

10. HUMAN CAPITAL

We support our colleagues throughout their working lives by listening to their needs, valuing their skills, implementing training programmes and development plans, and promoting diversity, inclusion and welfare policies.

10.1 PEOPLE VALUE - POLICIES

The 2021 activity focused mainly on implementing People Management policies based on innovation, integration, listening and trust, guided by models and systems aimed at encouraging people's engagement and empowerment.

As the climate of uncertainty due to the pandemic continued, it was important for #NoidiSogei to stay close to people, listen to them with dedicated moments and spaces, focus on their experiences, help them identify a purpose in their contribution to generate new energy and motivate them to take care of their own development. They were offered skills development paths to make the exercise of their current role more effective and qualified (upskilling) and at the same time they were involved in new projects, with the aim of developing skills significantly different from those they possessed, in order to put them in a position to cover different and emerging roles in the context (reskilling). The focus on consolidating and enhancing existing knowledge and skills has continued, while at the same time implementing far-sighted policies capable of bringing new talent on board to strengthen teams and maintain a constant alignment of knowledge with the evolving needs of the market, so as to ferry institutional partners, the country and therefore citizens towards innovation.

Investment in onboarding processes ensured that new employees felt welcomed and integrated into their teams, in a situation that often prevented them from meeting and working in person, and contributed to ensuring that all employees - new and current - could build and maintain links with colleagues, nurturing a culture geared towards collaboration, sharing and integration between generations. In recent years, and in particular in 2021, the number of generations living together in Sogei has diversified considerably, each with its own expectations, values, different styles of communication, relationships and new languages. Diversity and integration thus become strengths and organisational meeting points, creating a link and synergy between generations and knowledge. This evolution is also passing through the adoption of the technologies in use, the bringing into play through new training contexts, the on-the-job training supported by specific onboarding processes involving a multiplicity of players.

Actions dedicated to leadership development have been planned in order to stimulate reflections on how to design new solutions in the organisation of the work, capable of streamlining the flow of decisions and increasing responsibility with regard to the achievement

of objectives and trust in teams. Consolidating the implementation of the Soft Skills Framework has been a key driver in raising people's awareness of the meaning and impact of our daily work on the lives of millions of citizens. The implementation of development actions linked to the *Framework* has trained people to be proactive in managing change, resilient and flexible. Each initiative presented itself as an opportunity to actively and concretely participate in building, together, the Sogei of the future.

10.1.1 **EMPLOYER BRANDING & RECRUITMENT.**

Continuing the upward trend of recent years, 2021 saw a further acceleration of recruitment processes. A significant number of selection processes were held for the acquisition of key professionals to support the digital development of partner administrations.

In the "Work with us" section of the institutional website, 14 selection notices were published aimed at identifying a total of 152 positions for the different profiles: school leaver and recently graduated apprentice staff, experienced staff and managers. In total, 951 applications were received.

Below is the breakdown by profile:

Staff notices published as of December 31,2020				
Type	no. positions	Profile	no. hires	In recruitment
Apprentice	50	School-leavers with diploma in IT	47	-
	50	recent IT graduates	10	35
Total	170		67	
Experts	4	<i>Service Designer</i> experts	4	-
	1	Legal Expert	2	-
	1	Expert in Industrial Relations and Labour Litigation	1	-
	7	Experts in Privacy and Information Security and Business Continuity	6	1
	4	Senior Procurement Specialist	-	1
	7	Cloud Architecture Experts	2	5
	2	Expert Cartographers	-	1
	18	Cyber Defence Experts		in progress
6	Experienced Engineers - Technological Systems Area		in progress	
Total	50		15	8
Manager	1	<i>Industrial Controlling Manager</i>	1	-
	1	<i>Business Line Managers</i>	-	1

Staff notices published as of December 31,2020				
Type	no. positions	Profile	no. hires	In recruitment
Total	2		1	1

The personnel recruitment and selection process, based on the principles of transparency, open publication and impartiality as provided for by current legislation, responded in a timely, proactive and targeted manner to the needs expressed in the implementation of the evolutionary path provided for by the 2021- 2023 Business Plan, also in response to the new contingent scenarios of the National Recovery and Resilience Plan and the National Strategic Hub.

We continue to invest in the acquisition of young talent, through selection processes for school leavers and recent IT graduates to support the technical areas. The recruitment of recent Corporate graduates to support staff areas was also completed. A total of 128 people were recruited on professional apprenticeship contracts, consolidating a fruitful intergenerational alliance.

The new Partnerships acquired and the new projects implemented required, through the introduction of a large number of Solution Designers, Solution Architects and System Analysts, a wide-ranging reinforcement of the professional skills both in the design of solutions and in the architectural, system and application fields.

Of particular importance was the holding of a recruitment process dedicated to the acquisition of professionals in the Cloud area, such as Cloud Solutions Architects and Cloud Transformation Architects, in order to support the transition processes to the Cloud, of strategic importance for the Company and for the Country System.

The recruitment also worked to strengthen the areas of cyber security and protection of managed data, through specific selection processes dedicated to professionals specialised in Information Security, Business Continuity and Cyber Defence. At the same time, the company's expertise in personal data protection was strengthened by bringing in privacy experts.

The consolidation of the skills needed to support the PA in making strategic choices continued, with the addition of further experts in macro-econometric models and statistical analysis. As an impetus to the INIT project - New Public Accounting Management Information System -, i.e. the new integrated system that the State General Accounting Office is setting up to support the accounting processes of public administrations, experts in SAP were recruited.

In addition, the selection process for the recruitment of experts in European Structural and Investment Funds was completed, whose important contribution enabled the achievement of the first challenging objectives of the National Recovery and Resilience Plan.

In order to continue consolidating specific areas of expertise and ensure comparison and contamination with the external market, 2 managers were recruited and the recruitment of an additional manager is planned for 2022.

In 2021, a total of 306 people were hired.

Below is the breakdown by profile:

Recruitments by profile	
Apprentices	Number
recent IT graduates	70
Recent Corporate Graduates	11
School-leavers with diploma in IT	47
Total apprentices	128
Experts	Number
IT Experts Architects	2
IT experts and Cyber Security Specialist	1
Macroeconometric Model Experts	4
Solution Designer Experts	124
Solution Designer SAP Experts	8
Open Systems Engineering Experts	4
Windows, Linux and Citrix platform experts	3
Security Systems Engineering Experts	4
SAP Technical Architect Experts	2
Structural Fund Experts	9
<i>Service Designer</i> experts	4
Legal Expert	2
Industrial Relations and Labour Litigation Expert	1
Experts in Privacy and Information Security and Business Continuity	6
Cloud Architect Experts	2
Total experts	176
Manager	Number
Customer Solution and Platform Manager	1
<i>Industrial Controlling Manager</i>	1
Total managers	2

As part of the employer branding activities, actions to enhance the brand and attract young talent were strengthened, through the creation of numerous opportunities for dialogue and discussion with the academic world.

During the year, meetings were held in some of the main Italian universities for workshops presenting the Company and the selection process.

In addition, with a view to increasing external awareness of active projects in the Company and enhancing the value of the existing people and skills, two workshops were held to disseminate information on project areas of national importance, such as "The Covid-19 Green Certification" and "Machine Learning, IoT, Robotics and Artificial Vision at the service of the Citizen eXperience".

Participation in employer branding events continues to be a profitable opportunity for enhancing the social role of the Company, as it enables it to satisfy the need for training and orientation in young people, providing useful resources for entry into the world of work.

The range of employer branding activities was further diversified through the implementation of a brand ambassador programme: 7 in-house STEM professionals were selected to become Role Models, inspirational figures in the orientation of young students.

The brand ambassador programme is part of a broader framework of initiatives to reduce the school-to-work gap, promoted by partner organisations such as the Elis Consortium for Higher Vocational Training.

The commitment to consolidate a network with the university world continues, through a significant increase in the number of agreements signed with the main Italian universities for the activation of curricular internships and the performance of training and research activities on subjects of common interest.

Specifically, the following new Agreements were activated during the year, in addition to those already in place: European University of Rome, Turin Polytechnic, University of Rome - Tor Vergata, University of Modena and Reggio Emilia, University of Salerno, Framework Agreement with the Department of Economics - University of Roma Tre.

Within the framework of the Agreements, curricular internship projects managed entirely remotely with students from partner universities were finalised.

10.1.2 TRAINING AND SKILLS DEVELOPMENT

The strategic lines that guided the *People Development & Learning* actions are anchored in the idea that knowing, consolidating and evolving human capital means investing in the creation of long-term value through training methods that combine traditional training, micro learning, the ability to transfer knowledge through on-the-job training and targeted development actions. In particular, to meet constantly changing learning needs, traditional synchronous training is flanked by new digital tools and technologies, through the launch of Sogei's Digital Learning

GRI 404-1
GRI 404-2
GRI 404-3
PVF-1
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portal, Ready2Learn. The innovation was not only in terms of training places and methods, but also in terms of learning strategy based on a conscious and proactive approach to development, also thanks to the disintermediation and freedom of access to external training platforms and to valuable content produced by internal competence centres.

Responsibility, proactivity and participation were the cornerstones that also guided the onboarding process, which was a moment of growth and transition not only for new colleagues, but for the entire Sogei community. Thanks to the different lines of activity included in the reception process, the entire organisational community got involved, on the one hand to welcome people and knowledge, and on the other hand to convey the sense and warmth of #NoidiSogei. A cohesive community, aware of its role in generating positive impacts on the country's digitisation process, which shared its point of view and the way it perceives the company and its working environment in an *eXperience Survey*: a space dedicated to listening and identifying the areas of work in which to invest to ensure continuous improvement.

The investment in new training modalities was accompanied by the consolidation of more traditional development modalities that were nevertheless revised during the pandemic, such as paths oriented towards the development of soft and leadership skills and technological, specialist and regulatory skills. In the technological field, investments were also made in an "ambidextrous" manner: on the one hand, focusing on technologies and products emerging on the IT market, and on the other hand, on the evolution of the company's existing technological assets, with a particular focus on the introduction of the cloud.

The decision to modulate training according to training contexts, access modes, content and areas has found consistency during this year dedicated to skills investment, with 34% more training hours provided than in 2020.

10.1.3 ONBOARDING: EXPERIENCE & TRAINING

The considerable effort made in terms of acquiring new talent from the market, has seen a continuity of investment in ensuring a consistent and effective onboarding process with the aim of accelerating the inclusion of the new recruits, and conveying to them the Mission and Vision of #NoidiSogei, so building a high level of engagement. The entry of the new colleagues was a factor to be taken into account, also due to the continuing pandemic and therefore the new need to work remotely. Strongly customised by entry profile (including new managers), the onboarding process includes several lines of activity: an *eXperience* course for all new recruits, tutoring and mentoring processes based on entry profiles, as well as dedicated training plans.

The *Employee eXperience* path is characterised by an immersion in the Sogei context, which includes, on the first day in the company, the delivery of a branded kit, and then continues in an inclusive path of discovery of the company, ranging from a series of newsletters received by e-mail in the initial period, to ad hoc meetings dedicated both to corporate obligations and to

deepening the knowledge of the context through thematic meetings on internal processes, systems, models and working methods adopted. In order to offer a global overview of Sogei and to underline the value of this and of the cross-sectional knowledge of the context, the meetings involved both the Directors and CEO Andrea Quacivi, proving the importance and closeness that #NoidiSogei assigns to its people. This year's 71 meetings were attended by more than 300 new recruits (experts, recent graduates and school leavers) for a total of 22,972 hours. The meetings were structured in virtual mode, with an initial in-depth part and a Q&A part to provide space for getting to know each other and sharing.

All recent graduates and school leavers were involved in the Tutoring process whereby each apprentice is supported by an HR Tutor and a Technical Tutor during their 30-month apprenticeship. Over the years, this process continued to prove its effectiveness and functionality in accelerating knowledge and integration into the company context: the usefulness was also strengthened by the perception of closeness and care that the apprentices experienced during a year in which work was mainly remote. 2021 saw more than 70 new Technical Tutors join the Tutor community, which now numbers 229 (technical and HR). Each Tutor, at the beginning of his new mandate, is offered dedicated training, oriented to stimulate awareness and enhancement of the role of continuous support and listening to the youngest employees, with the aim not only to guide their growth by conveying know-how and knowledge of the context, but also to strengthen the value of integration between different generations. In this training course, the attention devoted to the dissemination of the feedback culture, which Sogei has been investing in for several years, is particularly important. In 2021, 87 days were dedicated to the "Objectives and competences of the tutor role" and 22 to the "Giving and receiving feedback" course. Overall, in 2021, the mentoring process envisaged 1,389 (individual and/or group) mentoring meetings with apprentices for a total of 1,898 hours.

To promote, share and disseminate the importance of this process as a moment of growth and generational integration, virtual plenary meetings were also organised. The "Celebrating NoiTutordiSogei" meeting involved more than 200 Sogei Tutors and their Managers, who spoke of what they had gained from this experience in terms of their own development. In addition, the 84 recent graduates who completed their apprenticeships in 2021 participated, together with their tutors and managers, in dedicated meetings to celebrate their growth and the value created.

To support all the apprentices in their first months in the company, the figure of the *Buddy* is also envisaged: a peer who has gone through the same experience and who can, together with the technical and HR tutor, provide support and guidance on different aspects of company life, as well as encouragement and useful resources for understanding the organisational culture.

The induction process envisaged for newly recruited experts is the Mentoring process, which is taking on a dual strategic value in Sogei: on the one hand, to facilitate the rapid integration of

new experts and their experience and skills by providing information on the new organisational context; on the other hand, to enhance the experience, knowledge and strategic vision of Sogei's senior figures (the Mentors) by providing them with useful tools to guide their new colleagues. This year 104 Mentors were trained in addition to the previous ones, making a total of 197 corporate Mentors.

Previous Mentors were offered follow-up days, totalling 328 training days. Mentoring courses are organised with a solid methodology that enables the transfer of domain and context information to the Mentored employee in a short time and in a flexible and personalised way.

With a view to achieving continuous improvement, this year the onboarding process was enhanced with a Survey on the monitoring of the onboarding process of new recruits, carried out periodically in order to govern its progress over time. This tool, alongside the listening sessions planned during the various initiatives, is intended to strengthen the line of constant dialogue between HR and new colleagues in order to enhance their contribution and facilitate their integration into the company.

The onboarding training process was also characterised by soft skills development, carried out in-house and led by certified in-house coaches. All new recruits are invited to participate in SogeiN Communication, a Group Coaching session on Effective Communication that aims to enhance a skill that is essential for communicative clarity and the establishment of collaborative and trusting relationships. This year, 350 training days were delivered with a total of 313 participants. Instead, the Proactivity initiative is dedicated only to apprentices, a collective (Apprentices, Technical Tutors and HR Tutors) and interactive meeting designed to stimulate an open and interactive dialogue between the "tutored" and the Tutors, and to invite new recruits to be proactive and innovative right from the first months of their induction. Another cross-cutting objective of these activities is to allow participants to get to know each other, compare notes and network. 90 training days were provided to a total of 239 participants.

All recent graduates and school leavers were involved in training courses on technical and methodological skills designed according to their profile. In particular, the training for the recent IT graduates who entered in 2021, was structured in several areas:

- seminars delivered by in-house teachers on specific topics involving 57 new recruits for 232 days of training on IT issues and methodologies and approaches used in Sogei;
- courses aimed at providing an overview of the principles of Project Management according to the Project Management Institute (PMI) for over 41 IT and recent Corporate graduates over 70 days;
- self-study courses on MOOC platforms to increase their skills in Programming Languages and Databases.

In 2021 too, the IBM zLAB dedicated to new school leaver recruits (around 80 in the last 2 years) was also organised: an 872 man-day course that provided an immersive experience on the IBM z systems and COBOL programming, alternating classroom and self-study.

The newly appointed managers were also involved in a dedicated onboarding eXperience, with the aim of offering them support in managing their new role in an inclusive and effective way. TheeXperience offered new managers an immediate overview of the organisational levers that are functional to their role, and involved them in a process with different interaction methods: an initial welcome newsletter was followed by an individual meeting with HR on their development path, and then they were involved in a series of virtual meetings to share topics of interest (People Development, Economic Management, Personnel Administration, Compliance and Privacy) and to discuss matters in depth with the Directors and CEO. In 2021, 19 newly appointed managers were involved in theeXperience. In parallel, management training was offered to provide operational and development tools to 16 2nd level managers. Once again this year, 10 participants in the Future Leadership Development course, as part of the TDCS, took on a managerial role within the company's organisational structure.

10.1.4 EXPERIENCE SURVEY

An important collective moment of sharing and listening was the *Experience Survey*: a survey that opened up a space for reflection on our work experience, on how we relate to the environment and to each other, on our daily approach to activities, on the value of our Company in the social context in which we live. The initiative was launched by sending out an anonymous questionnaire to all employees, in order to allow greater, unconditioned freedom of expression.

An important moment of listening and feedback, the *Experience Survey*, with more than 80 questions, covered 5 thematic areas: Purpose and Sense of Work, *WorkingSmart*, Achieving Together (with Colleagues), Achieving Together (with Managers), Development and Incentives.

A total of 1,451 people responded to the survey, representing 67% of the company population.

Of the main results, 96% of respondents showed a strong sense of belonging to the organisation and awareness of Sogei's strategic and institutional role in the country system, and 87% were proud to be part of it. 86% of the total respondents offered their own innovative contribution to the company, on some topics they considered particularly important (e.g.: Promotion and dissemination of an innovation-oriented culture, Dissemination of an open and inclusive culture and others). They are scheduled to be directly involved in 2022 in some specific initiatives.

The answers offered by the participants, both to closed and open questions, were, already in 2021 and will be in the near future, functional to the design of development actions and initiatives aimed at achieving continuous improvement. Notice of these initiatives and projects

is regularly provided through the updating and publication of the *Experience Survey Roadmap*, an infographic that highlights their connection with the 5 thematic areas of the survey.

10.1.5 DEVELOPMENT OF SOFT AND LEADERSHIP SKILLS

The SoftSkills Framework, launched in September 2020, was the common thread running through the development paths designed and delivered throughout the year. The communication plan aimed at disseminating the values of the *Framework* has been updated and conveyed through actions differentiated by channel (intranet, Yammer, digital learning platform, newsletters, workshops) and content (texts, infographics, videos), with the aim of reaching all Sogei people in a direct and effective way.

In promoting the initiatives linked to the *Framework*, the integration between the professional development tools has been constantly enhanced, increasingly enhancing the effectiveness of the synergy and integration with the Skill Map (dedicated to mapping skills and knowledge) and Logbook (dedicated to the periodic survey of skills) tools, which have been integrated with the *Framework*. In 2021 the following were organised, respectively: 8 workshops on the *Framework*, 4 on the Skill Map and 5 on the Logbook, with a total of more than 1,500 participants. These meetings are free to attend and are intended to inform new employees about the value and use of these tools for professional development, as well as to update the entire population on their evolution. In particular, this investment in communication and awareness has seen this year: 67% of objectives shared between different structures out of the total objectives, 87% of employees offering their feedback to the manager, with an average distribution in the company of 4.16 on a scale of 1 to 5.

In designing and implementing development paths aimed at offering the opportunity to explore the clusters of the *Framework*, particular attention was paid to the three new soft skills particularly crucial for Sogei and observed in the Logbook, on which people were invited to self-assess in the Skill Map: Pushing innovation, Curiosity, Collaboration in the relationship.

In continuity with the 2020 project lines, on the themes of innovation and curiosity, 124 people were involved in the "*Into The Brain*" course for a total of 310 days. The new "1+1=4" course was aimed at exercising the "Collaborating in relationships" competence of the "Achieving Together" cluster and involved 101 participants for a total of 202 days: it offered ideas and stimuli for individual improvement of one's ability to collaborate, spreading "agile" organisational logic and a new approach to working in teams with heterogeneous skills. Moreover, starting from the needs identified internally, the *Problem2Vision* initiative was designed, aimed at developing some cross-cutting skills in the *Framework*, referring to the cognitive area and in particular to problem solving, which involved a total of 79 people in a one-day training course.

Among the activities related to the *Framework* competences, the *Coaching Time* initiative was particularly relevant: spot sessions of individual coaching on objectives proposed by the

Coachees and Group Coaching in small groups, led by internal coaches. The aim of this line of activity, opened in 2020, was to continue to offer support in a complex pandemic period, through the freedom to draw on individual Coaching, as a way of developing and overcoming personal obstacles, and thematic Group Coaching, to understand, study in depth and develop the area of the *Soft Skills Framework* related to Working on the Self. These meetings, open to all employees and freely bookable, were attended by 83 people.

The year 2021 was characterised not only by investment in development projects focusing on the Soft Skills Framework, but also by the continuation of the Sogei *Training and Development Centre* (TDCS) aimed at promoting leadership based on the ability to face challenges and lead change, in a context of continuous evolution. The overall objective of the project is to continue investing in skills and organisational behaviours aimed at providing the current and future generation of managers with the necessary support to effectively carry out their role in order to be increasingly influential and accountable, and so continue to lead the Company and all stakeholders towards the objectives of the new strategic plan that sees Sogei as a key partner in the process of growth and digitisation of our country. In particular, the initiatives involve several clusters and lines of action: Directors, 1st and 2nd level Managers, Future Leadership Development, Talent Lab and, new for 2021, *Let's Selfie*.

The three-year project "TDCS... in action" continued, involving all managers in the structure, including Directors as "ambassadors" for a total of 135 participants, with the aim of fostering discussion and cohesion as well as the development of membership in the context of the dissemination of the Sogei Identity. The course offered the opportunity to train inspirational communication and integration through the identification of cross-cutting project lines of common interest to be implemented at a concrete level through action plans.

For the cluster "Future Leadership Development", 85 professionals were involved who had previously been identified as having distinctive characteristics that could potentially guarantee widespread future leadership. The course offered moments of interaction and guided reflections, in a group dimension but with an individual focus on what was identified and elaborated at the end of the first intervention in 2020 to stimulate greater self-awareness and encourage learning in an organisational key, in terms of roles, responsibilities and future challenges.

In 2021, a new edition of the "Talent Lab" was launched for 66 participants, aimed at identifying and supporting high-potential people in their development process within Sogei. The aim of the course was to provide techniques and tools to raise awareness, maximise strengths and strengthen weaker skills. For managers, additional tools (e.g. The *CoachGuide* for Managers) were made available to strengthen their role as partners in people's development.

During the year, a new line of activities 'Let's Selfie', dedicated to the 'new joiner' cluster, was also launched: 84 junior resources at the end of their apprenticeship. The guiding logic of the

intervention was to integrate a moment of awareness creation about one's own distinctive characteristics with a moment of development and self-learning. The development intervention gave people a 'snapshot' depicting their distinctive characteristics, personal style and level of engagement, aimed at providing young colleagues with new tools and greater self-knowledge. The further objective was to identify development "tracks" in order to invest immediately in a targeted professional and personal growth path, in terms of proactivity and empowerment.

10.1.6 DIGITAL LEARNING: FOR A NEW LEARNING STRATEGY

Aware that human capital is a key element for the creation of a competitive edge and for the achievement of business objectives, Sogei considers it essential to invest in new learning technologies and in the promotion of training paths for its staff, identifying training as a key factor to ensure the continuous development of professional and personal skills and to make the most of each person. In this field, this year the *Lifelong learning* which represents the guiding principle of the 2021-2023 Three-Year Plan has gradually been strengthened: the person is responsible for everything they learn, for the way they learn and the context in which they choose to achieve their growth, managing knowledge critically and functionally.

Reinforcing this concept, July 2021 saw the launch of theReady2Learn (R2L) digital learning place: the training hub for responding innovatively to people's development needs by making content and paths immediately available. It is a virtual and dynamic learning place where you can quickly access live sessions, digital pills, MOOCs, partner platforms, at any time and from any device. There are currently more than 10,000 pieces of training content and 7 external platforms to access: Coursera, Eduopen, MongoDB, Microsoft Azure, Salesforce, Learning Smart, HRC. In addition to external resources, R2L is divided into thematic areas connected with some of Sogei's internal competence centres: the aim is to capitalise on the experience and internal competences of people who are real points of reference both internally and externally, by offering training resources for agile working, *customer eXperience*, accessibility, metrics, IT security and privacy.

The Hub is being continuously upgraded and a significant increase in the services offered is planned for 2022. From July to December 2021, in just six months, 2,235 unique hits were recorded, equal to about 89% of the company's population.

10.1.7 TRAINING FOR THE DEVELOPMENT OF TECHNICAL, METHODOLOGICAL AND SPECIALIST SKILLS

Against this backdrop and in the continuing emergency context of the Covid-19 pandemic, technology training has also been reshaped, providing employees with training in virtual classrooms. In line with the business objectives and strategic guidelines, by increasing core specialist skills and those oriented towards technological innovation, the training was focused on the emerging technologies and products in the IT market and on the evolution of the

technological assets already present in the Company, with a focus on the introduction of the Microsoft Azure cloud. The other main areas of intervention are listed below: ITIL, Oracle, Microsoft, Java, IBM, Red Hat, React JS Framework, VmWare, SAS, PHP. There were numerous participations in international seminars and external events, also thanks to the showcase of events, webinars and free access courses created on the Yammer-Ready2Learn channel.

During the year, investment in specialist and methodological training continued, characterised by the enhancement of in-house skills, disseminated by actively collaborating with the company's competence centres and seizing the opportunities offered by the new Ready 2 Learn digital learning platform, collaboration tools (MS Teams) and the Yammer thematic channels managed in the Communities. The thematic areas covered by the offer of new training formats and contents were: Software measurement metrics, Agile principles and frameworks, Accessibility and *Customer experience*.

In 2021, the initiative dedicated to the principles of *Agile Change Management*, launched in 2020 and aimed at managerial roles, was completed, with workshop sessions dedicated to the heads of corporate areas. The aim of the workshops was to disseminate knowledge of agile, empirical, iterative and interactive methodologies, which enable the adoption of new operating methods to optimise our productivity and quality and prepare us to respond to our clients' demands for innovation. The discussion on the principles of the Manifesto and the soft skills of Agile working, on the main frameworks adopted in the organisation of work, with an in-depth study of *SCRUM* through case studies and moments of practice supported by the use of tools, has been a stimulus to introduce a new approach in the management of internal processes that has also seen the creation of two workshops open to all Sogei staff.

The maintenance and renewal of professional certifications was ensured, which also increased as a result of the inclusion of new experienced staff, and 47 people successfully completed the internal qualification process for the role of Accessibility Technical Expert (ETAC). Of the 1,042 professional certifications, there was an increase in 2021 in certifications related to skills typical of Agile frameworks (Scrum Fundamentals Certified, Advanced Certified ScrumMaster), the Cloud (Microsoft Certified Azure Fundamentals, Microsoft Certified Azure Administrator Associate) and IT security (Certified Information Forensics Investigator).

A further area of investment was in raising awareness of Data Protection, Information Security and Cybersecurity issues. The aim was to strengthen the skills of Sogei's staff to prevent and counter risks related to the processing of personal data and security more generally. In this respect, courses on the topics were provided during 2021: "Security and privacy in the era of Cloud Computing", "Transfer of personal data outside the EU and reference legislation", "European Regulation & Privacy Code", "Video surveillance, geolocation in the context of GDPR and the provisions of the Privacy Guarantor". Moreover, the commitment to provide training of a compulsory nature continued, in order to ensure the dissemination of standards and conduct

provided by corporate policies and regulations provided in asynchronous mode, in particular:

- all newly recruited staff attended the General Data Protection Regulation (GDPR) and Whistleblowing courses,
- all employees were trained on Sogei's 'MOG and PTPCT' in implementation of the Organisation and Management Model (MOG) and the three-year Corruption Prevention and Transparency Plan (PTPCT), aimed at disseminating and strengthening the culture of ethics and legality in every company environment.

10.1.8 TRAINING NUMBERS 2021

The year 2021 was totally characterised by training on online channels. The great capacity to convert pathways to digital mode undertaken in 2020 was further strengthened by the launch of the *Digital Learning Place - Ready 2 Learn*.

In terms of the trend over the last four years, this year the number of hours of training provided has increased by 34% compared to last year and by 12.6% more than in 2019, offering a more effective learning setting through the virtual mode, also enhanced by the new learning strategy. In the area of security and data protection, 45 training events were provided for a total of 5,342 training hours.

Profile (hours)	Women	Men	Total
Managers	220	364	584
Middle Managers	1,756	2,016	3,772
Employees	4,904	6,140	11,044
Soft Skills Training - Total	6,880	8,520	15,400
Managers	64	140	204
Middle Managers	400	312	712
Employees	1,072	1,676	2,748
Regulatory Training - Total	1,536	2,128	3,664
Managers	188	228	416
Middle Managers	1,576	2,364	3,940
Employees	6,228	7,292	13,520
Specialist Training - Total	7,992	9,884	17,876
Managers	-	-	-
Middle Managers	588	992	1,580
Employees	6,956	22,980	29,936
Technological Training - Total	7,544	23,972	31,516
Managers	472	732	1,204
Middle Managers	4,320	5,684	10,004

Profile (hours)	Women	Men	Total
Employees	19,160	38,088	57,248
Total Training	23,952	44,504	68,456

	2021		
	Women	Men	Total
Managers	18	28	46
Middle Managers	165	198	363
Employees	482	808	1,290
Total	665	1,034	1,699

In line with Sogei's long-standing focus on the development of its people, this year too Sogei has confirmed the equal involvement of resources, both in terms of contract type and gender, in training courses.

Average hours of training 2021	Women	Men	Total
Managers	23.60	22.88	23.15
Middle Managers	21.93	19.33	20.37
Employees	27.57	31.61	30.13
Total	26.26	29.07	28.02

Average hours calculated on the headcount value as at 31/12/2021

10.2 PEOPLE VALUE - THE DATA

10.2.1 SIZING AND GENERATIONAL VALUE

At 31 December 2021, the Sogei population amounted to 2,443 people, all hired with permanent contracts. A part of the company population, 247, are young people in apprenticeship training, approximately 50% of whom were hired in 2021.

Around 80% of the company population works in the areas that operate with a direct impact on the business, including roughly 62% in application solutions development directions, while the remaining 38% work in the area that acts as a technology hub.

The data on the size of the company population, in the following table, are also expressed in Person Years (p/y) to take into account the correct representation of the workforce throughout the year.

Workforce	2021	2020
Employees	2,443	2,210
Person years	2,319.7	2,163.7

Compared to the figure shown at 31/12/2020 from the point of view of the total number of employees, there was an increase of more than 10% (instead of the 3% observed in the ratio from the even earlier year), which was accompanied by an equally robust increase in the person-years indicator, after the slight decrease observed in 2020 due to the dilution of recruitment processes, and resulting from the implementation of the stringent measures to combat the Covid-19 pandemic.

Another interesting view of the workforce is given by the analysis of the company population based on the breakdown by gender and by hourly classification in terms of part-time and full-time. In December 2021, approximately 2% of the company population benefited from part-time work; of these around 92% are women.

Workforce as of 31.12.2021	Women	Men	Total
<i>Part time</i>	24	2	26
<i>Full time</i>	888	1529	2,417

An interesting aspect, which emerges in the analysis highlighted below, is given by the trend of change in the workforce in terms of composition by gender, age, educational qualification and professional positioning that is recorded in the three-year period.

The Generational Value project launched in 2018 was the main driver of the changes observed in Sogei's workforce. The project, aimed at updating technological and managerial skills, makes it possible to renew the company population by containing the relative cost of labour. This turnover of skills is achieved by hiring recent graduates, school leavers and experienced staff; it is noted that, compared to the hiring process that took place in 2020, there has been an increase of over 100%, which has been accompanied by a simultaneous incentive for employees with high seniority to leave. In 2021, adherence to the redundancy plan continued, also thanks to the benefits of the implementation of the so-called "quota 100" pension legislation.

The table below and in the next paragraph shows the results of the last few years with evidence of the personal data groups involved, broken down by gender. During 2021, a total of 306 joined the company and 73 left. Of the 76 who left, 17 left voluntarily, 54 for retirement and 2 for other cases. The overall turnover rate is 15.5%.

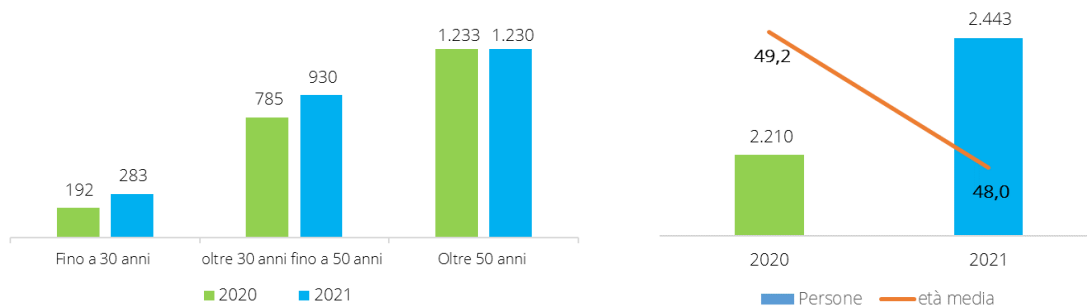
Generational Value - Data as at 31/12

Recruitments	2021			2020		
	Women	Men	Total	Women	Men	Total
Up to 29 years	42	90	132	35	82	117
From 30 to 50 years	37	134	171	9	13	22
Over 50 years	2	1	3	1	2	3
Total	81	225	306	45	97	142

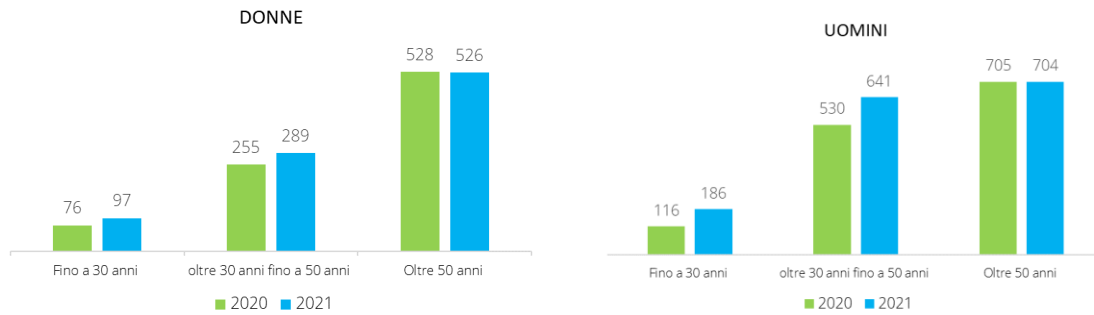
Terminations	2021			2020		
	Women	Men	Total	Women	Men	Total
Up to 29 years	4	6	10	3	8	11
From 30 to 50 years	2	6	8	2	5	7
Over 50 years	22	33	55	19	39	58
Total	28	45	73	24	52	76

The impact of recruitments and resignations is evident by analysing the evolution of the workforce in terms of age.

Workforce evolution by age groups, average age



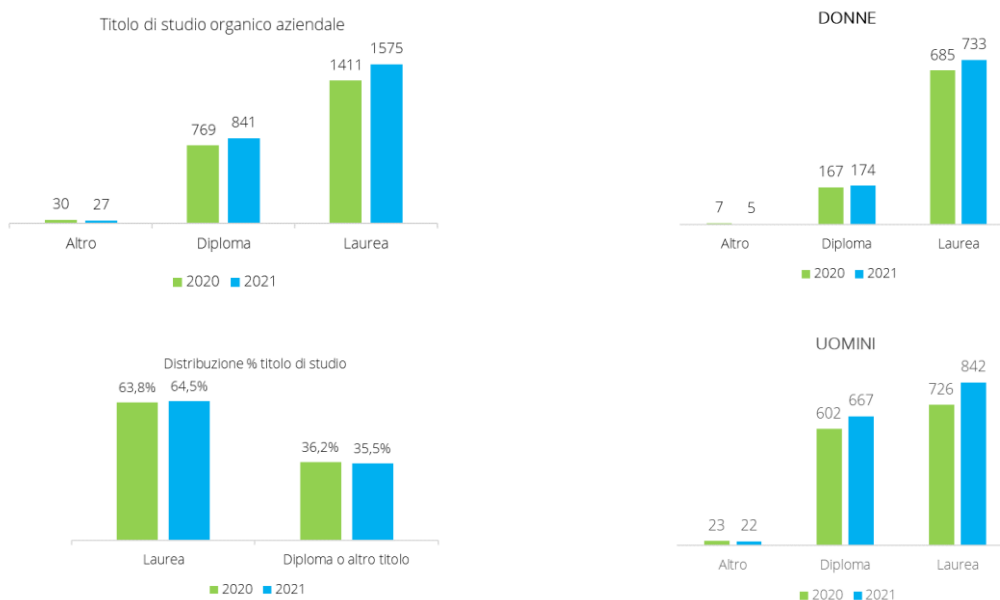
Workforce evolution by gender



The Sogei population is largely made up of personnel over 50 years of age, currently equal to 50% of the total company population, a drop compared to the 56% observed in 2020. 39% of these are over 55. On the other hand, the percentage of employees under the age of 30 appears to be growing, thanks to the turnover, (from 9% of the total in 2020 to 11.5% in 2021). The recruitment policies undertaken are aimed at gradually reshaping a corporate structure whose age can be explained by looking at Sogei's industrial history, which has historically been characterised by a low turnover in past years. Given this composition, the average age remains high, although it shows a decreasing trend, as a result of the entry of new staff: if in 2019, with the same number of staff, the average age was just under 50 years old, dropping to 49.2 in 2020, in 2021 this indicator showed a value of 48.

This confirms how the implementation of the Generational Value project, launched in 2018, is allowing a gradual reversal of the trend with respect to the natural increase in the average age, in fact allowing the start of a path to redefine the distribution of the workforce between age groups, and increasing the population in the under 50 range.

% Distribution by educational qualification



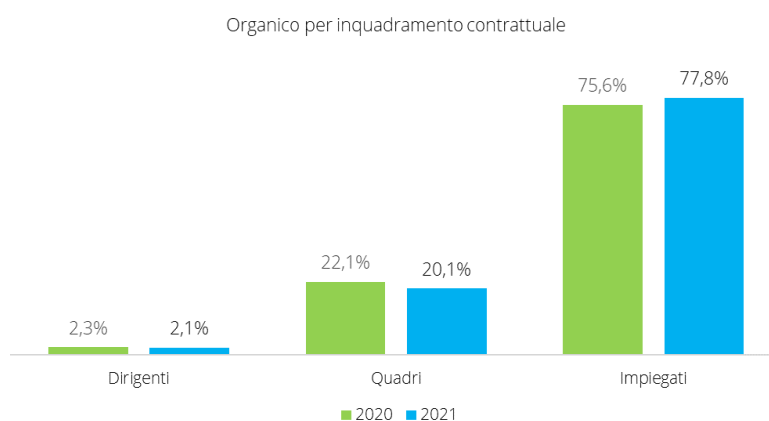
If we analyse the data relating to the distribution of the population by educational qualification, also in this case the effects of the Generational Value project are evident. In fact, while the overall workforce increased, there was a percentage increase in the 'university degree' cluster (64.5%) and a simultaneous decrease in other qualifications: this scenario stems from the resignation of non-graduate staff, accompanied by the aforementioned hiring of new university graduates or experts with high skills and training.

Distribution by contractual classification and role

	2021			2020		
	Women	Men	Total	Women	Men	Total
Managers	20	32	52	20	30	50
Middle Managers	197	294	491	199	290	489
Employees	695	1205	1,900	640	1,031	1,671
Total	912	1,531	2,443	859	1,351	2,210

From the point of view of the composition of the workforce by contractual category (manager, middle manager and office worker) and role in the organisational structure, the distribution of the population has evolved as shown in the following graph; the 2021 recruitments, which

mainly impacted office workers, show their effects on the percentage occupied by this category but also in terms of a slight decrease in the percentage number for figures with a higher contractual grade



Regarding the analysis by role, it must be considered that since 2018 the company has embarked on a path of profound renewal of the organisational structure and, although the incidence of managers compared to the population is almost stable in the context of an increase in the overall workforce (approximately 6% in the three-year period 2019-2021), a trend that represents the transition of the managerial structure - in terms of the contractual section - towards a higher growth in the presence of middle managers (from 61% in 2018 to 65% in the last two-year period) is confirmed as being higher than the management figures and also a decrease in the average age (from around 55 years in 2020 to roughly 54 years in 2021).

10.2.2 EQUAL OPPORTUNITIES AND WORK LIFE BALANCE

The Sogei personnel management policies are exercised in compliance with equal opportunities in all phases and for all aspects of the employment relationship, avoiding any form of discrimination that may derive from differences not only of sex and age but also of health status, nationality, political or religious opinion. As evidence of this, it is emphasised that in 2021 no episodes of discrimination of any kind were detected.

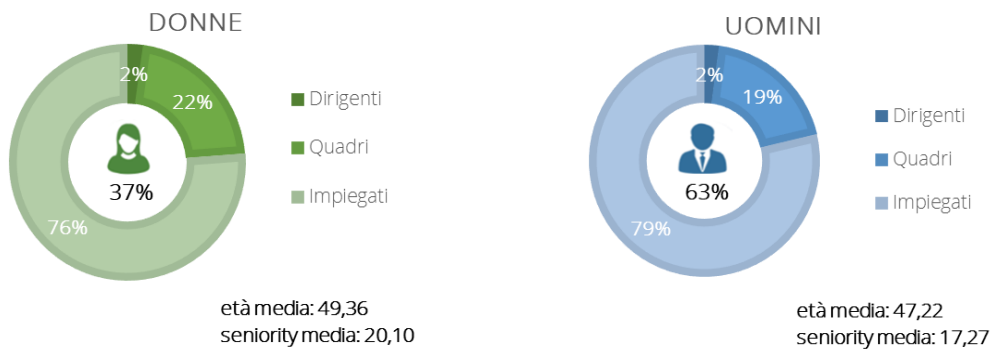
Diversity is a value and, in particular, gender diversity is a resource for Sogei's development. As evidenced by the data reported here, the presence of women in Sogei is significantly lower than that of men; although for 2021 the most marked percentage increase concerns the male population (also in view of the preponderance of male candidates - about 70% of total applications received - who responded to calls for applications), a steady increase in the percentage of women is observed.

GRI 401-3
GRI 405-1
GRI 406-1

	2021	2020
women	4.7%	0.8%
men	8.8%	-1.0%

A first interesting element of analysis is that the distribution by gender of the contractual framework confirms the trend of substantial equity between the two genders, as does the average age and seniority of the company.

% Distribution by gender and by category



Focusing on managers and middle managers, in recent years there has been a gradual increase in the number of women, who, if compared to the respective company population by gender, now appear to hold this role at a slightly higher percentage rate than the corresponding male population (24% of women managers and middle managers compared to the total number of women in the company, compared to 21% of male colleagues). The data shown proves Sogei's sensitivity in respecting equal opportunities. This aspect is also confirmed for 2021 as, from the analysis of the salary elements, it appears that, as in previous years, the ratio remains equivalent for the same cluster. Focusing further on the management structure alone, the number of women assigned a role in the organisational structure drops from 57 to 55 while the number of men rises from 85 to 92.

Manager	2021	2020
women	55	57
men	92	85

In terms of operational headquarters, the majority of the population (around 84%) work at the offices in Via Carucci (South Rome), while the remaining 16% is equally divided between the

Rustica office (East Rome) and at the premises of customers. In addition, approximately 5.3% of the population joined the remote working from home project which involves returning to the office for one or two days.

Sites	2021	2020
Via Carucci	2,049	1,878
La Rustica	279	154
Customer sites	115	178

From March 2020, in line with the provisions of the various Ministerial Decrees entered into force to cope with the Covid-19 emergency, an increasing percentage of employees was progressively placed in agile work, resulting in a complete reorganisation of remote work for all company workers (with the exception of those whose presence was necessary for running of the on-site systems); in order to minimise the number of employees in the company, the shift system was temporarily revised

With reference to parental leave, in 2021, 771 people, of whom 249 women, had the right to take both compulsory and optional parental leave (including the extraordinary one provided for by the decrees to combat Covid-19). The number of those who took advantage of periods of abstention was a total of 89 employees; of these, 49 (of which 18 female employees) took advantage of the compulsory leave while those who took advantage of the optional leave numbered 40 (of which 36 women); at the end of the period of abstention from work, a return and retention rate of 100% was observed.

10.3 TOTAL REWARD

Sogei manages remuneration policies in a *Total Reward* perspective. This approach is also implemented by adhering to the guidelines of the industrial associations and of the reference market. Sogei's remuneration policy has always been attentive to the principles of:

- internal fairness: remuneration must be consistent with the role held, with the responsibilities assigned to the person and with the skills and abilities demonstrated;
- competitiveness: the salary level must be balanced with respect to the reference market;
- meritocracy: the results obtained are linked to a reward system.

In line with current transparent communication practices, and in order to increase employee awareness of the offer received, in December 2021 a personalised document called the "Total Reward Statement" was made available to the entire company population, which values and

details the total remuneration received in 2020, including all the elements that characterise it, including the non-monetary benefits and services that the company makes available.

The Performance Bonus (intended for all personnel, with the exception of managers) and the MBO system (intended for all managers) are important tools of the compensation model. These tools reward staff who have contributed to the achievement of corporate objectives in terms of revenues, productivity, compliance with service levels and cost containment in compliance with the regulatory-regulatory framework focused on the sustainability of costs and results over time.

The reward system, consisting of ad hoc interventions on fixed or variable remuneration, allows the professional and remuneration growth of employees who have distinguished themselves for results, commitment and potential.

In addition to the welfare initiatives provided for by the relevant national collective bargaining agreement, the company activated budget initiatives for flexible benefits during the supplementary negotiation (agreement signed in March 2019):

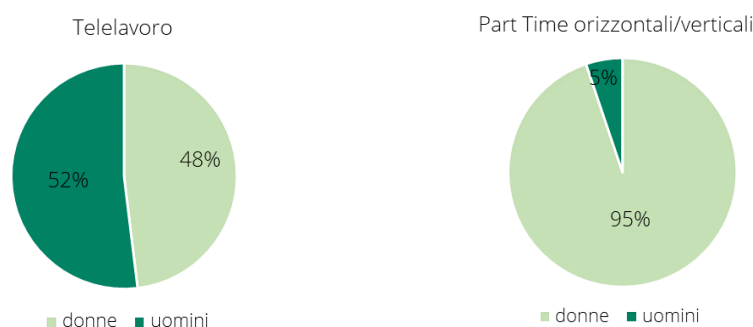
- for all non-managerial employees who converted the Performance Bonus into welfare (thus also benefiting from the tax concessions provided for by the law), the company allocated an incentive for flexible benefits equal to 12% of the converted amount;
- for all non-managerial employees, Sogei assigned an annual amount of 300 Euro for 2021;

During 2021, 9 welfare events were held, divided as follows:

- 7 events, between the months of May and December 2021, dedicated to the *Welfare infoday*, organised remotely for the entire company population, subject to online registration;
- a dedicated joint event:
 - the "best in class" initiative reserved for awarding events, through the disbursement of an amount of € 500 on the payslip of the respective parents, of the children of employees who have distinguished themselves in their studies;
 - the awarding of the thirty-year-old and forty-year-old Sogei colleagues through the disbursement of the sum of € 150 in welfare;

Compared to the part-time (horizontal and vertical) and remote working institutes, 0.8% and 5.3% of all employees respectively benefited from it in 2021 (data compared to the average workforce for the reference year) with the gender ratio represented in the graph.

% Remote working and part-time work distribution by gender



Type	TOTAL		Women		Men	
	value	%	value	%	value	%
Horizontal/vertical part time	19.3	0.84%	18.3	0.8%	1.0	0.04%
Remote working from home	122.1	5.3%	58.8	2.5%	63.5	2.6%

In terms of work time, just over 7% of the population is shift workers and around 1% of the workforce (2% of the female population compared to the average number of female employees) benefited in 2021 from part-time hours (horizontal or vertical).

In addition, approximately 5.3% of the population joined the remote working from home project which involves returning to the office for one or two days.

Regarding the right to work of people with disabilities, 155 such employees work at Sogei, whose development path aims to promote their inclusion and integration in company processes.

Finally, it should be noted that all employees, holders of permanent, fixed-term or part-time contracts are provided with forms of insurance for life, accidents, health care, parental leave and pension contributions. The total reward offer is completed by the canteen, shuttle, parking, bank counter services and the provision of a smartphone for everyone.

In addition, in 2021, the distribution of company laptops, mobile phones and accessories to employees to assist with remote conference calls, which had begun in 2020 in connection with the pandemic emergency, continued. This activity will continue until full distribution.

10.4 OCCUPATIONAL HEALTH AND SAFETY

10.4.1 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

GRI 403-1
GRI 403-7
GRI 403-8

The policy for Health and Safety in the workplace is an integral part of the entire company activity, as a strategic commitment with respect to the more general purposes. With this in mind, Sogei undertakes to define, maintain and update the Workers' Health and Safety Management System (SGSL), in compliance with the regulations in force on the subject and with the ISO 45001:2018 standard thanks to specialised skills and technical and financial resources. The adoption of a structured Health and Safety system allows both compliance with the applicable legal provisions and with other requirements that the organisation subscribes to, which directly or indirectly concern the specific area of health and safety protection in the workplace, and to continuously improve its performance in this area, with particular reference to the state of well-being and comfort of its workers. Sogei, in addition to promoting the participation of all workers in the process of risk prevention and health and safety protection of colleagues and third parties, selects its suppliers in relation to their compliance with the principles of health and safety protection of its workers and third parties.

Also in 2021, activities continued for the maintenance and evolution of the Occupational Health and Safety Management System (SGSL - ref. Art. 30 Italian Legislative Decree 81/2008), with the aim of achieving the new UNI ISO 45001:2018 certification. The activities concerned:

- updating of System documentation to improve operational flows;
- the performance of 3 audits, which covered hazard identification, risk assessment and determination of control measures, with particular reference to the operational management of the Covid-19 pandemic and the anti-infection safety protocol adopted, the investigation of dangerous incidents and accident management, and the maintenance service of the building and technological and safety installations. The audits were carried out by internal auditors with the support of the Prevention and Protection Service (SPP) and external representatives of the Consip Convention "Integrated Management of Safety at Work Ed.4", partly in presence and partly in remote mode, as established by Accredia in the current emergency situation.

10.4.2 HAZARD IDENTIFICATION, RISK ASSESSMENT AND ACCIDENT INVESTIGATION

GRI 403-2

During 2021, the continuation of the health emergency declared by the World Health Organisation regarding the epidemiological evolution of Covid-19, created new pandemic scenarios that were addressed by specific measures.

Actions aimed at risk assessment continued through constant communication and instructions to employees and the reinforcement of the measures taken, as well as the additional safety measures adopted to protect employees.

The "Coronavirus Select Committee" was reorganised, leaving the main reference figures within it (the Security Director, the delegated Employer and the Health and Safety Officer with his staff) in order to guarantee both the protection of privacy, as regards the information disseminated through this channel, and the timely response to the various requests, so as to provide an effective analysis of the situation and identify the most appropriate solutions to ensure the protection of the health, safety and security of workers.

The remote working mode was remodelled in line with the course of the epidemiological curve, allowing the resumption of a 'normal' working regime at the best times and favouring the agile working regime, during the peaks of contagion, through a series of company directives specific to the subject.

The Health and Safety Officer, in collaboration with the Company Doctor, promptly analysed the situation and assessed the risk to workers' health, adjusting it based on the evolution of the scenarios that have occurred over time. From 16 October 2021, checks on the Green Pass were introduced.

As is already known, the preventive measures to reduce the likelihood of Covid-19 infection in a workplace are similar to those taken for the general population. In the course of 2021, as provided for in the Shared Protocol for the regulation of measures to combat and contain the spread of the Covid-19 virus in the workplace, the updated anti-contagious safety protocol for containing the spread of the coronavirus was drawn up and published, with a view to the gradual return of staff to company premises. -

As part of the activities envisaged in Italian Legislative Decree no. 81/2008 on the protection of health and safety in the workplace, due to the state of emergency and unavailability of the contractual vehicle (Consip convention "Integrated Management of Health and Safety at Work Ed.4"), it was not possible to carry out environmental investigations (microclimate, Radon, air quality, lighting, exposure to electromagnetic fields, etc.).

The Asbestos Manager continued to check the materials containing asbestos present in a number of under-floor areas of the real estate complex in Via Carucci 99. During 2021, environmental analyses were repeated at buildings "E" and "F". The results of the tests confirmed the absence of risk from exposure to asbestos fibres.

The checks relating to the control of the murine activity in the areas used for catering continued, as well as the microbiological, chemical and bacterial checks on foodstuffs, water - drinking and well - and conditioning equipment, to guarantee employees hygiene and healthiness of food and environments. These checks are carried out on all company offices on a scheduled basis.

In the course of 2021, checks/analyses for the control of Legionella Pneumophila continued, especially when individual canteens reopened.

The Health and Safety Officer constantly coordinated with the H&S Offices of the various administrations hosting Sogei workers to update the information on general and specific risks and on the health and safety of workers, with particular reference to the sharing of entry protocols and protection measures, for the containment of the Covid-19 epidemic.

10.4.3 HEALTH SURVEILLANCE

With reference to the requirements of the current legislation on health and safety at work (Italian Legislative Decree no. 81/2008) and in particular to art. 25, 41 and 176, workers are subjected to health surveillance according to the health protocols defined by the Company Doctor. It should be noted that the personal data of the workers (general details and those regarding health) are subject to privacy and the medical records are kept in special reinforced cabinets accessible only to the doctor.

Due to the state of emergency and considering the various trends in the pandemic curve, there was a scarce presence of Sogei personnel at the offices; therefore the health surveillance visits were mainly carried out for all new hires (around 300 new colleagues).

All workers can consult the Company Doctor for a medical opinion or to submit a health problem encountered, together with the ways in which the problem may interfere with the work activity, by contacting the medical centre directly during the doctor's presence or request a visit on request.

An emergency medical unit, including an ambulance service, remains active at the offices in Via Carucci to guarantee workers prompt and professional assistance if required. The service provides for the presence of the Company Doctor three days a week, alternating with medical professionals for the management of health emergencies, in order to ensure collaboration and cooperation between the two professionals. It should be noted that the Company Doctor provided constant support to staff who contracted the illness or came into contact with risks, managing their removals from and returns to the workplace.

Safeguarding the health of workers and all citizens continues to be a priority for the company, with concrete actions being taken beyond legal obligations.

10.4.4 CONSULTATION OF WORKERS AND COMMUNICATION ON HEALTH AND SAFETY MATTERS

Consultation and participation of workers is an important part of health and safety management. During the national emergency, the Company constantly continued to provide information, directives and communications to all staff, as well as to external suppliers, in order

GRI 403-3

GRI 403-4

to provide adequate support and suggest precautionary measures in the daily behaviour of workers.

For all Sogei personnel, an assistance channel is still active on the Microsoft “Yammer” Social Platform, which allows all workers to voice an opinion on proposals, requests and ideas in a more informal way.

Due to the national state of emergency, a number of ordinary activities envisaged by the current legislation on health and safety at work were suspended (Italian Legislative Decree no. 81/2008) and in particular:

- inspections with the Company Doctor were only carried out at the Via Carucci premises (Art. 25);
- evacuation tests were not carried out at the various sites with the involvement of workers, (Art. 46);
- classroom training for emergency and first aid training was not carried out.

On the other hand, activities continued relating to:

- drafting, where required, of the “DUVRIs” - Single Document for the Evaluation of Interference Risks (Article 26) for initiatives to purchase services and coordination with contracting companies to inform the workers of external companies about the specific risks that exist in the various locations where they are located and intended to operate, as required by art. 26, paragraph 1b, of Italian Legislative Decree no. 81/08;
- meetings with Workers' Safety Representatives, including the annual meeting (art. 35) and, with various company figures (DLDS, Health and Safety Officer, Personnel Department, Company Doctor).

In 2021, the activities for the assessment of work-related stress risk continued and were concluded, with the involvement of the various players (DLDS Workers' Safety Representative, Company Doctor, Health and Safety Officer, Personnel Department) as well as a representation of Sogei workers, divided into 10 homogeneous groups.

With the exception of the homogeneous group 'Public Finance', all identified homogeneous groups showed a 'non-significant' amount of work-related stress risk. Corrective actions have been defined for workers belonging to the homogeneous group 'Public Finance' and will be subsequently extended to all workers as a 'greater protection'. The corrective actions are mainly attributable to the implementation of 'time management' training courses, strengthening of corporate communication on specific issues (career advancement criteria, dissemination of corporate objectives, regulation of overtime work). The Related Work Stress Risk Document was signed by the Director of Works on 20 October 2021 without the approval of the Workers' Safety Representative.

Among the various measures envisaged with a view to continuous improvement and attention to the worker, the decision to set up an internal Listening Desk was also made. The aim of the service is to provide protection and support to workers who experience situations of discomfort and/or stress in the workplace, with a specific focus on psychological and sexual harassment or violence, mobbing, straining, occupational stalking and work-related stress.

The main aim is to help the person to identify new possibilities in relation to the situation he/she is experiencing and the choices to be made, finding answers to the problems that hinder his/her growth. The service is aimed at workers who are part of the company organisation: managers, middle managers, personnel managers, employees as well as all those who request it in order to better deal with work, family and personal problems.

The service is part of the activities foreseen in the tender (currently being published) for the renewal of Medical Services, includes the support of an external psychologist and will be available in autumn 2023.

10.4.5 WORK SAFETY TRAINING

The company periodically provides training and refresher courses for all workers, according to the procedures set out in the State Regions agreement of 6/7/2016. The classroom training was suspended due to the ban on gatherings. The following courses on general training for workers and Supervisors (art. 37 of Legislative Decree 81/2008) were provided, in particular:

- no. 1 general and specific VDT training course for newly hired workers - duration 8 hours - month of June - 33 participants - virtual platform;
- no. 1 training course for safety officers - duration 8 hours - month of September - 16 participants - virtual platform;
- no. 1 Management Training e-learning course - duration 16 hours - August-December - 11 participants;
- Workers' Safety Representative training - art. 37, paragraph 10 of Legislative Decree 81/2008 - annual update for RLS/RSU - duration 8 hours - 8 participants - virtual platform.

On 3 November 2021, the Consip agreement "Sicurezza luoghi di lavoro 4" (Workplace Safety 4) was signed, with the first two training sessions for newly hired workers (about 50 participants) held in December. Two more classrooms are planned for the end of January 2022.

10.4.6 HEALTH PROMOTION

The right for workers to adhere to a health policy guaranteed by the Mètasalute health fund, set up for the purpose of providing supplementary services to those provided by the National Health Service, as envisaged by the Metalworking National Collective Labour Agreement,

continues. The employee has the possibility to extend the insurance services free of charge to the fiscally dependent family unit, allowing access to professional medical services.

The company promotes the well-being and health of workers with a series of welfare initiatives, available on a dedicated web portal.

As part of the company's policies on people development and management, our company promotes and supports welfare initiatives aimed at making an active contribution in terms of improving the professional environment. In October 2021, the Company Regulation for Working from Home was issued, allowing workers to carry out their work activities in a flexible manner in a place other than their usual place of work, reducing the time and cost of home/work transfers, improving the work life balance and increasing the autonomy and freedom of the worker.

10.4.7 ACCIDENTS AT WORK

In the course of 2021, against a total of over 3.7 million hours worked, 9 accidents occurred, including 7 during work travel time; it should be noted that the 2 accidents occurring during work activities (in company offices or at home) mainly concern slips, falls and knocks, not attributable to performing of the work task and none of particular severity. Finally, for the year 2021, an injury rate was recorded (compared to 1 million hours worked) of 2.43 with injuries while travelling and 0.54 without injuries while travelling.

Injuries, accidents and significant occurrences classifiable as "near misses": for each event an investigation is carried out by the staff of the Prevention and Protection Service and it is recorded in a dedicated register. There were no significant events in 2021.

We report a case of occupational disease recognised by INAIL for asbestosis in respect of a colleague, who worked for the company until 2011.

10.5 LEGAL PROCEEDINGS

10.5.1 ALMAVIVA CONTACT S.P.A. WORKER COMPLAINTS

The dispute relates to a labour law dispute that initially had as protagonists a number of workers of COS S.r.l. (year 2007) and, subsequently, workers from Al maviva Contact S.p.A. (from 2012 onwards), employed in the execution of the contract relating to the "contact centre service for users of the tax information system", managed by the latter company until the natural expiry date of the contract (31 July 2014).

The dispute relates to the (unlawful) claim of fictitious interposition of labour in successive contracts over time, with a request for reinstatement in the workplace and payment of sums by way of salary differences allegedly accrued, and is divided chronologically into three phases:

- first phase: launched in 2007, involving 45 claimants, decided by judgements that became final and were also confirmed in the 'revocation' proceedings (three in favour of Sogei, one in favour of the workers);
- second phase: launched in the period 2012-2013, involving 39 claimants;
- third phase: relating to the period March-April 2015, involving 46 claimants (30 of whom were already among the 39 claimants referred to in the second phase).

Apart from the first phase, which has now been concluded, with regard to the second phase of the dispute, all the appeals have been assigned to different judges of the Court of Rome and were considered together, for related matters, under 4 "leading" judgements (grouping the position of 37 workers), with the exception of 2 positions, which were dealt with by the Court on an individual basis.

In summary, in the first instance, in a "leading" judgement (regrouping the position of 10 workers) Sogei was unsuccessful, while the requests of the company in relation to the position of 29 claimants were accepted.

Appeals were lodged for all claims, by the respective losers at first instance; the outcome was favourable to SOGEI in all proceedings.

Subsequently, the workers have so far appealed to the Supreme Court against four of the aforementioned judgements (grouping the position of 28 workers), as for one of these judgements the Court of Appeal has only recently published the grounds for the judgement.

The Supreme Court has so far settled three of the four cases brought by the workers, rejecting all the respective appeals.

Lastly, with reference to the third phase of the dispute, which was considered together by the Ordinary Court of Rome under seven so-called "leading" judgements for related matters and was won by Sogei for all the positions, it should be noted that, with regard to one of these proceedings (the one brought by some of the 39 workers referred to in the proceedings relating to the second phase mentioned above, who were already plaintiffs in the only proceedings at first instance concluded in their favour, for the payment of the alleged remuneration accrued after the termination of the contract between SOGEI and Almagora Contact S.p.A.), the workers also lost on appeal, in the Supreme Court and in the revocation proceedings brought by them.

As for the other six first instance judgements, however, the workers have so far lodged four appeals, one of which (grouping the position of 2 workers) was settled following a court settlement. On the other hand, the other three were concluded Sogei's favour. The workers

appealed to the Supreme Court against one of the judgements of the appeal court, which decided in Sogei's favour.

10.5.2 MANITALIDEA SPA

With reference to the situation of the supplier Manitalidea S.p.A., declared insolvent by the Ordinary Court of Turin, sixth civil and bankruptcy section, with judgement no. 34/2020 published on 4 February 2020, the following is a list of the legal actions taken by the workers of the same company, as well as by Mr. Job soc. coop. (a company of the Manitalidea S.p.A. Group to which Manitalidea S.p.A. appealed at the conclusion of the contract) against SOGEI in its capacity as jointly and severally liable with the contractor for the payment of the remuneration due to them.

As of 31 December 2021, SOGEI received:

- 153 payment injunctions obtained by Manitalidea S.p.A./Mr. Job against SOGEI for payment of sums by way of remuneration for work;
- 21 labour law claims before the Court of Rome against SOGEI and grouping together 58 positions/employees also seeking recognition of sums as remuneration for work.

SOGEI settled and is still settling the above-mentioned payment injunctions and is complying with the provisions of the (unfavourable) judgements made in the proceedings before the labour section of the Court of Rome.

In the meantime, it filed proof of claim against Manitalidea (on 3 June, 2020) to subrogated itself to the position of the workers and therefore requested the admission as a privileged creditor of the credits deriving precisely from the payment of the afore-mentioned injunctions notified up to that time.

A further late proof of claim is being prepared for the sums paid to workers who proposed payment injunctions or labour law claims since the afore-mentioned date of 3 June 2020.

A proof of claim is also being prepared for Mr. Job (now in compulsory liquidation) for the sums paid to the workers of that company, employed in the SOGEI job order.

Pursuant to Article 56 of Royal Decree no. 267 of 16 March 1942, (so-called "Bankruptcy Law") and article 1243 of the Civil Code, SOGEI has in any case taken steps to offset the total credit to date and as of today against its debt to Manitalidea S.p.A..

