5. THE SOGEI MODEL AND STRATEGIES FOR THE FUTURE

GRI 102-1
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5.1 SOGEI'S ROLE

Sogei - General Company of Informatica S.p.A., is a 100% subsidiary of the Ministry of Economy and Finance (MEF) and operates, exclusively in Italy, on the basis of the in-house provision organisational model. Sogei's corporate and operating headquarters are in Rome (IT).

Sogei has as its main purpose, at least 80% of its turnover, providing instrumental services to exercise public functions assigned to the Ministry of Economy and Finance, to the Tax Agencies and the Finance Police, as follows:

- implementation, development, maintenance and technical management of the fiscal Information System for Financial Administration;
- any other activity directly or indirectly related to the above, including support, assistance and advice to the Financial Administration in order for it to carry out its state functions;
- implementation of IT activities reserved for the State pursuant to Legislative Decree no. 414/1997, and subsequent IT system implementation, development and management measures including support, assistance and consultancy related to those activities; activities also carried out for the Court of Auditors in the IT Convention signed with the General Administration Department (DAG dipartimento dell'amministrazione generale) and the Court of Auditors itself;
- development and management of computer systems and any other computer-related activities in areas of competence of the Ministry of Economy and Finance.
- The Sogei purpose is also to carry out, in compliance with current legislation, any activity of an IT nature on behalf of the Central Public Administration, including:
- activities for the Ministry of the Interior for the design, implementation and management of the National Register of the Resident Population (ANPR Anagrafe Nazionale della Popolazione Residente), and all related and instrumental activities;

Sogei may also carry out activities, provided on the basis of laws and regulations, on behalf of regions, local authorities, publicly-owned companies, including indirect companies, bodies and entities performing activities of public interest or relevant in the public sector, as well as international and supranational institutions and foreign public administrations, including those for the Agency for a Digital Italy (Agenzia per l'Italia digitale).

In order to achieve maximum efficiency, Sogei may carry out applied research and implement and develop products in any area opened by computer technology.

Under a specific Agreement, Sogei uses Consip S.p.A., as the central procurement body, to purchase goods and services.

Subject to Finance Department authorisation, Sogei may acquire shareholdings in other companies directly instrumental for its activities; in any case, for the measure and investment purpose, without modifying the company purpose.

It should be noted that paragraph 5 of Article 7-bis of Decree-Law no. 80/2021, converted into Law no. 113/2021, establishes that Sogei shall also ensure the full effectiveness of activities for the implementation of the digital transformation projects set forth in the PNRR assigned to the same company and, by way of derogation from provisions in Article 1, paragraph 358, of Law no. 244 of 24 December 2007, shall do so by using the financial statement profits earned and, where necessary, by issuing specific bonds. For the same purposes, Sogei is authorised, subject to a shareholders' meeting resolution, to set up companies or acquire holdings.

Revenues for financial year 2021 amount to 721 million Euro.

5.2 THE CONTRACTUAL RELATIONSHIP WITH THE PA

Sogei carries out its activity based on specific contracts and agreements signed with the contracting Administrations, divided according to the different institutional areas the Company operates in. In particular, please note the agreement regarding the Taxation Information System (SIF Sistema Informativo della Fiscalità), governed by the Framework Services Agreement (CSQ -Contratto di Servizi Quadro) and by the connected executive contracts: for services provided to the Departments of the MEF and of the Court of Auditors, governed by the IT Agreement MEF-Cdc, for services provided to the Department for the General State Accounting Office governed by specific Regulations signed pursuant to Article 1, paragraph 588 of Law 160/2019; as well as the agreements governing activities provided to the Central Public Administration assigned based on specific regulatory provisions.

Below please find the most important evidence related to contractual relations in force.

5.2.1 FRAMEWORK SERVICE AGREEMENT FOR THE SIF

The contractual relationship for the maintenance, development and operations of the Taxation Information System (SIF) is governed by the Framework Service Agreement, which expired on 31 December 2011 and was extended in accordance with specific regulatory provisions set out in Legislative Decree no. 16 of 2 March 2012, including "Urgent provisions on tax simplification, streamlining and strengthening of assessment procedures", as well as the executive contracts stipulated with the Administration’s Organisational Structures belonging to the SIF.

5.2.2 MEF-CDC AGREEMENT

Relationships between Sogei, the MEF and the Court of Auditors are pursued on the basis of the Agreement signed on 3 September 2013, which was extended to 31 December 2017, and currently extended pursuant to Article 1, paragraph 1126 of Law No. 205 of 27 December 2017, setting out the "State Budget for financial year 2018 and the multi-annual budget for the 2018-2020 three-year period". This laid down the extension of the contractual terms governing the service relationship between the Ministry of Economy and Finance and Sogei pending completion of procedures underway for the conclusion of a new regulating agreement.

5.2.3 EVOLUTION OF THE CONTRACTUAL RELATIONSHIP WITH MEF STRUCTURES

Year 2021, following enactment of Article 31 septies of Decree-Law no. 137 of 28 October 2020, converted with amendments by Law no. 176 of 18 December 2020, setting forth "Provisions on the rationalisation of the Ministry of the Economy and Finance's contractual model with SOGEI SpA", which amended Article 4, paragraph 3-bis, of Decree-Law no. 95 of 6 July 2012, converted with amendments by Law no. 135 of 7 August 2012, saw the start of preparatory activities to define the new contractual regulations with each MEF Department and with the Court of Auditors, as provided for by the aforementioned legislation, and with the Department of Finance, in agreement with the tax agencies and other tax authorities, including the Finance Police, for definition of the new regulatory act related to the Tax Information System.

Until the new regulatory act has been finalised, the contractual institutions governing the service relationship between the Financial Administration and Sogei Spa will continue to be valid.

5.2.4 REGULATIONS FOR MANAGEMENT OF INFRASTRUCTURES AND PROVISION OF THE IT SERVICES OF THE GENERAL ACCOUNTING OFFICE DEPARTMENT

In relation to the provisions of Article 1, paragraph 588 of Law No. 160 of 27 December 2019 establishing the “State budget for Financial year 2020 and multi-annual budget for the 2020-2022 three-year period”, relations between Sogei and the General State Accounting Office continued governed by the Procedural Guideline signed on 26 November 2020 concerning management of infrastructures and provision of the Department’s IT services; aimed at creating an innovative model for the development, evolution and management of the Dpartment’s Information System.

5.2.5 OTHER CONTRACTS

In 2021, on the basis of specific legal and regulatory provisions, the Company signed regulatory acts and agreements with other Public Administrations, the scope of which is described below.

Presidency of the Council of Ministers

During 2021, in the context of the Framework Agreement entered into on 1 May 2020 with the Presidency of the Council of Ministers pursuant to Article 51(2)(a) of Decree-Law No. 124/2019, the following executive acts were signed with the relevant Departments and offices:

- on 26 March 2021, with deadline 30 June 2022, the Executive Agreement was signed for the migration and management activities for the Information System of the Presidency of the Council of Ministers;
- on 01 July 2021, with deadline 30 June 2022, the Executive Agreement was signed for the application assistance activities for the Presidency of the Council of Ministers;
- on 12 October 2021, with deadline 30 April 2023, the Executive Agreement was signed with the Department for Digital Transformation for the provision of the service for the development, evolution and operation of the "Repubblica Digitale" information website;
- on 18 October 2021, with deadline on 30 October 2022, the Executive Agreement for the development and operation of the Digital Referendum Platform was signed with the Department for Digital Transformation of the PCM;
- on 21 October 2021, with deadline on 30 April 2023, the General Executive Agreement was signed for the management of ICT systems and the development and maintenance of the digital services of the Presidency of the Council of Ministers.

In addition, the following activities under the Framework Convention signed with the Presidency of the Council of Ministers continued under Executive Acts signed in 2020:

- implementation of assessment activities, managing the CED and preparing the migration plan for the IT infrastructures of the Presidency of the Council of Ministers in the context of the Executive Agreement signed on 5 November 2020 and expiring on 30 June 2021;
- implementation of support activities for phase 1 of the digital transition of the Presidency of the Council of Ministers in the framework of the Executive Agreement signed on 18 November 2020 and expiring on 28 February 2021;
- implementation of development activities, managing the website of the National Anti-Racial Discrimination Office (UNAR Ufficio Nazionale Antidiscriminazioni Razziali) under the Executive Agreement signed on 22 December 2020 and expiring on 30 June 2023;
- implementation of activities relating to management of the Family Charter for the Department for Family Policies under the Convention signed on 27 November 2019 pursuant to Article 3 (6) of the Decree of the Minister for the Family and Disabilities, adopted on 27 June 2019;

- implementing assessment activities on processes and the current information system of the National Administration School (SNA Scuola Nazionale dell'Amministrazione)) of the PCM under the framework of the Executive Agreement signed on 30 October 2020 and expiring on 31 March 2021.

Ministry of Home Affairs

The activities envisaged for the design, implementation and management of the National Register of the Resident Population (ANPR) continued, including providing services for the operational continuity of the INA-SAIA (National Population Index - Data Access and Interchange System) and AIRE (Registry of Italian Citizens Residing Abroad).

These activities were carried out under the 14th Executive Contract signed with the Ministry of Home Affairs on 5 August 2021, with effect until 31 March 2022.

Ministry of Education

During 2021, under the Framework Agreement entered into on 29 December 2020 with the Ministry of Education pursuant to Article 51, paragraph 2, letter f-bis), of Decree-Law No. 124 of 26 October 2019, converted into law, with amendments, by Art. 1, paragraph 1, Law No. 157 of 19 December 2019, the following implementing acts were signed:

- on 2 November 2021, expiring on 31 December 2022, the Executive Agreement was signed for the creation and operation of a platform to support the coordinated education and culture system;
- on 29 November 2021, expiring on 30 June 2022, the Executive Agreement was signed between the Directorate General for Contracts, Procurement and for Information Systems and Statistics and Sogei for the implementation of the Distance Learning Platform.

Article 39 sexies of Decree-Law no. 77/2021, coordinated with Conversion Law no. 108/2021, replaced Article 234 of Decree-Law no. 20/2020, converted, with amendments, by Law no. 77/2020, expressly providing that, in order to set up an integrated information system to support decisions in the school education sector, for the collection, systematisation and multidimensional analysis of the relevant data, for long-term forecasting of expenditure on school personnel, and for the support for the legal and economic management of the aforementioned personnel, including through artificial intelligence technologies and distance teaching, and for the organisation and operation of central and peripheral ministerial structures, the Ministry of Education will use SOGEI based on a specific multi-year agreement.

Ministry of Sustainable Infrastructure and Mobility (former Ministry of Infrastructures and Transport)

On 5 January 2021, expiring on 30 June 2021, a new Agreement was signed with the aforementioned Administration for the IT management of the Platform required to allocate

contributions set in Article 93, paragraph 1, of Decree Law no. 18 of 17 March 2020 converted, with amendments, by Law no. 27 of 24 April 2020, related to the contributions paid to persons carrying out self-service public, non-scheduled transport services who install divider panels in vehicles used for the services.

On 26 March 2021, expiring on 31 December 2022, the Agreement was signed for the development, maintenance and management of the web platform for the "bonus Sicilia vola" in accordance with article 3 of Decree no. 561 of the Ministry of Infrastructures and Transport, in agreement with the Ministry of Economy and Finance, of 4 December 2020.

On 26 October 2021, expiring on 31 October 2023, the Agreement was signed for the design and development of the Administration's information system relating to actions to implement the PNRR, in accordance with article 43 of Decree-Law no. 77 of 31 May 2021, converted, with amendments, by Law no. 108 of 29 July 2021.

During 2021 activities continued related to the child car seat bonus pursuant to Article 8 of the Decree of the Minister of Infrastructures and Transport, in agreement with the Minister of Economy and Finance, laying down the criteria and procedures for granting a contribution to purchase or reimburse the anti-abandonment devices as part of the Agreement signed on 19 February 2020 and extended until 28 February 2021.

Ministry of Ecological Transition (formerly ministry of the Environment and Protection of the Environment and Protection of Land and Sea)

Pursuant to Art. 1, paragraph 97, of Law no. 160 of 27 December 2019, the Ministry of the Environment and Protection of Land and Sea, now the Ministry of Transition, may use Sogei for the provision of IT services instrumental to achieving its institutional and functional goals, and to implement programs and projects to be carried out using IT platforms for the recipients of those actions. The subject and service conditions are defined by specific conventions.

In compliance with the above-mentioned regulation, during 2021 the following Agreements were signed:

- on 25 February 2021, expiring on 31 March 2022, an agreement was signed with the Ministry's Directorate General for Innovation, Personnel and Participation Policies to provide services related to infrastructure assessment and management, workstation management and specialist support services for IT security activities;
- on 29 December 2021, expiring on 3 June 2022, an Agreement was signed for the development and management of the "water bonus platform" referred to in Article 4 of the Decree of the Ministry of Ecological Transition no. 395 of 27 September 2021, setting the criteria and methods for allocating the contribution.

In addition, activities relating to the Administration's Departments continued in 2021:

- implementation and management of the multi-service portal for actions in protected areas to promote countering, adapting to and mitigating climate change within the framework of the Convention signed on 10 July 2020 expiring on 31 October 2021, extended to 31 December 2021;
- implementation of the development, management and operation of the web application relating to the "mobility voucher" referred to in Article 2(1) of Decree-Law no. 111/2019, under the Agreement signed on 13 October 2020 and expiring on 30 June 2021;
- implementation and management by Sogei of a computer platform to Manage the extraordinary Contribution pursuant to art. 227 of Decree Law no. 34 of 19 May 2020, converted with amendments by Law no. 77 of 17 July 2020, as amended by Decree Law no. 76 of 16 July 2020, converted with amendments by Law no. 120 of 11 September 2020 as part of the Convention signed on 11 December 2020 and expiring on 31 December 2021.

Covid Emergency Extraordinary Commissioner

On 11 May 2021, expiring on 31 March 2023, an Agreement to manage the info-logistic platforms was signed between the Extraordinary Commissioner to implement and coordinate measures to contain and counter the Covid-19 epidemiological emergency and to execute the national vaccination campaign and SOGEI - Società Generale d'Informatica S.p.A pursuant to Article 122 of Decree-Law no. 18 of 17 March 2020, converted, with amendments, by Law no. 27 of 24 April 2020. The Convention was supplemented by two addenda signed on 13 September 2021 and 21 December 2021 respectively.

Other areas of activity

The following services continued:

- to manage “Immuni”, the national digital contact tracing system, between Sogei, the Extraordinary Commissioner, the Ministry of Health and the Department for digital transformation of the Presidency of the Council of Ministers. Therefore, in order to regulate the mutual commitments of the Parties and detail the contents of activities to be performed, an Agreement was signed on 25 May 2021, lasting until 31 December 2021, to ensure the operations of the "Immuni" Platform in continuity with the work of the Extraordinary Commissioner, between the Department for Digital Transformation of the Presidency of the Council of Ministers, the Ministry of Health and SOGEI. A similar agreement to manage the national digital contact tracing system Immuni was also signed to ensure that activities continued in 2022.
- related to activities concerning the Ministry of Cultural Heritage and Tourism, now Ministry of Culture, to perform activities for the operation of the "18app" computer application, in order to enable use of the benefit referred to in Article 1, paragraph 604, of Law no.145 of 30 December 2018, within the framework of the Convention signed on 5 March 2020, lasting

until 31 May 2021, having Law no. 145 as its purpose. On 31 March 2021, a new Executive Agreement was signed to enable use of the benefit referred to in Article 1, paragraph 357, of Law no. 160 of 27 December 2019, as amended, to persons reaching eighteen years of age in 2020, expiring on 31 May 2022;

- for the Ministry of Justice, to manage and upgrade the infrastructures of the public sales Portal as part of the "Convention for management of ancillary services to the digitisation of justice and management of information systems developed by the Ministry of Justice" and the "Conventional agreement implementing the convention to manage ancillary services to the digitisation of justice and management of information systems developed by the Ministry of Justice for the direction and infrastructural upgrading of the public sales portal of the Ministry of Justice";
- activities concerning the Attorney General's Office under the Agreement signed on 30 November 2017, expiring on 31 December 2020, requiring Sogei to perform the Administration's IT activities as part of the ADS 2020 project funded by the National Operational Program "Governance and Institutional Capacity 2014-2020". On 1 January 2021, in order to avoid a stop, activities continued in advance until the signing of the deed extending the Agreement on 5 May 2021, postponing its expiry date to 31 December 2021. Please note that, pending definition of the new agreement, the Attorney General's Office asked Sogei to carry out the activities in advance on the basis of the new contractual framework and directives issued by the Administration itself;
- activities regarding the Agreement signed between Sogei, the Ministry of Education, University and Research (MIUR) and AgID, to develop and manage the "Teacher's Charter" under the Agreement of 28 October 2019 valid until 31 December 2022;
- concerning the Contract signed between the Agency for Territorial Cohesion and Sogei S.p.A. for the development, maintenance and management of the Agency's information system, effective until 31 March 2022;
- concerning the contract between Equitalia Giustizia S.p.A. and Sogei, for the provision of IT services for the period from 1 January 2021 to 31 December 2021. After this expiry, on 1 January 2022, in order to avoid any interruption, the activities shall continue in advance until the signature of the new Agreement;
- services concerning the contract between Consip and Sogei for the provision of IaaS services for the Consip information system, document services, storage, operational management and technological support; the contract was extended until 31 December 2021; on 30 December 2021, a new contract was signed for the provision of services for a duration of 24 months from 1 January 2022;

- on 30 November 2020, a collaboration agreement was signed between Sogei and the Military Geographical Institute of the Ministry of Defence for the extension of the National Dynamic Network (RDN Rete Dinamica Nazionale), aimed at exchanging knowledge to facilitate the implementation of joint study and research programs through the exchange of knowledge in the field of geodetic control networks computation.
- concerning the Service Agreement with Geoweb S.p.A. for the housing service of Geoweb's technical operational infrastructure, valid until 14 July 2023.

5.3 THE CREATION OF SUSTAINABLE AND SHARED VALUE

GRI 102-16

The design and implementation of a shared value creation strategy must start from the Company's Purpose, the mission, the raison d'être, the promise that Sogei has made to society. The purpose is shared with our stakeholders and is based on trust and transparency. Declaring one's purpose is an act of responsibility, a statement to the community, an opportunity to build increasingly supportive and authentic relationships both inside and outside the Company.

"Simplifying the life of Us citizens" is the Sogei purpose and is inherent in its history, identity and culture. It is what the company makes available and takes into account the needs and requirements of citizens. It means simplifying the use of services and, therefore, everyone's life, supporting the digitisation of the PA for a more modern and competitive Italy.

In 2021, the employee experience project "Our Purpose" was launched, based on a model that provides for a circular and transversal transition between the contributions made by all corporate roles and aimed at identifying the individual management purposes that substantiate the Sogei purpose, identifying their respective areas of intervention and impact. Specifically, 47 interviews were conducted with first-level management and directors, 8 vertical surveys of all staff with 1,442 respondents, 8 co-design workshops with representatives of all the Directorates for a total of 126 participants, 12 vertical surveys dedicated to second-level management with 107 respondents. Work will continue with summary phases and sharing of final results until the project is completed in early 2022. To date, 1,722 people have been actively involved.

5.3.1 NEW APPROACH TO SUSTAINABILITY

Today, the overall governance of companies, and ICT companies in particular, must consider not only aspects linked to implementation of highly dedicated services with a focus on security, connectivity and reliability, with the provision of a specially designed, prepared, and highly reliable established infrastructure with adequate characteristics to host the infrastructures, applications and data, but at the same time environmental and social issues that, in the market

for the use of digital technologies, are determining a paradigm shift in strategies and operating models.

Businesses must equip themselves with tools that can be used to report on these issues in a clear, evident, measurable way, including through greater involvement of the relevant stakeholders; also with a view to further ensuring public oversight and monitoring of how common resources are invested and what type of return these investments generate.

Based on these premises, Sogei has embarked on a profound process of enhancing sustainability issues in order to consolidate what has been done so far in the internal sustainability field and, at the same time, introducing a new Digital Ethics and Sustainability Model in the service delivery model that strengthens the engagement of Administrations on sustainability issues in the areas of digital transformation, also providing the PA with new measurement and communication tools.

The new sustainability model, which acts as a lever for the 'ethical' growth of activities, focuses on measuring the impact of the 'Sogei ecosystem' in the digital, environmental and social spheres; and extends its application to issues of digital ethics applied to Sogei's services, with particular regard to those that make use of AI algorithms and processes, in light of Sogei's role in the digital transformation of the PA; to guarantee the development of AI solutions that are ethical and respectful of shared values and principles. This vision is also enriched by a new eco-sustainable approach to software development in order to reduce our carbon footprint and transform our operations in a sustainable way.

The model created will be submitted to Sogei customers to become a business requirement for applied services and solutions.

Moreover, as proof of the incorporation of sustainability in its DNA, in 2021 Sogei started the process of transforming the Company into a Benefit Corporation and acquiring the Bcorp certification, submitting itself to a rigorous assessment protocol *(BImpact Assessment*) on different impact areas (Environment, Governance, Workers, Community) of the whole company and not of a single product. The objective of this transformation process is twofold: on the one hand to carry out business activities in innovative ways that not only guarantee economic results but also create value for stakeholders and, on the other, to enrich its charter with objectives of common benefit as a concrete commitment to work over time to improve its impact.

The different, coherent and coordinated instruments characterising the new path to sustainability are outlined below.

Integrated Reporting

As early as 2011, Sogei implemented a system for collecting non-financial information (DNF), to draw up the sustainability report which, until 2017, flanked the statutory report

Since 2017, Sogei has been drafting the Integrated Report. Its objective is to provide, through a single document, a vision of Sogei's strategy, operating and governance model and the results achieved; that is, its ability to create a sustainable, shared value for its stakeholders over time. This capacity derives from interdependencies and from the integrated management of the relevant economic-financial, manufactured, intellectual, human, environmental aspects and from the social and relations context within which Sogei carries out its activity and pursues its objectives.

The contents of the Integrated Report, as was mentioned in the methodological note, are presented considering the guidelines (IR Framework) proposed by the IIRC (International Integrated Reporting Council); and the sustainability reporting, of a non-financial nature, is drawn up in accordance with the methods and principles provided for by the GRI Sustainability Reporting Standards ("In accordance - core" option), published by the Global Reporting Initiative ("GRI Standards").

In order to improve the information content of the Integrated Report, a number of additional indicators specific to the GRI Standards have been identified for reporting performance on material issues.

Sustainability measurement model

Model construction is part of the process of consolidating company values towards stakeholders by means of a social, digital and environmental impact monitoring tool. The assessment model makes company positioning on the three sustainability dimensions tangible and communicable, enabling it to create culture and broaden its outward focus. Social, environmental and digital sustainability becomes a new variable for assessing the services offered to customers with implementation of each impact by design, creating consistency of values, of metrics identified and providing a framework to be re-proposed to customers.

Digital Ethic model

As will be discussed in more detail in the paragraph dedicated to ethics (see 6.1.7), Sogei's Digital Ethic model identifies a series of principles that the PA in general will be called upon to address as technology becomes more pervasive. All in order to maximise the benefits and minimise the possible damage of introducing artefacts (mainly AI but not only) into the production activity.

The project therefore envisages the dissemination of the proposed ethical model and its effective adoption in the production process through a bottom-up approach. This is achieved by means of Ethical Labs, i.e. through moments of co-design to identify requirements, best practices and actions to be followed during the development of digital solutions for customers.

Social Impact Lifecycle Management model

The SILM model introduces useful techniques and tools to assess the social impact, in its entire cycle of design, monitoring, measurement, evaluation and communication, of projects, program and policies implemented by Sogei; in order to enable decision-makers to make increasingly more aware choices, with a view to the economic, environmental and social sustainability of the company, strengthening the impact-oriented culture.

The Impact Chain provides initial evidence of the overall change (outcome areas) generated by project activities and outputs and also enables reading this change based on different scales - people, community, society - highlighting the different but integrated nature of its constituent parts. The results thus constructed enable an analytical comparison with international benchmarks and links to the main taxonomies: Sustainable Development Goals (SDGs), ESG (Environmental, Social, and Governance), European Taxonomy, Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI), Equitable and Sustainable Well-Being (BES) indicators.

During 2021, Sogei started a first test that envisages the concrete application of the methodology described to a Sogei product/service in the Health sector. A further trial will be launched in 2022, with the Customs and Monopolies Agency as its customer.

New Digital Decarbonisation model (experimentation)

Organisations are becoming increasingly more digital so the digital world is growing. Digital technologies are currently responsible for 3.6% of global electricity consumption and 1.4% of greenhouse gas emissions. Therefore, the rapid acceleration of digitisation poses the need to make a positive impact on these numbers, so companies need to sustainably transform their operations by equipping themselves with useful tools to measure the impact of digital solutions and the infrastructure *(*cloud, hybrid cloud) on consumption and the environment while helping them reduce the carbon footprint of their cloud workloads.

The model, to be tested in 2022, will use dedicated platforms to assess the level of maturity of digital decarbonisation in relation to the cloud infrastructure used, calculating the carbon footprint of our digital environment in concrete terms, in order to determine an overall picture of emissions. The next step will be to draw up a decarbonisation strategy with possible short-term actions to achieve targets.

New Green IT/Green Software model (experimentation)

As was mentioned above, the use of information technology is growing steadily and is now a basic ingredient for keeping our society active and managing our daily lives. One consequence of this growth is an explosion in energy requirements. One of the future levers to positively influence the consumption curve is being able to involve the software development community in eco-sustainability. Green IT is therefore an extremely topical subject. Every single line of code we write today could still be running in many years, in billions of processors, consuming energy

and contributing to global climate change. Green IT represents a paradigm shift in which software engineers, developers, testers and IT administrators can make their solutions and services more energy-efficient by consuming less energy in data centres and cloud services through the development of "green" i.e. efficiently written and structured software.

The Green Software model aims to obtain a "Green IT Index" from source code analysis. This indicator is calculated by selecting a set of violations that have a direct or indirect impact on efficiency.

A pilot project is expected to be launched in 2022. This will cover a limited but significant perimeter of the Data Centre which, using market tools to support the analysis, will enable identification of possible tactical actions to improve emissions and will enable acquisition of the knowledge needed to define an overall deployment plan for Sogei, starting from the Data Centre and possibly extending it to other perimeters (building, supply chain, vehicles, etc.).

5.4 REFERENCE SCENARIO

5.4.1 IT MARKET

GRI 102-15

Recent studies have shown how technology has paved the way for global economic growth. The greatest growth comes from "born tech" companies, with technology as a central part of their identity. These companies have contributed to 52% of the total market value growth since 2015. Another 20% came from companies with a technology-driven strategy.

In the same vein, CompTIA's Cyberstates report describes the economic impact of the technology industry. The direct economic impact - the dollar value of goods and services produced during a given year - amounts to 10.5% of the economic value of the United States, which translates into more than 2 trillion Dollars. In addition to this, there are indirect impacts, such as each job in IT services and custom software development leading to an estimated 4.8 additional jobs created or sustained through direct, indirect or induced means.

Employment is one of the most significant aspects of the technology industry. For many years, technology employment has been stronger than general employment, with lower unemployment rates and stronger job prospects. Looking ahead, technology employment is expected to grow at about twice the overall employment rate.

In terms of industry specifications, the technology industry is on a path to exceed 5.3 trillion dollars by 2022 (source: IDC). After accelerating in 2020, the industry is returning to its previous pattern of 5%-6% year-on-year growth. The United States is the largest technology market in the world, accounting for 33% of the total, about 1.8 trillion dollars by 2022. Western Europe makes a significant contribution: about one of every five technology dollars spent worldwide. As far as individual countries are concerned, China has clearly established itself as an important

player in the global technology market. China has followed a pattern that can also be seen in developing regions, where there is a dual effect of closing the gap in traditional categories such as IT infrastructure, software and services, along with leadership positions in emerging areas such as 5G and robotics.

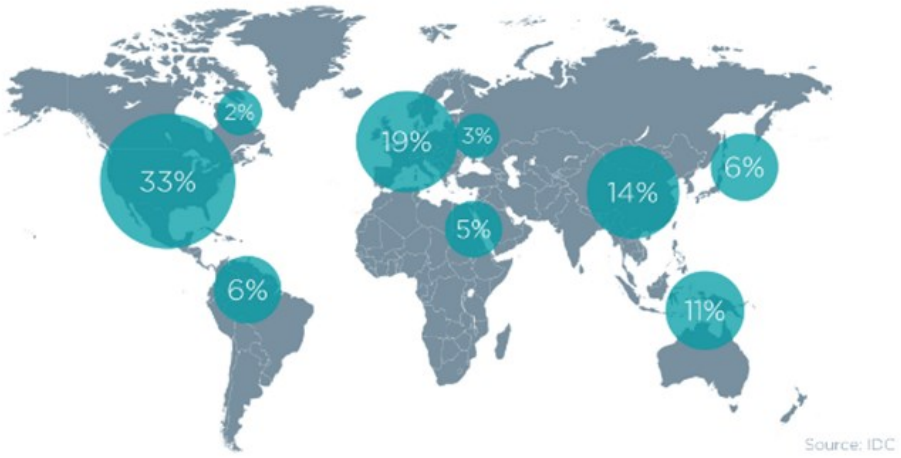


Figure 1: The Global Technology Industry (IDC Source)

The technology market can be divided five high-level groups. The traditional categories of hardware, software and services account for 56% of the global total. The other main category, telecommunication services, accounts for 25%. The remaining 19% covers various emerging technologies that do not fit into one of the traditional categories or that span multiple categories; this is the case, for example, of many emerging as-a-service solutions that include elements of hardware, software and services, such as IoT, drones and many automation technologies.

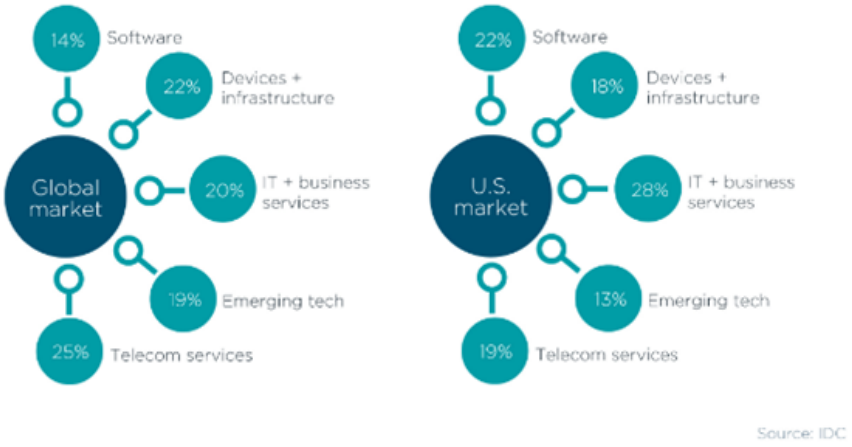
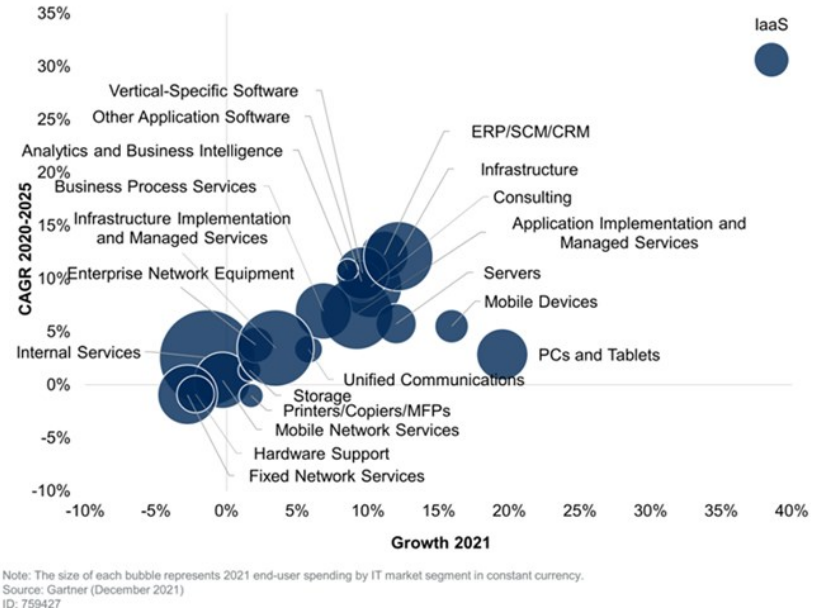


Figure 2: Key categories of the technology industry (Source IDC)

IT expenditure

Global IT spending will reach 4.2 trillion dollars in 2021, exceeding 2019 spending levels. Consumers and businesses are increasing their IT spending ahead of economic recovery and revenue. The economic impact of the global Covid-19 pandemic on IT spending was felt across all market segments of IT spending in 2020, with effects continuing into 2021. The continuing decline of switches, external controller-based storage, fixed enterprise services and mobile



enterprise services has been driven by the ongoing shift to the cloud and remote/hybrid working. The rise of software

Figure 3 - Global IT Spending by Market Segments (Source: Gartner)

enterprise application, infrastructure software and managed services, and cloud infrastructure services in the short and long term shows that the trend towards digital business is not a one or two-year trend. It is systemic and long-term.

Covid-19 will continue to have an important impact on IT spending for many years, although this influence will decrease. The following figure illustrates some of the trends monitored by Gartner. Many of the trends emerging are the legacy of Covid-19.

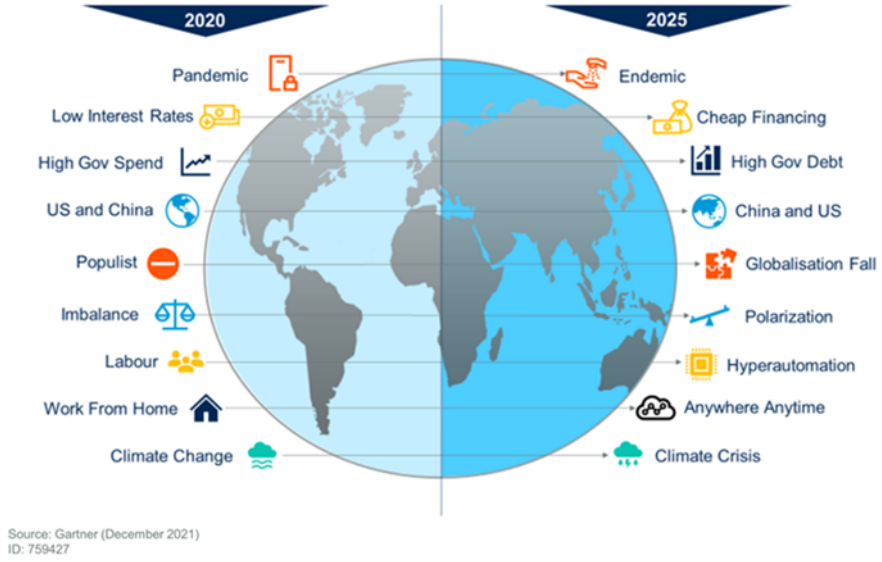
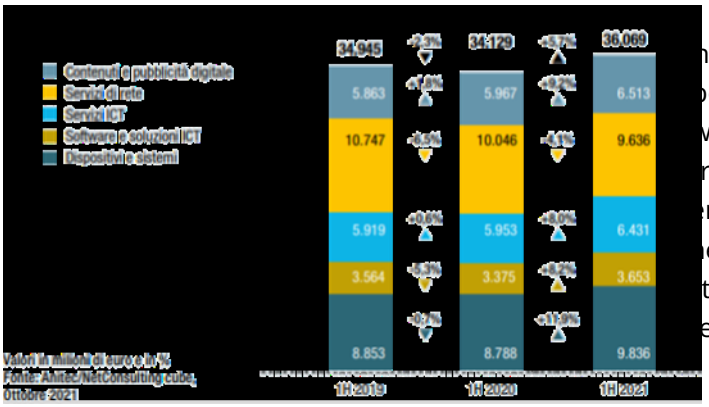


Figure 3 - Shifting out of Covid-19 (source: Gartner)

ICT spending in Italy

In Italy, the digital market, as illustrated in the following figure, stood at 36,069 million Euro in the first half of 2021, an 5.7% increase compared to the same period last year (figure below). By contrast, the first half of 2020 had seen a decrease on the first six months of 2019 (-2.3%).

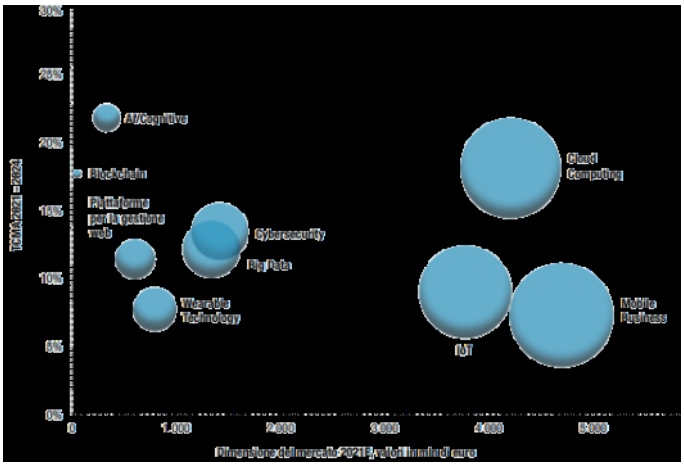
The digital market in Italy, 1H 2019-2022 (Millions of Euro)



n the 2022-2024 two-year period and eyond, the main technological drivers ill continue to be the Digital Enablers - ransversal to all ICT product sectors and nabling the continuous development of ew solutions - that have already given a trong boost to the digital market in ecent years. More specifically:

Figure 4 Digital in Italy (Anitec - Assinform, 2021)

- use of Cloud Computing services will carry on increasing, and is expected to reach almost 7 billion Euro in 2024 with an average annual growth rate of 18% in 2021-2024;
- a strong impetus will continue to come from the Big Datamarket, expected to reach 2 billion in 2024, with an average annual growth rate of 12% in the 2022-2024 period;
- also linked to this vision is the growth of Artificial Intelligence (or AI) tools and systems, for which average annual growth of 22% is expected in the years 2022-2024;
- IoT, which suffered from the pandemic-induced crisis in 2020, will start growing again in the coming years, thanks in part to the boost provided by the measures included in the PNRR, especially as regards the Industrial IoT component;
- cybersecurity will continue to develop considerably. As digitisation and networked activities grow, threats are increasing and becoming more sophisticated, putting the security of data



and systems and business continuity at risk. This will make companies increase their investments in cybersecurity.

Figure 6 - Digital Enabler 2022-2024 (Anitec - Assinform, 2021)

Expenditure in the Italian PA

As shown in the figure below, after a progressive growth in the period 2016-2019, ICT expenditure of the Italian PA in Italy undergoes a trend slowdown in 2020, to be attributed mainly to the Covid-19 emergency, and then resumes much more sustained growth in the forecasts for 2021 and 2022.

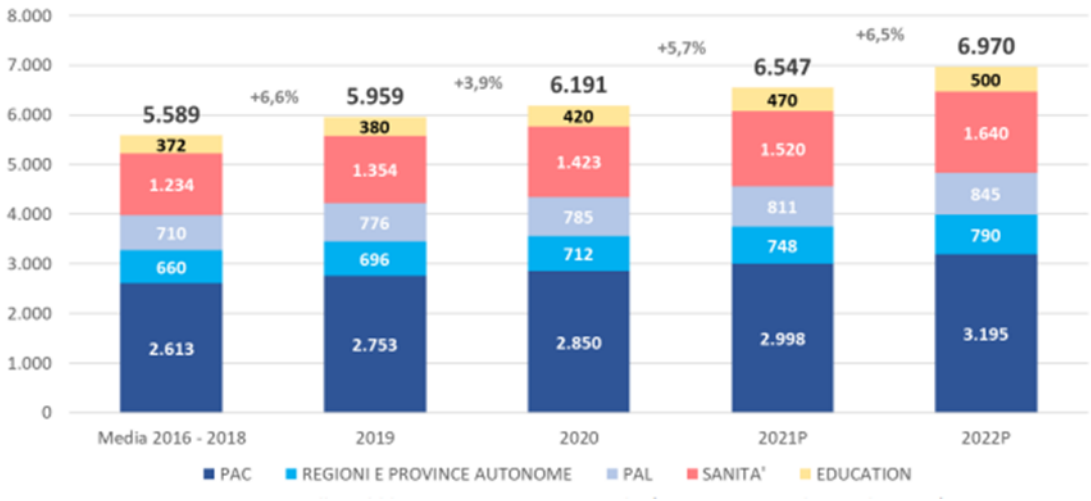


Figure 5 - ICT expenditure in the Public Administration in Italy (Source: NetConsulting cube 2021)

DESI Index (Digital Economy and Society Index)

The DESI index published in November 2021 and related to 2020 data places Italy in 20th place among European Union countries, showing an improvement of five places compared to the previous year with a score of 45.5 (compared to 50.7 in the EU).

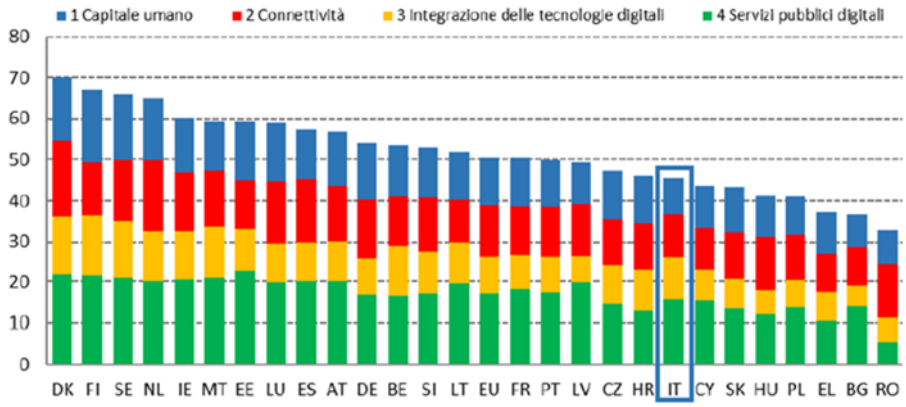


Figure 8 - The Digital Economy and Society Index (DESI) – European Commission 2021

In 2021, the Commission changed the structure from 2020 to reflect the objectives of two EU initiatives that will have a major impact on digitisation: the *Recovery and Resilience Facility*, RFF, and the 2030 *Digital Compass - The European way for the Digital Decade*. As a result of this new guideline, the thematic chapters monitored have changed from five in DESI 2020 (Connectivity, Human Capital, Use of Internet Services, Integration of Digital Technologies, Digital Public Services) to four in DESI 2021 (Human Capital, Connectivity, Integration of Digital Technologies, Digital Public Services).

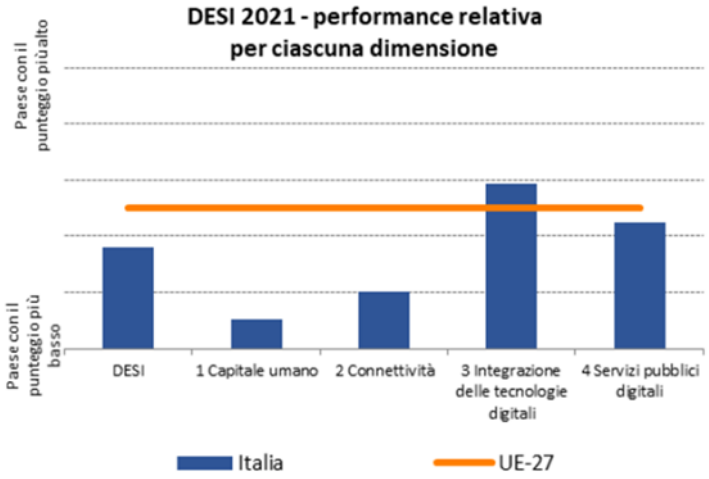


Figure 9 - DESI 2021 - relative performance for each dimension

Human capital - Italy ranks 25th. The percentages of Italians with at least basic digital competences (42%) and digital competences beyond basic digital competences (22%) are too low compared to the average of European citizens, respectively 56% and 31%.

Connectivity - Italy ranks 23rd. 61% of households have a fixed broadband connection, compared to the EU average of 77%. The percentage of households with speeds of at least 100 Mbps (28%) was also below the European average (34%). By contrast, the percentage of households (3.6%) with a speed of at least 1 Gbps in 2020 is above the EU average (1.3%).

Integration of digital technologies - Italy ranks 10th. Excellent performance is linked to the level of digital intensity of Italian SMEs (69%), which is higher than the EU average (60%). Among the most popular services, e-invoicing stands out; 95% of Italian companies use it, far higher than the EU average of 32%. Compared to 2018 (15%), the percentage of companies using cloud solutions is increasing in 2020 (38%). On the other hand, there is a lack of confidence in the use of certain technologies, such as Big Data, used by only 9% of Italian companies compared to an EU average of 14%, or artificial intelligence, used by only 18% compared to an EU average of 25%. Finally, the use of ICT for environmental sustainability purposes (60%) and e-commerce (9%) also lags behind the EU average, 66% and 12% respectively.

Digital public services - Italy ranks 18th. Overall, the percentage of Italian users interacting with public administration services online has increased from 30% in 2019 to 36% in 2020, numbers that are still far from the EU average of 64%. The best performances are found in the provision of digital public services to businesses, with a score of 89 compared to 84 for the EU average, and in Open Data, 87% compared to an average of 78%. On the other hand, poor performance is recorded for digital public services provided to citizens (69), against an average score of 75, and by the lower score of pre-filled in forms (51), against an average score of 63.

5.4.2 TECHNOLOGICAL CONTEXT

The last two years, in their exceptionality, have marked an unprecedented acceleration in the transformation of IT. In this new context, the most frequent business imperatives in 2021 were to make up for the turnover lost during 2020 or to give growth continuity to those business initiatives launched during the initial months of the pandemic. In addition, there was a need to increasingly adopt methods of direct interaction with customers while using new technologies to increase internal efficiency.

In the light of this situation, a well-known IT market observer positions vital technologies on three strategic objectives: business acceleration, support for change and infrastructure efficiency.

Many new technological topics can be associated with the first business acceleration category, such as:

- Collaborative and adaptive AI (Artificial Intelligence): is a new model of collaboration between experts and data scientists in order to develop mathematical models based on interoperability platforms that eliminate the need to share data sets for learning. This

paradigm, called in some contexts "Code to Data", enables creation of generic models that can easily be adapted to different contexts with specific configurations;

- Generative AI: is a new branch of Artificial Intelligence aimed at generating innovative artefacts that, in their originality, retain the physiognomy and familiarity with examples used for learning. These techniques are applied to both visual objects such as texts, images and videos, and to physical objects such as chemical compounds or products. Interesting applications have been made for generation of "synthetic" payment transactions from a set of real transactions, to then train anti-fraud systems. A similar approach has been tried for the automatic generation of source code to be suggested to programmers in real time;
- New tools for Smart Working -Distributed Enterprise: With increasingly widespread adoption of remote or hybrid working models, many organisations that were originally based on the centrality of the office are evolving towards the "distributed organisation" model with employees located heterogeneously across the territory. In order to increase productivity and reduce stress due to remote working, there is a growing need for tools to monitor the digital experience of employees to ensure satisfactory workplace performance and proactively intervene in case of problems. More generally, the need has arisen for technological tools that can bring employees closer to their company or to the infrastructure or machinery on which they have to operate. Augmented, virtual and mixed reality, digital twins, employee experience, IoT, location intelligence, machine learning and robotics are instrumental in achieving this goal.

Other emerging technologies can be classified as instrumental in supporting change. For example:

- AI Engineering: this new discipline makes it possible to simplify and accelerate the industrialisation of AI-based solutions by integrating them into automated processes able to orchestrate their development, testing and production. Extending established DevOps practices with DataOps and ModelOps tools drastically simplifies collaboration between data scientists, developers and data centre operators by automating the lifecycle of data sources and AI models;
- Hyperautomation: in many realities the pandemic situation has highlighted the weaknesses and inefficiencies of business processes. The term HyperAutomation represents a structured approach to identifying, correcting and automating as many IT processes as possible. It is based on the coordinated use of different tools such as AI, Event Driven architectures, Document Extraction, Robotic Process Automation (RPA), Digital *Process* Automation (DPA) in order to create automated flows that can handle complex data and progressively learn to make more and more complex decisions;

- Composable Applications: at times of high business dynamism, it is essential to have composable pieces that can speed up the development of modular applications in order to quickly respond to market opportunities. These components, called Packaged Business Capabilities (PBC), using the principles of autonomy, orchestration and interactive catalogue, make it possible to "democratise" application design activities, significantly increasing the ability to respond to the times dictated by the business and more easily create collaboration between different organisations in a Digital *Business* Ecosystem.

Finally, other emerging technologies address the need for infrastructure efficiency. For example:

- Cloud-Native Platforms: Many organisations are finding it difficult to increase the workforce and skills to support business initiatives with new digital solutions. Most Cloud Service Providers provide increasingly comprehensive platforms to facilitate Cloud Native development. These platforms make the most of the advantages of the Cloud paradigm, significantly reducing the time needed to produce a new application. The Cloud Native paradigm involves adoption of architectural standards that include containerisation and the use of “serverless” functions. The Cloud-native methodology is an abstraction that is transparent to the concepts of Hybrid Cloud and Multicloud. With appropriate care, applications developed in this way can be reused on different platforms on public and hybrid Clouds ;
- Cybersecurity Mesh: Cybersecurity Mesh Architecture (CSMA) is a new way of interpreting security platforms developed by creating an ecosystem of multiple composable and interoperable security tools. This approach enables typical security control concepts to be extended beyond the traditional corporate perimeters, focusing on devices regardless of their location and bringing control and monitoring points closer to them;
- Data Fabric: this innovative way of designing data architectures enables more effective integration of databases, heterogeneous in terms of technology and location, in order to develop reusable assets (data pipelines and data services) to support analytical or operational needs. The Data Fabric concept aims to overcome the distinction between data in separate environments (cloud and non-cloud) and enables the design, deployment and use of reusable information content. This is achieved using analysis tools that continuously access the metadata of available resources, either directly or indirectly, identifying where and how the data are used. This approach increases being able to monitor and analyse the content and use of data because it is based on their effective use and not on an upstream designed data model. In addition, this visibility enables profiling the use of data and incrementally suggesting improvements to the architectures and schemes used. Integration of the data fabric with data quality, mastering, sharing and regulation tools can make these suggestions even more prescriptive.

The driving force behind many of these technology trends is the increasing adoption of cloud platforms, making infrastructure and application design for innovative solutions much cheaper. At the same time, the need to perform complex simulations or analyses and to implement unassailable systems for fraud prevention purposes represents use cases that are difficult to implement on generic platforms. It should be noted that in these cases other generic platforms are being developed to complement the generic Cloud platforms such as High-Performance Computing (HPC), specialised CPUs and Quantum Computingsystems.

5.4.3 EUROPEAN UNION'S DIGITAL STRATEGY

In the aftermath of the Covid-19 pandemic, accelerating digitisation has become an essential component of economic recovery and resilience across all European sectors: digitisation has given the EU a further boost to the technology transition by enhancing e-health and promoting enabling technologies such as cloud computing, quantum technologies and high performance computing.

The EU is committed to creating a secure digital space for citizens and businesses in an inclusive, accessible way for all. This means enabling a digital transformation that safeguards EU values and protects fundamental rights and citizens' security, while reinforcing Europe's digital sovereignty.

Of key importance is the European Commission's "2030 Digital Compass", a strategy proposal that sets specific digital targets and milestones to be achieved by 2030 and is built around four main areas:

Skills

Citizens with appropriate digital skills and highly qualified ICT professionals. By 2030, at least 80% of all adults should have basic digital skills and there should be 20 million ICT specialists employed in the EU, with a greater presence of women in ICT professions. To enable all Europeans to fully benefit from the well-being offered by an inclusive digital society, access to education enabling the acquisition of basic digital skills should be a right of all EU citizens and lifelong learning should become a reality. More than mastering coding, advanced skills require having a computer science basis. Digital training and education should support a workforce where people can acquire specialised digital skills for quality jobs and rewarding careers. In 2019 there were 7.8 million ICT specialists with a previous annual growth rate of 4.2%. If this trend continues, the EU will fall far short of the projected need for 20 million experts, e.g. in key areas such as cyber security or data analysis. More than 70% of enterprises report a lack of staff with adequate digital skills as an obstacle to investment.

Digital transformation of enterprises

By 2030, three out of four businesses should use cloud computing, big data and artificial intelligence services; more than 90% of SMEs should reach at least a baseline level of digital intensity and the number of "unicorn" businesses in the EU should be doubled. SMEs play a central role in this transition, not only because they represent the majority of EU companies, but because they are a key source of innovation. With the support of more than 200 digital innovation poles and industry clusters, by 2030 SMEs should have the opportunity to access digital technologies or data easily and correctly, guaranteed by appropriate regulation, and benefit from adequate support for digitisation.

Digitisation of public services

By 2030, all major public services should be available online; all citizens should have access to their electronic medical records; and 80% of citizens should use a digital identity solution. User-friendly services will enable citizens of all ages and businesses of all sizes to influence the direction and results of government activities more efficiently and to improve public services. “Government as a platform”, as a new way of building digital public services, will provide easy, holistic access to public services with the seamless interaction of advanced capabilities such as data processing, artificial intelligence and virtual reality. The emphasis on developing “smart villages” is also interesting: communities in rural areas that use innovative solutions to improve their resilience, building on local strengths and opportunities.

Digital and secure infrastructures

By 2030, all EU households should have Gigabit connectivity and all inhabited areas should be covered by 5G; the production of sustainable, cutting-edge semiconductors in Europe should reach 20% of world production; 10,000 climate-neutral and highly secure peripheral nodes should be installed in the EU and Europe should have its first quantum computer.

The following table provides a short summary of the EU Digital Compass targets to be achieved by 2030:

Sector	2030 targets		
Skills	ICT specialists: 20 million	Gender convergence	Basic digital competence: min. 80% population
Companies	Introduction of technology: 75% of EU enterprises using Cloud/IA/BigData	Innovators: increasing scale-up and funding to double the EU's “unicorns”	Late innovators: more than 90% of SMEs reach at least a basic level of digital intensity
Public services	Basic public services: 100% online	Health online:	Digital identity: 80% citizens using digital ID

Sector	2030 targets			
Infrastructures	Connectivity: gigabit for all, 5G everywhere	100% of citizens with access to their medical records Leading semiconductors: doubling the EU's share of world production	Data - Edge and Cloud: 10,000 highly secure, climate-neutral peripheral nodes	Computing: first computer with quantum acceleration

5.4.4 THE NATIONAL RECOVERY AND RESILIENCE PLAN

The European Union responded to the pandemic crisis with the Next Generation EU (NGEU), a support programme to accelerate the ecological and digital transition, improve the training of workers and achieve greater gender, territorial and generational equity.

Under the NGEU, one of the main recovery instruments is the Community Recovery and Resilience Facility (RRF), which requires Member States to present a package of investments and reforms: the National Recovery and Resilience Plans (NRPs (PNRR)).

The Community Mechanism allocates resources amounting to 191.5 billion euros to Italy, to be used over a period of five years; this plus 30.6 billion euros from the Supplementary Fund financed directly by the State budget.

The Plan, defined by the Government, with the support of the MEF - State General Accounting Office (Ragioneria Generale dello Stato), and approved by the Council of Ministers on 29 April 2021, represents an absolute novelty in both the EU and the national panorama and responds to new management and operational logics that, while starting from the programmes financed with European structural and investment funds, depart from them to outline processes and procedures that are absolutely specific due to the need to implement actions fast, guaranteeing high quality standards and ensuring correctness and rigour in the use of the funds.

The PNRR is the instrument that will enable an acceleration in the process to digitally transform the Italian System. Mission 1, aimed at the Digitisation, Innovation and Security of the PA (40.7 billion euro), sees Sogei's direct involvement as the implementer of projects activated through the use, by the PA customer, of funds offered by the PNRR. In particular, Component 1 of the Mission (9.75 billion euro) aims to thoroughly transform the Public Administration; this through a strategy centred on digitisation, which aims to implement wide-ranging technological actions accompanied by structural reforms, investing in skills and innovation and systematically simplifying administrative procedures (reducing time and costs); and finally to support the

reform of the judicial system through investments in digitisation and management of the civil and penal case backlog.

Sixty percent of the resources allocated to Component 1 of Mission 1 will be earmarked to digitise the PA, to enhance relevant aspects such as digital infrastructure, cloud migration, data and interoperability, digital services and digital citizenship, national cyber security, basic digital skills and finally support for large central and local PA.

With regard to migration to cloud, Sogei plays an important role in the construction of the National Strategic Pole (PSN Polo Strategico Nazionale), through partnerships based on maximum technical and functional uniformity, and characterised by an overall governance considering the aspects related to implementation of highly dedicated services with a focus on security, connectivity and reliability; aimed at providing the PA, through a dedicated infrastructure at the forefront of performance and security, with cloud technologies and infrastructures that can benefit from the highest reliability, resilience and independence guarantees.

15% of Component 1 resources will go to enhancing PA innovation by building a digitisation, monitoring and performance task force to work on skills, administrative capacity and careers, developing the single recruitment portal.

Last of all, the remaining resources (25%) will be invested in organisational innovation of the judicial system to strengthen the digitisation of judicial proceedings and speed up, within a shared reform framework, the speed of justice.

In this complex and unprecedented scenario, Sogei supports the State General Accounting Office in the implementation of the National Reform Programme (PNRR), guaranteeing the Financial and Economic Administration specialist and operational support, providing consultancy and governance, and designing and developing ICT solutions and services.

Through constant monitoring of activities c/o the Administration, Sogei has in fact contributed to identifying strategic, programmatic lines and to the construction of the complex multi-level governance system, as set forth no. 77 of 31 May 2021 - Governance of the National Recovery and Resilience Plan and first measures to strengthen administrative structures and accelerate and streamline procedures.

In particular, Sogei was responsible for defining and updating the Management and Control System (Si.Ge.Co), a document describing the structure, functions and procedures to be put in place to manage and control the PNRR, and which defines the processes, procedures and tools needed to support Administrations and all the players involved in implementation of the actions and reforms envisaged by the Plan throughout the country, ensuring constant monitoring of execution times, expenditure and results achieved.

In this context, in accordance with Article 7(5) of Legislative Decree No. 80, Sogei supported the Department of the State General Accounting Office in structuring the training course for staff recruited following the call for tenders published in the Official Gazette No. 64 of 13 August 2021.

In addition, as the digital provider implementing the Plan, for the General Accounting Office, ReGIS, Sogei is developing the management and reporting platform for investment initiatives and actions financed under national and EU cohesion policies for the 2021-2027 programming period.

The Single Information System "ReGIS" is inspired by the principles of standardisation of IT processes in order to provide all the Administrations in charge of actions with support in the managing, monitoring, reporting and control phases of programs and actions financed with EU and national funds.

Moreover, in collaboration with the State Accounting Office and the Presidency of the Council of Ministers, Sogei contributed to the creation of the "Italia domani" portal (Home - Italia Domani - PNRR Portal), which constitutes the Plan's "communication window". A dynamic tool, based on the guiding principles of transparency, simplicity, immediacy and customisation, which will adapt over time to the needs of citizens and facilitate engagement through clear, accessible communication about the NRP (PNRR) and its benefits.

Last of all, Sogei will take an active part in implementation of the annual communication plans implementing the PNRR's information and communication strategy, to ensure the visibility of funding provided under the NEXT GENERATION EU.

In the future, the scenarios outlined through implementation of the NRP (PNRR) envisage a more competitive Italy, able to attract investment and transmitting confidence to the new generations. Ensuring the effective, efficient management and implementation of the investments envisaged in the NRP (PNRR) is crucial in order to be part of the change that the EU has promoted and to make an effective contribution to relaunching our country system.

5.4.5 REGULATORY FRAMEWORK

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

Sogei's activity falls within the context of a broad regulatory framework which regulates relations between the Ministry of Economy and Finance, its Organisational Structures and the other members of Public Administration customers, intermediaries and citizens. The principal and recent legislative provisions, issued in 2021 and of relevance to the Company, can be found below in chronological order.

5.4.5.1 Regulation implementing Article 1(6) of Decree-Law No 105 of 21 September 2019, converted, with amendments, by Law No 133 of 18 November 2019 on the National Cyber Security Perimeter

Presidential Decree no. 54 of 5 February 2021, in article 1, paragraph 1, letter r) identifies among the central purchasing bodies required to apply the provisions set out in the Regulation itself in relation to the purchase of goods and services, in addition to Consip S.p.A. and the aggregation entities implementing instruments referred to in article 1, paragraph 512, of Law no. 208 of 28 December 2015, also SOGEI for activities relating to the scope identified by article 31, paragraph 5, of Decree-Law no. 76 of 16 July 2020, which entrusts SOGEI with the task of defining and developing innovative services and products for administration customers, also acting as an innovation procurement broker.

5.4.5.2 Urgent measures for the gradual resumption of economic and social activities while respecting the need to contain the spread of the Covid-19 epidemic

Article 9(1)(e) of Decree-Law no. 52 of 22 April 2021, converted with amendments by Law no. 87 of 17 June 2021, specifies that the national platform-DCG is created by Sogei S.p.A. through the infrastructure of the Health Insurance Card System and is managed by that company on behalf of the Ministry of Health, controller for processing the data collected and generated by the platform.

5.4.5.3 Governance of the National Recovery and Resilience Plan and initial measures to strengthen administrative structures, speed up and streamline procedures

Decree Law No. 77 of 31 May 2021, converted with amendments by Law No. 108 of 29 July 2021, on the "Governance of the National Recovery and Resilience Plan and initial measures to strengthen administrative structures and accelerate and streamline procedures" provides for various provisions affecting SOGEI's actions, and in particular:

- in Art. 7, paragraph 6, SOGEI is assigned the task to ensure the support of technical and functional competences to the financial economic administration for implementation of the PNRR. The legislation also establishes that for this activity SOGEI may use Studiare Sviluppo s.r.l. for the selection of experts to be entrusted with the support activities, in accordance with procedures to be defined in a specific agreement,. It also establishes that Sogei S.p.A. shall not be subject to the provisions on restrictions related to coordinated and continuous collaboration contracts, and shall decide its personnel selection and recruitment processes on the basis of criteria of maximum speed and effectiveness, giving preference to selection methods based on curricular requirements and on interviews of a technical nature, also by way of derogation from the provisions of Article 19 of Legislative Decree no. 175 of 19 August 2016;

- article 11 lays down provisions to strengthen the administrative capacity of contracting authorities, providing that Consip. S.p.A., on the basis of a specification stipulated with the Ministry of Economy and Finance, makes specific contracts, framework agreements and technical support services available to the public administrations; also implementing an information, training and tutoring program in purchasing and planning procedures. Paragraph 2 specifies that the provisions set out in paragraph 1 shall also apply to the acquisition of IT and connectivity services carried out by Sogei S.p.A.;
- Article 39 sexies paragraph replaces Article 234 of Decree-Law no. 34 of 19 May 2020, converted, with amendments, by Law no. 77 of 17 July 2020, with the following heading: "Article 234 (Measures for the information system to support school education). In paragraph 1 the provision states that in order to create an integrated information system for decision support in the school education sector, for the collection, organization and multidimensional analysis of related data, for the long-term forecast of expenditure for school personnel, and for support for the legal and economic management of the aforementioned personnel also through artificial intelligence technologies and for distance learning, and for the organisation and operations of central and peripheral ministerial structures, the Ministry for Education will use SOGEI based on a specific multi-year agreement;
- article 42(1) specifies that the national platform DCG (digital green certificate) be created, through the Health Card System infrastructure, by Sogei S.p.A. and be managed by the latter on behalf of the Ministry of Health, which is the controller of the processing of the relevant data;
- article 43(1) allows the Ministry of Infrastructure and Sustainable Mobility to use Sogei S.p.A. for IT services instrumental to the achievement of its institutional and functional objectives, and to implement program and projects to be carried out through IT platforms aimed at action recipients.

5.4.5.4 Urgent measures to strengthen the administrative capacity of public administrations functional to implementation of the National Recovery and Resilience Plan (PNRR) and for the efficiency of justice.

Decree-Law no. 80 of 9 June 2021, converted with amendments by Law no. 113 of 6 August 2021, in art. 7-bis, paragraph 5, establishes that, within the scope of requirements also deriving from this article, Sogei S.p.A. ensures the full effectiveness of activities also to implement the PNRR digital transformation projects entrusted to that company and provides, by way of derogation from the provisions of Article 1, paragraph 358, of the Finance Act 2008 (Law No. 244 of 2007), with the use of balance sheet profits achieved and, where necessary, with the issuance of specific bonds. That legislation establishes that, for the same purposes, Sogei S.p.A.

be authorised, subject to a shareholders' meeting resolution, to set up companies or acquire shareholdings.

5.4.5.5 Urgent provisions for implementation of the National Recovery and Resilience Plan (PNRR) and for prevention of mafia infiltration.

Decree-Law no. 152 of 6 November 2021 (the so-called PNRR Decree-Law), converted into law by article 1, paragraph 1 of Law no. 233 of 29 December 2021, contains other provisions of significant interest to the Company and in particular:

- article 7 amends Article 33-septies of Decree-Law No. 179 of 18 October 2012, converted, with amendments, by Law No. 221 of 17 December 2012, by amending Paragraphs 1 and 4 and repealing Paragraph 4-ter, which provided for the Company to establish one of the strategic poles;
- article 7, paragraph 4 provides for the introduction to Article 51, paragraph 2, of Decree-Law No. 124 of 26 October 2019, converted, with amendments, by Law No. 157 of 19 December 2019, of letter f-ter) thus establishing that the Agency for National Cyber Security (ACN), referred to in Article 5 of Decree-Law No. 82 of 14 June 2021, converted, with amendments, by Law No. 109 of 4 August 2021, may use the services of the Company with regard to the security, continuity and development of the information system needed to exercise its institutional tasks;
- article 7(5) stipulates that SOGEI shall provide services as a national cloud infrastructure for the administrations for which it operates based on in-house assignments and for the National Cyber Security Agency, and for the other central administrations that use the aforementioned company pursuant to Article 51 of Decree-Law no. 124 of 26 October 2019, converted, with amendments, by Law no. 157 of 19 December 2019;
- article 31-ter(2) permits the Ministry of Universities and Research, for the design and management of the National Register of Higher Education, to use Sogei, on the basis of a specific agreement, also of multi-year duration. The agreement referred to in the first sentence shall also govern use of Sogei to digitise services and internal organisational and administrative processes, and for the legal and economic management of personnel.

5.5 STRATEGY – OBJECTIVES

5.5.1 SOGEI'S INDUSTRIAL GUIDELINES

Sogei's new vision, aimed at achieving important results for citizens, businesses and professionals, must be based on two key points: the first "disappearing bureaucracy" , understood as the ability of the Public Administration to offer services and not obligations

thanks to the interoperability of PA systems; the second "citizen-valuedservices", i.e. quality services for citizens based on valuable assets managed as reusable "products", single source of truth.

This approach, guided by the new vision must, on the one hand, aim to consolidate the strategic assets of administrations by eliminating duplications, making them reusable and managing them in a "trusted" manner; and, on the other, encourage the exploitation of assets and cooperation between administrations, adopting interoperability standards, in line with the models provided in Agid's Three-Year PA Plan, and creating a "digital ecosystem" for their use.

The enabling element through which Sogei can develop its technological strategy as enabler of a Digital Government Technology Platform (DGTP) framework is its ability to implement and manage “Citizen multiexperience” to implement and manage data insight solutions through analytics and artificial intelligence, to implement and manage shared and hybrid infrastructures, and lastly to implement and manage integration in and between ecosystems.

To carry out this new role, Sogei can leverage on relevant capabilities and assets, appropriately mapped in a storefront logic and in line with market logic, capabilities of governance and management of “hard” assets, of design and development of application components and of end-to-end governance of project initiatives.

The future scenario sees an evolution towards a "GovTech”model, already experimented in several international realities, characterised by key elements such as:

- *Service company*: Sogei will provide strategic ICT and Cloud services (IaaS, PaaS, SaaS, etc) reducing the investments required by individual PAs, also with a view to a Strategic National Level I State Cloud Platform for platforms, services and data of strategic national and civil interest;
- Cloud Data Centre: establishment of a main PA Data Centre, public-private partnerships, Level II National Strategic Platform, leveraging on what Sogei can guarantee, i.e. strong rationalization of space and consumption needs by individual PAs and the possibility to invest in network infrastructure, also in partnership with other companies;
- Cloud market place (G2B & G2C & G2G): implementation of the National Data Bank making available, under the supervision and regulation of a government agency, open data, API digital service, Civic life moment;
- Procurement & Funding*:* implementation of public investments also through appropriate use of European Programmes and National Funds on the subject and the definition of Framework Agreements with individual PAs (with specific transfer prices, SLAs, etc.) and dedicated ICT Procurement .

In the context of this future transformation, to be achieved by an evolutionary path through increasing Sogei role intensity levels and requiring specific enabling levers of a regulatory, organizational and governance nature, the advantages for the Public Administration, citizens, businesses and professionals can be summed up in an overall decrease in ICT management and PA evolution costs, the guarantee that there will be no overlapping of Data Centres and Public Data "management" bodies and that individual central and local Administrations will not set up closed gardens, creation of coordination in the evolution of the Italian Public Cloud and of broad benefits related to the interoperability of PA data; and, lastly, simplification of services for citizens, businesses and professionals.

In 2021 Sogei launched its 2021-2023 Business Plan through which it will continue and strengthen its growth in support of the Public Administration, increasing quality, effectiveness and efficiency, investing in the development of cutting-edge digital solutions and in the adjustment of its service model along the citizen eXperience & sustainability paradigm.

The new Business Plan is based on five founding pillars: Evolution of services, Evolution of technologies, Corporate efficiency, People & Digital Experience and Sustainability. The Plan pillars represent the strategic levers for the evolution of the Sogei mission. The main enabling factors for the transition from in-house customer service provider to accelerator of the Public Administration's Digital Transformation will be the technological evolution, the strengthening of corporate processes and the development of corporate skills and culture.

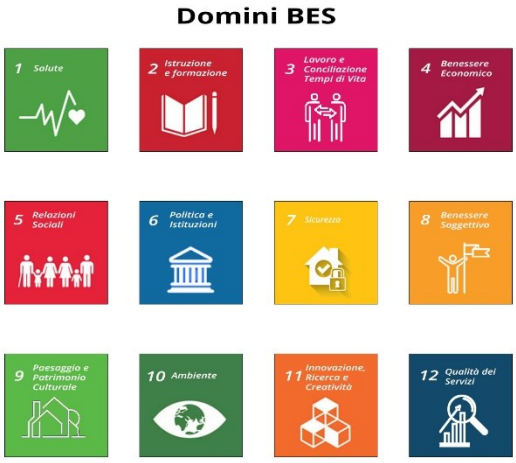
5.5.2 THE STRATEGY AND GOALS OF SUSTAINABLE GROWTH

The 2030 Agenda, signed by the United Nations on 25 September 2015, defines 17 Sustainable Development Goals (SDGs). For the first time in history, not only governments but also organisations have been involved in an action plan for sustainable development that considers the mutual interrelationships between environmental, social and economic aspects. The 17 SDGs form the sustainability map for all organisations, as outlined below:

The 2030 Agenda provides tools to monitor, measure and verify over time the consistency of Sogei's sustainability strategy. The Information and Communication Technology sector plays a key role in achieving the objectives of the 2030 Agenda. The areas of intervention especially include:

- investments to develop and set-up infrastructures;
- adequate skills and technologies, able to expand the number of users and guarantee the reliability of ICT services.

Sogei has selected several priority areas of commitment, SDGs and targets consistent with its operational model and strategy. The analysis carried out was in line with the principles of Fair and Sustainable Well-being (BES) indicators, introduced in the preparation process of the Government's economic planning documents by the Decree of 16 October 2017 of the Ministry of Economy and Finance.



5.5.3 INTEGRATION OF SDGS

The pillars of the Business Plan and Sogei's commitment to the Sustainable Development Goals are integrated into Sogei activities, projects and actions, based on the criteria shown in the table below.

High impact				
SDGs	SDGs Target	Pillars of the 2023 Plan	Areas of action	BES, domains and indicators
4: Provide quality, fair and inclusive education, and learning opportunities for all.	4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	People & Digital experience	Adoption and development of company policies and programmes in the field of vocational guidance and training (Genesis, Mentoring Lab, Coaching, Logbook, etc.). Development of training paths to increase core and soft skills. Collaboration and partnerships with universities to attract the best talent.	2. Education and training (2.6 - 2.7 - 2.10)
	4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.		Adoption and development of company policies and programmes in the field of vocational guidance and training (Genesis, Mentoring Lab, Coaching, Logbook, etc.). Development of training paths to increase core and soft skills. Collaboration and partnerships with universities to attract the best talent.	
7: Ensure everyone has access to economic, reliable, sustainable and modern energy systems.	7.2: By 2030, increase substantially the share of renewable energy in the global energy mix	Sustainability	Purchase energy produced exclusively from renewable sources, certified by RECS (Renewable Energy Certificate System).	10. Environment: (10.15)
	7.3: By 2030, double the global rate of improvement in energy efficiency		Sogei is heavily committed to containing its energy consumption and needs. It studies and implements ongoing actions to rationalise and monitor consumption at the technological infrastructure and building installation level, safeguarding the provision of highly-reliable services. Sogei also refers to the framework of the Code of conduct on Green Data Centre.	
8: Foster lasting, inclusive, and sustainable economic growth, full and productive	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-	Evolution of services Technological evolution	Increase economic productivity through the joint development of technologies, including with start-ups, and investment in innovation and technology that	11. Innovation, research and creativity (11.4)

employment, and decent work for all.	value added and labour-intensive sectors		can meet the needs of our customers and the community.	
	8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead	Sustainability	Increase efficiency in the use of energy, including from renewable sources, water and other resources. Formalization of these aspects in sustainable procurement policies and supplier codes of conduct.	10. Environment: (10.1 - 10.15)
	8.5: By 2030, ensure full, productive employment and decent work for women and men, including for young people and people with disabilities, as well as fair remuneration for work of equal value.	People & Digital Experience	Assessment of the impact of inequalities between business functions in order to take corrective action where necessary to improve the gender balance between employees and managers. Work with workers' representatives to ensure equal access to employment.	2. Education and training (2.6)
	8.6: By 2030, substantially reduce the proportion of youth not in employment, education or training		Recruiting campaigns to ensure a constant organizational and generational evolution through the entry of young new resources.	3. Work and life-time balance (3.3 - 3.9)
	8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment		The Occupational Health and Safety policy is an integral part of the entire corporate activity. The company undertakes to define, maintain and update the Health and Safety Management System of workers (SGSL), in accordance with the relevant regulations and with the ISO 45001:2018 standard.	3. Work and life-time balance (3.7)
9: Build resilient infrastructures and promote innovation and fair, responsible, sustainable industrialization.	9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	Evolution of services Technological evolution	Evolution of the Data Centre Hub towards a transversal control model focusing on core services, in order to create quality, reliable, sustainable and resilient infrastructures.	11. Innovation, research and creativity (11.4)

	9.2: Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	Evolution of services Technological evolution Corporate efficiency People & Digital Experience	Projects to increase corporate digital awareness in order to facilitate innovation and digital transformation inside and outside the organisation, and speed up the processes of change and digitisation	11. Innovation, research and creativity
	9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	Evolution of services Technological evolution	Applied research focused on technology aspects related to IoT, Machine Learning, AI, and blockchain.	
12: Ensure sustainable patterns of production and consumption.	12.1: Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	Sustainability	Adoption of the Code of Conduct on Green Data Centre, which aims to identify standards and best practices to support ICT companies in establishing a common eco-efficiency strategy in data centre management. The progressive inclusion of "green criteria" in procurement procedures, needed to reduce environmental impacts	10. Environment: (10.1)
	12.2: By 2030, achieve the sustainable management and efficient use of natural resources			
	12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse		Sogei's responsible management and various initiatives in this area enable the transition to a circular economy, in which resources are used in a more sustainable way.	10. Environment: (10.2 - 10.16)
	12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle		Annual preparation of the integrated Report to provide a complete view of the strategy, the operating and governance model of Sogei and the results achieved, that is, of its ability to create sustainable, shared value that can endure over time for its stakeholders.	

12: Ensure sustainable patterns of production and	12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.	Sustainability	The progressive inclusion of "green criteria" in procurement procedures, needed to reduce environmental impacts	10. Environment: (10.1)
16: Promote peaceful, inclusive societies for sustainable development, ensure access to justice for all, and build effective, accountable, inclusive institutions at all levels.	16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all		Development of services, control methodologies and tools to give greater effectiveness to actions to prevent and counter evasion, offences, fraud, tax crimes and illegal transactions. Introduction and implementation of technologies to protect corporate information assets, and to promote the personal data protection culture.	6. Politics and institutions (6.5)
	16.5: Substantially reduce corruption and bribery in all their forms.	Evolution of services Technological evolution	Development of policies and programmes to deal effectively with all forms of corruption (MOG, whistleblowing, PTPCT, etc.).	
	16.6: Develop effective, accountable and transparent institutions at all levels		Development of innovative solutions that guarantee transparency, access to information and legality to customers and the community.	
	16.9: By 2030, provide legal identity for all, including birth registration		Creation of the ANPR (National Register of the Resident Population): an integrated system which enables Municipalities to perform registry services, consult or extract data, monitor activities, undertake statistics and ensure greater certainty and quality in registry data.	
	16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements		Development of solutions and services able to guarantee customers the support to institutions in ensuring public access to information.	
17: Strengthen the implementation tools and renew the global partnership for sustainable development.	17.1: Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	Evolution of services Technological evolution	Support in State revenue management and control activities, setting-up new solutions and services to speed up tax obligations and simplify relationships with taxpayers, who are also instrumental to countering tax evasion.	

	17.8: Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology		Technological partner of the MEF and a reference point for the country's digitisation.	
17: Strengthen the implementation tools and renew the global partnership for sustainable development.	17.16: Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries	Evolution of services Technological evolution	Participation in projects in cooperation with national and European institutions to share technology and experience.	
	17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships			

Medium-high impact				
SDGs	SDGs Target	Pillars of the 2023 Plan	Areas of action	
3: Ensure health and well-being for all and all ages	3.8: Achieve universal healthcare coverage, including protection from financial risks, access to essential quality healthcare services and secure, efficient, quality and affordably-priced access to basic medicines and vaccines for all.	Evolution of services Technological evolution	Development of innovative solutions to improve access to and the quality of healthcare services, such as the National System for Monitoring Healthcare Expenditure (Health Insurance Card System), the electronic prescription, the National Register of Assisted Persons (ANA) and Electronic Health Records (FSE).	12. Quality of services (12.4)
	3.d Strengthen the capacity of all countries, in particular developing countries, for		Immuni app: Sogei is committed to provide, configure, manage and monitor, conduct and	

	early warning, risk reduction and management of national and global health risks.		maintain the notification and exposure of the “Immuni” application website in a secure way.	

Medium impact				
SDGs	SDGs Target	Pillars of the 2023 Plan	Areas of action	
5: Achieve gender equality and empower all women and girls.	5.1 End all forms of discrimination against all women and girls everywhere	People & Digital Experience	Implementation of personnel management policies with due regard for equal opportunities in all phases and for all aspects of the employment relationship, avoiding any form of discrimination on the grounds of gender, age, state of health, nationality and political or religious opinions.	3. Work and life-time balance (3.9)
	5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life			
13: Promote action, at all levels, to combat climate change.	13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Sustainability	The progressive inclusion of "green criteria" in procurement procedures, needed to reduce environmental impacts	