Company has embarked on a process to industrialize its solutions with a view to encouraging personal mobility and the movement of goods using advanced technologies that stand out in the international arena. These solutions, integrated into the MOOVA platform, represent a new generation of mobility solutions that enable the introduction of new, highly automated operating models that have become necessary to meet the growing needs for flexibility and speed of services in this market sector.

### ➔ MOOVA

MOOVA is Almaviva's integrated, modular, and continuous mobility platform, which combines different modes of transport into a single, advanced technological framework. It guarantees fast, interconnected, and flexible mobility by supporting the main public and private players in the transport management and monitoring industry and providing

timely and punctual information to people moving around or transporting goods in the local area. The solutions offered by Almaviva through the MOOVA platform enable the achievement of major industrial-scale results that **improve quality of life** on a social, environmental, and personal level. In recent years, numerous initiatives have been conducted for domestic and international clients that have brought multiple benefits, including improving the provision of mobility services for people and moving toward **sustainable mobility**; the **increased safety** through health monitoring and management of critical infrastructure and facilities; the **containment of electrical consumption** of fixed and mobile assets involved in the transportation of goods and people; the support of the **electrical transition** of transport operators; the **inclusion of people with reduced mobility**.

## MOOVA ACADEMY

**MOOVA Academy** is the **e-learning environment** that facilitates in-depth courses on the MOOVA platform for transportation process professionals to develop skills to build sustainable mobility. Students from Engineering, Computer Science, in addition to Economics, Physics, Mathematics and other scientific disciplines have the opportunity to join the Company, develop skills and learn technological innovation trends applied to the integrated mobility sector and current issues such as cities of the future, green transportation and terminal hub security. In 2022, building on the rich heritage in MOOVA Academy's knowledge base, the "A Talent Revolution" program was created, aimed at young graduates and undergraduates with a passion for transportation who wish to build their professionalism by placing sustainability applied to the mobility of people and goods at the center. The program, which has already completed two editions in 2022, enabling the induction of 30 new talents from around the world, will continue in 2023, allowing new classes of enrollees to learn skills and trends in technological innovation applied to the integrated mobility industry.

### ➔ Tecnav at the service of more sustainable traffic

In the second half of 2022, Almoviva completed the acquisition of Tecnav, a company founded in Milan in 2000 with an offer and a market presence strongly synergistic and complementary to that of Almoviva's Transportation & Logistics Division. Tecnav has many years of experience in the design and set up of rail traffic control systems and SCADA (Supervisory Control and Data Acquisition) systems for the command and control of plants and production processes in the field of infrastructure (rail, water, etc.), capable of complementarily extending Almoviva's market with specific expertise on field systems, energy efficiency and sustainable mobility. The process of integrating TECNAV solutions into the MOOVA solution ecosystem began in late 2022.

### ➔ Sadel: at the service of business transportation

Sadel is a market leader in on-board train Passenger Information Systems and was founded in 1991 as a spin-off of the Department of Electrical Engineering and Telecommunications at the University of Bologna. The Company offers train manufacturers, train operators and their employees **fully integrated on-board solutions for the effective management of transactions**.

The Company has also undertaken major projects abroad thanks to its product range, which includes, among others, **CCTV and passenger counting systems to improve safety, automated passenger information systems (audio, video, and personal devices), on-board network systems, ground-to-board telecommunications systems, and VoIP and GSM-R rail phone systems to guarantee an improved traveler experience, and finally, remote diagnostics systems and IoT frameworks for the remote control of public station facilities** to improve the security of infrastructure through continuous monitoring.

In 2022, the Company introduced within its production department a **"gap filler dispenser"** machine for the automatic dispensing of thermal dispersion products. The introduction of the machine allowed the implementation of a repetitive and controlled process in order to reduce the possibility of human error and the impact on operators, as well as a significant decrease in material consumption for "gap filling".

## Financial Services

Almoviva has been leading the digital transformation revolution of the finance industry for over thirty years. The Company has helped the main players to grow through developing innovative solutions.

The Company guides the digital transformation of the finance world and its mission is to oversee and develop Almoviva products for the banking, insurance, and new financial operators market through **Reactive**. ReActive offers industry players products and services to support the ongoing change related to technological innovation and new financial processes with an advanced, customized, scalable offer based on unique and singular experience and expertise.

During the year, the Company initiated projects with major customers in the financial sector, including the project of **"Dematerialization of paper receipts"** related to the gaming world. The system consists of making non-fungible tokens and transferring them to the customer's wallet and their subsequent verification on winning. The project, which started from the need to eliminate the receipt made of non-recyclable paper and the need for greater security in holding a docket that could be a winner and therefore subject to theft, will allow (estimated in about five years) the **elimination of the paper receipt permanently and the saving of a huge amount of paper** (more than 15 million receipts per month).

Other projects initiated by Reactive include the **"Derisking"** project for Intesa-SanPaolo and the **"Collections Portal"** project for Bper. The former involved the re-engineering with modern technologies of a major portion of an application solution for managing the Bank's foreign branches. The project launched for Intesa, on the other hand, concerns the upgrading of legacy applications regarding payments by moving from a monolithic architecture on "classic" type servers to more modern architectures that can be split up through the distribution of services across multiple machines.

Both projects, through the introduction of modern cloud servers, enable optimization of computational power in order to **streamline the consumption and workload of the machines and the overall infrastructure**, thus leading to **significant energy savings**.

## Ecological transition and solutions for the environment

For Almoviva, digital is not only technology, it also includes the impact that the set of technologies has on the lives of institutions, businesses, organizations, and citizens, and at the same time on the environment in which they move.

The Almoviva portfolio includes solutions for different areas of action toward sustainable development, supporting projects promoted by the Ministry of Ecological Transition. The Group leverages technological expertise and innovative solutions to support agencies and public administrations **to build the predictive capacity of the effects of climate change, counteract phenomena related to hydrogeological instability and land vulnerability and to promote security of supply and sustainable and efficient management of water resources along the entire cycle.**

### ➔ Intelligent Water Network Management System

Almoviva has developed a system to support Integrated Water Service management and water loss containment activities. It is an innovative solution that ensures interoperability with information systems already available from the operator and the availability of information at all levels of the company and brings numerous benefits, including the **location and monitoring of water leaks, the monitoring of networks and pipeline status** and the **pressure management**. In addition, this solution provides information to support staff who need to make decisions, particularly regarding the activities needed to reduce water losses.

### ➔ Remediation project of sites of national interest (SIN)

Almoviva supports the Ministry of Ecological Transition (MiTE) in the roll out of the "Let's get involved in Integrated Environmental Governance Strengthening" Project, in line with the Europe 2020 Strategy for Smart, Sustainable and Inclusive Growth and that set out in the 2014-2020 Governance and Institutional Capacity National Operative Program (PON).

Almoviva thus undertook the **SIN reclamation database** project concerning the **reclamation of sites of national interest**, which is necessary both for transparent and up-to-date monitoring and for the very management of proceedings through the collection, verification and systematization of technical, administrative and economic information.

In this way, the **digitization of administrative procedures and regularization of sites undergoing remediation**, with the aim of improving quality and effectiveness in the implementation of environmental policies at the territorial level through the strengthening of multilevel governance and the dissemination of practices and tools to ensure better management of decision-making processes. i.

### ➔ SEM (Smart Energy Management)

Almoviva has launched **SEM (Smart Energy Management)** on the market, a solution that makes "smart" use of energy consumption data to protect the environment and reduce costs. SEM is an **energy consumption optimization** platform for building-plant systems. It facilitates analysis, monitoring, and control. With SEM, users can easily acquire operating data from multiple buildings at low cost. The platform can then process, interpret, and transform data into crucial information that can optimize energy consumption. The platform is currently used by Italy's Central Government and companies in the transportation, banking, utilities, and mobile phone sectors. SEM has been installed at numerous State Railway sites to facilitate monitoring, automation, and security activities. a.

### ➔ Efit

In line with environmental sustainability standards, Almoviva has introduced EFIT® in the software lifecycle, an approach to **Green IT** aimed at **cutting the environmental impact of applications used**.

EFIT™ stands for "Environmentally Friendly IT" and concerns a framework to help organizations understand and guide Digital Strategy processes by enabling them to generally achieve customer value objectives, understood both as business value for the company and as a reduction in the ecological footprint related to IT production. This approach guides IT organizations in implementing systems that are effectively environmentally sustainable and ensure both reduced resource consumption and less impact on global warming. The "green" software monitoring initiative has been launched to ensure that IT solutions, in addition to being checked against the correct levels of quality and security also offer information about the correct implementation of environmental sustainability levels allowing action to be taken where these elements have not been properly addressed.

## Research and Development Activities FOLIAGE

**Foliage** is a European innovation project for the **building of the digital forest system** through the introduction of a digital infrastructure for forest governance.

## Healthcare

Digital technologies play a key role in transforming health and care processes, from clinical and diagnostic to organizational and logistical aspects, ensuring flexibility in the system and freeing up resources. The Al maviva approach **puts the citizen at the center of an ecosystem in which different resources, i.e. facilities, services, instrumentation and information are always accessible and interconnected**. Using emerging and AI-based technologies, Al maviva works to evolve the model from hospital-centric to patient-centric, with a focus on prevention, proactive care, and better management of chronic conditions, both oncology and age-related. **"Zero patient"** is the goal in this process of reducing hospitalization.

### ➔ Electronic Health Record

Today, citizens, in order to obtain and consult their medical records, must go to the referring hospital, fill out paperwork, request a copy and pay the issuance fees, before receiving them in paper format. The Al maviva solution provides a **communication portal for the citizen** that establishes in a single digital space accessible through the SPID (public digital identity system), all the information and functionality needed to initiate and regularize the medical record request. The portal enables citizens to have **a single profile for all personal health information, facilitates care, and improves communication between patients and health professionals**.

## Research and Development Activities NATIONAL TELEMEDICINE PLATFORM

Al maviva, in collaboration with Engineering, a leading company in process digitization for companies and public administrations, was awarded the AGENAS (National Agency for Regional Healthcare Services) concession for the design, implementation and management of the **National Telemedicine Platform**. The duration of the concession is 10 years: an initial design and implementation phase will be followed by a management phase, whose Platform will continue to increase its services, in line with developments in Digital Health. Thanks to an architectural approach consistent with the principles of independence, security, flexibility, robustness, scalability, and reuse, the Platform will be entirely cloud-based and will ensure a level of interoperability and integration that allows for harmonization across region-specific digital ecosystems, so as to leverage investments already implemented or planned at the local level. The challenging goals for the Platform include **the standardized telemedicine provision throughout the country; improving hospital discharge and the quality of outreach care; reducing the inter-regional gap and disparities in healthcare delivery; and improving clinical quality and accessibility of services throughout the country**.



### 3.1.2 Digital Customer Management technologies

Innovative companies can understand the voice of their customers in real time, across all communication channels.

**Digital Customer Management** is the cornerstone of business-customer relationships; huge volumes of data can be collected and analyzed, allowing companies to extract and transform valuable customer information into knowledge, competitive advantages, and customers services.

Customers are becoming increasingly well-connected, demanding, and attentive to what providers have to offer. As a result, companies need to listen to, understand, and interpret the voice of the customer.

Deregulation, globalization, and increased competition have forced industry players to review their response rates, methods of engagement, and relationships with customers, who have become a source of wealth and also a point of reference.

In Europe (Italy and Romania), Digital Customer Management is no longer a significant business

area for the Group, having seen a decline. Actions related to curtailing the customer base, cost-cutting and staff exits continued in 2022.

In contrast, our international (Brazil, Tunisia, and Colombia) Digital Customer Management division continues to report steady growth on previous years. This strong performance is due in part to the acquisition of Central de Recuperacao de Creditos (CRC, a company specializing in debt collection), the acquisition of new customers, and infrastructure investments to support growth over the coming months.






The ways in which Digital Customer Management has contributed to sustainability stem primarily from the service’s development (which is becoming increasingly digital and automated), new ways in which operators provide services, and the attention paid to employee workloads.

#### Around the world

We have launched several international CRM initiatives, primarily in Brazil. A technology partner for the efficient, effective and flexible Customer Care management of public and private organizations, Almagora do Brasil is the third largest operator in Brazil and one of the leading Companies dedicated to Customer Relationship Management and Business Process Outsourcing in the country.

**Almagora do Brasil** provides a wide range of solutions based on **proprietary “people-centered” technology**, in the hope of developing a multi-channel customer experience strategy.

The Company is mainly engaged in:

	<p><b>Created to analyze the consume experience</b> and improve the operations management process to provide a high-quality customer experience.</p>		<p>A solution that encapsulates <b>several tools that employ Artificial Intelligence to automate processes</b>, from systemic routines to customer interface via robots, exponentially increasing the operational productivity</p>
	<p><b>Technology for people and businesses</b>, offering specific solutions based on a structured process focusing on management, quality and security.</p>		<p><b>A successful multichannel customer experience strategy</b> which is rapid and simple and which is designed to meet the needs of the digital customer.</p>
	<p>A Solution created to deliver high performance while ensuring <b>greater efficiency in sales and collection</b>. The technology used is capable of automatically optimizing various activities such as sales audits and agreements, based on Speech Technology, which high productivity levels.</p>		

- CRM (Customer Relationship Management);
- CM (Customer Management);
- RPA (Robotic Process Automation);
- Speech Analytics solutions;
- HText Analytics solution;
- Training solutions.

Almaviva do Brasil bases its solutions on well-developed, people-centered process management. The Company interprets natural language and artificial intelligence to bring human-machine interaction as close as possible to human-human interaction.

Among the solutions developed in 2022 by the Company, we highlight the offer of the **video service** for the hearing-impaired that allows customers to access the call center service directly from the company's website, so that they may resolve their problems through sign language; the introduction of **text analysis** solutions that has enabled them to understand the consumer's voice, identifying their main weaknesses and thus offering insights and suggestions for process improvement.

#### Research and development activities AIWAVE SOLUTIONS

With the support of Almawave, Almaviva do Brasil has invested heavily in the upgrading of its portfolio, through the launch of the **AIWave Solutions** platform, so as to reduce the complexity of adopting artificial intelligence in decision-making processes and enabling new sales models, making delivery processes more efficient so as to meet market expectations.

### 3.1.3 People Centered Technologies

The Group makes the digital transformation of its customers a reality through cutting-edge AI applications and natural experience models of human-machine interactions. Almawave's proprietary technological assets facilitate the processing and interpretation of text and speech in over 30 languages, operationalize multichannel and multimodal interactions, and analyze data and information to enhance knowledge and improve automation. Almawave provides products and services to the market that can impact social and environmental topics by exploiting the potential of technology.

By making use of Artificial Intelligence, Machine Learning, and Conversational Platforms, Almawave's integrated approach is able to generate a far-reaching positive impact. In addition, Almawave's Natural Language Processing, Machine Translation and Spoken Language Translation services breach linguistic, logistical and architectural barriers, to make all the functional and operational processes of any organization more accessible and inclusive.

Almawave's offer is increasingly oriented towards environmental and social sustainability. In particular, in the **Healthcare** area, the Company launched a tool for patient diaries in collaboration with one of Italy's largest hospitals and IRCCSs (Scientific Hospitalization and Treatment Facility). This solution increases the amount of available patient information (often doubling it and using it as the only source for reports) and enables physicians to arrive at a more accurate diagnosis and prognosis. The Company in addition developed automated conversational tools within the **welfare and care sector**. These tools not only provided valuable information to operators but also offered citizens an innovative way to access information tailored to their specific needs.

#### Sister Smart Water Management System (SWMS)

Among the range of environmentally friendly solutions offered to the market, Sis.Ter, a company that joined the Almawave Group in 2022, has developed the **Sister Smart Water Management System (SWMS)**. This product effectively addresses the various challenges associated with managing the Integrated Water System, taking into account industry 4.0 perspectives, i.e., the infrastructure that connects water supply, wastewater treatment, and the distribution of drinking water.



→ Benefits for the digital transition:

- Enhancing data and information
- Supporting intelligent decision-making

By adopting SWMS, companies in the industry can reap a number of benefits including a **significant reduction in operating costs** (and indirectly the cost to users in their bills); a **decrease in outages** and the related costs (for water, a reduction in leaks); increased energy savings and a **lower environmental impact** through reduced waste; **shorter response times and fewer service disruptions; improvement in the quality of service provided** to the community; a faster return on investment.

Destination Sustainability Index and Fair Index

The Data Appeal, an Almwave Group Company, has proprietary indices already in place, focusing on economic, social and environmental sustainability: the **Destination Sustainability Index** and the **Fair Index**.

The Destination Sustainability Index is based on ETIS (European Tourism Indicator System, an official framework of the European Community) methodology. It analyzes the level of environmental, economic, social, and managerial sustainability of any region or destination. The Fair Index, on the other hand, is a complex and composite indicator that assesses the communication of a brand and the perception of communities with respect to ESG topics. The goals of both sets of indexes is to measure, compare and raise awareness of companies, territories and tourist destinations in a completely automatic and scalable way, using proprietary technology with a global coverage.

## Research and Development INCLUSIVITY INDEX

The **Data Appeal** is working on developing a new indicator called the **Inclusivity Index**, which includes a specific sub-indicator known as the **LGBTQ+ Index**. This initiative is being undertaken in partnership with Sonders&Beach, Italy's leading integrated tourism group. The group applies sustainability and social inclusion criteria to its entire supply chain. The indicator will be able to measure the level of gender inclusivity of any region, company, or organization. A KPI available on the Data Appeal Studio platform that can be integrated via an API or in data pack format.

## Research and development GAS ENERGY MANAGEMENT SYSTEM (GEMS)

**Gas Energy Management System (GEMS)** is a research and development project developed by Sis.Ter and co-financed by the Region of Tuscany as part of the 2014-2020 TUSCANY ERDF Regional Operational Program (ROP). GEMS is dedicated to developing a Smart Network Management solution that facilitates the integration of IoT data with network mapping, technical information, and other business domains. The goal is to build an integrated and data-enriched Geo Data Warehouse (DWH). By adopting this intelligent management system, companies in the sector can **significantly reduce energy and operational expenses** and make substantial advancements in network and field operations optimization. This includes **improved efficiency in investment and maintenance planning, enhanced safety measures in network operations, increased competitiveness in concession tenders, and stronger relationships with authorities, utilities companies, and local licensing bodies**. In short, the proposed solution will enable companies to fully participate in the 4.0 industrial revolution, deriving maximum benefit from the investments made on the network while improving service quality.

## The main strands of Almwave's research and development

### ➔ New Few-Shot Learning (FSL) algorithms

Machine and deep learning models that reduce the quantity of training data and therefore resources needed.

### ➔ New Multilingual Language Models

Exploiting multi-language and single-language models in AI training. Inter-language knowledge increases the speed and effectiveness of AI models.

### ➔ Semi-Supervised Machine Learning for Creating Language Models

Semi-automatic language model creation and updating that significantly reduces language model creation times.

### ➔ Dialogue Automation

New approaches to incorporate explicit knowledge of human language domains in automatic, task-oriented, neural network-based dialogue management systems, as an effective way to reduce the need for huge amounts of data and annotated dialogues.

### ➔ Evolution of the Conversational Platform

Enhancing the ability of virtual assistants to access more data.

### ➔ New Generations Neural Networks for Automatic Speech Recognition (ASR):

New generations of neural networks for various Automatic Speech Recognition use cases and mixed-band models.

Almwave's Cognitive & AI R&D Team focused on the development of a new modular micro-services architecture for the entire suite of proprietary products, for both on-premises installation and as the basis of a new cloud platform, called **AIWave**.

## 3.2. A network for international collaboration

### Research Projects, Partnerships and Technology Transfer.



Over the years, Almoviva has consolidated an **ecosystem with leading research institutions, universities and partnerships**, creating a virtuous circle that allows it to bring value to territories and communities through the application of cutting-edge research, its rapid integration in proprietary technologies, and the transfer of know-how from academia to industry, also through the insertion of academic resources in the company's R&D laboratories.

#### Universities

In 2022, Almoviva S.p.A. began numerous collaborations with leading Italian and European universities and research institutions targeting the joint development of Research, Development and Innovation (R&D&I) projects related to various European Commission Research Programs. These include:

Università della Tuscia	ITAINNOVA
Politecnico di Milano	Tecnova
Università degli Studi di Catania	Inagro
Università di Pisa	ILVO Flanders Research Institute
Humboldt-Universität zu Berlin	Centro Ricerche FIAT
Universitat de València	CREA
National and Kapodistrian University of Athens	Università Ca' Foscari venezia
Universität Wien	DNS Victoria
Wageningen universiteit	Università della Calabria
University of LODOZ	Università degli Studi di Napoli Parthenope
Queen Mary University of London	University of Lucerne



Over the years, the Group has also consolidated cooperation agreements with leading **universities in the country**, with which it maintains ongoing research and innovation relationships.

Politecnico di Milano	The University of Edinburgh
Università degli Studi di Trento	Università Ca' Foscari venezia
Università degli Studi di Bari Aldo Moro	Università della Calabria
Fondazione Bruno Kessler	Università degli Studi di napoli Parthenope
Tor Vergata Roma	Università degli Studi di Salerno
Sapienza Università di Roma	DNS Victoria
Univerzita Karlova	Roma Tre
Karlsruher Institut für Technologie	Università degli Studi Federico II

### Almaviva and University of Naples Federico II

In 2022, Almaviva continued to explore issues regarding the resilience of transportation networks and infrastructure. It made significant investments in the implementation of SHM (Structural Health Monitoring) technology platforms to support continuous and long-term infrastructure monitoring of road and rail networks to provide comprehensive and reliable diagnosis of their health status. Specifically, along with the **Center of Excellence for Mobility and Logistics** and in collaboration with **Federico II University**, Almaviva began a methodological transfer process that has enabled the development of a **new approach to data analysis**, using the most modern acquisition techniques from IoT sensors and employing artificial intelligence and advanced statistical analysis techniques and technologies. This digital innovation allows early warning for conditions that may cause damage and/or collapses, thereby mitigating safety and economic-social sustainability risks, and leading to reductions in pollutant emissions produced by the management of the infrastructure's entire life cycle.

### Sadel and collaboration with the University of Bologna

Sadel's close connection to academia is reflected in its collaboration with leading universities. Specifically, recent years have seen the company partner with the **School of Higher Education in Systems Engineering for Integrated Mobility**, part of the **Department of Electrical Engineering and information at the University of Bologna**. **To provide the knowledge and skills required by engineering companies, research centers, companies operating in the transportation sector and administrations**, the teaching approach deals with topics including future-use ICT technologies and methodologies, modern railway signaling principles, design and maintenance of railway infrastructure and rolling stock, integrated mobility, and soft skills. Sadel offers trainees the opportunity to connect with their companies and develop ad hoc pathways, university dissertations, internships and post-graduate internships. .

### Multi Urban Sustainability Action (MUSA)

MUSA is the innovation ecosystem financed by the **Ministry of University and Research** as part of the NRRP. In collaboration with **Bocconi University**, the **Polytechnic University of Milan**, and the **State University of Milan**, the project seeks to transform the Milan area into an ecosystem of innovation in sustainability and urban regeneration on issues of renewable energy, green mobility, and the use of big data.

## Research organizations and institutions

### Rouge: entirely new protection for Sicilian oranges

The **Rouge** project was created to safeguard Sicilian citrus farming and is dedicated to member companies to offer product protection services and protect the consumer. Rouge was created by the union of four major entities: **CREA (Council for Agricultural Research and Agricultural Economics Analysis)**, which collects production data, the **University of Catania**, which creates economic models using the data collected in the field to support production decisions, the **Consorzio Arancia Rossa Igp** which, using these tools, is able to verify product origins and trace their histories, and **Almaviva**, in the role of technology partner.

The digital innovation offered by Almaviva's Blockchain solution ensures product identity and history are traceable in an international ecosystem. The system is based on interaction between the portal used by the Consortium - which provides data from the various sources to monitor the entire Arance Rosse Igp segment - and a smartphone App for the consumer, which provides information on the entire supply chain (harvest date, storage and distribution methods).

The initiative creates numerous benefits, including:

- Prevention of counterfeiting;
- Simplification of bureaucratic compliance;
- Reduction of errors in data entry;
- Improved control operations;
- Sector monitoring by the Administration;
- Possibility of product promotion on international markets.

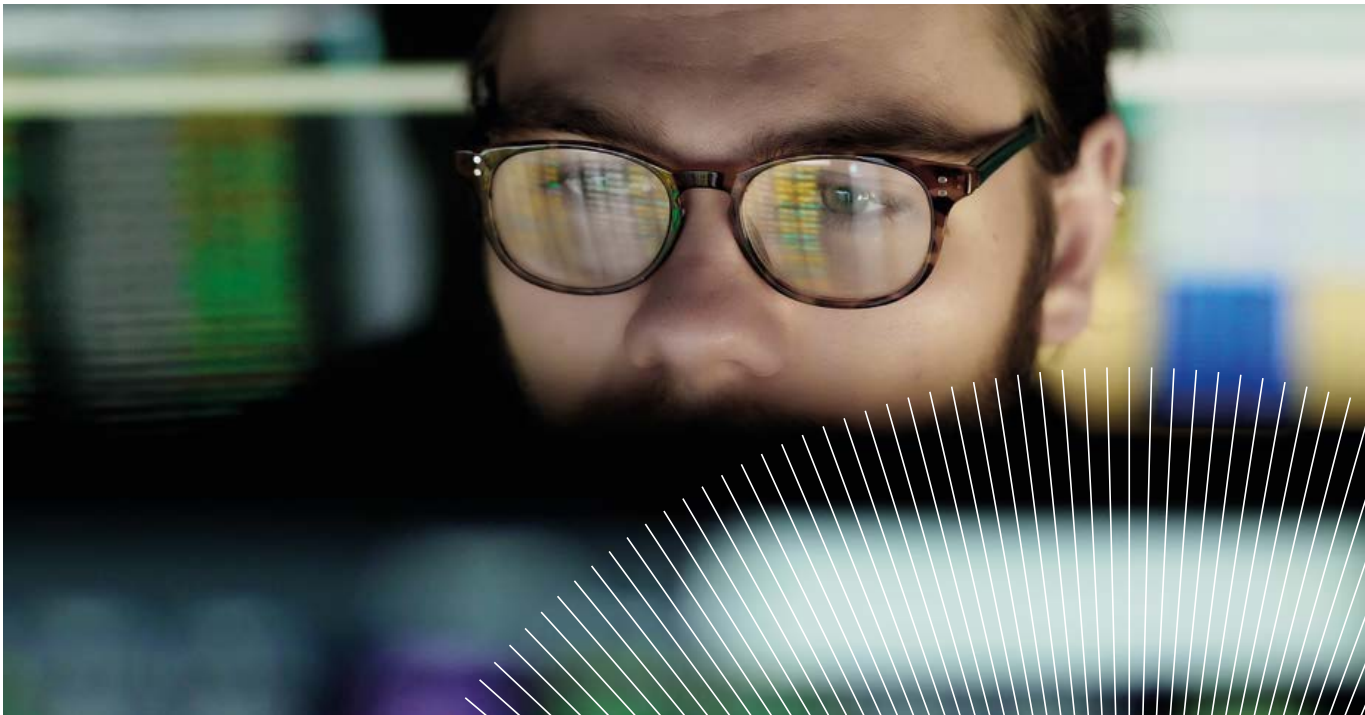
In the future, Almaviva intends to extend the concept of full traceability in the agribusiness sector by creating a Supply Chain Management 5.0 platform.

### Barcoding Systems

OBDA Systems collaborated with AIMS (Italian Multiple Sclerosis Association) on the "**Barcoding Systems**" project. This seeks to develop a kind of patient identification code, a multidimensional snapshot of the disease, allowing the data to interact, contributing to knowledge about the progression, treatments and causes of multiple sclerosis.

### 2030 Goal

The Data Appeal Company has developed the innovative **GOAL 2030** project in collaboration with the Apennine Foundation to develop agile, effective, and state-of-the-art solutions to promote and measure sustainability-related land data. The objective of the project is to revitalize Italy's landlocked areas and make them more attractive to tourists, exploiting their natural orientation towards sustainability. By analyzing sustainability data, valuable insights can be gained regarding the strengths and potential of inland areas, municipalities, villages, and destinations to develop a more competitive tourism offer and attract new travelers.



**Partnerships**

In developing innovative solutions, Al maviva works with a number of market entities through collaborations with technology partners, business agreements with specialized companies and market alliances in specific fields. Al maviva uses these partnerships to enhance its technologies and create a new generation of solutions designed to meet customer challenges and needs.

The Company was recognized with important awards in 2022. These include achieving **SAP Gold Partner** status and **AWS (Amazon Web Services) Premier Services Partner** status.

The former **refines the Company’s position within the SAP ecosystem**, confirming Al maviva’s leading role in digital transformation journeys and reflecting **the high quality levels that Al maviva offers to companies** using SAP solutions. The latter, meanwhile, demonstrates the **Company’s expertise and notable success in helping customers design, build, migrate and manage their applications and related workloads on AWS**. To become an AWS Premier Services Partner, companies must complete a rigorous approval process through accreditations and certifications, demonstrate a long-term investment in their relationship with AWS, and have extensive experience implementing customer solutions with AWS.





## 3.3 A customer-centered approach: satisfaction, quality and data protection

The customer sits at the center of the numerous processes designed to meet their needs.

### 3.3.1 Customer satisfaction from product and service quality

The Almoviva Group's Quality Policy places **the customer at the center of its strategies** by creating products and services designed to satisfy their needs and requirements.

Almoviva employs an Integrated Management System in compliance with the BSPAS 99:2012 international standard. This strategic choice favors a process-based approach, rather than one based on the type of certificate, and is oriented to making business processes more efficient, to improving their performance, to bringing services into line with the highest quality standards, and to continuously improving customer satisfaction.

The customer therefore sits at the center of the numerous processes designed to meet their needs, but above all is considered a primary part of the service. In this regard, the customer is stimulated and facilitated to play an active role, being made to

feel responsible for the importance of expressing their needs.

The response to this approach is based on the use of methodologies that are designed to improve the detection, interpretation and implementation of customer needs throughout the process of product and service design, delivery and monitoring, and also on the integrated use of currently available technologies. Involving the customer in the product and service evolution means making them a participant in the improvement and making the most of their user experience. Conditions must therefore be created to encourage and incorporate proposals and suggestions, while simultaneously taking on board unexpressed needs and the emergence of implicit needs. The methodological approach to achieving these goals makes use of Customer Satisfaction evaluation techniques. The objective of this approach is to continuously improve the products and services provided to the customer by monitoring results and building a robust relationship system with the user.

The customer satisfaction evaluation process pursued by the Almoviva Group enables the stimulation and reception of user proposals, underlining the proactive role of the latter, through the analysis of customer satisfaction which is also based on the perception of the differences between the customer's product/ service expectations and their actual experience. A number of initiatives have been introduced in this area to ascertain customer satisfaction levels and increase the service quality offered. These include **surveys**, which provide the Almoviva Group with the necessary input to understand and develop improvement options, **monthly agendas**, spaces available to share feedback on processes, to create discussion which gives rise to ideas, and action plans to develop new processes or strategies that improve service.

#### Among the customer satisfaction values that Almoviva pursues are:

##### Customer-centricity

Listening carefully to customers is the main objective in achieving success. Customer-centricity finds expression in the ongoing commitment to meeting needs and expectations, in involvement in the provision of products and services, and in the focus on service.

##### Quality and service management

Almoviva pursues ongoing improvements in product and service quality through innovation and continuous improvement in its processes, technology models and systems, thereby consistently responding to market requirements.

##### Security and Business continuity

Almoviva embraces the belief that assets and services as a whole must be protected from any potential threats.

It must also be considered that user satisfaction is strongly correlated with a number of typical product/service quality aspects, including defectiveness, service disruptions, compliance with requirements, and reliability. While it is true that a highly defective product or service is certainly not satisfying for the user, it is not necessarily certain that a product or service with a low level of defects will be satisfactory to the customer. To maximize the effectiveness of the management model, therefore, qualitative and quantitative customer satisfaction evaluation follows two parallel approaches:

- Indirect evaluation, for quality provided, through measurement of the features of the product or service defined contractually or in the planning documents for each contract.
- Direct evaluation, for perceived quality, through direct surveys of customer opinions of the aspects considered most relevant to the product or service.

For the Almoviva Group, the satisfaction of the customer, as the main stakeholder, is also a pivotal element in constant improvement.

In 2022, studies were carried out into the satisfaction levels of relevant customers in the area of **IT services** and **Transportation**.

**Almoviva do Brasil** is ISO 9001:2015 certified; it is subject to semi-annual audits by a competent certifying body, and in March 2022 was re-certified, validating this certification until May 2025. Almoviva do Brasil has adopted a **robust process to assess customer satisfaction**, in order to provide input for continuous improvement in the quality of services offered, in line with applicable industry best practices.

### 3.3.2 Privacy and data protection

For Almoviva, protecting personal data is a priority issue.

The Group places special emphasis on protecting personal data not only because it is subject to specific legislation (EU Regulation 216/679 “GDPR - General Data Protection Regulation” and Legislative Decree No. 196/2003 “Personal Data Protection Code”), but also because **data protection represents a fundamental value of the corporate culture**. Almoviva therefore complies with applicable regulations and the indications of its buyers and takes every possible measure to ensure the proper processing of the personal data of workers, service users (particularly in terms of Digital Customer Management), and, more generally, its stakeholders.

Almoviva Group Companies in Europe, where applicable, have appointed a single Data Protection Officer.

The Data Protection Officer is responsible for overseeing and monitoring the management of personal data processing, and therefore protecting that data, ensuring that it is processed legally and relevantly.

Specifically, Almoviva is guided by the following principles:

- **legality:** any processing must be based on an appropriate legal basis;
- **relevance:** data must be processed in line with its relevance to the purpose for which it is collected;
- **necessity:** personal data are used only when doing so is indispensable to achieve the permitted purposes, and not when those objectives can be achieved by using anonymous data or when they otherwise allow for a more limited identification of the data subjects;
- **proportionality:** data may only be processed when they are relevant and not excessive in relation to the purposes pursued;
- **security:** personal data must be processed in such a way as to ensure adequate security.

Personal data is mainly processed by Group companies, in their role as data controllers, in order to carry out activities and compliance related to business management. This mainly includes staff recruitment, selection, management and administration, the IT system, and the asset and liability cycle.

As data controllers, the companies **do not process data regarding the end users of the services provided** to their buyers, as in this context the companies act as controllers of personal data, based on designation received from the buyers as Third Party Holders of personal data (in some circumstances the companies process this data in the role of sub-responsible and/or authorized third parties).

Therefore, the protection strategy that the Group pursues to guarantee the protection of processed data and information is designed to:

- ensure that data is accessible only to those authorized to access it;
- protect the accuracy and completeness of the data, and the methods for processing it;
- ensure that authorized users have access to the data and associated assets when needed.

## Process organization

Almaviva has established a formal process to guarantee that privacy is protected. The main steps of this process are as follows:

- 1 Assignment of the Group-level **Single Data Protection Officer (DPO)** (European scope) through separate acts of designation by individual companies;
- 2 **Centralized coordination**, which is responsible for defining general guidelines and uniform reference standards, providing specialized assistance and operational support to Group companies and their organizational units, and overseeing regulatory changes. The Privacy Coordination function is part of the Corporate - Human Resources Department;
- 3 **Information to staff**, as data subjects, on the processing of personal data published in the **"Privacy" section** of the company intranet;
- 4 **Designation of all personnel as authorized to process personal data in relation to the processing carried out/within their remit** as part of their duties;
- 5 Procedures, published on the intranet, on handling personal data breaches; the handling of data subjects' requests to exercise their rights; privacy by design and by default; and the designation of system administrators and the performance of related duties;
- 6 Stipulation by the companies of the deeds of appointment and/or sub-appointment as personal data processors and/or sub-processors as part of the provision of the contracted services; consequent stipulation of any sub-appointment deeds regarding sub-suppliers/sub-contractors who process personal data as part of the provision of the outsourced services;
- 7 Compliance with **data protection requirements** is verified during **internal audits** conducted by the Quality and Customer Satisfaction function and periodic audits conducted by the external certifying body DNV, and specifically under the ISO 27001 certification held by the Parent Company and some other Group companies.
- 8 The DPO carries out **continuous monitoring** designed to verify GDPR compliance through targeted audits and an annual plan.

2022 saw the definitive activation of the **ALMAGDPR** platform introduced in 2021. This is a useful tool for all the Almaviva Group companies in Italy to monitor GDPR compliance.

In summary, the companies comply with the regulatory obligations of the GDPR by introducing the following key activities in particular:

- Risk assessment and the adoption of mitigation measures;
- Protection of the right of access to and rectification and cancellation of personal data;
- Designation and training of those "Authorized to process personal data";
- Appointment of the Data Protection Officer;
- Development of the Privacy Policy according to EU Regulation 2016/676;
- Agreements between the Data Controller and Data Processor.

## Data Protection and privacy at Almaviva do Brasil

The Almaviva do Brasil Group has introduced a robust data privacy and information security program, which is managed by a multidisciplinary team which actively participates in external and market forums to apply the best controls. Almaviva do Brasil has put in place a Security and Privacy Management program that complies with laws and regulations. The company has also established a multidisciplinary Information Security and Privacy Committee, which was created to discuss issues around the topic, approve policies and processes, and monitor any risks.

In 2022, the Company updated to its data management tool, policies, and regulations on aspects including data processing, corporate guidelines, creation of data protection impact reports, consent management, and supplier evaluation.

The objective is to continue to develop ever-more robust controls, ensuring the privacy and data protection of all stakeholders to safeguard this fundamental right.

# 4.

# Personnel





We are SHARING

**VIVA**

## 4.1 Almaviva Personnel

The Almaviva Group enacts its social responsibility by resolutely committing itself to the protection and development of the people with whom it works, valuing their skills and stimulating their growth, protecting their physical and mental well-being, and promoting their inclusion and respect for diversity.



For the Almaviva Group, “social responsibility” means integrating ethical principles into its strategic business vision, through the effective management of social and ethical topics that impact the organization and its areas of activity. With this in mind, the Group has embedded a corporate culture that is based on caring for the individual, the upholding of ethical principles and a respect for shared rules.

Social aspects of the Company’s organization, from occupational safety to the protection of human rights, diversity and freedom of association, are monitored by the **Social Performance Team** for each of the Group Companies certified<sup>9</sup> according to **Social Accountability Standard 8000 (SA8000)**<sup>10</sup>. This international benchmark standard for social responsibility is based on international conventions such as the United Nations Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child, and the International Labor Organization (ILO) Conventions.

The Almaviva Group shares and promotes the principles and values of Social Responsibility, considering:

- its employees as a strategic resource, respecting their rights, and encouraging their professional development;
- its suppliers as business partners in the provision of the Company’s core business goods and services,
- its customers as a key element in Almaviva’s success, striving to satisfy them.

The standard is applied across Almaviva, involving the entire value chain in a virtuous cycle of responsibility that monitors specific requirements relating to:

- 1 Child labor
- 2 Forced or compulsory labor
- 3 Occupational health and safety
- 4 Freedom of association and the right to collective bargaining
- 5 Discrimination
- 6 Disciplinary procedures
- 7 Working hours
- 8 Remuneration

<sup>9</sup> Through its SA8000 certification, Almaviva complies with the recommendations and conventions issued by the International Labor Organization (ILO) on the requirements of the SA8000 standard.

<sup>10</sup> Monitoring activities for compliance with SA8000 principles are carried out by the Quality function for all Group Companies.

Almaviva has therefore formally committed itself:

- to complying with all the requirements imposed by the SA 8000 Standard,
- to complying with National Laws, all other applicable standards and other requirements to which Almaviva is a signatory, and to compliance with the provisions set out in official international documents and their interpretations
- and to ensuring that its Social Responsibility Management System is constantly monitored and improved.

Workers have access to the **SA8000 reporting** tool, which allows them to make suggestions to the Company or report opportunities for improvement and/or anomalies regarding SA8000 principles or occupational safety. They can also use the **Social Performance Team (SPT)**, which meets every six months, to:

- carry out periodic risk assessments to identify and prioritize areas of current or potential non-compliance with the SA8000 standard;
- suggest actions to company management to address the risks identified;
- effectively monitor workplace activities;
- facilitate the performance of internal audits and prepare reports for company management on the performance and benefits of the action taken;
- review the path taken and identify possible action to ensure that the SA8000 Standard is effectively implemented.

### Breakdown of personnel

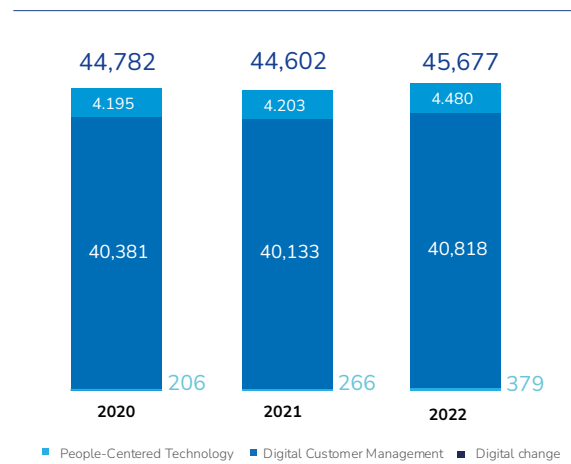
In 2022, the Almaviva Group had a workforce of 46,555, between employees (45,677) and temporary staff (878). **The Group's workforce grew 4% in 2022** compared to 2021, mainly due to the acquisition of new companies and more of new hires than departures: the year saw 35,516 hires and 34,502 departures. 89% of staff work in Digital Customer Management, 10% in Digital Change, and 1% in People Centered Technologies. People Centered Technologies is the fastest growing business area over the past three years (+42% on 2021 and +84% on 2020), while the other two have essentially been stable, where hiring has balanced out departures.

Nearly **80% of the total staff work in Brazil, 14% in Italy, 5% in Colombia**, and smaller percentages in Tunisia, Romania, Belgium, Russia, Egypt, Saudi Arabia, and the Dominican Republic.

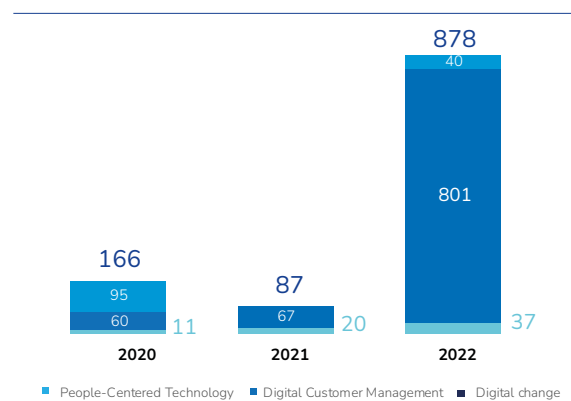
At the Group level, in 2022, **permanent** employment contracts account for 99%, in line with previous years, confirming the Company's desire to maintain long-term relationships with its staff.

**62% of contracts are part-time**, 94% of which

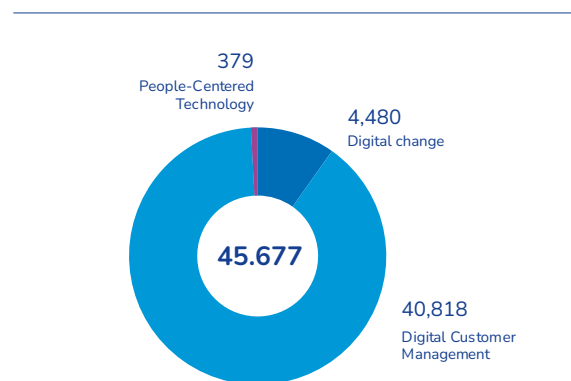
Employee trends by business area (headcount)



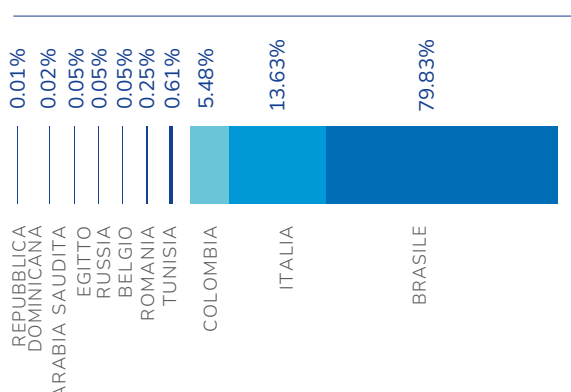
Temporary workers by business area (headcount)



Employees 2022 by business area (headcount)



Employees 2022 by country

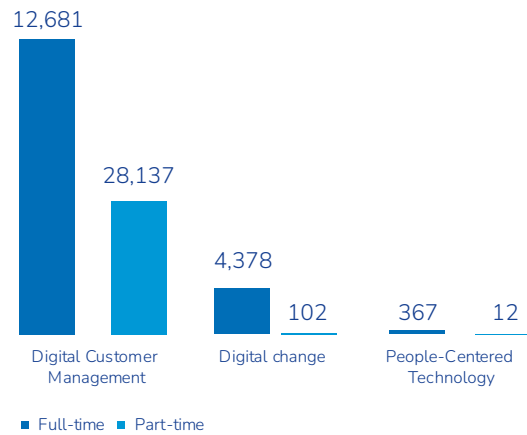


are in Brazil, in line with the type of business and in order to meet the needs of staff.

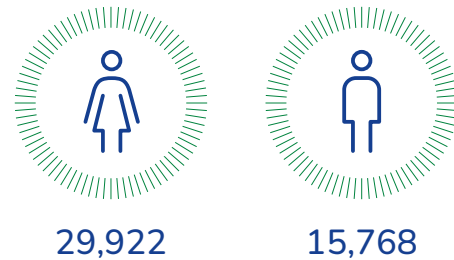
**65% of the Group workforce is female**, a figure that varies significantly by business area. In the Digital Customer Management area there is in fact a clear majority of female employees, while in the Digital change and People Centered Technologies areas on the other hand, the majority is male. The figures are in line with IT sector market developments, which feature a low presence of female STEM subject graduates.

Approx. **49% of the Group workforce is under 30 years old**, while only 13% is over 50 years old. This figure also varies significantly among the various business areas: while the Digital Customer Management area has a strong younger component, operational staff in the Digital Change and People Centered Technologies areas tend to be older. This is mainly due to the differing business needs: the Digital Change and People Centered Technologies business areas, unlike Digital Customer Management as they are highly specialized, in fact require in-depth knowledge and experience in the relevant fields.

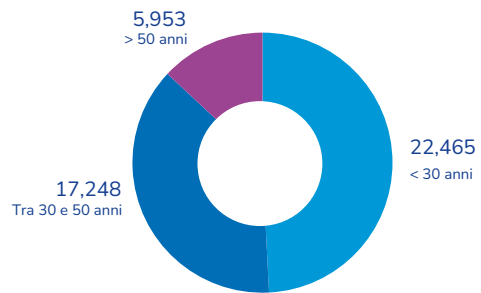
Employees 2022 by contract type and business area (headcount)



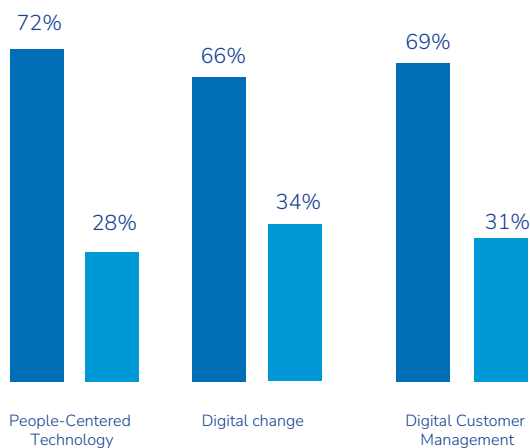
Employees 2022 by gender (headcount)



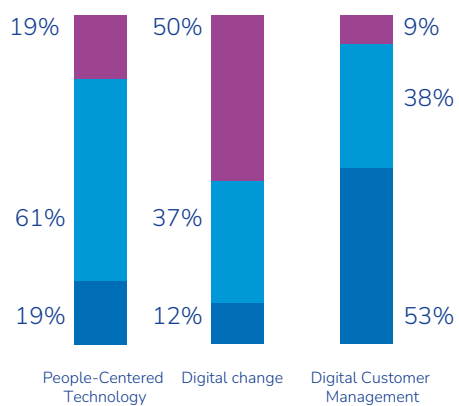
Employees 2022 by age group (headcount)



Employees 2022 by gender and business area (%)



Employees 2022 by age group and business area (%)





## 4.2 The centrality of the individual

In order to best meet the needs of its personnel, the Group adopts an innovative, people-centered approach that seeks to create a work environment that is stimulating and receptive.

In 2021, the Almviva Group defined its staff management strategy (**"People Strategy Almviva"**), known as **"Become"**, with the goal of putting the people working in the Group at the **center of the company's vision and strategy**, through the consolidation of a flexible and integrated environment of physical and digital space guided by indicator principles of trust and collaboration, autonomy and accountability, and with a view to efficiency and results.

The strategy is based on five pillars, for each of which several innovative measures and solutions have been introduced.



1	2	3	4	5
OPERATING MODEL	SKILLS MANAGEMENT SYSTEM	PERFORMANCE MANAGEMENT	TOTAL REWARDING	CAREER PATH AND JOB GRADING
An operating model born from listening to employees and managers and with the support of the Polytechnic University of Milan	Dictionary of 40 skills and 31 professional profiles that underpin development paths	Annual feedback dedicated to developing each employee's skills, strengths, and areas for improvement	A concrete, transparent, performance management-linked process of annual awards.	Recognizable architecture of career paths for IT population

### 1 4.2.1 A new way of working

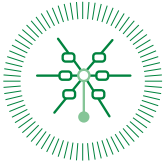

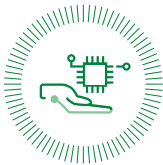

The Almviva Group has listened to its staff and made them the leaders of development in this area, conceiving a project to evaluate the degree of their appreciation of smart working. The project was launched in 2021 as a pilot project in the Digital Change and People Centered Technologies business areas in order to develop a long-term hybrid work model that increasingly responds to the needs of people.

The new organizational model takes into account both the preferences of employees and the corporate belief that, in order to build solid working relationships over time, it is crucial to

preserve dedicated moments for human relations between employees. This new way of working encourages employee work-life balance, valuing their individual contributions and encouraging the development of a relationship of trust between colleagues. In addition to the benefits in terms of minimizing health and safety risks, this new approach also has a positive environmental impact, reducing the number of commuting trips.

The model's objective were redefined in 2022, moving away from a top-down to a bottom-up approach, involving employees in decisions. For example, office attendance conditions were

changed to provide maximum flexibility for employees, allowing them to travel to the office according to the needs of their working group (at least one day per week).

	 ORGANIZATIONAL MODEL	 FLEXIBILITY	 TECHNOLOGICAL EQUIPMENT	 RECONFIGURATION OF OFFICES
Description	An organizational model which values individual contribution to business results, guided by principles of trust, collaboration, autonomy, responsibility, and efficiency	Flexibility and autonomy in choosing when and where to work, linked to full accountability for goals and results	Innovative, state-of-the-art technological equipment provided to every employee to ensure efficiency and data security	Reconfiguration of spaces in relation to security requirements and in line with the specific needs of different business functions
Initiative	<ul style="list-style-type: none"> <li>Hybrid smart working, involving 50% of staff on site and on a rotating basis</li> <li>Enhanced collaboration and communication using innovative new tools</li> </ul>	<ul style="list-style-type: none"> <li>Integrated physical/digital environment</li> <li>Encouraging collaboration and organizational well-being</li> <li>Work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>Replacement of all desktop PCs with laptops and supply to all employees without one</li> <li>Secure and interconnected corporate smartphones and SIMs</li> </ul>	<ul style="list-style-type: none"> <li>Right sizing and space reconfiguration</li> <li>Workplaces bookable through an App</li> <li>Precaution and prevention rules and guidelines</li> <li>Going beyond the idea of a fixed assigned location</li> </ul>
Impact on Sustainability	<ul style="list-style-type: none"> <li>People</li> <li>Responsible Digital Transition</li> </ul>	<ul style="list-style-type: none"> <li>People</li> <li>Environment</li> </ul>	<ul style="list-style-type: none"> <li>Governance</li> <li>Responsible Digital Transition</li> <li>Environment</li> </ul>	<ul style="list-style-type: none"> <li>Environment</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>Develop working relationships that are based on trust, cooperation and autonomy</li> <li>Valuing people</li> <li>Increased efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Reduced energy consumption and emissions</li> </ul>	<ul style="list-style-type: none"> <li>25% reduction in average obsolescence of individual equipment</li> <li>Data protection and security guaranteed by protection software and targeted training courses</li> </ul>	<ul style="list-style-type: none"> <li>Paper materials sorted and sent for certified disposal</li> <li>Streamlining, reuse and repurposing for social purposes of office furniture</li> </ul>

Although the new operating model currently involves only the Digital Change and People Centered Technologies business areas, the Digital Customer Management area also offers its staff the possibility of working remotely through a hybrid work model compatible with different working scenarios.

Among the various measures taken, **Almaviva do Brasil** has introduced the Smartoffice concept. This is based on the hybrid working model, using a flexible and modern space with technologies that enable the business environment, ensuring the efficiency, agility and well-being of employees.

## 4.2.2 Personnel development

Almaviva is committed to maximizing the potential of its people and creating a work environment that attracts and develops talent through training courses, skills management tools, and performance appraisal and recognition mechanisms that value the different qualities of individuals.

In this regard, training is seen as a strategic lever enabling the **growth of individuals** and the **organization as a whole**. Almaviva therefore guarantees its staff opportunities to follow diverse and stimulating learning paths capable of boosting their self-esteem and motivation.

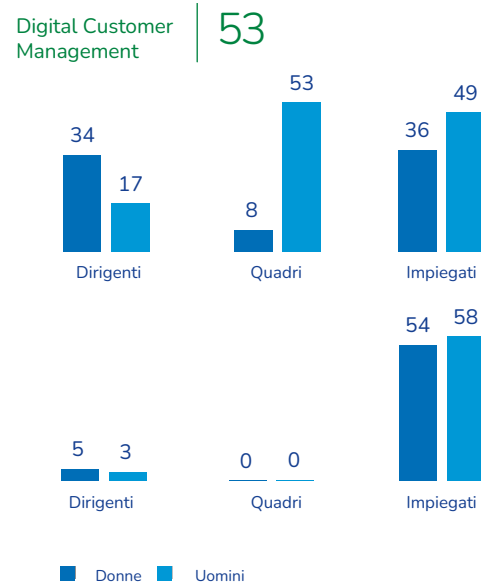
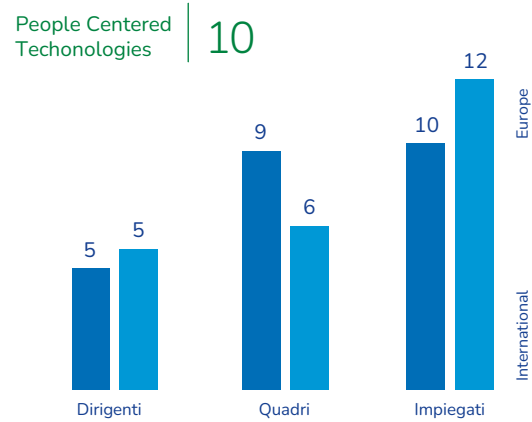
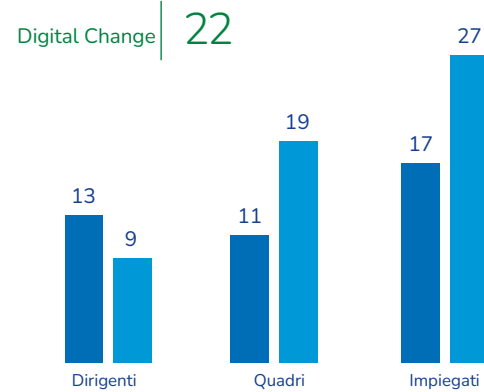
In 2022, a total of **over 2 million training hours were delivered**, up 1% on 2021. **An average of 50 hours was provided to each employee in 2022**, a slight decrease on the previous year (-0.01%).

In terms of the average number of hours by employee category, white-collar workers received the most hours on average (51,94), followed by middle managers (8,4 hours) and executives (7.38 hours). These values vary from business area to business area. The highest total training hours were provided in the Digital Customer Management area, due to a higher number of staff and new hires there under the age of 30, and the need for the constant updating of knowledge on the various customers managed and related products and services. The Digital Change business area also saw high levels of average hours in line with the ongoing evolution of the industry, while People Centered Technologies saw a substantial increase in the number of total average hours over 2021 (+76%).

In response to the rapid evolution of the market in relation to the Digital Change and People Centered Technologies areas, for the divisions operating in Italy, and with the approval of the relevant organizations via the signing of a trade union agreement, Almaviva has launched a **New Skills Fund**. This tool sets out to adapt the Company's internal skills to the organizational, technological and process innovations that have been introduced in response to the changing needs of the Company over the last few years. The tool envisages training plans designed to guarantee workers effective acquisition of skills consistent with the business transformation plan.

In 2022, Almaviva also entered into three new agreements with the Nuove Competenze (New Skills) Fund (Agreements on early retirements, agreements to eliminate obsolete skills, no more retirements); these new agreements will enable skills to be mapped within the Company and new career paths to be launched. To promote the

Ore medie di formazione erogate nel 2022 per categoria di lavoratori e aree di business



development and growth of young talent, training pathways have also been launched, including young talent development, which is of particular note.

② Within the framework of the People Strategy, the Almaviva Italia Group is committed to supporting the development of its talent by offering opportunities for professional growth and the



development of the skills of individuals. To this end, in 2019 Almoviva launched a **Skills Management System**, including a Skills Dictionary and a framework of Standard Professional Profiles that outline professional and career development paths. The project was inspired by the most recognized international skills certification methodologies in the IT sector, and was tailored to Almoviva through the involvement of six **working groups** of staff identified as reference figures for the various roles considered.

The system adopted by the Almoviva Group was created to:

- describe and survey the **range of skills** at Group companies;
- identify the positions that each person can fill (**prevailing profiles**) with their current skills and the role in which they are working (**current profile**);
- assess the match between current skills and those required by the position held;
- plan development action to fill any discrepancies from the expected profile.

The Almoviva Group’s skill system includes **three sets of skills: technical** - specific skills needed to carry out the activities involved in the “profession”; **transversal** - soft skills, common across the entire corporate population; and **managerial** - skills related to people management, which are required only of managers.



To date, the Digital Change business area has a Skills Dictionary of **40 technical skills**, across all professional roles, and **31 Standard Professional Profiles** for IT sector personnel. The System initially involved Information Technology roles before being extended during the year to include Corporate Functions, which are associated with **77 technical skills**.

**3** The final skill model has been approved and is already used as the basis for Performance Management 2022. A review and refinement process has begun in preparation for the **Performance Management 2023** process. The **Performance Management System** launched in 2021 provides personnel with valuable advice and feedback on their skills, strengths and areas for improvement. Outside of the Performance Management System, the rest of the workforce is appraised on the basis of qualitative objectives. These goals are all-encompassing, concerning both technical and soft skills, and are the subject of manager-employee interviews featuring open dialogue that is conducive to the emergence of suggestions oriented to continuous improvement.

**4** **5** The Almagora Italia Group also plans to develop dynamic career paths for the business areas of Digital Change and People Centered Technologies, across different roles and seniority levels, in order to stimulate engagement, motivation and the skills development of its people. Based on the results of the Performance Management System, it has also created a transparent **Recognition Management Process**, shared across company management.

Regarding the Total Rewarding plan, a well-structured management transition began in September 2022, involving the nomination of candidates by their respective managers. The compensation review process was also revised to include more transparent and objective criteria.

Group companies operating in the business areas of Digital Customer Management and People Centered Technologies also introduced various measures to guarantee the development and motivation of their staff.

In 2022, **Almagora do Brasil** rewarded its employees by promoting them to new leadership positions primarily from within the organization. In this regard, the Group invested in training individuals who showed promise through the Leaders Academy and mentorship initiatives focused on enhancing the skills of certain minority groups to facilitate their integration and career advancement within the Company. Furthermore, the Company created an employee loyalty program designed to attract new talent to join the group. Under this program, employees are rewarded every three months based on their achievements, with the potential for salary increases of up to three levels within a year.

**Almagora SAS**, in addition to seeking new skills externally, is also committed to investing in its staff, through dedicated programs to strengthen skills and promote mobility within the Company. Throughout 2022, several initiatives were launched to develop the ability to improve and strengthen interpersonal relationships, navigate complex situations by fostering emotional awareness and management, and enhance skills in assertive communication.

In the People Centered Technologies area, Almagora focuses its skills development on three specific pillars: **training, performance appraisal, and incentives**. A performance incentive scheme was adopted in 2019 to boost confidence and job satisfaction. The process is based on the assignment of technical goals, individual performance and skills to be achieved during each year. By setting individual performance goals, Almagora expresses its commitment to enhancing the skills and qualifications of employees involved in the development of competitive products and technological solutions.

### 4.2.3 Attracting top talent

In addition to stimulating the growth of its existing employees through training, Almoviva Group also seeks external talent in order to continue to innovate and improve. To this end, various communication campaigns were launched, via LinkedIn and Instagram, targeting potential young hires. Indeed, the Almoviva Group strongly believes in young people and in the educational value of school and academic institutions, with which it maintains regular ongoing collaborations. In 2022, the Company participated in **35 recruiting events** with institutions and universities.

The Company's commitment to its employees is further evidenced by its notable achievement: being recognized as a finalist in two categories at the prestigious **LinkedIn Talent Awards Italia: Best Talent Acquisition Team** and **Talent Insights Pioneer**.

In 2022, the number of staff increased significantly, driven both by new company acquisitions and a big recruitment drive to attract skilled professionals from the market. As a result, the Group made a total of 35,516 new hires.

The business area that saw the most hires was Digital Customer Management, recording a total of 33,847 new hires, many of which in Brazil, mainly female (69%), and in the under-30 age group (55%). In the Digital Change and People Centered Technologies areas, on the other hand, hires were mainly men, aged between 30 and 50, and in Italy.

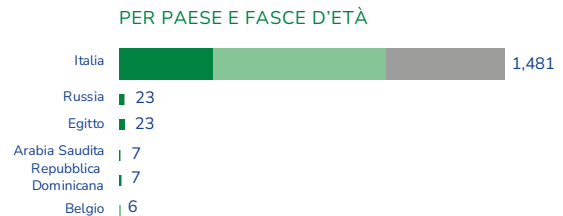
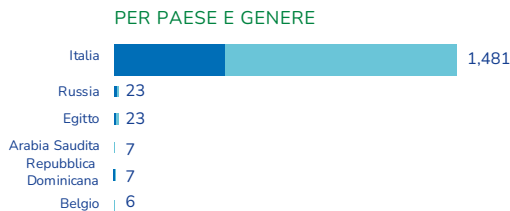
During the reporting year, with a view to attracting new talent and offering professional and personal development paths, the Digital Change business area in Italy took part in numerous projects to promote Almoviva Group's values, innovative culture and development goals to the outside world.

In 2022, the **School Work Experience** Project launched in 2014 continued, involving over 250 students, and resulting in as many as 30 new hires over the years. Almoviva has dedicated highly innovative technological means and extremely qualified experts to the School-Work Experience Project, helping children to develop both specific and transversal skills, as well as highly innovative projects.

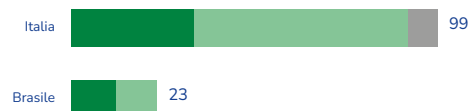
During the year, Almoviva Digitaltech also took part in a project to found an ITIS (Vocational College).

#### 2022 hires by gender, age group, and country

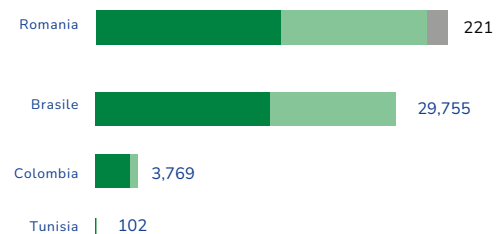
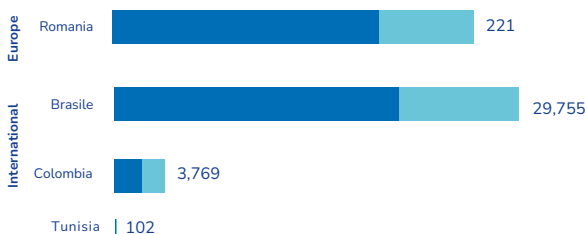
##### Digital Change | 1,547



##### People Centered Technologies | 122



##### Digital Customer Management | 33,847



■ Donne ■ Uomini ■ <30 anni ■ Tra 30 e 50 anni ■ >50 anni

Furthermore, since 2019, the same Al maviva employees have contributed to the School-Business System Project (Progetto Sistema Scuola Impresa), in partnership with 30 other Italian companies of the ELIS Consortium<sup>11</sup>, with the goal of providing guidance to educational institutions on cultural transformation and adapting training and educational programs to meet the rapidly changing demands of the world of work. The project involves training and career orientation meetings to foster dialogue and collaboration between schools and the business world.

2019 saw the launch of the **Academy** program, offering special training and job placements to recent graduates under the age of 30. The trainees selected with STEM (Science, Technology, Engineering and Mathematics) profiles are offered a six-week training course on topics of shared interest between Al maviva and its partner companies. In 2022, Al maviva ran training programs for cybersecurity specialists and full-stack developers, resulting in the recruitment of eight cybersecurity specialists and 14 young people. In addition, during the year, the **A Talent Revolution program** was launched as part of the Moova Academy, providing training to a group of 30 young aspiring future career professionals. The program includes a blend of classroom, online, and on-the-job training, covering technical aspects related to the job role, project management elements, and cross-cutting topics (problem-solving, decision-making, public speaking, results-oriented customer service, and negotiation skills).

Various **management training** initiatives were also launched during the year, including:

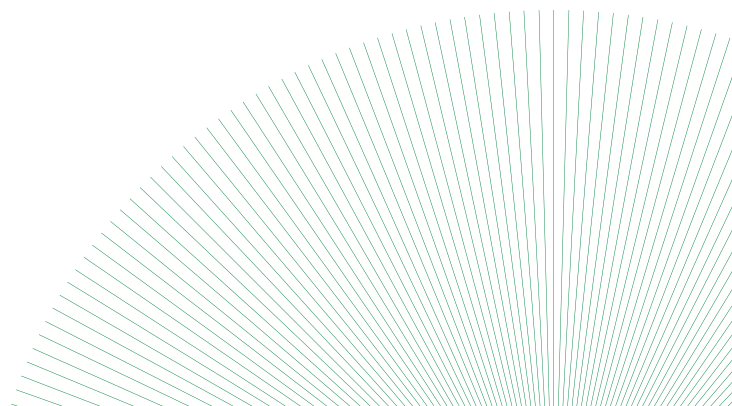
- **Ri-pensarci**: a project designed to foster a shared customer-focused vision and enhance both internal and external interaction skills within work teams. The key objective is to create a new way of relating to each other, coming together, communicating, sharing proposals, and achieving results. The project started in June 2022 and ended in December, comprising six team coaching meetings and two individual coaching meetings.
- **Evolutionary Leadership**: launched in the Transportation division in October 2022, this initiative consists of a high-level management training program. It empowers company managers to **develop full awareness of their own evolutionary intelligence** and the most effective means to unlock their potential, thus strengthening their leadership capabilities.

- **Evolutionary Board**: commenced in December 2022, this initiative serves as a complementary track to the evolutionary leadership program for senior managers within the Transportation division.

The People Centered Technologies business area continued to attract young talent to the Company, although it focused more on research and development and the selection of senior figures with the technological skills necessary to face the challenges of such an innovative and competitive market. For this reason, 56% of new hires were between 30 and 50 years old. Al maviva uses a multichannel recruitment process to select the very best talent. Once hired, and in line with Group level guidelines, new hires follow a three-step structured onboarding procedure involving: their welcoming, mentor allocation, and integration within the Company.

Al maviva has participated in various skills acquisition initiatives for talented youths. Among these are STEM skills training initiatives in collaboration with the ELIS Consortium and the creation of the **Academy** program, which has led to the hiring of 18 employees, who join their colleagues trained in previous editions of the program. In 2021, the Company contributed to the creation of **Liceo TRED**, an ecological and digital transition high-school program to train young people in skills that will be in demand in the future, help combat educational poverty and early school leaving, and promote career orientation in scientific disciplines. The Liceo TRED program, involving 27 schools throughout Italy, was launched in 2022, and will continue over the next four years.

<sup>11</sup> The ELIS Consortium of Companies (CONSEL) gathers together over 100 large groups of companies, small and medium-sized enterprises, start-ups and universities, from the business, industrial and research world, to promote education, work, training and sport through ELIS' training courses, to facilitate students' approach to work, and to develop various corporate social responsibility projects.



## 4.3 Well-being and health and safety

The Almaviva Group maintains continuous channels of communication and engagement with its employees.



### 4.3.1 Well-being

Almaviva's employees represent the main drivers of change, and the key factor for business in an increasingly competitive market. The Group is therefore committed to prioritizing their well-being and providing continuous care and attention in this regard. The Almaviva Group maintains continuous channels of communication and engagement with its employees to understand and meet their needs as far as possible. The Welfare Plan, renewed in 2022 in light of the feedback received from workers during the year, was divided up into the following macro-areas:



Healthcare



Agreements and vouchers



Work-life balance

All Group workers in the Business Digital Change area can take advantage of the company-paid Metasalute **supplementary health care** plan, an occupational and non-occupational insurance policy, an Assidai medical expense reimbursement plan, and a fully comprehensive vehicle insurance policy. Almaviva also has a dedicated worldwide insurance policy for working abroad. In addition, Executives benefit from a life insurance policy and an occupational and non-occupational insurance policy.

Workers may access a **co-branded portal** that shows an overall picture of the various agreements, discounts and offers. **Flexible benefit vouchers** are also provided to employees under the Mechanical Engineering National Collective Bargaining Agreement.

Working with the Italian Association of Almaviva Employees (AIDA), Almaviva launched an **intranet section called PER NOI ("FOR US")**, making available both physical and online spaces for the promotion of recreational, social, sporting and cultural activities accessible to all employees. Various competitive cups, in sports such as skiing, sailing, football, tennis, padel and beach volleyball, have been extremely popular fixtures over the years.

PER NOI is a concrete, transparent and inclusive project, open to contribution from all employees, and favoring proposals with the broadest and most varied appeal. Among the proposals, there are also non-competitive activities, such as yoga, tai chi and other forms of exercise that work to improve posture, breathing, relaxation, and concentration.

The collaboration between Almaviva and **ASPFI** (a non-profit organization with decades of experience



in IT and disability), has resulted in the creation of the **ABCCare: sportello delle fragilità** platform. This platform serves as an exceptional online resource, offering advice and tools to address the growing societal need to support families caring for elderly relatives in vulnerable situations.

In addition, starting from 2015, the Group has granted employees who are in registered civil partnerships or marriages conducted abroad the opportunity to take an **exceptional leave** period of 15 consecutive days. Additionally, the Company provides three days of paid leave in cases of a partner's death or severe illness. The decision to implement this policy was inspired by the principles of equal rights and respect for individual freedom, which emerged from daily interactions with employees and their stories and complex social situations.

When it comes to the additional benefits offered by specific companies, Wedoo places a strong emphasis on addressing employees' needs, creating a pleasant work environment, and demonstrating a willingness to accommodate various personal circumstances. The Company has established a flexible work day, with entry from 8 to 10 am, a one to two-hour lunch break, and proportionate clocking-off time. Wedoo also provides various on-site social spaces, including a five-a-side football pitch and a communal kitchen. The Company has also adopted a **pet-friendly policy**, helping employees manage difficult pet-care situations by allowing them to bring their pets to work with them. Throughout the year, an agreement was also reached with employees to continue remote work arrangements, ensuring that, when needed or deemed necessary, home office amenities like desks, ergonomic chairs, and dual monitors were provided. Variable remote working rates of around 30-50% in the office were confirmed and, in some cases, decreased by around 10% (workers living more than 40 km from the workplace).

In the Digital Customer Management business area, in the belief that productivity is closely linked to employee **well-being**, Al maviva do Brasil has entered into various partnerships to promote the well-being and health of its employees. Among these partnerships is one with **Gympass**, which offers all-in-one subscriptions for fitness, nutrition and mental health services.

**Al maviva Tunisie** adopts a comprehensive and integrated management model to promote the well-being of its employees. To reduce employee stress and promote a healthy workplace, the Company has launched several initiatives. These include scheduled **work breaks** every two and four hours, motivational sessions to boost employee morale and engagement, and access to a psychologist specialized in stress management. This psychologist offers individual support and resources to help employees cope with work-related stress. For Al maviva Tunisie, the well-being of its employees is fundamental to the success of the organization and to ensuring the high quality of work.

In the **People Centered Technology sector**, **Al mawave** confirmed its commitment to the well-being of its people by extending **benefits** to part-time and fixed-term employees. Key benefits provided include health insurance for executives, white-collar employees, and managers, while life insurance is available exclusively for managers. Disability or invalidity protection is extended to executives, middle managers, and white-collar employees. The Cometa Fund, which supports severance pay and additional contributions, is open to all employees on a voluntary basis. Additionally, flexible working hours and remote working options are offered.



### 4.3.2 Occupational health and safety

Protecting the well-being and safety of employees is a fundamental aspect of professionalism, upheld by all individuals and every aspect of company operations. It is a shared value that is collectively prioritized, going beyond merely meeting regulatory requirements. At Almviva, **prevention and protection** are integral **components of the safety culture**. This perspective goes beyond mere compliance with regulations and legal requirements; it embodies a commitment to cultivating “safety habits” as a core value. Each individual, in their respective role, is encouraged to foster awareness, knowledge, sharing, and collaboration as essential elements of their professional life.

Part of Almviva Group’s Integrated Policy is an **Occupational Health and Safety Policy and Occupational Health and Safety Management System (OHSMS)**, which, in line with ISO 45001 standard certification<sup>12</sup>, establishes principles and identifies tools for guaranteeing the occupational health and safety of workers, based on the specific roles they perform.

In Italy, the **health and safety objectives are integrated into the Occupational Health and Safety Management System through the definition of a dedicated organizational structure of roles, responsibilities, procedures, processes and resources to guarantee the principles set out in the Almviva Group Policy.**

The policy takes into account that the work activities carried out in Almviva Group companies, with limited exceptions, are of an intellectual and typically office nature, and, therefore, subject to low risk. The Group’s Health and Safety Department oversees the policy and promotes the values of awareness, knowledge, sharing and collaboration across the entire Almviva Group.

The policy makes a commitment to:

- continuously monitor the health and safety of workers within the workplace and in the performance of their work duties;
- perform health surveillance in order to prevent the onset of work-related ill health;
- analyze risks and identify opportunities for improvement;
- ensure the training, engagement and awareness of workers in matters of health and safety in the workplace.

In order to **identify work-related hazards** and assess risks, a variety of tools are used, including periodic workplace inspections, work duty analysis, in-depth investigations of reports from workers and company and Worker’s Health and Safety Representatives (RLSs), and of accidents and close calls. A dedicated intranet channel is available to employees to **report anomalies** and dangerous situations, and, since 2021, has been supplemented by a **close-call**<sup>13</sup> reporting procedure via the opening of a Service Portal ticket. Finally, procedures are also defined for the management of emergencies and the evacuation of workers, in compliance with all legal obligations.

The quality of the hazard identification procedure is guaranteed by continual **monitoring of reference regulations and standards and training and updating** of employees. Once hazards have been identified, a commitment is made, where possible, to eliminate them at source and minimize the risk by adopting adequate prevention and protection measures. The results of the monitoring processes are then periodically analyzed, in order to continuously assess and improve the OHSMS.

Employees undergo a **preventive medical examination** upon entering service with the company, then **on a periodic basis**, on employee request, and in the event of any periods of absence of more than 60 days for health reasons. The Company, which does not have access to employees’ medical records, complies with all prescriptions and limitations indicated by the company doctor in their judgement of suitability for work.

The acquisition of occupational health and safety (OHS) skills by employees is guaranteed by the provision of **mandatory training**, as required by law, and, where necessary, by special training interventions<sup>14</sup>. The training is focused on disseminating relevant OHS information at all company levels. Such information includes the corporate OHS policy, appropriate conduct for a safe working environment, action to be taken in an emergency, and available OHS reporting tools.

During 2022, basic, new-hire onboarding, five-year refresher training courses were delivered via e-learning. Furthermore, the company Intranet has a dedicated occupational health and safety section, which includes a “work safety” organizational chart of the Group’s companies, emergency procedures for various company sites, general codes of conduct, detailed resources on key safety aspects, links to official websites, and more.

Compliance with occupational health and safety requirements is verified during internal audits conducted by the Quality and Customer Satisfaction function and periodic audits conducted by the external certifying body DNV.

In 2021, a total of 185 accidents involving employees were reported, predominantly linked to accidents while travelling. The few accidents occurring in the workplace were not due to specific activities, but accidental situations. The total recordable incident rate (TRIR) and number of work-related injuries with serious consequences (excluding fatalities) are in sharp decline compared to previous years (although there is a slight increase in TRIR compared to 2021), while the fatality index remained at zero. The data therefore confirm the commitment made by Almagiva Group to introduce measures to continuously improve its OHSMS.

Almagiva Group companies that do not have a health and safety management system systematically adopt monitoring and management tools in line with the Group's policy and with applicable local regulations. Below are some indications relating to the South American context, where a substantial portion of the Almagiva Group's occupational health and safety responsibilities lie.

The occupational health and safety of **Almagiva do Brasil** is regulated by the **Internal Occupational Health and Safety Policy (IP 030)**. This Policy, initially adopted in 2017 and last updated in February 2022, focuses on conducting regular inspections, ensuring compliance with essential and obligatory procedures, and continually improving the well-being, health, and safety of employees, suppliers, customers, and partners.

Almagiva do Brasil also possesses an **ISO 9001 Quality Management System**, which documents the Occupational Health and Safety process. This process is subject to internal audits as well as external certification audits. Furthermore, as per the requirements of Ordinance No. 3.214 of June 8, 1978 of the Brazilian Regulatory System, Almagiva do Brasil has introduced a formal Occupational Health and Safety System. All employees (and third parties) are covered by the

Occupational Health and Safety Management System adopted by the Company and follow the guidelines provided by the Organization.

In January 2022, the **Risk Management Program (RMP)** was introduced: this document replaces the Environmental Risk Prevention Program (ERPP). The primary difference in the execution of the RMP is that this document focuses on **improving workers' exposure conditions through systematic and multidisciplinary actions, with a focus on continuous improvement**. The Risk Management Program comprises the occupational risk inventory, encompassing stages for hazard identification and risk assessment, as well as an action plan, which outlines preventive measures to eliminate, reduce, or control occupational risks. With the aim of improving health and safety training, the Company created instructional videos covering topics such as ergonomics, home office practices, fire safety, occupational health, work-related injuries, and safety regulations. Additionally, training materials are available to employees through the Company's online platform.

In Colombia, **Almacontact Sas** carried out improvement activities throughout the year that have an impact on compliance with internal policies on disease and accident prevention. The Company has two policies related to this matter, which are shared and made available to all employees: the Road Safety Policy (Política de Seguridad Vial) and the Mental Health Policy (Programa de Salud Mental). Special attention is paid to prevention and employee training: in addition to the mandatory training, the OHS Department also organizes employee interviews and individual and Group meetings, with physical and mental exercises. For its adherence to national OHS regulations, **Almacontact SAS** was assessed by the insurer ARL COMENA as at least 94% compliant with the minimum standards applied by the Colombian Labor Ministry.

<sup>12</sup> The ISO 45001 Certification, initially covering only CapoGruppo Almagiva S.p.A.'s Rome sites (Casal Boccone and Scalo Prenestino) until the first half of 2023, was extended to include all Almagiva S.p.A. sites.

The audit, which took place on May 16, 2023, was successfully completed.

<sup>13</sup> The GRI standards, in line with ISO45001:2018, defines a "close call" as any work-related incident that does not cause but potentially could cause injury or ill health.

<sup>14</sup> The training contents are defined on the basis of reference regulations (in particular, Article 37 of Legislative Decree No. 81/2008 and Agreement 21/12/2021) and specific corporate context.

# 4.4 Inclusion, respect and valuing the uniqueness of individuals

Almaviva is committed to respecting, including and valuing every individual’s uniqueness.



The Group’s Code of Ethics establishes that all relations should be conducted in compliance with the rights and freedoms of each individual, and with the fundamental principles affirming equal social dignity, free of any discrimination on the basis of nationality, language, sex, race, religion, health, or political or trade union ideas, and the right of workers to the freedom of association. Drawing inspiration from the highest international standards, the Group recognizes and promotes its responsibility in protecting the rights of all people, under all circumstances. This commitment involves the entire value chain, in compliance with local, national and international standards for the protection of human rights.

Almaviva participated in various initiatives, including a collaborative communication effort with **Parole O\_Stili**, a non-profit organization dedicated to making the Internet a less violent, more welcoming, and safer place for everyone. Almaviva, adheres to the **Non-Hostile Communication Manifesto**, a charter listing 10 principles to improve the approach and behavior of Internet users. By adhering to this Manifesto, linked to the People Strategy, Almaviva intends to promote respectful and civilized behavior.

Almaviva is also committed to creating an inclusive working environment by employing people from overseas.

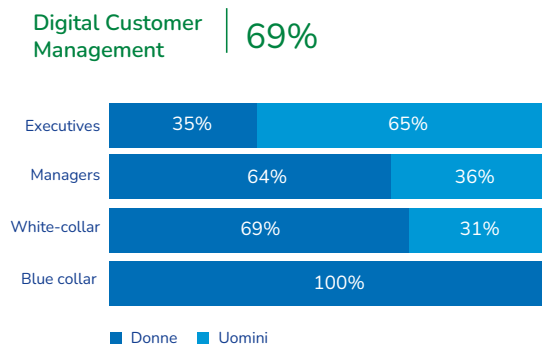
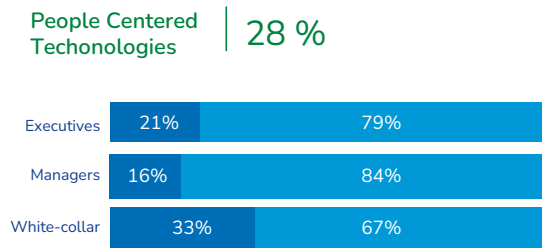
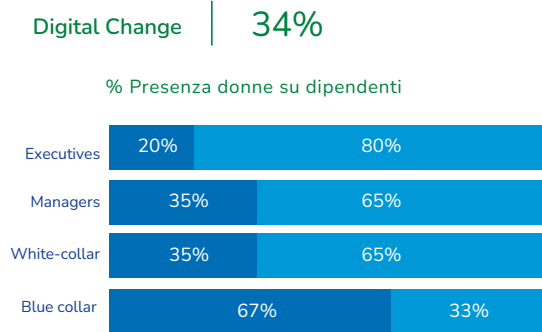
The application of the values of inclusion, respect and valuing the uniqueness of all people is reflected in specific actions to protect diversity in terms of gender, disability, and culture.

## 4.4.1 Countering gender discrimination

Gender equality is an integral part of the Group’s culture, ensuring that both men and women have equal opportunities for training, career development, and progression from entry-level to senior positions. As far as the latter are concerned, the **presence of women on the Boards of Group companies has exceeded 25%**.

In the Almaviva Group, in continuity with previous years, **women represented approximately 65% of the workforce**. The gender equality data varies significantly between business areas. In the Digital Customer Management area, there is a clear female employment majority (69%), whereas, in the Digital Change and People Centered Technologies areas, as in the sector market, there is a male majority, equal to 66% and 72%, respectively.

## 2022 employees by gender, job category and business area (% of total employees)



This data is in line with the latest gender equality analysis by the World Economic Forum, indicating that the Technology sector has one of the largest **gender gaps**, with only 24% of the workforce made up by women. The Almagiva Italia Group is well aware that the elimination of social barriers in school and academic pathways in STEM disciplines, the dissemination of a corporate culture that values diversity and the creation of a more inclusive and flexible work culture are essential elements for closing the professional gap between men and women in this sector.

For these reasons, in early 2022, Almagiva became a member of **Valore D**, an association of companies dedicated to promoting gender balance and an inclusive culture for over 10 years. This reaffirms the Company's long-term commitment to promoting female talent within its ranks.

The Group participates, in collaboration with other Italian companies, in the **School-Business System Project**, to support schools in the process of adapting educational and training programs to the emerging needs of companies, including that of closing the gender gap in predominantly male sectors.

In the field of Centered Technology, fostering gender diversity in the field of Artificial Intelligence plays a key role in Almagiva's mission. In October 2022, Valeria Sandei, CEO of Almagiva, was named a Woman Leader of Conversational AI, along with nearly 200 other women who have demonstrated the ability to change the world by leveraging their expert skills. Also in the same period Almagiva's CEO contributed to the international seminar on **"Women, Economy & Power"** organized by the Marisa Bellisario Foundation, which acts as lobby and network of energies, skills, merit, dialogue and discussion oriented to building a country made for women and for growth. Moderated by the journalist Maria Latella, and introduced by Maria Cristina Messa, the Italian Minister of Universities and Research, the round table including Valeria Sandei discussed the theme of "Women and Artificial Intelligence".

Finally, Almagiva actively participated in the **"Virtual Job Meeting STEM Girls"** event to promote opportunities in December 2022. This event provided a platform for young women graduates and recent graduates in STEM subjects seeking employment to network with HR managers and recruiters.

In addition to the gender gap, the Group is constantly and firmly committed to respecting and promoting the **rights of LGBTQ+ communities**. This is a long-standing commitment, evidenced by the fact that Almoviva S.p.A. was one of the first companies in Italy to offer, as far back as 2014, **matrimonial leave for civil unions**.

Attention to the rights of this community is a commitment that unites all companies of the Group. **Almoviva Tunisie** has adopted several initiatives aimed at promoting the inclusion of different racial backgrounds and the LGBT community. One of these initiatives involves introducing “fast lanes” within the recruitment process to promote the hiring of individuals from diverse racial backgrounds and the LGBT community. This approach helps to remove potential barriers and provides employment opportunities for qualified individuals who may face challenges in finding work otherwise.

#### 4.4.2 Supporting people with disabilities

The Group is particularly sensitive to issues relating to disabilities and conditions of fragility. To this end, for years, it has been engaged in the development of new technologies to facilitate the lives of people with disabilities, in efforts to include them in the workplace, and in the promotion of initiatives to support their rights.

In this regard, since 2019, Almoviva Group is been committed to the **Disability Pride Network**, which promotes the civil rights of people with disabilities and pursues their full social inclusion. In addition to signing the network’s Charter of Values, the Group actively contributes to the development of initiatives, including the annual Disability Pride march. In September 2022, in their role as digital partners, Almovave and Pervoice made concrete contributions through their speech recognition solutions and technologies. Subtitles accompanied each speech at the event. Demonstrating how technology is an important tool for breaking down the barriers that prevent inclusion, empowerment, and the exercise of the rights of people with disabilities.

In addition to its commitment to improving the daily lives of people with disabilities, the Company also recognizes that it can play a decisive role in offering inclusive employment. With this in mind, it works with Asperger syndrome associations to include in its workforce people affected by this syndrome, and help them find their place in the working world.

Accordingly, the inclusion of people with disabilities is taking on an increasingly important role in the corporate strategy. As proof of Almoviva’s commitment to this issue, in the first few months of 2022, a **Disability Manager** was appointed with the role of strengthening integration policies and facilitating the corporate life of people with disabilities.

#### 4.4.3 Impegno nell’inclusione della comunità di colore

Still perceiving a contextual disparity in places in which they operate, the foreign subsidiaries Almoviva Contact SAS, Almoviva do Brasil and Almoviva Tunisie enact various measures to combat discrimination against communities of color.

**Almoviva Tunisie** has introduced a series of internal directives for the **positive discrimination** of people of color in the hiring selection process, in order to facilitate access to the labor market for such minorities.

**Almoviva Contact Sas** is committed to creating safe workspaces, where individuals are treated with respect and valued for their unique qualities, without discrimination based on gender, race, or place of origin. The Company is therefore committed to **cultivating alliances with NGOs** and foundations that look for inclusive work opportunities for vulnerable people. In collaboration with the NGO Cuso Internacional Colombia, an Inclusion Policy has been set out to guide the recruitment and selection processes in favor of migrants and vulnerable people.

**Almoviva do Brasil** has introduced various measures to **accelerate the professional growth and the career development of people of color** within Almoviva. Since 2019, Almoviva do Brasil has put in place a **Comitê de inclusão e diversidade** (Inclusion and Diversity Committee) to develop actions to strengthen corporate values in relation to respect, inclusion, uniqueness and equity through its Exclusive Action Committee (Comitê de Atuação Exclusiva). The committee is made up of employees from various areas and company sites, selected for their representativeness, commitment and experience, and has developed an Inclusion and Diversity Policy, which, in line with that of the Group, establishes the guidelines and principles of a commitment to counter discrimination through inclusive practices and initiatives to promote the topic within the Company. The Diversity & Inclusion Committee has also started working with the company CRC, which was acquired by the Almoviva do Brasil Group in March 2022.

The various initiatives include:

➔ **Black Tie Mentorship Project**

Designed to offer Black professionals an acceleration package, empowering them to enhance their skills and advance their careers within Almviva, with the goal of being promoted to management positions. This process takes place through a three-month mentoring program with the participation of a specialized mentoring consultancy company. The program achieved national recognition by being awarded the Smart Customer Award in the Social Responsibility and Diversity category.

➔ **LID - Leadership inclusiva e diversificada**

A program to raise awareness and train the leadership team on diversity and inclusion issues.

➔ **Café com Diversidade**

Meetings organized to share the actions and objectives of the Exclusive Action Committee with the people of Almviva do Brasil, and to gather information on the topic of inclusion and diversity from a bottom-up perspective, in order to better understand priority areas and potential improvement actions.e.



## 4.5 Responsible supply chain

All Al maviva Group companies must commit to respecting and promoting universal human rights.



In line with Al maviva Group's Code of Ethics and Conduct, all its companies are **committed to respecting and promoting universal human rights along the entire value chain**, in order to ensure they are not even indirectly complicit in any human rights abuses.

Recognizing the fundamental importance of monitoring the indirect impacts of its business relationships, since 2014, Al maviva has certified its compliance with the SA8000 standard, therefore rejecting all forms of forced and child labor, worker exploitation, psychological and physical abuse and constraints, and guaranteeing the freedom of association and collective bargaining. In order to responsibly manage its supply chain the Group undertakes to verify that its suppliers also adhere to the detailed principles of the SA8000 standard.

The Al maviva Group supply chain differs according to the business area and reference context.

Regarding the Italian companies, types of purchases mainly concern IT services provided by third parties, in addition to: software and basic hardware and middleware for internal use, mobile and fixed telecommunications services, travel, and professional services.

At the Al maviva Italia Group level, a supplier qualification procedure has been established requiring suppliers to:

- 1 Complete a questionnaire on **Social Accountability, Environmental Sustainability, and Energy Efficiency** <sup>16</sup>;
- 2 Sign a **Legal, Ethical and Social Commitment**, and adhere to the Al maviva Group's 231 Model and Code of Ethics <sup>17</sup>.

<sup>16</sup> The Social Accountability, Environmental Sustainability and Energy Efficiency Questionnaire allows the Group to ascertain the supplier's compliance with the requirements of the standards SA8000, ISO14001, and ISO 50001.

<sup>17</sup> The supplier's Legal, Ethical and Social Commitment, and adherence to the Code of Ethics and the 231 Model allow the Group to comply with the requirements of SA8000 certification.



By 2022, the number of suppliers assessed **according to sustainability criteria** stood at **94%**<sup>18</sup>. Compared to the previous year, the number of suppliers under evaluation was reduced, taking only the largest ones into consideration<sup>19</sup>.

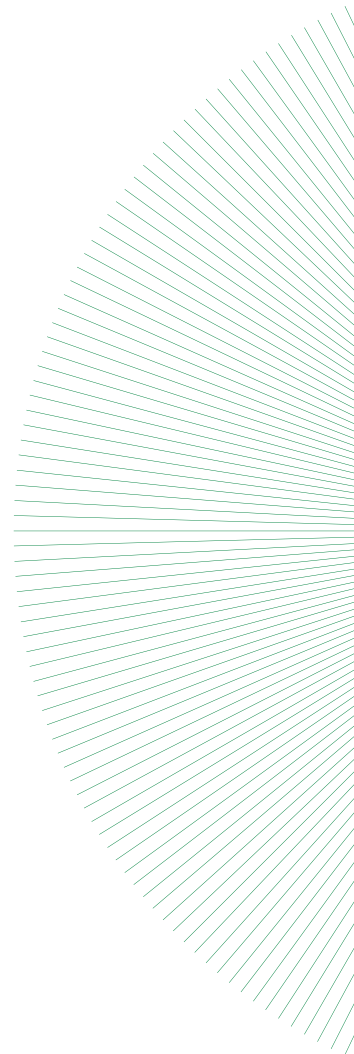
Among the companies within the Almoviva Group, there is a unique case, Sadel, which deals with the development and production of train onboard control units. The Company purchases and assemble, at its operational headquarters in Bologna, various types of components from three main types of suppliers: **Class 1**, or “core”, suppliers who supply components made to custom specifications and designs or under subcontract; **Class 2**, service providers and manufacturers; and **Class 3**, distributors. According to Group policy, a separate qualification process is dedicated to Class 1 (“core”) suppliers with turnovers greater than Euro 20,000, based in Italy, and not belonging to Almoviva Group, while the remaining types of suppliers are managed through the standard Group process. Also, in collaborating, directly and indirectly, with major international train manufacturing groups (e.g. Hitachi, Alstom), control is maintained over both the upstream supply chain and the Company’s own activities. Our commitment to a responsible supply chain is further evidenced by our joining of the EcoVadis network, which rates companies according to their corporate social responsibility performance, sustainable procurement, and related risks.

Sadel requires suppliers of Italian nationality with a turnover exceeding Euro 20,000 to sign the Group document entitled “Legal, Ethical, Social, Environmental, and Energy Commitment of Suppliers”, which outlines the general principles that suppliers must respect.

**In Brazil**, purchasing activities are centralized and monitored by a dedicated procurement office, which manages the demands of the various subsidiaries present across the territory, mainly related to: the supply of energy, connectivity for customer operations, human resources services, site leasing contracts, and IT investments and expenses. All purchases are governed by the conditions, processes and flows outlined in the Group’s **Procurement Policy for Brazil**. Currently, all the suppliers in Brazil are located within the national territory. As part of the Procurement Policy, every supplier is required to issue a statement regarding its: 1) policy to combat modern slavery, child labor and human trafficking; 2) environmental policy; and 3) social, environmental and sustainability responsibility. All suppliers must sign an acknowledgement of the Supplier’s Manual, which states that suppliers are responsible and recognize the guidelines of the United Nations Global Compact for corporate social responsibility that they are required to follow.

<sup>18</sup> The supplier evaluation process refers to the following Group companies: Almoviva S.p.A., Almovave S.p.A., Sadel S.p.A. e Almoviva do Brasil, data for which have been made available.

<sup>19</sup> The Group set a threshold of Euro 20,000. This meant that only new suppliers whose order totals exceeded this threshold were taken into account in the evaluation criteria in 2022.



# 5.

# The Environment





We are KNOWLEDGE

**VIVA**

## 5.1 The Almoviva Group for sustainability

Almoviva is strongly committed to and places great emphasis on environmental issues through monitoring and efficiency measures.



In line with the Ethics Code and Group Policy, Almoviva is progressively ramping up its dedication to environmental concerns and addressing the challenges linked to climate change. In this regard, the Group constantly monitors its emissions and energy consumption, promoting the use of renewable energy and looking for ways to reduce waste and negative environmental externalities through a circular economy approach.

Against this backdrop, the Group is committed to achieving enhanced environmental and energy efficiency by implementing an **Environmental and Energy Management System (SGA-SGE)**. In order to ensure the correct operation of the management system, roles, responsibilities, tasks and the reciprocal relationships were identified of all personnel who manage, carry out and monitor activities that have an actual or potential impact on the environment, and all the resources necessary to establish, implement, maintain and improve the system. The involvement of all company levels is instrumental in enacting the environmental and energy policy on a daily basis, as environmental sustainability is considered transversal to every activity.

The main Almoviva S.p.A. sites are **ISO14001** and **ISO5001** certified. Manuals, policies, and procedures for efficient energy use management are extended to all Group companies and sites. Data are gathered on a monthly basis, and any deviations from the targets are thoroughly examined to pinpoint and address the underlying causes.

In order to promote mitigation and adaptation to climate change, Almoviva is committed to implementing good practices and carrying out projects and initiatives in compliance with the **Principles of the Rio de Janeiro Declaration of 1992**. Among these principles is the **Precautionary Principle**, in which Almoviva fully recognizes itself. This states that, in the event of a risk of serious or irreversible environmental damage, any absence of scientific certainty should not be a reason for postponing the adoption of adequate and effective measures, or the bearing of costs, to prevent such damage.

Almoviva's commitment to sustainability initiatives is exemplified by its affiliation with several foundations, including:

- the **Digital Sustainability Foundation**, which, through research, communication, training, and advocacy endeavors, strives to support the achievement of the sustainability objectives outlined in the 2030 Agenda, including environmental targets;
- the **Sustainable Development Foundation**, which aids companies and organizations across various sectors in developing a sustainable economy, guiding them through the journey of ecological transition in critical areas such as: climate neutrality and energy transition, circular and regenerative economy, green cities and sustainable mobility, and natural capital.
- the **Venice Sustainability Capital Foundation**, founded with the goal of creating a new, integrated model for local sustainable development (encompassing environmental, economic, and social aspects). This model seeks to serve as a benchmark for other urban areas worldwide. The Foundation's areas of focus include **energy and environmental transition** to promote renewable energy systems and the decarbonization of transportation. Additionally, it is involved in establishing a **hydrogen and alternative energy hub** with a region-wide influence on energy-intensive industrial districts. The Foundation also engages in sustainable tourism initiatives.

The Group also invests in **disseminating the culture of environmental protection** to its employees, organizing information and training sessions and updating them periodically through awareness campaigns, newsletters and a dedicated section of the company intranet.

## MAIN INITIATIVES UNDERTAKEN BY ALMAVIVA TO PROTECT AND SAFEGUARD THE ENVIRONMENT

### Almaviva Green

In 2008, the **Almaviva Green** project was launched in individual company components, according to an innovative industrial relations model. The project establishes a mixed, transversal Green Team, composed of various representatives of different departments, tasked with achieving environmental and energy objectives. This model is based on three lines of action: **Green Company**, which focuses on adopting behavioral models to minimize consumption and reduce the environmental and energy footprint of company operations; **Green IT**, which describes an approach to the efficient use of information technologies to reduce the consumption of resources and maximize the energy efficiency of delivered services and products during their entire life cycles; **IT Solutions for the Environment**, which leverages Almaviva's expertise and technologies to innovate the Company's environmental and energy-related business offerings.

### Almaviva Posidonia

Almaviva collaborates with ZeroCO2 and Worldrise Onlus: The initiative seeks to establish a **posidonia seagrass meadow** in the Golfo Aranci in Sardinia. As part of this project, Almaviva has planted approximately 400 cuttings, covering a 16m<sup>2</sup> area. Posidonia plays a key role in the Mediterranean ecosystem. It creates underwater meadows that contribute to oxygen production, carbon dioxide absorption, biomass generation, nutrient enrichment, seabed stability, and the prevention of coastal erosion. It is endangered by rising temperatures, ocean acidification, illegal inshore trawling, and reckless anchoring practices. Through this marine reforestation project, Almaviva intends to promote a **culture of sustainability**, limiting its carbon footprint and climate change.

### Almaviva's Small Forest in Guatemala

Almaviva has decided to embark on a journey towards **carbon neutrality**, a multi-year project aimed at achieving a balance between CO<sub>2</sub> emissions and offsets. To this end, a **small forest** has been planted in the Petén region of Guatemala. The growth of the Almaviva forest can be watched "live" on a dedicated webpage, where individuals can also monitor the number of trees planted and the amount of CO<sub>2</sub> offset.



## 5.2 Almaviva’s environmental impacts

Almaviva Group measures its environmental performance in order to understand, introduce plans and act to reduce its environmental impacts.

### 5.2.1 Management and control of environmental risks

The Group follows a precise methodology in order to identify environmental and energy risks and opportunities, and plan the activities and objectives of its EnvMS-EngMS Model. A first phase involves context analyses of compliance obligations and significant environmental and energy aspects, as well as of the needs of stakeholders. Risks and opportunities are then assessed, and actions defined to prevent and reduce impacts. Subsequently, the effectiveness of these actions are subjected to periodic assessment and review.

The process used to conduct the environmental and energy risk analysis comprises six distinct stages:

- 1 Compliance obligations**, in terms of all environmental and energy legislation applicable to the Group, in addition to all other compliance obligations deriving from the reference context. The results of this assessment influence

assessments of the level of severity of each environmental and energy aspect, and the related risks and opportunities;

- 2 Qualitative analysis** of the environmental and energy aspects of site activities, products and services;
- 3 Final quantification** of the environmental and energy aspects;
- 4 Evaluation of the relevance** of the environmental and energy aspects, using a semi-quantitative methodology;
- 5 Recording of the analysis** of the environmental and energy aspects;
- 6 Monitoring** of the **identified risks and opportunities** for improvement.

### 5.2.2 Significant environmental aspects

The Almaviva Group has identified the following significant material topics for the environment within its context through materiality analysis and internal assessments: **energy consumption and climate action, circular economy for electronic devices, and water resource management.**

#### Energy consumption and emissions

Energy consumption is a key environmental aspect for the Almaviva Group. To make informed decisions regarding corporate energy choices, the Group consistently measures and reports its energy consumption and greenhouse gas emissions. In order to tackle consumption, mainly due to company vehicle use and energy used for office heating and electricity, the Group is committed to:

- encouraging dialogue and raising awareness** of the Group’s environmental and energy policy, both inside and outside of the Company;

#### Risk/opportunities analysis and SGA and SGE planning



Almaviva S.p.A. has identified the environmental factors with the most substantial impacts in the areas of energy usage, waste generation, and water consumption. Specifically, an environmental and energy analysis was conducted for Almaviva S.p.A. and its sites.

The analysis considers both the direct environmental aspects and energy uses (that the Company can control) and the indirect environmental aspects (that only third parties can control, but which the Company can influence by signing appropriate contractual agreements).

A score has been assigned to each of the environmental aspects and their environmental impacts, ranging from “acceptable” to “to be monitored”, and “critical”. Some of the topics that deserve attention include, by way of example:

**Energy consumption:** this aspect is directly controllable by the Company, and, has, among its main risks, that of excess consumption due to faulty equipment or the improper application of policies.

While real-time energy and plant monitoring are carried out at the two main Rome sites to prevent abnormal consumption and malfunctions, routine checks are also conducted at all other Group sites, with approaches tailored to their size and the services they offer.

**Waste:** this aspect has, among its main risks, the improper sorting of waste and its management. At the Rome and Milan sites, which handle the highest volume of disposals, both direct and third-party inspections are conducted, and a Dangerous Goods Safety Advisor (D.G.S.A.) has been appointed. At all other locations, the approach varies depending on their size, with third-party inspections being conducted to address any anomalies.

**Water consumption:** this aspect is directly controllable by the Company, and, has, among its main risks, that of leaks in the main water supply and sanitary services. Water consumption at the two main Rome sites is monitored in real time to prevent anomalies, while at other Group sites, routine checks are conducted, with methods varying based on their size and the services they offer.

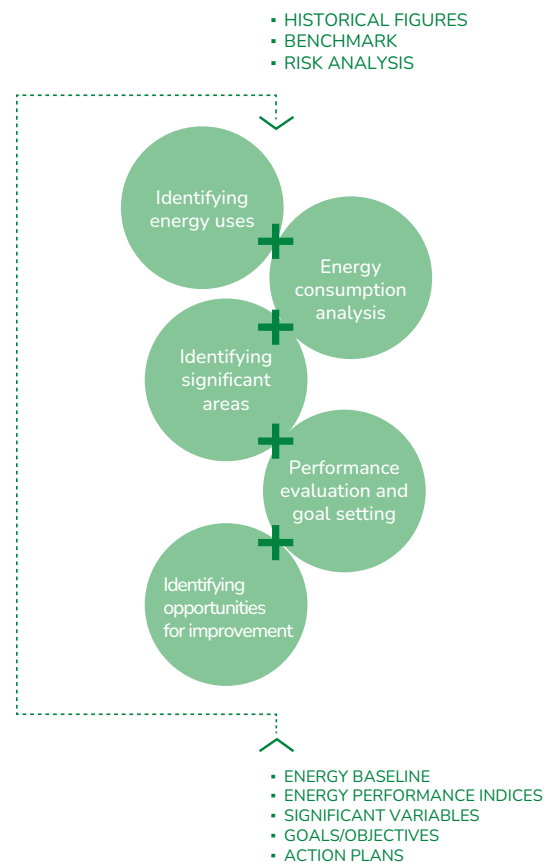
- **periodically monitoring** consumption using information systems for energy management;
- evaluating energy variables in the design and development of supplies, in order to **identify the best** solutions in terms of hardware and software from an environmental perspective;
- periodically defining **environmental and energy efficiency** improvement objectives, and verifying their achievement.

### Energy Planning Process

Since 2010, the Group has implemented an Energy Planning Process, which allows identification of an action plan to improve energy performance through the analysis of activities that affect energy consumption. The process involves five main phases, starting with an identification and analysis of energy uses, by studying historical data, benchmarkings, and risk analyses. Once the most significant consumption areas have been identified, their performance is analyzed, objectives are defined, and improvement opportunities are identified.

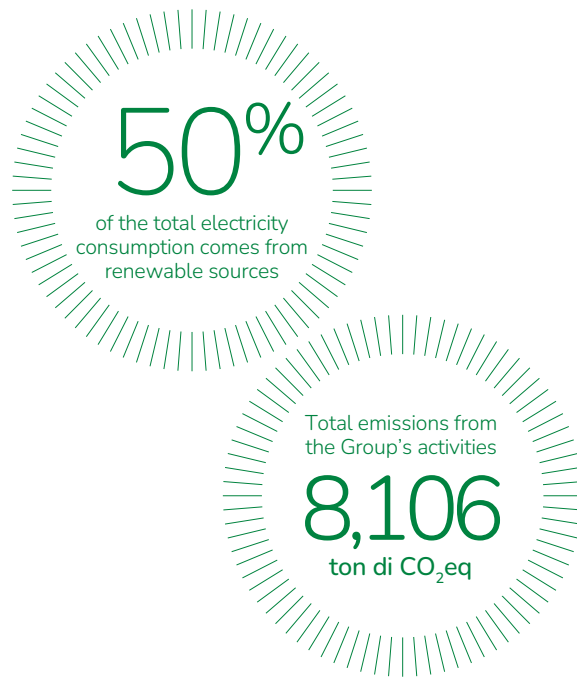
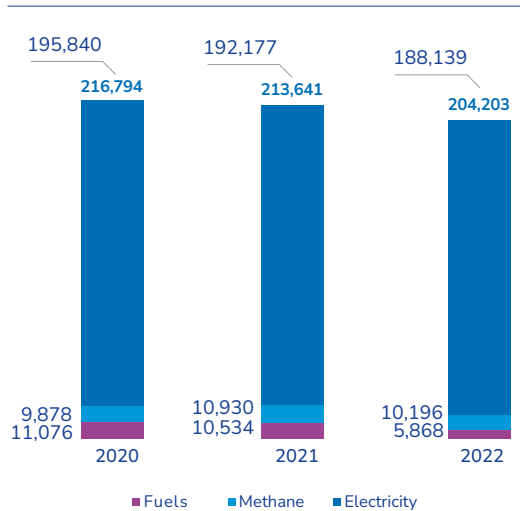
Due to the use of fuels for the company vehicle fleet and the purchase of electricity, **total energy consumption** in 2022 was **approx. 204,203 GJ**, marking a decrease compared to previous years (213,641 GJ in 2021 and 216,794 GJ in 2020).

### Energy planning process



### Energy consumption per source type (2020 – 2021 -2022)

Energy consumption (GJ) per source type



At the Group level, approximately **50% of the total electricity consumption comes from renewable sources**. This is primarily attributed to Almagora do Brasil, which accounts for **86%** of the Company's total electricity purchase and sources its energy from certified **renewable** sources with a guarantee of origin.

**Greenhouse gas emissions** are divided into **direct emissions** and **indirect emissions**.

**Direct emissions (Scope 1)** originate from the operations of the Companies and result from sources owned or managed by the Companies themselves.

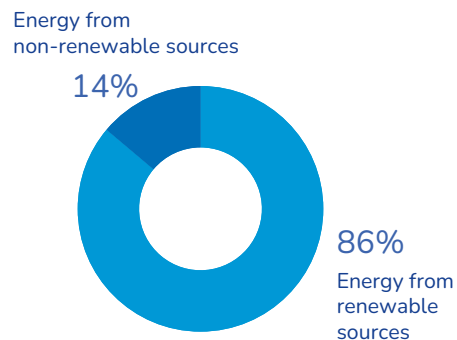
Indirect emissions are associated with the Companies' activities, but come from sources owned or controlled by third parties. They are categorized as:

- **Scope 2:** Emissions from the production of purchased electricity, steam, heat or cooling;
- **Scope 3:** Emissions from other sources not directly controlled by the companies.

For the Almagora Group, this document reports emissions from Scope 1 and Scope 2, with some consideration for Scope 3 emissions related to business travel.

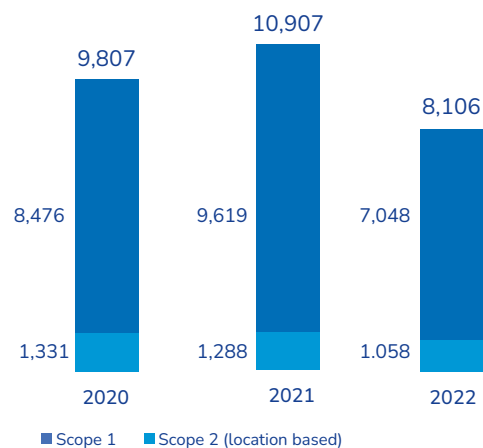
**Total emissions** (location-based) from the Group's activities amount to **8,106 tons of CO<sub>2</sub>eq<sup>20</sup>**. In 2022, energy consumption exhibited a **decreasing trend** compared to previous years, reflecting the Group's commitment to energy conservation.

Energy purchased by Brazil by type (GJ) in 2022



### Emissioni di CO<sub>2</sub>eq suddivise in Scope 1 e Scope 2 (location based)

CO<sub>2</sub>eq emissions in (tCO<sub>2</sub>eq)





As depicted in the graph, **Italy** generated the most emissions (Scope 1 and Scope 2) in 2022. This is primarily attributed to the high volume of business and the number of sites, along with the country's unique energy mix.

Regarding purchased electricity (Scope 2 - location-based), Brazil stands out as the country with the most significant reduction in emissions. In 2022, Brazil recorded 1,288 tCO<sub>2</sub>eq, marking a 66% reduction compared to 2021 (3,832 tCO<sub>2</sub>eq in 2021). This reduction can be attributed to the purchase of certified energy from renewable sources and a decrease in energy consumption. Thanks to its reduced electricity consumption, Italy also recorded a 4% decrease in emissions compared to 2021.

In addition to that of its buildings, Almaviva also consumes energy by making use of several **data centers**, for which periodic investments are made to renew equipment and improve their energy efficiency. In recent years, **power consumption has been reduced by more than 60%**, while overall computing power has more than tripled.

In 2022, a strategic plan was developed to transition the systems of Group companies to **green cloud** technologies. This move seeks to offer a more sustainable solution to manage the substantial volume of data generated.

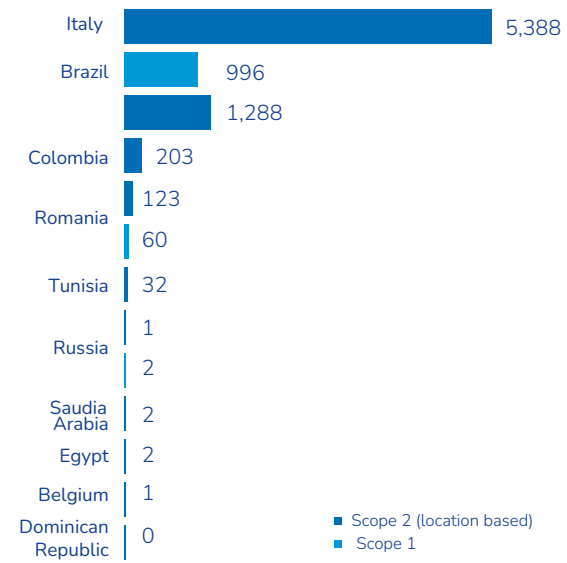
Significant environmental activities for the Almaviva Group include business trips<sup>21</sup> (scope 3 business travel, category 6), which in 2022 contributed to emitting a total of **1,104.42 tCO<sub>2</sub>eq**, subdivided into trips:

- **by air**, for a total of **3,097,061 kilometers**, corresponding to **approximately 725.1 metric tons of CO<sub>2</sub>eq** (compared to 1,204,207 km travelled in 2021, corresponding to approximately 295.1 metric tons of CO<sub>2</sub>eq)
- **by car**, for a total of **1,846,346 km**, corresponding to **192.53 metric tons of CO<sub>2</sub>eq** (up from 1,523,655 km in 2021, corresponding to 164.59 metric tons of CO<sub>2</sub>eq)
- **by train**, where **5,273,871 km** were travelled, which contributed approximately **187 metric tons of CO<sub>2</sub>eq** (up from 1,839,194 km in 2021, corresponding to 65.3 metric tons of CO<sub>2</sub>eq).

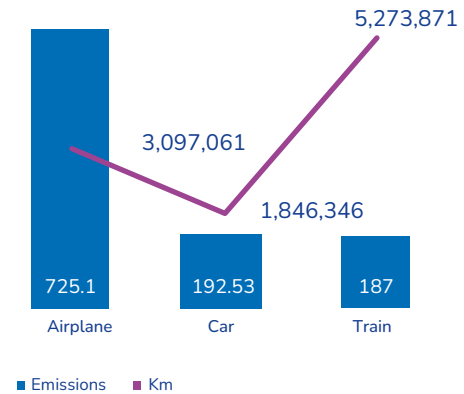
The notable rise in all types of travel compared to 2021 can be attributed to Almaviva's expanded business scope, an increase in international activities, and a return to a post-COVID-19 "new normal" of conducting business meetings with customers and partners.

### CO<sub>2</sub>eq emissions by country, divided into Scope 1 and Scope 2 (2022)

Total Scope 1 and Scope 2 emissions (location-based) by country



### GHG emissions from business travel in 2022 by vehicle type



20 The Scope 2 emissions figures (location-based) for 2021 and 2022 were revised to 10,907 tCO<sub>2</sub>eq and 9,807 tCO<sub>2</sub>eq respectively compared to the total reported in the 2021 Sustainability Report (equal to 12,626 tCO<sub>2</sub>eq in 2021 and 15,483 tCO<sub>2</sub>eq in 2020). This is mainly due to the updated calculation methodology and the refinement of data.

21 Business trips refer to the following companies in the Italy scope: Almaviva S.p.A., Almaviva Contact, Almaviva Digitaltec, Almawave, Kline, Pervoice, Reactive, Sadel, Sister, Data Appeal.

In an effort to reduce the environmental impact of employee travel, Almaviva conducted a **sustainable mobility survey** in 2022. The survey involved 6,500 Group employees in different locations and revealed a predominant reliance on cars for commuting to the office. In addition, the survey highlighted the poor time efficiency of public transport and the difficulties involved in using bicycles due to the lack of cycle paths or excessive distances between home and work.

The initiatives that garnered the highest employee appreciation included: promoting the use of electric cars and plug-in hybrids by installing more charging points at primary locations; organizing carpools between individuals with similar commutes; encouraging shared mobility options (such as shared scooters, electric scooters, and bicycles).

These results were incorporated into the **2022 Commuting Plan**, which defines ongoing and planned actions to achieve an efficient, intelligent, and sustainable company mobility system.

Almaviva's subsidiaries, in Italy and abroad, also adopt various measures and initiatives to mitigate their energy impacts:

- Over the years, **Wedoo** has adopted an employee information policy to try to reduce waste and limit its environmental impact. Electricity consumption, given the nature of the Company's work, is the primary contributor to its energy consumption. To address this, Wedoo has replaced all lighting sources at its facility with energy-efficient LED lights. In some instances, it has also installed lighting systems with photocell control along its corridors. In addition, automatic switch-off and switch-on timers have been provided for common equipment where possible.
- **Almaviva do Brasil** The company acquires a portion of its energy (about 86%) from certified renewable sources (I-REC). With a view to minimizing energy consumption, several measures have been adopted: For example, maintenance and Facilities Managers carry out night tours to make sure computers, air conditioning systems and lighting are turned off outside of opening hours, in order to reduce energy consumption; obsolete machines are replaced and materials are collected to be recycled. All employees and operational staff are guided by communication campaigns to turn off their computers and monitors every day at the end of work.

- In 2022, **Almaviva Tunisie** took various actions to save energy. These included using and replacing light fixtures with LED lighting technology, improving thermal insulation through window replacements, purchasing energy-efficient IT equipment, and installing thermostat systems to efficiently regulate room temperatures year-round, both in summer and winter. Furthermore, the Company actively fosters a corporate culture focused on saving energy. This involves engaging employees and raising their awareness of sustainable practices, encompassing not only energy consumption but also reducing paper usage by adopting digital solutions.
- Almacontact SAS Colombia constantly measures its monthly energy consumption. Measures taken to raise awareness of proper energy use include the replacement of conventional light bulbs in buildings with LED bulbs. The company population was informed on correct ways to charge electronic equipment, turn it off at the end of the day, and remove it from sockets if it did not need recharging or had reached the recommended charge level.

Regarding the **sustainability strategy** outlined by the Group, several **environmental initiatives** were established throughout the year. These initiatives encompassed:

- the installation of electric and plug-in hybrid vehicle charging stations to promote the use of eco-friendly vehicles in Italy;
- the adoption of a decarbonization strategy involving the progressive increase in the procurement of energy from renewable sources;
- the selection of new buildings contracted by the Group with the requirement of a high energy efficiency class and the absence of gas installations.

## Circular waste management

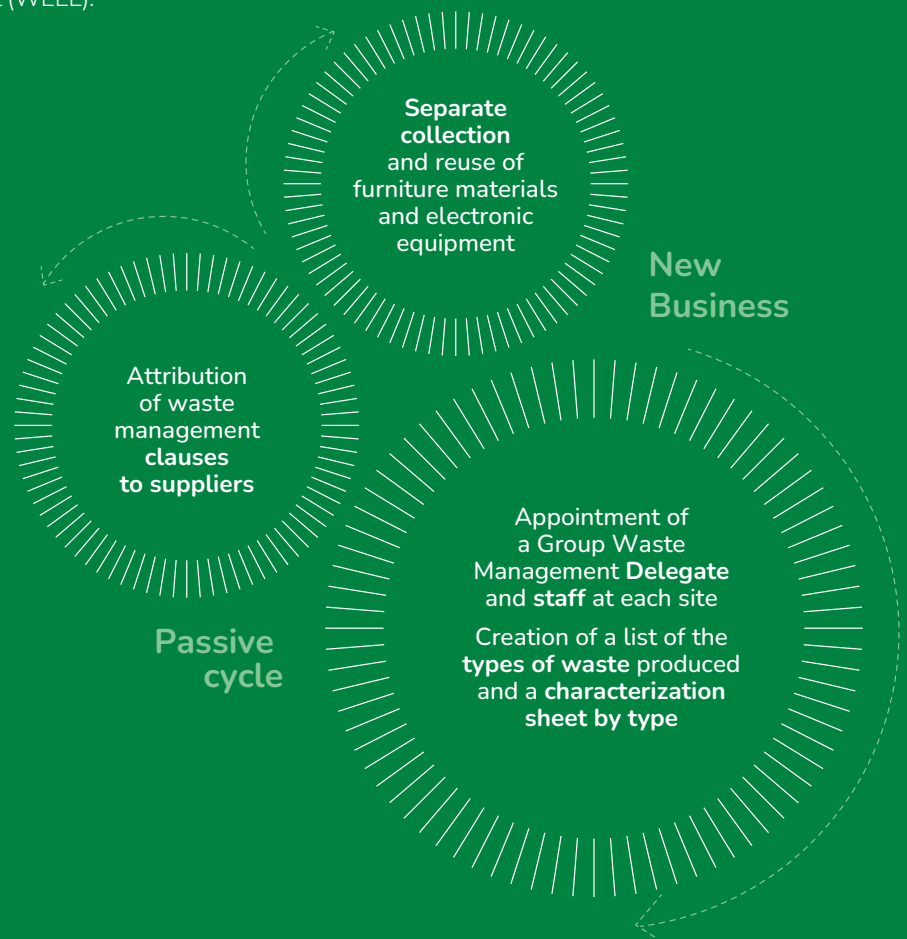
The Almoviva Group, as a consequence of its business activities, is directly and indirectly a producer of hazardous and non-hazardous special waste, and has therefore adopted an approach to mitigate the related environmental impacts, to efficiently use technological tools, to reduce the use of hazardous materials, to monitor the production of waste - particularly that containing toxic substances that are polluting and difficult to dispose of - and to pay particular attention to the proper sorting, collection and disposal of waste produced at company offices.

The waste management process is regulated by a specific **Waste Management Procedure**, which is detailed in an operational note addressed to all departments directly involved in waste management. To manage the waste generated by the operational processes of the various business areas, the Almoviva Group plans operational activities, in order to properly dispose of all waste substances and materials, and reduce their impacts on the environment wherever possible. With a view to sustainability and the circular economy, waste is also dealt with in the passive cycle procedure through the writing of specific clauses in the stipulation of agreements with suppliers. The Group works with partners and suppliers who, by selecting specialist and technologically advanced waste destination plants, can reduce landfill by making use of materials regenerated from waste from electrical and electronic equipment (WEEE).

To this end, general contract conditions and templates used for the formalization of purchase orders contain specific waste management clauses oriented to verifying the compliance of suppliers with the Group's Code of Ethics and Conduct and sustainability objectives.

The waste management process guidelines include the:

- **Planning of operational and disposal activities**, assigning process roles and responsibilities;
- **Stipulating clauses** relating to waste management in general contract conditions in supplier selection phases, whether the suppliers carry out specific waste management activities, maintenance activities of site equipment, or ancillary services, and in the templates for the formalization of purchase orders, in order to guarantee adequate monitoring of the environmental performance of the supplier;
- **Waste sorting**, supported by awareness campaigns and the **reuse of furnishing materials** and the recycling of (non-obsolete) electronic equipment within the business, in the voluntary sector, or in the local community.



Almaviva has appointed a **Waste Management Officer** at Group level, who is supported by individual employees at each site, in order to oversee waste management in an even and uniform manner. In addition, it has defined a detailed list of the types of waste produced directly and indirectly at company sites and as part of the management of services agreed with its customers. For each type of waste a specific categorization sheet has been prepared and is periodically updated by the consultant **Dangerous Goods Safety Adviser (DGSA)**, in order to identify the degree of hazard and specific handling and transport methods according to applicable legislation.

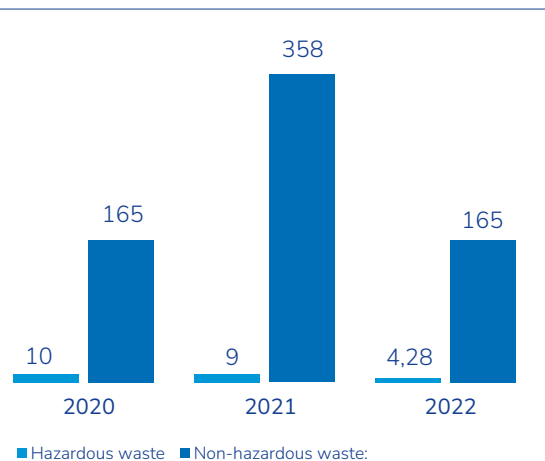
From the Annual Report, prepared in compliance with the legal obligations of the DGSA<sup>22</sup>, it emerged that, in 2022, in relation to the handling and transport of hazardous special waste, no incidents causing damage to people, goods or the environment occurred such as to require the drafting of a specific incident report.

In 2022, Almaviva participated in the **National Recycling Conference** organized by the Sustainable Development Foundation. The Company actively took part in the “Recycling: A Window on Innovation” session, where innovative recycling initiatives were showcased for key supply chains.

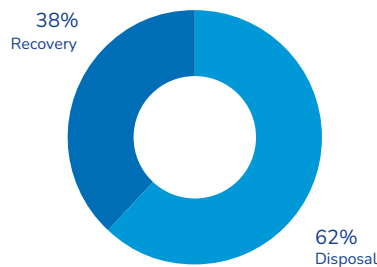
The waste produced in 2022 amounted to approximately **169 thousand tons**, decreasing on the previous year (approximately 368 thousand tons in 2021). The significant increase in production quantities in 2021 was a result of the exceptional material disposal efforts following the depersonalization of spaces and workstations. In 2022, the Almaviva Group entrusted most of the disposal of electronic equipment to partners that embrace the recovery strategy and the values of transparency, efficiency, and sustainability.

Among the non-hazardous waste, which makes up the majority of the waste generated by Almaviva in 2022, the most notable components include bulky waste and paper.

Hazardous and non-hazardous waste generated in the three-year period (tons)



Waste generated in 2022 by destination (tons)



Group companies pay particular attention to the reuse and disposal of waste.

- **Wedoo**, for example, has always adopted a circular approach to minimize potential waste. A high-performance computer, after extensive use and as it begins to show signs of obsolescence, is typically replaced with a more modern and higher-performing model. The retired computer is then repurposed for users who do not require high-performance capabilities. Subsequently, after an additional couple of years, if the computer is still functional, it is repurposed as an emergency backup system. Alternatively, it is donated to public institutions such as hospitals or schools, which can make use of it based on its specific capabilities. As a last resort, it may be sold, either as a whole unit or in individual components. As a result, electronic waste is reduced to very small, almost negligible quantities. The same life cycle is adopted for mobile phones, furniture, lighting and anything else that can be reused in some way.
- In 2022, **Sadel** adopted a policy to raise awareness on environmental topics, specifically encouraging its suppliers of packaging materials for its products to use eco-friendly materials over

<sup>22</sup> The DGSA has only been appointed for the Rome sites. The scope of the Annual Report therefore refers only to these sites. There were also no reports at the other sites.

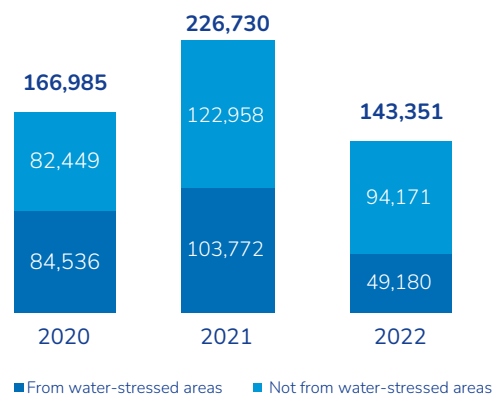
plastic. This took the form of replacing plastic with cardboard or pressed paper used in the packaging of products for international orders.

- The activities carried out at Almagiva do Brasil present low environmental risks, with the most impactful waste coming from paper, non-recyclable waste, and electronics. These waste items are subjected to collection and recycling processes, preventing improper disposal in the environment. In particular, electronic devices must be properly documented and stored in designated containers. In 2022, the Company recorded all non-working computers (both monitors and PCs) in their offices, so that the electronic materials could be recycled by a qualified and certified company that provides for certified disposal. With a view to reducing waste and the production of recyclable and non-recyclable waste items, the Company's main objective is to guarantee proper waste sorting at all its sites by 2024.
- The management of waste-related impacts is also crucial for **Almagiva Tunisia**. Several measures have been implemented, including practices to reduce waste generation, partnering with specialized recycling companies to collect paper and plastic bottles, and collecting plastic lids for donation to an association that provides wheelchairs for people with disabilities.
- As part of its initiatives in Colombia, Almacontact SAS has set up eco-friendly collection points for plastic bottles and paper waste. On a monthly basis, the Company delivers waste produced to the Planet Foundation, which guarantees its processing and utilization. Furthermore, in order to increase the life cycle of products, the equipment used by Almacontact SAS is leased, and so the final destination of the equipment falls under the responsibility of the relative owners.

## Water management

The water consumption of all of the most significant sites is included in the Environmental Management System, certified to ISO 140001 in certain companies. The Group's water consumption mainly involves **withdrawals from municipal aqueducts** for use mainly in offices, some of which is withdrawn from water-stressed areas<sup>23</sup>. For this reason, the Casal Boccone site, which is monitored in real time via Smart Energy Management (SEM) platform, has, since 2018, no longer used groundwater for garden irrigation.

### Water withdrawals in m<sup>3</sup>

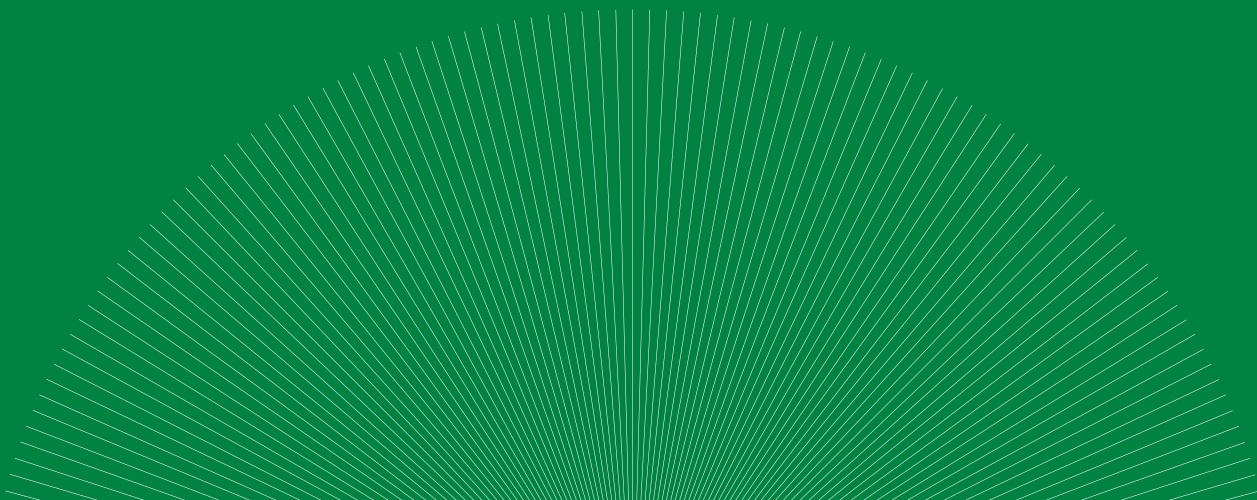


Further confirmation of the Almagiva Group's commitment in this area comes from its significant reduction in water withdrawals over the year. In 2022, 143,351 m<sup>3</sup> of freshwater, of which 49,180 m<sup>3</sup> came from water-stressed areas. The total water withdrawals recorded in the reporting year decreased by 14% compared to 2020, when they were equal to 166,985 m<sup>3</sup>, and by 37% compared to 2021, the year in which they amounted to 226,730 m<sup>3</sup>. This is demonstrated not only through the Group's efforts in awareness-raising activities to reduce water consumption, such as the **Acqua Chiara Project**, which involved replacing bottled water vending machines with plastic-free dispensers, but also through the **launch of campaigns promoting responsible water resource use**. These campaigns employ targeted communication, posters, and utilize the Company Intranet. Additionally, the Group has streamlined its usage of sites and initiated campaigns across major locations to identify and rectify water leaks.

<sup>23</sup> By water-stressed area, in accordance with the definition of the GRI, we mean "An area in which there is a criticality in the ability or inability to meet the demand for water, whether for human or ecological purposes. Water stress can refer to the availability, quality, or accessibility of water."

6.

# Annexes





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## 6.1 Methodological note

### 6.1.1 Reporting principles and criteria

#### Standards, guidelines and recommendations

Almaviva's 2022 Sustainability Report, to be subsequently drawn up on an annual basis, aims to illustrate material sustainability impacts for Almaviva and its main stakeholders, considering the entire value chain, and describing the management trend of non-financial aspects, policies, activities and main results achieved during the year, in addition to future commitments, in relation to the activities of Almaviva and its subsidiaries.

The document was approved by the Almaviva's Board of Directors on 9 November 2023 and published on 14 November 2023. It has been prepared in accordance with the Global Reporting Initiative's (GRI) "GRI Sustainability Reporting Standards" (adopting the latest GRI Standards published in 2021), according to the "In accordance" option, in order to provide an accurate and quantitative overview of the Company's performance. The "GRI Content Index" section contains the list of GRI indicators reported and a reference to the section in the document containing the information associated with them.

This document was subject to limited assurance engagement (in accordance with the criteria established by the Revised ISAE 3000) by EY S.p.A. This verification was carried out according to the procedures described in the "Independent Auditors' Report" in the Annex. The quantitative indicators that do not refer to any general or topic-specific related to the GRI Standards, detailed on the pages listed in the Index, are not subject to limited review by EY S.p.A.

The principles used to define the content of the Sustainability Report are therefore those indicated by the GRI Standards:

➔ **Completeness:** the material topics described in the Sustainability Report are covered in their entirety and represent the environmental, social and economic impacts most relevant to Almaviva's business. They thus enable a comprehensive assessment of the Company's performance in the reporting year;

➔ **Sustainability Context:** Almaviva's performance results are presented in the broader context of sustainability;



To ensure the quality of the information reported, the quality principles defined by the GRI were followed in the preparation of this Sustainability Report.

➔ **Accuracy:** The level of detail of the contents reported in this Sustainability Report is adequate for understanding and assessing Almoviva's sustainability performance in the reporting period;

➔ **Clarity:** Clear and accessible language and illustrative tables used to represent the Company's performance make this Sustainability Report easy to use and understand for stakeholders;

➔ **Comparability:** the indicators set out in the Sustainability Report refer to the three-year period 2020-2022, and their performance over the years is always notated so as to allow comparison and comparability of Almoviva's performance over time;

➔ **Balance:** The contents of this document report Almoviva's performance in the reporting period in a balanced manner;

➔ **Timeliness:** the information contained in this document is made available in a timely manner to enable users to factor that data into their decision-making processes.

➔ **Verifiability:** information has been collected, recorded, compiled, and analyzed in such a way that it can be examined to establish its quality.

## Scope

The information and data reported in the report refer to Almoviva S.p.A. and to the companies included in the consolidation scope at December 31, 2022, unless otherwise specified.

Some organizational governance processes refer to Almoviva Group S.p.A. procedures, which are implemented in all companies.

In the text, when referring to the perimeter of the Group, the terms "Almoviva Group" and "Almoviva" have been used, while the term "Almoviva S.p.A." refers to the specific aspects of the parent company.

## Performance Indicators

Unless otherwise specified, the data and performance indicators refer to the year ended December 31, 2022, and 2021 and 2020 data are also provided for comparative purposes.

The process to gather the data and information reported in the Sustainability Report, which were selected based on a materiality analysis that identified the sustainability issues most relevant to the Group (for more details see section "1.3.3 relevant sustainability topics"), involved the various corporate functions of the relevant companies in the Almoviva Group.

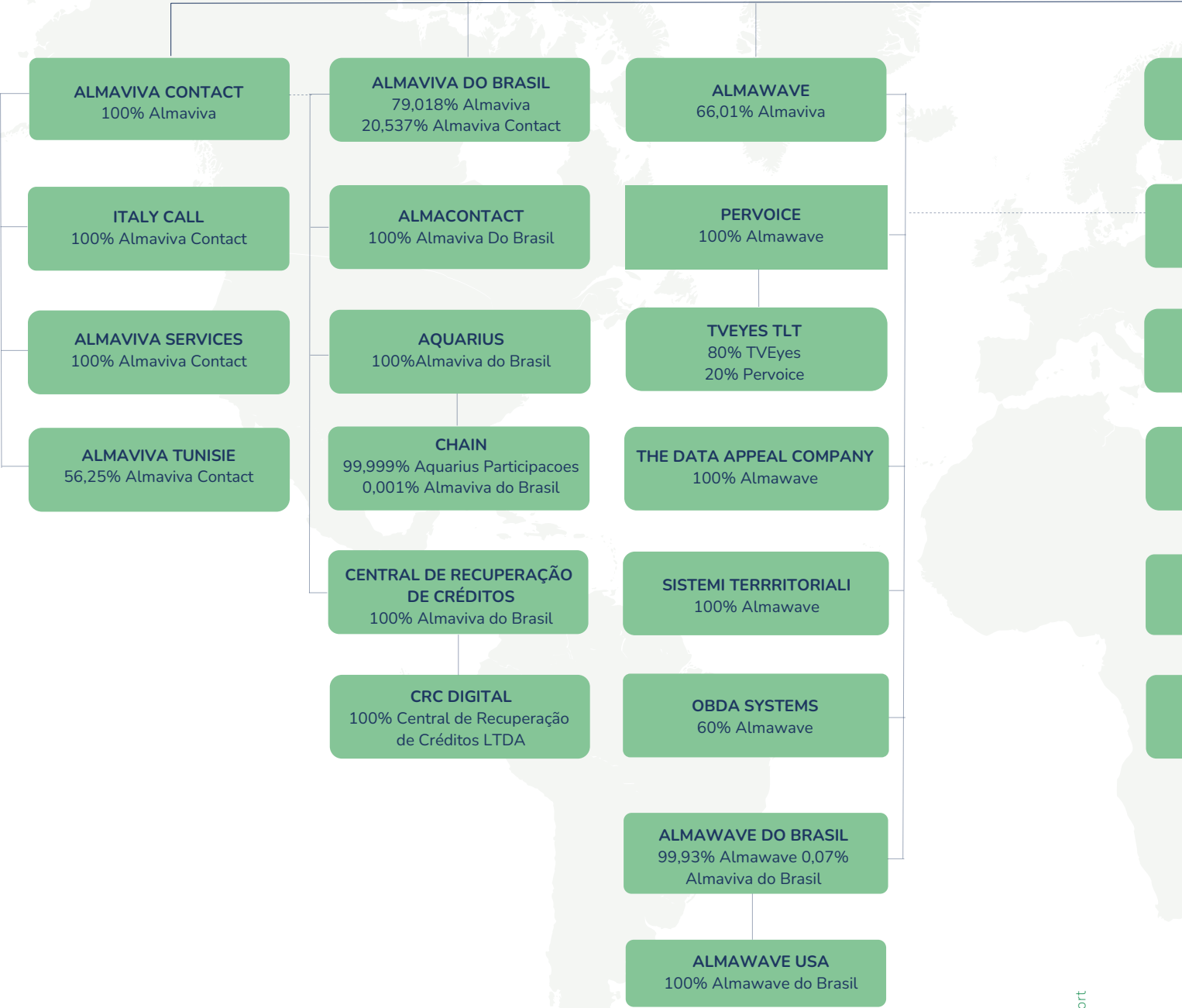
Data were processed by point extractions, aggregations and calculations and - where specifically indicated - involved the use of estimates. No specific activities were excluded from reporting. There were no significant changes in the nature of the business in the reporting year.

To ensure historical comparability of performance, the values for the reporting year (2022) were compared with those for the previous year using graphs and tables. The calculation methods used to determine the indicators are set out in the section "Calculation methodology".

The annex contains the table of GRI indicators broken down by reported impact area (Corporate governance, Responsible digital transition, People, Environment) with reference to the sections of the document, a list containing definitions of the topics recognized as material, and a table linking material topics, related GRI aspects, and the scope of impacts (GRI Content Index), which act as a compass for the reader.

For any questions regarding this Sustainability Report, please contact the Investor Relations Department by e-mail at: [investor.relations@Almoviva.it](mailto:investor.relations@Almoviva.it).

### 6.1.2 Organizational chart





## 6.1.3 Calculation methodology



KPI	METHODOLOGY
<b>Corporate governance</b>	
<b>Economic value</b>	<p>Economic value generated represents the wealth created by the Company in the execution of its activities.</p> <p>A significant portion of this value is then distributed (distributed economic value), in the form of operating costs, wages and salaries for employees, payments to providers of capital, and governmental payments. The economic value generated that is not distributed constitutes retained economic value.</p> <p>All the components of these indicators are calculated with reference to the individual items of reported in the tables of Almagiva's Consolidated Financial Report.</p>
<b>Training on preventing corruption</b>	<p><b>E-learning</b> for staff in areas of low/medium/high corruption risk.</p> <p><b>General workshop:</b> classroom training events for staff in areas of high corruption risk.</p> <p><b>Job-specific training:</b> classroom training events for professional areas at high risk of corruption.</p>
<b>People</b>	
<b>Industrial relations</b>	<p><b>Employees Covered by Collective Bargaining:</b> means those employees with an employment relationship governed by collective bargaining contracts or agreements, whether national, industry-, company- or site-based.</p>
<b>Hours of training</b>	<p>Hours provided to Almagiva employees through training courses (in person and at a distance) and also by independent learning and on-the-job training. Average training hours are calculated by dividing total training hours by the average number of employees in the year.</p>
<b>Turnover rate</b>	<p><b>Positive:</b> Ratio of the number of hires to permanent employees in the previous year.</p> <p><b>Negative:</b> Ratio of the number of terminations of permanent contracts to permanent employees in the previous year.</p>
<b>Safety</b>	<p><b>TRIR:</b> frequency rate of total recordable injuries (work-related injuries with days off, medical treatment or work restriction). Numerator: number of total recordable work-related injuries; denominator: hours worked in the same period. Ratio result multiplied by 1,000,000.</p> <p><b>Rate of work-related injuries with serious consequences:</b> work-related injuries leading to more than 180 days of absence or resulting in total or permanent disability. Numerator: number of work-related injuries with serious consequences; denominator: hours worked in the same period. Ratio result multiplied by 1,000,000. As regards this index, it was not possible to reconstruct the data of the foreign companies therefore it was recalculated considering the total number of accidents (including accidents during commuting).</p> <p>The activities carried out in Almagiva are of an intellectual and typically office nature, and therefore are considered to have a low accident risk. The <b>main hazards</b> to workers mainly relate to accidents while commuting.</p>
<b>Environment</b>	
<b>Energy consumption</b>	<p>The conversion factors used for gasoline, diesel, CNG, LPG, methane, biogas, and electricity come from the U.K. Department for Environment, Food and Rural Affairs (Defra) database, updated annually in 2020, 2021, and 2022.</p>
<b>GHG emissions</b>	<p><b>Scope 1 emissions: emissions</b> directly generated by the Company's assets. Direct GHG emissions include the following gases: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. The emission factors used for petrol, diesel, CNG, LPG, methane and biogas come from the annually updated Defra database for updated, for 2020, 2021, and 2022;</p> <p><b>Scope 2 - Location-Based Emissions:</b> these are indirect greenhouse gas (GHG) emissions, resulting from energy consumption, measured in metric tons of CO<sub>2</sub>eq, based on geographical location. The emission factor used for electricity purchased from the grid under the location-based methodology comes from the ISPRA 2022 database (for Italy), from the factors published on the Ministry of Science, Technology, and Innovation website (for Brazil) and from Terna's 2019 International Comparisons data for the other overseas companies within the scope (Tunisia, Romania, Colombia, Belgium, Egypt, Dominican Republic, Russia, and Saudi Arabia). To calculate location based emissions for 2022, the methodology was changed due to the availability of more precise and timely data.</p>

<b>Emissioni GHG</b>	<p><b>Scope 2 - Market-Based Emissions:</b> these are indirect greenhouse gas (GH) emissions resulting from energy consumption, measured in metric tons of CO<sub>2</sub>eq, based on the market. The Residual Mix published by the Association of Issuing Bodies (AIB) (for Italy), the factors published by the Ministry of Science, Technology, and Innovation (for Brazil), and Terna's 2019 International Comparisons data for the other overseas companies within the scope (Tunisia, Romania, Colombia, Belgium, Egypt, Dominican Republic, Russia, and Saudi Arabia) were used for this approach.</p> <p><b>Business Travel Emissions:</b> indirect GHG emissions related to fuel consumption from business travel and are part of the Scope 3 Emissions category, i.e. emissions generated outside the organization, both upstream and downstream (business travel is considered upstream). The emission factors used are from the Defra database, updated to 2022.</p>
<b>Waste</b>	<p><b>Waste destination:</b> waste data is indicated using the European Waste Codes (EWC), whereby "R" is waste destined for recycling, and "D" is waste destined for disposal.</p>
<b>Water</b>	<p><b>Water withdrawals:</b> The definition of a "water-stressed area" refers to that provided by the CEO Water Mandate in the document Corporate Water Disclosure Guidelines 2014. Water-stressed areas have been identified as those classified by the Aqueduct Water Risk Atlas, issued and edited by the World Resources Institute, as at extremely high risk (<a href="#">Aqueduct Water Risk Atlas, wri.org</a>).</p>

## 6.2 Correlation tables

Cluster	Material Topic	Gri & Title	Material Topic Scope	
			Internal	External
GOVERNANCE	Creating shared value	GRI 201: Economic performance	•	Customers Suppliers Financial community
	Business continuity and cybersecurity	-	•	Customers
	Protecting intellectual property	-	•	
RESPONSIBLE DIGITAL TRANSITION	Technology for humans - People-centered	-		Customers
	Digital solutions for the community and inclusion			Customers
	Green solutions for customers	-		Customers
	Digitalization and business process efficiency	-		Customers
	Innovation	-	•	Customers
	Customer satisfaction and product and service quality	-		Customers
	Privacy and data protection	GRI 418: Customer privacy		Customers
PEOPLE	Valuing human capital, attracting talent	GRI 401: New employee hires and employee turnover GRI 404: Training and education	•	
	Well-being, occupational health and safety	GRI 401-2: Employee benefits GRI 403: Occupational health and safety	•	
	Diversity and inclusion		•	
	Responsible supply chain	GRI 308: Supplier environmental assessment GRI 414: Supplier social assessment		Suppliers
THE ENVIRONMENT	Energy consumption and combating climate change	GRI 302: Energy GRI 305: Emissions	•	
	Circular economy of electronic devices	GRI 306: Waste	•	
	Water resource management	GRI 303: Water and effluents	•	




## 6.3 Definition of material topics and impacts

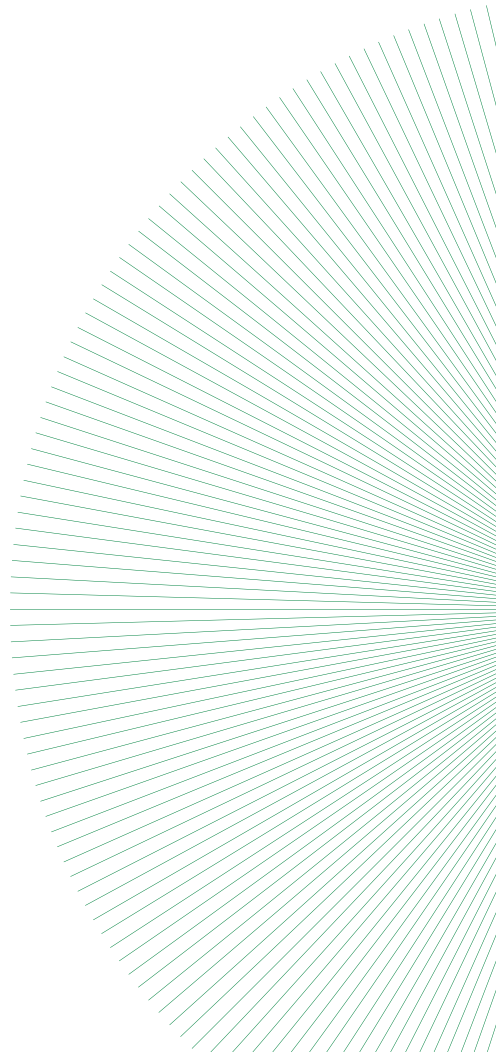
Cluster	Tema	Descrizione	Impatti	SDGs
CORPORATE GOVERNANCE	Creating shared value	Create value for all stakeholders (shareholders, employees and suppliers, etc.), generating well-being for the community and new wealth for the country by involving all stakeholders	<b>Positive impact:</b> Contribution to the development of the economy, and the well-being of stakeholders and the community, through the generation and distribution of value by the organization in the conduct of its business	
	Business continuity and cybersecurity	Guarantee the reliability of IT systems and IT infrastructure provided to customers by developing services that center around data security while minimizing cybersecurity risks. Adopt policies and procedures in line with best international standards such as ISO 27001 Management System for information security and ISO 9001 Management System for business process quality	<b>Positive impact:</b> Increased stakeholder confidence and satisfaction, including in customers specifically, due to the lack of business disruption and data losses.  <b>Negative impact:</b> Potential disruption of business activities and data losses due to ineffective processes and systems put in place to ensure service continuity. Distractions and human errors pose risks that can lead to cyber attacks targeting both company and customer systems.	
	Protecting intellectual property	Protect the technological innovations at the heart of the Company's products, including through the possible filing of patents.	<b>Positive impact:</b> Improvement of the market offering and stimulated development of new products and services thanks to the effective safeguarding of innovations generated by the Company. This is accomplished through measures such as filing licenses and patents, registering trademarks and copyrights, stipulating confidentiality agreements, and incorporating tailored clauses into agreements with customers, suppliers, and partners, thus preserving the competitive advantage attained by the Company.	
RESPONSIBLE DIGITAL TRANSITION	Technology for humans - People-centered	Apply natural language to technology by developing IT solutions that ensure simpler, more intuitive, transparent and inclusive communication with the customer, user and citizen. In summary: to create a better experience.	<b>Positive impact:</b> Improved experience and provision of simpler and more intuitive human-machine communication to provide more effective solutions for individuals and the Company.  <b>Negative impact:</b> A failure to meet customers' needs met due to the provision of technological solutions that do not facilitate effective human-machine communication.	
	Digital solutions for the community and inclusion	Contribute to technological and digital development by providing digital services to support businesses, institutions and citizens. Develop solutions that enhance individual and collective well-being even in the areas with the greatest social impact, such as health care, and those the support digital inclusion.	<b>Positive impact:</b> Increased individual and collective well-being thanks to the development of technologies that support the digital inclusion of businesses, institutions, and citizens in countries where the Company operates and the areas of greatest social impact, thereby increasing their competitiveness and improving their adaptability to changing markets.  <b>Negative impact:</b> Failure to meet the needs of the community, businesses, and institutions and a slowdown in the productivity, modernization, and competitiveness of the countries in which the Company operates due to a failure to develop technological and digital solutions for them.	

Cluster	Tema	Descrizione	Impatti	SDGs
RESPONSIBLE DIGITAL TRANSITION	Green solutions for customers	Seize opportunities by offering customers new solutions regarding environmental issues (e.g. 'Green IT' solutions with the lowest possible impact on the climate and 'IT for Green' solutions to help customers achieve their ambitions for sustainability)	<p><b>Positive impact:</b> Contribution to the reduction of customers' environmental impacts by adopting innovative solutions and advanced technologies and offering environmentally friendly solutions to the market.</p> <p><b>Negative impact:</b> Failure to meet customers' needs due to a lack of technological solutions that help reduce their environmental impacts.</p>	
	Digitalization and business process efficiency	Enabling customer digitalization to allow business process efficiency by delivering high-value technological solutions.	<p><b>Positive impact:</b> Contribution to improved customer business process efficiency and satisfaction thanks to the delivery of high-value, effective and pervasive technological solutions.</p> <p><b>Negative impact:</b> Customer dissatisfaction due to digital solutions that do not contribute to the process efficiency and slow down the digitalization process.</p>	
	Innovation	Investing in research and development to support the harmonious integration of technology and people, putting the latter at the center to support them in developing targeted solutions with strong social impact.	<p><b>Positive impact:</b> Provision of innovative products and solutions that effectively handle the complexities of cutting-edge technologies, ensuring their seamless integration into everyday business processes. This simplifies the human-machine interaction, enhancing the well-being of the community.</p>	
	Customer satisfaction and product and service quality	Place the customer at the heart of all activities, proactively providing the best service to add value. Understanding customer needs and offering the best services by adhering to elevated quality standards.	<p><b>Positive impact:</b> Increased customer satisfaction and service quality thanks to the definition of a quality policy and the achievement of specific certifications (such as ISO9001) with the goal of aligning services to the highest quality standards.</p> <p><b>Negative impact:</b> Dissatisfaction and loss of trust on the part of customers due to the poor quality of services offered, which results in reputational damage and harms customers' business activities.</p>	
	Privacy and data protection	Protect the privacy of customers' sensitive personal data, operating responsibly in managing this data in accordance with national and European regulations.	<p><b>Negative impact:</b> Alteration, destruction, loss (including accidental), or unauthorized access and processing of data, with the potential use of data in breach of national or international laws and consequent violation of the privacy rights of citizens and users.</p>	

Cluster	Tema	Descrizione	Impatti	SDGs
PEOPLE	<b>Valuing human capital, attracting talent</b>	Create and maintain stable and qualified employment and encourage employees' educational growth, stimulating their professional development. Attract top talent and retain staff by promoting a goal-oriented, agile approach to work. Create an ecosystem in conjunction with universities and research institutions, promoting membership in academic startups. Enhance collaboration with academia to create virtuous partnerships between academia and business.	<p><b>Positive impact:</b> Increased employee well-being and growth, fostering their loyalty and innovative potential through welfare and training programs designed to align with their expectations, enhance their talents, and develop their skills; promotion of collaborations with the academic world to establish beneficial partnerships between academia and business, thus increasing education levels and well-being within the community.</p> <p><b>Negative impact:</b> Reduced job satisfaction, motivation, productivity, and quality of work performed by employees due to outdated training programs and inadequate welfare plans, with consequent negative effects on company turnover; poor dialogue and collaboration with universities and research institutes, which could result in a reduced ability to attract new talent.</p>	
	<b>Well-being, occupational health and safety</b>	Promote a working environment that is welcoming, stimulating and which positively affects staff well-being, ensuring working conditions that guarantee full respect for the right to health, in addition to elevated health and safety standards.	<p><b>Negative impact:</b> Damage to health, potential injuries, and employee dissatisfaction due to a lack of attention to work-life balance, resulting in loss of efficiency and productivity.</p>	
	<b>Diversity and inclusion</b>	Foster an inclusive work environment designed to ensure equal opportunity and encourage diversity as a driver of organizational innovation by promoting a female leadership model. Discourage all forms of discrimination and encourage generational, religious, sexual, cultural and gender diversity as a driver of innovation and corporate competitiveness.	<p><b>Negative impact:</b> Incidents of discrimination in the recruitment process or personnel management (due to generational, religious, sexual, cultural, or gender diversity) that create inequality and discontent in the workplace.</p>	
	<b>Responsible supply chain</b>	Ensure that sustainability is not merely limited to the Company's operations but that it extends to suppliers by evaluating their service, cost, technical support and social impact in addition to quality.	<p><b>Positive impact:</b> Contribution to the development of a responsible and resilient supply chain, reducing environmental and social damage globally.</p> <p><b>Negative impact:</b> Contribution to the generation of damage to the environment or third-party workers due to a failure to adequately monitor supplier practices.</p>	 
	<b>Human Rights</b>	Ensure respect for human rights throughout Almax's value chain and business operations, ensuring fundamental freedoms of association and labor rights and the elimination of modern slavery, child labor and human trafficking.	<p><b>Negative impact:</b> Human rights violations along the entire value chain due to an inefficient monitoring system.</p>	  



Cluster	Tema	Descrizione	Impatti	SDGs
ENVIRONMENT	Water resource management	Ensure efficient management of the water resources used in the various activities carried out within the organization.	<p><b>Positive impact:</b> Decreased water usage in office spaces and the sole operational data center achieved through awareness campaigns and efficiency measures.</p> <p><b>Negative impact:</b> Ineffective water utilization in regions facing significant water scarcity concerns, potentially exacerbating water shortages.</p>	 
	Energy consumption and combating climate change	Promote efficiency and reduce energy consumption within the organization, to also enable the reduction of climate-altering gas emissions from business activities.	<p><b>Negative impact:</b> Generation of climate-altering emissions due to business activities, and along the entire value chain due to a lack of strategic monitoring plans to reduce them.</p>	



## 6.4 Performance tables

## Corporate Governance

## GRI 201-1: Direct economic value generated and distributed

Economic value	Unit	2020	2021	2022
Economic value generated	Euro millions	892.7	979.6	1100.5
Economic value distributed	Euro millions	824.9	883.5	988.5
Operating costs	Euro millions	338.9	392.5	466.9
Value distributed to employees	Euro millions	443.5	442.3	466.2
Value distributed to providers of capital	Euro millions	33.0	33.9	32.5
Value distributed to Public Sector	Euro millions	9.4	14.3	22.1
Value distributed to the community	Euro millions	0.2	0.5	0.8
<b>Economic value retained</b>	<b>Euro millions</b>	<b>67.9</b>	<b>96.2</b>	<b>112.0</b>

## GRI 405-1a: Diversity of governance bodies and employees

Board of Directors by gender and age	Gender	Age	Unit	2020	2021	2022
Members of the Board of Directors at December	Female	< 30	number of employees	0	0	0
		Between 30 and 50	number of employees	1	0	0
		> 50	number of employees	2	3	3
	Total female Directors		number of employees	<b>3</b>	<b>3</b>	<b>3</b>
	Male	< 30	number of employees	0	0	0
		Between 30 and 50	number of employees	1	0	0
		> 50	number of employees	8	9	9
	Total male Directors		number of employees	<b>9</b>	<b>9</b>	<b>9</b>
	<b>Total</b>		<b>number of employees</b>	<b>12</b>	<b>12</b>	<b>12</b>

## GRI 405-1a: Diversity of governance bodies and employees

Supervisory Board by gender and age group	Gender	Age	Unit	2020	2021	2022
Members of the Supervisory Board at December 31	Female	< 30	number of employees	0	0	0
		Between 30 and 50	number of employees	0	0	0
		> 50	number of employees	1	1	1
	Total female members		number of employees	1	1	1
	Male	< 30	number of employees	0	0	0
		Between 30 and 50	number of employees	1	1	1
		> 50	number of employees	1	1	1
	Total male members		number of employees	2	2	2
	Total		number of employees	3	3	3

## GRI 405-1a: Diversity of governance bodies and employees

Board of Statutory Auditors by gender and age group	Gender	Age	Unit	2020	2021	2022
Members of the Board of Statutory Auditors at 31 December	Female	< 30	number of employees	0	0	0
		Between 30 and 50	number of employees	0	0	0
		> 50	number of employees	0	0	0
	Total female statutory auditors		number of employees	0	0	0
	Male	< 30	number of employees	0	0	0
		Between 30 and 50	number of employees	0	0	0
		> 50	number of employees	3	3	3
	Total male statutory auditors		number of employees	3	3	3
	Total		number of employees	3	3	3

**GRI 205-1: Operations assessed for risks related to corruption**

Operations assessed for risks related to corruption	Unit	2020	2021	2022
Total number of operations (activities/processes) assessed as potentially susceptible to risks related to corruption	no.	0	0	0
Percentage of operations (activities/processes) assessed as potentially susceptible to risks related to corruption	%	0	0	0

**GRI 205-3: Confirmed incidents of corruption and actions taken**

Incidences of declared corruption	Unit	2020	2021	2022
Total number and nature of confirmed incidents of corruption	no.	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	no.	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	no.	0	0	0

**KPI: Business Continuity**

Problemi di rendimento nel software e nei servizi informatici (IT) forniti ai clienti	Unit	2020	2021	2022
Performance issues are defined as any planned or unplanned downtime that causes an interruption in the provision of cloud-based services to customers of more than 10 minutes but less than or equal to 30 minutes	no.	0	0	0
Performance problems include, but are not limited to, those caused by technical failures, programming errors, cyber attacks, weather events, or natural disasters at hosting facilities	no.	0	0	0

Service interruptions in software and IT services provided to customers	Unit	2020	2021	2022
Service interruptions are defined as any planned or unplanned disruption that causes an interruption of more than 30 minutes in the provision of cloud-based services to customers	no.	1	1	1
Service interruptions include, but are not limited to, those caused by technical failures, programming errors, cyber attacks, weather events, or natural disasters at hosting facilities	no.	1	1	1

Total customer downtime related to performance issues and service interruptions in software and IT services provided to customers.	Unit	2020	2021	2022
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Total customer downtime is defined as the duration of each service interruption multiplied by the number of affected software licenses and IT services, reported in license days. For context, the entity must indicate the license basis (e.g. number of places, number of CPU cores, number of cloud subscriptions), and whether the licenses are based on consumption or capacity.

min	38,400	31,761	29,881
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#### GRI 206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Unit	2020	2021	2022
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Number of pending lawsuits concerning anti-competitive behavior and violations on anti-trust or monopoly laws	no.	0	0	0
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Number of completed lawsuits concerning anti-competitive behavior and violations on anti-trust or monopoly laws	no.	0	0	0
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## Responsible digital transition

#### GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data

Complaints	Unit	2020	2021	2022
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Total number of complaints received concerning customer data breaches and losses of customer data		0	0	0
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of which received from external parties	no.	0	0	0
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of which from supervisory bodies	no.	0	0	0
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Theft or loss	Unit	2020	2021	2022
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Total number of customer data thefts or losses identified	no.	0	0	0
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## People

GRI 2-7: Information on employees: Contract type and gender (Almaviva Group total)

Worker category	Type of contract	Gender	Unit	2020	2021	2022	
Employees with employment contracts at December 31, 2022	permanent	female	number of employees	29,113	29,260	29,843	
		male	number of employees	15,656	15,327	15,671	
		Total	number of employees	<b>44,769</b>	<b>44,587</b>	<b>45,514</b>	
	fixed-term	female	number of employees	6	1	95	
		male	number of employees	7	14	68	
		Total	number of employees	<b>13</b>	<b>15</b>	<b>163</b>	
	employees with zero-hours contracts	female	number of employees	0	0	0	
		male	number of employees	0	0	0	
		Total	number of employees	0	0	0	
	Total employees			number of employees	<b>44,782</b>	<b>44,602</b>	<b>45,677</b>

## GRI 2-7 Information on employees: Contract type and country (Almaviva Group total)

Worker category	Geographical area	Unit	2020	2021	2022	
Employees with employment contracts at December 31, 2022	permanent	Brazil	number of employees	33,043	32,962	36,466
		Italy	number of employees	8,026	7,696	6,215
		Colombia	number of employees	2,265	2,695	2,352
		Romania	number of employees	1,216	961	116
		Tunisia	number of employees	202	254	279
		Belgium	number of employees	17	19	24
		Saudi Arabia	number of employees	0	0	11
		Egypt	number of employees	0	0	22
		Russia	number of employees	0	0	23
		Dominican Republic	number of employees	0	0	6
	Total permanent	number of employees	<b>44,769</b>	<b>44,587</b>	<b>45,514</b>	
	Fixed-term	Italy	number of employees	13	15	12
		Colombia	number of employees	0	0	151
		Total fixed-term	number of employees	13	15	163
	Total Workforce		number of employees	<b>44,782</b>	<b>44,602</b>	<b>45,677</b>

## GRI 2-7 Information on employees: Part-time/full-time by gender and country (Almaviva Group total)

Worker category	Type of contract	Geographical area	Gender	Unit	2020	2021	2022
Employees with employment contracts at December 31, 2022	Full-time	Belgium	female	number of employees	7	7	13
			male	number of employees	10	12	11
			Total	number of employees	17	19	24
		Brazil	female	number of employees	2,496	2,995	6,492
			male	number of employees	1,202	1,227	3,365
			Total	number of employees	3,698	4,222	9,857
		Colombia	female	number of employees	1,329	1,533	1,310
			male	number of employees	936	1,162	1,019
			Total	number of employees	2,265	2,695	2,329
		Italy	female	number of employees	1,664	1,650	1,609
			male	number of employees	3,119	3,136	3,237
			Total	number of employees	4,783	4,786	4,846
		Romania	female	number of employees	679	535	38
			male	number of employees	212	143	10
			Total	number of employees	891	678	48
		Tunisia	female	number of employees	108	133	158
			male	number of employees	73	94	106
			Total	number of employees	181	227	264
		Dominican Republic	female	number of employees	0	0	5
			male	number of employees	0	0	1
			Total	number of employees	0	0	6
		Russia	female	number of employees	0	0	13
			male	number of employees	0	0	7
			Total	number of employees	0	0	20
		Egypt	female	number of employees	0	0	10
			male	number of employees	0	0	11
			Total	number of employees	0	0	21
Saudi Arabia	female	number of employees	0	0	4		
	male	number of employees	0	0	7		
	Total	number of employees	0	0	11		
Total full-time employees				number of employees	11,835	12,627	17,426
Part time	Brazil	female	number of employees	9,076	20,114	19,106	
		male	number of employees	0	8,626	7,503	
		Total	number of employees	9,076	28,740	26,609	



Worker category	Type of contract	Geographical area	Gender	Unit	2020	2021	2022
Employees with employment contracts at December 31, 2022	Part time	Colombia	female	number of employees	0	0	75
			male	number of employees	0	0	99
			Total	number of employees	0	0	174
		Italy	female	number of employees	2,306	2,054	1,027
			male	number of employees	950	871	354
			Total	number of employees	3,256	2,925	1,381
		Romania	female	number of employees	248	224	66
			male	number of employees	77	59	2
			Total	number of employees	325	283	68
		Tunisia	female	number of employees	12	16	8
			male	number of employees	9	11	7
			Total	number of employees	21	27	15
		Dominican Republic	female	number of employees	0	0	0
			male	number of employees	0	0	0
			Total	number of employees	0	0	0
		Russia	female	number of employees	0	0	3
			male	number of employees	0	0	0
			Total	number of employees	0	0	3
		Egypt	female	number of employees	0	0	1
			male	number of employees	0	0	0
			Total	number of employees	0	0	1
		Saudi Arabia	female	number of employees	0	0	0
			male	number of employees	0	0	0
Total	number of employees		0	0	0		
		Total part-time employees	number of employees		<b>32,947</b>	<b>31,975</b>	<b>28,251</b>
		Total	number of employees		<b>44,782</b>	<b>44,602</b>	<b>45,677</b>

## GRI 2-8: Information on workers who are not employees by country (Almaviva Group total)

Worker category	Geographical area	Unit	2020	2021	2022
Temporary	Brazil	number of employees	0	0	596
	Italy	number of employees	166	87	282
	<b>Total temporary</b>	<b>number of employees</b>	<b>166</b>	<b>87</b>	<b>878</b>

## GRI 2-30: Collective bargaining agreements (Almaviva Group total)

	Unit	2020	2021	2022
Number of employees covered by collective bargaining agreements	No.	44,766	44,595	45,677
Percentage of employees covered by collective bargaining agreements	%	99.96%	99.98%	100.00%

## GRI 401-1: Hires and new hire rate for Italy (excluding Sis.Ter, Data Appeal, Reactive, Data Jam and Tecnav, companies acquired in 2022)

Employees	Country	Gender	Age	unit	2020	2021	2022	Positive turnover 2022	
New employees hired from January 1 to December 31, 2022	Italy	Female	< 30	number of employees	34	46	66	63%	
			Between 30 and 50	number of employees	52	75	92	4%	
			> 50	number of employees	5	15	15	1%	
		Total females hired			<b>number of employees</b>	<b>91</b>	<b>136</b>	<b>173</b>	<b>5%</b>
		Male	< 30	number of employees	141	148	223	58%	
			Between 30 and 50	number of employees	221	271	266	11%	
			> 50	number of employees	20	48	67	5%	
		Total males hired			<b>number of employees</b>	<b>382</b>	<b>467</b>	<b>556</b>	<b>14%</b>
		Total hires Italy			<b>number of employees</b>	<b>473</b>	<b>603</b>	<b>729</b>	<b>9%</b>

## GRI 401-1: Hires and new hire rate for Brasil (excluding CRC and CRC Digital, companies acquired in 2022)

Employees	Country	Gender	Age	unit	2020	2021	2022	Positive turnover 2022
New employees hired from January 1 to December 31, 2022"	Brazil	Female	< 30	number of employees	7,413	7,726	7,971	69%
			Between 30 and 50	number of employees	5,918	6,132	6,961	76%
			> 50	number of employees	1,457	1,506	2,324	95%
		Total females hired		number of employees	<b>14,788</b>	<b>15,364</b>	<b>17,256</b>	<b>75%</b>
		Male	< 30	number of employees	2,594	2,821	2,846	59%
			Between 30 and 50	number of employees	2,125	2,312	3,208	78%
			> 50	number of employees	562	600	892	101%
		Total males hired		number of employees	<b>5,281</b>	<b>5,733</b>	<b>6,946</b>	<b>70%</b>
		Total new hires (Brazil)		number of employees	<b>20,069</b>	<b>21,097</b>	<b>24,202</b>	<b>73%</b>

## GRI 401-1: Hires and new hire rate (Colombia)

Employees	Country	Gender	Age	unit	2020	2021	2022	Positive turnover 2022
New employees hired from January 1 to December 31, 2022	Colombia	Female	< 30	number of employees	973	1,677	1,653	120%
			Between 30 and 50	number of employees	256	493	429	313%
			> 50	number of employees	2	10	13	93%
		Total females hired		number of employees	<b>1,231</b>	<b>2,180</b>	<b>2,095</b>	<b>137%</b>
		Male	< 30	number of employees	768	1,241	1,356	140%
			Between 30 and 50	number of employees	165	342	303	165%
			> 50	number of employees	0	7	15	125%
		Total males hired		number of employees	<b>933</b>	<b>1,590</b>	<b>1,674</b>	<b>144%</b>
		Total hires (Colombia)		number of employees	<b>2,164</b>	<b>3,770</b>	<b>3,769</b>	<b>140%</b>

## GRI 401-1: Hires and new hire rate (Romania)

Employees	Country	Gender	Age	Unit	2020	2021	2022	Positive turnover 2022
New employees hired from January 1 to December 31, 2022	Romania	Female	< 30	number of employees	340	197	84	21%
			Between 30 and 50	number of employees	265	272	69	21%
			> 50	number of employees	30	30	10	45%
		Total females hired		number of employees	<b>635</b>	<b>499</b>	<b>163</b>	<b>22%</b>
		Male	< 30	number of employees	125	97	32	80%
			Between 30 and 50	number of employees	95	70	23	20%
			> 50	number of employees	26	9	3	10%
		Total males hired		number of employees	246	176	58	31%
		Total hires (Romania)		number of employees	<b>881</b>	<b>675</b>	<b>221</b>	<b>24%</b>

## GRI 401-1: Hires and new hire rate (Tunisia)

Employees	Country	Gender	Age	Unit	2020	2021	2022	Positive turnover 2022
New employees hired from January 1 to December 31, 2022	Tunisia	Female	< 30	number of employees	17	25	34	110%
			Between 30 and 50	number of employees	8	19	24	32%
			> 50	number of employees	2	5	3	7%
		Total females hired		number of employees	<b>27</b>	<b>49</b>	<b>61</b>	<b>41%</b>
		Male	< 30	number of employees	0	18	24	150%
			Between 30 and 50	number of employees	6	14	15	26%
			> 50	number of employees	1	3	2	6%
		Total males hired		number of employees	<b>7</b>	<b>35</b>	<b>41</b>	<b>39%</b>
		Total hires (Tunisia)		number of employees	<b>34</b>	<b>84</b>	<b>102</b>	<b>40%</b>

## GRI 401-1: Hires and new hire rate (Belgium)

Employees	Country	Gender	Age	Unit	2020	2021	2022	Positive turnover 2022	
New employees hired from January 1 to December 31, 2022	Belgium	Female	< 30	number of employees	0	1	2	200%	
			Between 30 and 50	number of employees	5	3	2	25%	
			> 50	number of employees	0	0	0	0%	
		Total females hired			number of employees	5	4	4	44%
		Male	< 30	number of employees	3	1	1	25%	
			Between 30 and 50	number of employees	3	0	1	33%	
			> 50	number of employees	1	1	0	0%	
		Total males hired			number of employees	7	2	2	20%
		Total hires (Belgium)			number of employees	12	6	6	32%

## GRI 401-1: Hires Italy 2022 (Sis.Ter, Data Appeal, Reactive, Data Jam and Tecnu, companies acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
New employees hired from January 1 to December 31, 2022	Italy	Female	< 30	number of employees	31	
			Between 30 and 50	number of employees	120	
			> 50	number of employees	183	
		Total females hired			number of employees	334
		Male	< 30	number of employees	73	
			Between 30 and 50	number of employees	244	
			> 50	number of employees	200	
		Total males hired			number of employees	517
Total hires Italy			number of employees	851		

## GRI 401-1: Hires Brazil 2022 (CRC and CRC Digital, companies acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
New employees hired from January 1 to December 31, 2022	Brazil	Female	< 30	number of employees	2,996	
			Between 30 and 50	number of employees	746	
			> 50	number of employees	21	
		Total females hired			number of employees	<b>3,763</b>
		Male	< 30	number of employees	1,602	
			Between 30 and 50	number of employees	196	
			> 50	number of employees	15	
		Total males hired			number of employees	<b>1,813</b>
		Total new hires (Brazil)			number of employees	<b>5,576</b>

## GRI 401-1: Hires Saudi Arabia 2022 (Acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
New employees hired from January 1 to December 31, 2022	Saudi Arabia	Female	< 30	number of employees	4	
			Between 30 and 50	number of employees	0	
			> 50	number of employees	0	
		Total females hired			number of employees	<b>4</b>
		Male	< 30	number of employees	0	
			Between 30 and 50	number of employees	3	
			> 50	number of employees	0	
		Total males hired			number of employees	<b>3</b>
		Total hires (Saudi Arabia)			number of employees	<b>7</b>

## GRI 401-1: Hires Egypt 2022 (Acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
New employees hired from January 1 to December 31, 2022	Egypt	Female	< 30	number of employees	11	
			Between 30 and 50	number of employees	0	
			> 50	number of employees	0	
		Total females hired			number of employees	11
		Male	< 30	number of employees	12	
			Between 30 and 50	number of employees	0	
			> 50	number of employees	0	
		Total males hired			number of employees	12
		Total hires (Egypt)			number of employees	23

## GRI 401-1: Hires Russia 2022 (Acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
New employees hired from January 1 to December 31, 2022	Russia	Female	< 30	number of employees	15	
			Between 30 and 50	number of employees	1	
			> 50	number of employees	0	
		Total females hired			number of employees	16
		Male	< 30	number of employees	6	
			Between 30 and 50	number of employees	1	
			> 50	number of employees	0	
		Total males hired			number of employees	7
		Total hires (Russia)			number of employees	23

## GRI 401-1: Hires Dominican Republic 2022 (Acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
New employees hired from January 1 to December 31, 2022	Dominican Republic	Female	< 30	number of employees	5	
			Between 30 and 50	number of employees	1	
			> 50	number of employees	0	
		Total females hired			number of employees	<b>6</b>
		Male	< 30	number of employees	1	
			Between 30 and 50	number of employees	0	
			> 50	number of employees	0	
		Total males hired			number of employees	<b>1</b>
		Total hires (Dominican Republic)			number of employees	<b>7</b>

## GRI 401-1: Departures and turnover for Italy (excluding Sis.Ter, Data Appeal, Reactive, Data Jam and Tecna, companies acquired in 2022)

Employees	Country	Gender	Age	Unit	2020	2021	2022	Negative turnover 2022	
Employees leaving employment from January 1 to December 31, 2022	Italy	Female	< 30	number of employees	35	55	38	36%	
			Between 30 and 50	number of employees	666	390	1,055	43%	
			> 50	number of employees	63	40	471	40%	
		Total female			number of employees	<b>764</b>	<b>485</b>	<b>1,564</b>	<b>42%</b>
		Male	< 30	number of employees	66	125	127	33%	
			Between 30 and 50	number of employees	451	362	897	38%	
			> 50	number of employees	57	40	441	35%	
		Total male			number of employees	<b>574</b>	<b>527</b>	<b>1,465</b>	<b>37%</b>
		Total departures			number of employees	<b>1,338</b>	<b>1,012</b>	<b>3,029</b>	<b>39%</b>



## GRI 401-1: Departures and turnover rate for Brazil (CRC and CRC Digital, companies acquired in 2022)

Employees	Country	Gender	Age	Unit	2020	2021	2022	Negative turnover 2022
Employees leaving employment from January 1 to December 31, 2022	Brazil	Female	< 30	number of employees	6,599	7,510	8,351	72%
			Between 30 and 50	number of employees	5,278	6,009	7,115	78%
			> 50	number of employees	1,319	1,501	2,377	98%
		Total female		number of employees	<b>13,196</b>	<b>15,020</b>	<b>17,843</b>	<b>77%</b>
		Male	< 30	number of employees	3,002	3,072	2,916	60%
			Between 30 and 50	number of employees	2,410	2,470	3,500	85%
			> 50	number of employees	599	616	958	108%
		Total male		number of employees	<b>6,011</b>	<b>6,158</b>	<b>7,374</b>	<b>75%</b>
		Total departures Brazil		number of employees	<b>19,207</b>	<b>21,178</b>	<b>25,217</b>	<b>77%</b>

## GRI 401-1: Departures and turnover rate for Colombia

Employees	Country	Gender	Age	unit	2020	2021	2022	Negative turnover 2022
Employees leaving employment from January 1 to December 31, 2022	Colombia	Female	< 30	number of employees	953	1,541	1,992	144%
			Between 30 and 50	number of employees	283	430	234	171%
			> 50	number of employees	3	5	17	121%
		Total female		number of employees	<b>1,239</b>	<b>1,976</b>	<b>2,243</b>	<b>146%</b>
		Male	< 30	number of employees	357	1,060	1,475	153%
			Between 30 and 50	number of employees	52	300	224	122%
			> 50	number of employees	1	4	19	158%
		Total male		number of employees	<b>410</b>	<b>1,364</b>	<b>1,718</b>	<b>148%</b>
		Total departures (Colombia)		number of employees	<b>1,649</b>	<b>3,340</b>	<b>3,961</b>	<b>147%</b>

## GRI 401-1: Departures and turnover rate (Romania)

Employees	Country	Gender	Age	Unit	2020	2021	2022	Negative turnover 2022
Employees leaving employment from January 1 to December 31, 2022	Romania	Female	< 30	number of employees	257	223	450	113%
			Between 30 and 50	number of employees	229	397	347	105%
			> 50	number of employees	51	47	34	155%
		Total female		number of employees	<b>537</b>	<b>667</b>	<b>831</b>	<b>111%</b>
		Male	< 30	number of employees	158	144	65	163%
			Between 30 and 50	number of employees	103	108	142	122%
			> 50	number of employees	33	11	28	90%
		Total male		number of employees	<b>294</b>	<b>263</b>	<b>235</b>	<b>126%</b>
		Total departures Romania		number of employees	<b>831</b>	<b>930</b>	<b>1,066</b>	<b>114%</b>

## GRI 401-1: Departures and turnover rate Tunisia

Employees	Country	Gender	Age	Unit	2020	2021	2022	Negative turnover 2022
Employees leaving employment from January 1 to December 31, 2022	Tunisia	Female	< 30	number of employees	12	10	35	113%
			Between 30 and 50	number of employees	11	8	8	11%
			> 50	number of employees	3	2	3	7%
		Total female		number of employees	<b>26</b>	<b>20</b>	<b>46</b>	<b>31%</b>
		Male	< 30	number of employees	9	7	25	156%
			Between 30 and 50	number of employees	7	4	5	9%
			> 50	number of employees	2	1	1	3%
		Total male		number of employees	<b>18</b>	<b>12</b>	<b>31</b>	<b>30%</b>
		Total departures Tunisia		number of employees	<b>44</b>	<b>32</b>	<b>77</b>	<b>30%</b>

## GRI 401-1: Departures and turnover rate Belgium

Employees	Country	Gender	Age	Unit	2020	2021	2022	Negative turnover 2022
Employees leaving employment from January 1 to December 31, 2022	Belgium	Female	< 30	number of employees	0	0	0	0%
			Between 30 and 50	number of employees	1	2	0	0%
			> 50	number of employees	0	0	0	0%
		Total female		number of employees	<b>1</b>	<b>2</b>	<b>0</b>	<b>0%</b>
		Male	< 30	number of employees	1	1	0	0%
			Between 30 and 50	number of employees	1	1	1	33%
			> 50	number of employees	0	0	0	0%
		Total male		number of employees	<b>2</b>	<b>2</b>	<b>1</b>	<b>10%</b>
		Total departures Belgium		number of employees	<b>3</b>	<b>4</b>	<b>1</b>	<b>5%</b>

## GRI 401-1: Departures Italy (Sis.Ter, Data Appeal, Reactive, Data Jam and Tecnav, companies acquired in 2022)

Employees	Country	Gender	Age	Unit	2022
Employees leaving employment from January 1 to December 31, 2022	Italy	Female	< 30	number of employees	10
			Between 30 and 50	number of employees	7
			> 50	number of employees	14
		Total female		number of employees	<b>31</b>
		Male	< 30	number of employees	13
			Between 30 and 50	number of employees	38
			> 50	number of employees	10
		Total male		number of employees	<b>61</b>
Total departures		number of employees	<b>92</b>		

## GRI 401-1: Departures Brazil (CRC and CRC Digital, companies acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
Employees leaving employment from January 1 to December 31, 2022	Brazil	Female	< 30	number of employees	467	
			Between 30 and 50	number of employees	236	
			> 50	number of employees	3	
		Total female			number of employees	<b>706</b>
		Male	< 30	number of employees	247	
			Between 30 and 50	number of employees	100	
			> 50	number of employees	4	
		Total male			number of employees	<b>351</b>
		Total departures Brazil (CRC and CRC Digital)			number of employees	<b>1,057</b>

## GRI 401-1: Departures Egypt (Companies acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
Employees leaving employment from January 1 to December 31, 2022	Egypt	Female	< 30	number of employees	0	
			Between 30 and 50	number of employees	0	
			> 50	number of employees	0	
		Total female			number of employees	<b>0</b>
		Male	< 30	number of employees	1	
			Between 30 and 50	number of employees	0	
			> 50	number of employees	0	
		Total male			number of employees	<b>1</b>
		Total departures Egypt			number of employees	<b>1</b>

## GRI 401-1: Departures Dominican Republic (Company acquired in 2022)

Employees	Country	Gender	Age	Unit	2022	
Employees leaving employment from January 1 to December 31, 2022	Dominican Republic	Female	< 30	number of employees	0	
			Between 30 and 50	number of employees	1	
			> 50	number of employees	0	
		Total female			number of employees	1
		Male	< 30	number of employees	0	
			Between 30 and 50	number of employees	0	
			> 50	number of employees	0	
		Total male			number of employees	0
		Total departures Dominican Republic			number of employees	1

## GRI 403-9: Work-related injuries. The data scope includes the companies in: Brazil, Italy, Colombia, Tunisia and Romania whose data are available

Employees	Unit	2020	2021	2022
Hours worked	no.	69,864,076	184,751,083	138,834,043
Total number of recordable work-related injuries, including fatalities	no.	121	158	185
Recordable work related injuries (excluding commuting)	n	0	0	82
Commuting injuries	no.	58	69	103
of which work-related injuries leading to an absence of 1 to 3 days	no.	0	2	103
of which work-related injuries leading to an absence longer than 3 days	no.	15	6	74
Total number of work-related injuries with serious consequences	n	15	11	3
(> 6 months' absence), excluding fatalities	no.	15	11	3
Total number of fatalities as a result of work-related injury	no.	0	0	0
Work-related injury rate	-	1.732	0.855	0.591
Rate of work-related injuries with serious consequences	-	0.215	0.060	0.022
Fatality rate	-	0.000	0.000	0.000

GRI 404-1: Hours of training per employee on average<sup>24</sup> (Total Almoviva Group)

Training hours by employment category	Unit	2020			2021			2022		
		per capita male	per capita female	per capita total	per capita male	per capita female	per capita total	per capita male	per capita female	per capita total
Training hours provided to managers	h	11	10	11	13	14	13	7	9	7
Training hours provided to executives	h	15	12	14	26	18	23	12	4	8
Hours of training provided to white-collar workers	h	49	51	50	52	51	51	52	52	52
Total hours of training provided to employees	h	48	50	49	50	51	51	49	50	50

## GRI 405-1 (b): Diversity of governance bodies and employees by gender (Total Almoviva Group)

Employees by job category and gender		2020		2021		2022		
		Female	Male	Female	Male	Female	Male	
Employees with employment contracts at December 31	Executives	number of employees	59	188	64	209	75	218
	Managers	number of employees	310	586	325	607	863	937
	White-collar	number of employees	28,751	14,885	28,870	14,524	28,969	14,611
	Blue-collar	number of employees	2	1	2	1	2	2
Total		number of employees	29,122	15,660	29,261	15,341	29,909	15,768

<sup>24</sup> Training hours refer to all Almoviva Group Companies, with the exception of Almoviva De Belgique (which did not provide training during 2022), CRC and CRC Digital (whose data are not available).

## GRI 405-1 b): Diversity of governance bodies and employees by age group (Total Almoviva Group)

Employees by job category and age group		Unit	2020			2021			2022		
			< 30	between 30 and 50	> 50	< 30	between 30 and 50	> 50	< 30	between 30 and 50	> 50
Employees with employment contracts at December 31	Executives	number of employees	11	95	141	4	109	161	4	147	201
	Managers	number of employees	59	278	559	17	363	556	27	494	774
	White-collar	number of employees	19,577	18,919	5,140	19,748	18,434	5,207	22,434	16,607	4,974
	Blue-collar	number of employees	0	1	2	0	1	2	0	0	4
Total		number of employees	<b>19,647</b>	<b>19,293</b>	<b>5,842</b>	<b>19,769</b>	<b>18,907</b>	<b>5,926</b>	<b>22,465</b>	<b>17,248</b>	<b>5,953</b>

## GRI 405-2: Ratio of basic salary of women to men (headquarters: Almoviva S.p.A.)

Employee category	Unit	2020	2021	2022
Executives	Average female salary / average male salary	0.86	0.83	0.84
Managers		1.00	1.00	1.00
White-collar		1.01	1.00	1.01
Blue-collar		-	-	-
Media		<b>1.10</b>	<b>1.07</b>	<b>1.08</b>

## GRI 405-2: Ratio of women's base pay to men's base pay (Headquarters: Almoviva S.p.A.)

Employee category	Unit	2020	2021	2022
Executives	Average female salary/ Average male salary	0.86	0.83	0.84
Managers		0.96	0.95	0.96
White-collar		1.01	1.00	1.0
Blue-collar		-	-	-
Media		<b>1.0</b>	<b>0.99</b>	<b>1.0</b>

**GRI 406-1: Incidents of discrimination and corrective actions taken**

Incidents of discrimination	Unit	2020	2021	2022
Total number of incidents of discrimination during the reporting period		0	0	12
Incidents examined by the organization		0	0	0
Action plans enacted	no.	0	0	1 <sup>25</sup>
Action plans that have been enacted, with results verified through routine internal management review processes		0	0	0
Incidents no longer subject to action		0	0	0

**GRI 308-1: New suppliers that were screened using environmental criteria.\***

The data scope includes the following Group companies, for which data are available Almoviva S.p.A., Almovave S.p.A., Sadel S.p.A., Almoviva do Brasil.

Suppliers	Unit	2020	2021	2022
Total number of new suppliers	no.	381	396	447
Number of new suppliers assessed according to environmental criteria	no.	143	157	422
Percentage of new suppliers assessed according to environmental criteria	%	38%	40%	94%

**GRI 414-1: New suppliers that were screened using social criteria \*\***

The data scope includes the following Group companies, for which data are available Almoviva S.p.A., Almovave S.p.A., Sadel S.p.A., Almoviva do Brasil.

Tipo	Unità di misura	2020	2021	2022
Total number of new suppliers	no.	381	396	447
Number of new suppliers screened using social criteria	no.	143	157	422
percentage of new suppliers screened using social criteria	%	38%	40%	94%

<sup>25</sup> Refer to "4.4.3 Commitment to the inclusion of people of color" (Comitê de inclusão e diversidade) for the action plans implemented

\*Please note that the calculation includes all new suppliers of the companies Almoviva S.p.A., Almovave S.p.A. and Almoviva do Brasil, excluding professionals and suppliers with total orders below €20,000 during 2022.

\*\* Please note that the calculation includes all new suppliers of the companies Almoviva S.p.A., Almovave S.p.A. and Almoviva do Brasil, excluding professionals and suppliers with total orders below €20,000 during 2022.



## Environment

### GRI 302-1: Energy consumption within the organization

Direct consumption within the organization from renewable and non-renewable energy sources	Unit	2020	2021	2022
Diesel	GJ	635	88	299
Methane	GJ	9,878	10,930	10,196
Diesel (vehicle fleet)	GJ	8,519	7,201	3,121
Gasoline (vehicle fleet)	GJ	1,790	2,926	2,048
LPG (vehicle fleet)	GJ	132	319	121
Electricity (vehicle fleet)	GJ	38	86	278
Methane (vehicle fleet)	GJ			0.05
Electricity purchased	GJ	195,802	192,091	188,139
<b>Total energy consumption</b>	<b>GJ</b>	<b>216,794</b>	<b>213,641</b>	<b>204,203</b>

### GRI 305-1: Direct (Scope 1) GHG emissions

Direct emissions - Scope 1	Unit	2020	2021	2022
Diesel	tCO <sub>2</sub> eq	45	6	21
Methane	tCO <sub>2</sub> eq	561	560	523
Diesel (vehicle fleet)	tCO <sub>2</sub> eq	598	507	277
Gasoline (vehicle fleet)	tCO <sub>2</sub> eq	120	196	217
LPG (vehicle fleet)	tCO <sub>2</sub> eq	8	19	14
Methane (vehicle fleet)	tCO <sub>2</sub> eq	0	0	5
<b>Total scope 1</b>	<b>tCO<sub>2</sub>eq</b>	<b>1.331</b>	<b>1.288</b>	<b>1.058</b>

### GRI 305-2: Energy indirect (Scope 2) emissions

Indirect emissions - Scope 2	unit	2020	2021	2022
Emissions from electricity consumption (location-based method)	tCO <sub>2</sub> eq	8,476	9,619	7,048
<b>Total - scope 1 and 2 (Location Based)</b>	<b>tCO<sub>2</sub>eq</b>	<b>9,807</b>	<b>10,907</b>	<b>8,106</b>
Emissions from electricity consumption - Market-based	tCO <sub>2</sub> eq	13,634	13,988	9,999
<b>Total - scope 1 and 2 (Market based)</b>	<b>tCO<sub>2</sub>eq</b>	<b>14,965</b>	<b>15,277</b>	<b>11,057</b>

GRI 306-3: Waste generated by category. Waste data refer to the Companies in the countries Italy, Romania and Brazil.

Waste generated	Unit	2020	2021	2022
<b>Total waste generated</b>	<b>(tons)</b>	<b>174</b>	<b>367</b>	<b>169</b>
<b>Hazardous waste:</b>		<b>10</b>	<b>9</b>	<b>4</b>
Bulky		0	0	0
Paper		0	0	0
Electrical and electronic equipment		4	9	2
Septic tank sludge		0	0	0
Metals		0	0	0
Construction/demolition materials		0	0	0
Mixed packaging		0	0	0
Plastics		0	0	0
Unsorted municipal waste		0	0	0
Toner		0	0	0
Batteries		6	0	0
Biomass		0	0	0
Other		0	0	3
<b>Non-hazardous waste:</b>		<b>165</b>	<b>358</b>	<b>165</b>
Bulky		55	156	20
Paper		67	78	18
Electrical and electronic equipment		22	36	12
Septic tank sludge		0	36	0
Metals		10	13	5
Construction/demolition materials		8	0	0
Mixed packaging		0	5	0
Plastics		1	7	7
Unsorted municipal waste		0	0	0
Toner		1	1	0
Batteries		0	0	0
Biomass		0	0	0
Other (includes wood, glass, etc.)		0	26	103

## GRI 306-4; 306-5: Hazardous and non-hazardous waste

Waste destination	Unit	2020	2021	2022
<b>Total waste generated</b>	<b>(tons)</b>	<b>174</b>	<b>367</b>	<b>169</b>
<b>Hazardous waste:</b>		<b>10</b>	<b>9</b>	<b>4.28</b>
Recovery		10	9	1.86
Disposal		0	0	2.42
<b>Non-hazardous waste:</b>		<b>165</b>	<b>358</b>	<b>165</b>
Recovery		165	297	62.41
Disposal		0	61	102.50

## GRI 303-3: Water withdrawals. Waste data refer to the Companies in the countries Italy, Romania, Tunisia and Brazil.

Water withdrawals by source	Unit	2020		2021		2022	
		(m3)	From all areas	From water-stressed areas	From all areas	From water-stressed areas	From all areas
<b>Third-party water resources (aqueduct)</b>		<b>93,308</b>	<b>84,536</b>	<b>115,026</b>	<b>103,772</b>	<b>52,449</b>	<b>49,180</b>
of which fresh water (≤1,000 mg/l total dissolved solids)		93,308	84,536	115,026	103,772	52,449	49,180
of which other water types (> 1,000 mg/l total dissolved solids)							
<b>Surface waters</b>		<b>73,677</b>	<b>0</b>	<b>111,704</b>	<b>0</b>	<b>90,902</b>	<b>0</b>
of which fresh water (≤1,000 mg/l total dissolved solids)		73,677	0	111,704	0	90,902	0
of which other water types (> 1,000 mg/l total dissolved solids)							
<b>Total</b>		<b>166,985</b>	<b>84,536</b>	<b>226,730</b>	<b>103,772</b>	<b>143,351</b>	<b>49,180</b>
of which fresh water (≤1,000 mg/l total dissolved solids)		166,985	84,536	226,730	103,772	143,351	49,180
of which other water types (> 1,000 mg/l total dissolved solids)		0	0	0	0	0	0

## 6.5 GRI Content Index

<b>Declaration of use</b>	Almaviva has published this report in accordance with the GRI Standards for the period from January 1, 2022 to December 31, 2022
<b>GRI 1 used</b>	GRI 1: Foundation - 2021
<b>GRI Sector Standard(s) applicable</b>	Not available

GRI Standard/other source	Disclosure	Document and section reference	Omissions	Note	
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	1.2 The Almaviva Group			
	2-2 Entities included in the organization's sustainability reporting	6.1.1 Reporting principles and criteria			
	2-3 Reporting period, frequency and contact point	6.1.1 Reporting principles and criteria			
	2-4 Restatements of information		4.5 A responsible supply chain		
			5.2.2 Significant environmental aspects		
	2-4 Restatements of information		6.1.3 Calculation methodology		
	2-5 External assurance	Auditors' Report			
	2-6 Activities, value chain and other business relationships		1.2 The Almaviva Group		
			1.3 Vision and strategy: an integrated business model		
	2-6 Activities, value chain and other business relationships		4.5 Responsible supply chain		
2-7 Employees		4.1 Almaviva Personnel			
		6.4 Performance tables (Personnel)			
2-8 Workers who are not employees		4.1 Almaviva Personnel			
		6.4 Performance tables (Personnel)			
2-9 Governance structure and composition		2.2 Corporate governance model			
		6.4 Performance tables (Governance)			
2-10 Nomination and selection of the highest governance body		2.2 Corporate governance model			
2-11 Chair of the highest governance body		2.2 Corporate governance model			
2-12 Role of the highest governance body in overseeing the management of impacts		2.2 Corporate governance model			

GRI Standard/other source	Disclosure	Document and section reference	Omissions	Note
	2-13 Delegation of responsibility for managing impacts	2.2 Corporate governance model		
	2-14 Role of the highest governance body in sustainability reporting	2.2 Corporate governance model		
	2-15 Conflicts of interest	2.2 Corporate governance model		
	2-16 Communication of critical concerns			There were no excessive criticalities during the reporting period compared to that which would be apparent in ordinary business operations
	2-17 Collective knowledge of the highest governance body			The ESG Committee held specific induction sessions
	2-18 Evaluation of the performance of the highest governance body			The Company does not have a procedure for evaluating the performance of the highest governance body
	2-19 Remuneration policies	2.2 Corporate governance model		
	2-20 Remuneration determination process	2.2 Corporate governance model		
	2-21 Annual total compensation ratio			Data not given for reasons of confidentiality
	2-22 Statement on sustainable development strategy	Letter to the stakeholders		
	2-23 Policy commitments	2.3 Responsibility and Integrity in Business 4.1 Almoviva Personnel		
	2-24 Embedding policy commitments	2.3.2 The Group's Processes, Organization, Policy, and Certification System		
	2-25 Processes to remediate negative impacts	6.3 Definition of material topics and impacts		
	2-26 Mechanisms for seeking advice and raising concerns	4.1 Almoviva Personnel		
	2-27 Compliance with laws and regulations			No significant cases of non-conformity with laws or regulations were identified during the reporting period.
	2-28 Membership associations	1.3.2 The Sustainability Plan		

GRI Standard/other source	Disclosure	Document and section reference	Omissions	Note
	2-29 Approach to stakeholder engagement	1.4 Stakeholder engagement		
	2-30 Collective bargaining agreements	4.1 Al maviva Personnel 6.4 Performance tables (Personnel)		
<b>Material topics</b>				
<b>GRI 3: Material topics 2021</b>	3-1 Process to determine material topics	1.3.3 Material sustainability topics		
	3-2 List of material topics	1.3.3 Material sustainability topics		
<b>Creating shared value</b>				
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	2.1 The Al maviva Group: working together to create shared value		
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	2.1 The Al maviva Group: working together to create shared value 6.4 Performance tables (Governance)		

### Energy consumption and combating climate change

<b>GRI 3-3: Material topics 2021</b>	3-3 Management of material topics	5.2.2 Significant environmental aspects
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<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	5.2.2 Significant environmental aspects
		6.4 Performance tables (Environment)

<b>GRI 305: Emissions 2016</b>	305-1 - Direct (Scope 1) GHG emissions	5.2.2 Significant environmental aspects
		6.4 Performance tables (Environment)

<b>GRI 305: Emissions 2016</b>	305-2 Emissioni indirette di GHG (Scope 2)	5.2.2 Significant environmental aspects
		6.4 Performance tables (Environment)

### Water resource management

<b>GRI 3-3: Material topics 2021</b>	3-3 Management of material topics	5.2.2 Significant environmental aspects
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<b>GRI 303 Water and effluents 2018</b>	303-3: Water withdrawal	5.2.2 Significant environmental aspects
		6.4 Performance tables (Environment)

### Circular economy of electronic devices

<b>GRI 306: Waste 2020</b>	3-3 Management of material topics	5.2.2 Significant environmental aspects
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<b>GRI 306: Waste 2020</b>	306-3 Waste generated	5.2.2 Significant environmental aspects
		6.4 Performance tables (Environment)

<b>GRI 306: Waste 2020</b>	306-5 Waste directed to disposal	5.2.2 Significant environmental aspects
		6.4 Performance tables (Environment)

<b>GRI 306: Waste 2020</b>	306-5 Waste directed to disposal	5.2.2 Significant environmental aspects
		6.4 Performance tables (Environment)

### Valuing human capital, attracting talent

<b>GRI 3-3: Material topics 2021</b>	3-3 Management of material topics	4.2.3 Attracting top talent
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	4.2.3 Attracting top talent 6.4 Performance tables (Personnel)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.3.1 Well-being
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	4.2.2 Supporting people development 6.4 Performance tables (Personnel)
	404-2 Programs for updating employee skills and providing assistance in reassignment	4.2.2 Supporting people development

### Well-being, occupational health and safety

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	4.3 Well-being and health and safety
<b>GRI 403: Occupational Health and Safety 2016</b>	403-1 Occupational health and safety management system	4.3 Well-being and health and safety
	403-2 Hazard identification, risk assessment, and incident investigation	4.3 Well-being and health and safety
	403-3 Occupational health services	4.3 Well-being and health and safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	4.3 Well-being and health and safety
	403-5 Worker training on occupational health and safety	4.3 Well-being and health and safety
	403-6 Promotion of worker health	4.3 Well-being and health and safety



## Well-being, occupational health and safety

403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

4.3 Well-being and health and safety

403-9 Work-related injuries

4.3 Well-being and health and safety

6.4 Performance tables (Personnel)

## Diversity and inclusion

**GRI 3: Material topics** 3-3 Management of material topics

4.4 Inclusion, respect and valuing the uniqueness of individuals

**GRI 405: Diversity and Equal Opportunity 2016**

405-1 Diversity of governance bodies and employees

2.2. Corporate governance model

6.4 Performance tables (Governance)

4.4 Inclusion, respect and valuing the uniqueness of individuals

6.4 Performance tables (Personnel)

405-2 Ratio of basic salary and remuneration of women to men

6.4 Performance tables (Personnel)

## Human rights

**GRI 3: Material topics** 3-3 Management of material topics

4.4. Inclusion, respect and valuing the uniqueness of individuals

**GRI 406: Non-Discrimination 2016** 406-1 Incidents of discrimination and corrective actions taken

6.4 Performance tables (Personnel)

### Responsible supply chain

<b>GRI 3: Material topics</b>	3-3 Management of material topics	4.5 Responsible supply chain
<b>GRI 308: Supplier environmental assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	4.5 Responsible supply chain 6.4 Performance tables (Personnel)
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	4.5 Responsible supply chain 6.4 Performance tables (Personnel)

### Customer privacy

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	3.3.2 Privacy and data protection
<b>GRI 418: Customer privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and loss of customer data	3.3.2 Privacy and data protection 6.4 Performance tables (Responsible digital transition)

### Material topics not directly related to GRI disclosure

#### Business continuity and cybersecurity

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	2.4 Business continuity and cybersecurity
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#### Protecting intellectual property

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	2.5 Protecting intellectual property
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## Material topics not directly related to GRI disclosure

### Customer satisfaction and product and service quality

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	3.3.1 Customer satisfaction from product and service quality
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### Technology for humans - People-centered

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	3.1.3 People-Centered Technologies
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### Digital solutions for the community and inclusion

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	3.1.Almaviva a responsible digital transition
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### Green solutions for customers

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	3.1.Almaviva a responsible digital transition
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### Digitalization and business process efficiency

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	3.1.Almaviva a responsible digital transition
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### Innovation

<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	3.2 The innovation ecosystem
		6.4 Performance tables (Responsible digital transition)

## Topic standards not associated with material topics

<b>GRI Standard/other source</b>	<b>Disclosure</b>	<b>Reference section</b>
<b>GRI 205: Anti-corruption 2016</b>	205-1 - Operations assessed for risks related to corruption	6.4 Performance tables (Governance)
	205-3 Confirmed incidents of corruption and actions taken	6.4 Performance tables (Governance)
<b>GRI 206: Anti-competitive behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	6.4 Performance tables (Governance)

## 6.6 Audit report



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### Independent auditors' report on the Sustainability Report 2022

*(Translation from the original Italian text)*

To the Board of Directors of  
Almaviva S.p.A.

We have been appointed to perform a limited assurance engagement on the Sustainability Report 2022 of Almaviva Group (hereinafter "the Group") for the year ended on December 31, 2022.

#### Responsibilities of the Directors for the Sustainability Report

The Directors of Almaviva S.p.A. are responsible for the preparation of the Sustainability Report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative ("GRI Standards"), as described in the section "6. Annexes" of the Sustainability Report 2022.

The Directors are also responsible for that part of internal control that they consider necessary in order to allow the preparation of a GRI Disclosure of the Sustainability Report that is free from material misstatements caused by fraud or not intentional behaviors or events.  
The Directors are also responsible for defining the commitments of the Group regarding the sustainability performance as well as for the identification of the stakeholders and of the significant matters to report.

#### Auditors' independence and quality control

We are independent in accordance with the ethics and independence principles of the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) issued by International Ethics Standards Board for Accountants, based on fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality, and professional behavior.

Our audit firm applies the International Standard on Quality Control 1 (ISQC Italia 1) and, as a result, maintains a quality control system that includes documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable laws and regulations.

#### Auditors' responsibility

It is our responsibility to express, on the basis of the procedures performed, a conclusion about the compliance of the GRI Disclosure of the Sustainability Report with the requirements of the GRI Standards. Our work has been performed in accordance with the principle of "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. This principle requires the planning and execution of procedures in order to obtain a limited assurance that the Sustainability Report is free from material misstatements.

EY S.p.A.  
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Sede Secondaria: Via Lombardia, 31 - 00187 Roma  
Capitale Sociale Euro 2.600.000,00 i.v.  
Iscritta alla S.O. del Registro delle Imprese presso la CCIAA di Milano Monza Brianza Lodi  
Codice fiscale e numero di iscrizione 00434000594 - numero R.E.A. di Milano 606158 - P.IVA 00891231003  
Iscritta al Registro Revisori Legali al n. 70945 Pubblicata sulla G.U. Suppl. 13 - IV Serie Speciale del 17/2/1998

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Therefore, the extent of work performed in our examination was lower than that required for a full examination according to the ISAE 3000 Revised ("reasonable assurance engagement") and, hence, it does not provide assurance that we have become aware of all significant matters and events that would be identified during a reasonable assurance engagement.

The procedures performed on the Sustainability Report were based on our professional judgment and included inquiries, primarily with the Almaviva S.p.A. personnel responsible for the preparation of the information included in the Sustainability Report, documents analysis, recalculations and other procedures in order to obtain evidences considered appropriate.

In particular, we have performed the following procedures:

- analysis of the process relating to the definition of material aspects included in the Sustainability Report, with reference to the criteria applied to identify priorities for the different stakeholders' categories and to the internal validation of the process outcomes;
- comparison of economic and financial data and information included in the paragraph "2.1 The Almaviva Group: working together to create shared value" and in the paragraph "6.4.1 Corporate Governance" of the Sustainability Report with those included in the Group's consolidated financial statements for the year ended on December 31, 2022;
- understanding of the processes that lead to the generation, detection and management of significant qualitative and quantitative information included in the Sustainability Report. In particular, we have conducted remote interviews and discussions with the management of Almaviva S.p.A. and we have performed limited documentary evidence procedures, in order to collect information about the processes and procedures that support the collection, aggregation, processing and transmission of non-financial data and information to the department responsible for the preparation of the Sustainability Report.

Furthermore, for significant information, considering the Group's activities and characteristics:

- at Group level,
  - a) with reference to the qualitative information included in the Sustainability Report, we carried out inquiries and acquired supporting documentation to verify its consistency with the available evidence;
  - b) with reference to quantitative information, we have performed both analytical procedures and limited assurance procedures to ascertain on a sample basis the correct aggregation of data.
- for Almaviva S.p.A., that we have selected based on its activity, relevance to the consolidated performance indicators and location, we have carried out remote interviews during which we have had discussions with management and have obtained evidence about the appropriate application of the procedures and the calculation methods used to determine the indicators.

## Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Sustainability Report of Almaviva Group and its subsidiaries for the year ended on December 31, 2022 has not been prepared, in all material aspects, in accordance with the requirements of the GRI Standards, as described in the paragraph "6. Annexes" of the Sustainability Report 2022.



### **Other aspects**

The Sustainability Report for the year ended on December 31, 2021, whose figures are presented for comparative purposes, was subjected to a limited review by another auditor, that expressed an unqualified conclusion on that report on November 30, 2022.

The comparative figures presented in the Sustainability Report related to the year ended on December 31, 2020, have not been audited.

Rome, November 13, 2023

EY S.p.A.

Signed by:  
Paolo Pambuffetti, Statutory Auditor

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



Almaviva.it

