

8. SOCIAL AND RELATIONSHIP CAPITAL

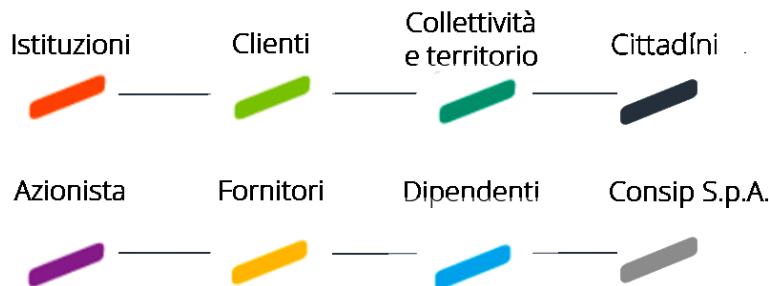
Strong relationships with our key stakeholders create long-term value, supporting the growth of the PA ecosystem.

8.1 THE INVOLVEMENT OF STAKEHOLDERS

8.1.1 IDENTIFICATION OF STAKEHOLDERS

Sogei stakeholders have been identified in 8 main categories: Shareholder - Customers - Citizens - Suppliers - Institutions - Community and territory - Employees - Consip S.p.A.

Stakeholders are subjects (individuals or groups) expressing interests in an enterprise and with which an enterprise interacts in the management of its business. Sogei believes it is of fundamental importance to develop and maintain effective and lasting relationships with its stakeholders. Stakeholder engagement is essential for defining objectives and facilitating decision-making.



8.1.2 STAKEHOLDER ENGAGEMENT

Stakeholder engagement accompanies the company throughout its management life cycle to ensure it is responsive to constant changes in the social, digital, environmental and economic context in which it operates.

Stakeholder engagement activities are carried out throughout Sogei and are constantly monitored through actions to collect stakeholder interests, needs and expectations, and at communicating to them the results achieved and the program promoted for the sustainable development of Sogei activities

The main actions and initiatives carried out during the year and the engagement tools adopted are summarised below.

SHAREHOLDER	
ACTIONS:	Institutional meetings - participation in round tables and steering committees.
TOOLS:	Hearings, guidelines, meetings of administrative bodies, meetings at institutional forums and participation in industry conferences.
CONNECTIONS:	Customers, Community and territory, Institutions
UNIDIRECTIONAL/ BIDIRECTIONAL	Bidirectional
CUSTOMERS	
ACTIONS:	Direct and indirect surveys on the aspects related to the quality of products/services through working groups involving Customers, the analysis of results collected during the provision of services and surveys at the Customer's request designed to verify the level of satisfaction of services provided, as well as Open Innovation events.
TOOLS:	Meetings, contact centre, website, social media, customer events, contracts, direct contact and emails.
CONNECTIONS:	End customers, Community and territory, Institutions
UNIDIRECTIONAL/ BIDIRECTIONAL	Bidirectional
CITIZENS	
ACTIONS:	Communication
TOOLS:	Social media, Integrated report, Institutional site
CONNECTIONS:	Customers
UNIDIRECTIONAL/ BIDIRECTIONAL	Bidirectional
SUPPLIERS	
ACTIONS:	Sogei utilises Consip S.p.A. to select the suppliers of goods and services. The Company avails itself of the interregional Inspectorate for Public Works of Lazio, Abruzzo and Sardinia, which complies with the provisions of the Procurement Code, for completion of all activities and procedures related to the performance of work on the installations owned by Sogei or which, in any case, are at its disposal.
TOOLS:	Surveys, Code of Ethics and contracts, exchange of online information, the "PA Online Purchases", meetings and collaborative partnerships, and the website.
CONNECTIONS:	Consip S.p.A.
UNIDIRECTIONAL/ BIDIRECTIONAL	Bidirectional
INSTITUTIONS	
ACTIONS:	Parliamentary hearings in the Chamber and Senate (Finance and Budget Committees and Parliamentary Oversight Committee on the Tax Register), institutional management meetings, participation in round tables and steering committees, individual and group meetings with representatives of national and international institutions, collaborations and partnerships with Universities and research institutes, participation in workshops, and conferences and events.

TOOLS: Hearings, guidelines, Agreements and Memoranda of Understanding, meetings of administrative bodies, meetings at institutional forums, and participation in industry conferences.

CONNECTIONS: Customers, Shareholder

UNIDIRECTIONAL/
BIDIRECTIONAL Bidirectional

COMMUNITY AND TERRITORY

ACTIONS: Close collaboration with Customers to increase citizen engagement, create awareness in the community on the opportunities and risks of Digital Transformation, and mitigate the risks linked to digitisation.

TOOLS: Social listening, web analyses, social networks, Website, hearings, media relations and universities.

CONNECTIONS: Cross-sector

UNIDIRECTIONAL/
BIDIRECTIONAL Bidirectional

EMPLOYEES

ACTIONS: Acquire new skills and create a digital workplace in order to innovate and implement the Company's digital convergence by contributing to the PA's path to digital transition.

TOOLS: Surveys, emails, Intranet, corporate Social Enterprise, collaboration tools, development and training courses, information and meeting sessions, HR listening system, events for families of employees, Open Innovation initiatives, and Design Thinking.

CONNECTIONS: -

UNIDIRECTIONAL/
BIDIRECTIONAL Bidirectional

CONSIP S.P.A.

ACTIONS: Relationship ruled by an agreement

TOOLS: Contracts, direct contact, e-mail

CONNECTIONS: Suppliers, Shareholders

UNIDIRECTIONAL/
BIDIRECTIONAL Bidirectional

GRI 102-44
GRI 102-47
GRI 102-49
GRI 103-1

8.2 MATERIALITY ANALYSIS

Material topics, as defined by the GRI Standards, are aspects that reflect the significant economic, environmental and social impacts of an enterprise and/or substantially influence stakeholder assessments and decisions. For each material theme identified, the Global Reporting Initiative Standard provides for its reporting based on the indicators linked to it.

In order to draft this document, Sogei carried out a materiality analysis, after which the so-called "materialities" were identified. "material issues", which have been included and reported in the Integrated Report and which reflect the organisation's significant economic, environmental and

social impacts, substantially influencing stakeholder decisions. The methodology used was developed considering the guidelines of several international standards, including GRI, IIRC (International Integrated Reporting Framework) but also considering the correlation of material issues to the strategic objectives of the 2030 Agenda. For the sake of a complete analysis, the material sector issues suggested by the Sustainability Accounting Standard Board (SASB) - SASB Materiality Map®, for the “Technology & Communications – Software & it Services” sector were examined. The process also included a documentary analysis of the sector and benchmarking.

8.2.1 THE PROCESS OF MATERIALITY ANALYSIS

The contents of the Integrated Report must consider the expectations, assessments and influence on the organisation of stakeholders, both upstream and downstream in the value chain.

During 2021, the materiality analysis carried out through activities such as discussions with top management, analysis of the reference context, stakeholder engagement and benchmarking with the most important companies in the sector, resulted in an update of the relevant issues identified in 2020, and the level of priority related to them, considering that not all material issues are of equal importance. 19 material issues have been included and reported in this Integrated Report, compared to 18 in the 2020 Report:

- the issue of shared value creation was introduced, which considers the path towards acquisition of BCorp certification and the transformation of Sogei into a Benefit Corporation started in 2021;
- the issue of integrated risk management was added, which was at the heart of the company's investment plan over the last year and which, to date, is an evolving aspect;
- finally, the specific issue of Digital Ethics was highlighted, which for Sogei represents an essential component of organisational culture and daily execution.

The process also involved an analysis of consistency with the above-mentioned Fair and Sustainable well-being (BES) indicators.

The main steps can be summarized as follows:



8.2.2 MATERIAL ISSUES

The 19 material issues identified cover the different dimensions of sustainability and are divided starting from what is set forth in the IR Framework of the International Integrated Reporting Council – IIRC, which recalls the “capitals” of the IIRC Integrated Budget Guidelines. However, the analysis of factors affecting Sogei's ability to create sustainable value for its stakeholders has led to the creation of three macro-categories in line with its new sustainability model: Social, Digital and Environmental.

These macro-categories are significant both internally and externally for understanding Sogei activities and the impacts they generate in the context in which Sogei operates.

The following table shows the reasons why issues are considered relevant, generating an impact on multiple stakeholders.

<i>Social area</i>	
Material issue	Why the issue is material
1 - Creation of shared value (Benefit corporation/Bcorp)	Incorporating objectives of common benefit to stakeholders, the environment and the community into one's mission means being able to concretely measure impacts in terms of sustainability. Sogei's Measurement Model contributes to building a sustainable future for the Planet and for People, ensuring long-term profits for shareholders. In the face of social change and environmental deterioration, the real correlation between sustainability and corporate reputation has been given due emphasis. This does not make them the best companies “in” the world, but certainly the best companies “for” the world.
2 - Transparency, ethics and integrity in conducting business	The transparency of data and administrative processes enable an effective relationship between the PA and citizens. The principle of transparency is closely related to the evolution of the public administration model toward open government/open data, as it is the key to ensuring the opening of public information assets by allowing constant control of activity by citizens and at the same time promoting the responsibility of public administrators.
3 - Regulatory compliance	A condition for the very existence of the organization is its compliance with the rules (laws and regulations of the reference sector) in the governance of the company's activities.
4 - Generation and distribution of economic/financial value	In order to create and distribute economic and financial value to all stakeholders, even to ensure their economic sustainability, Sogei cannot fail to achieve sustainable economic and financial performance.

Social area	
Material issue	Why the issue is material
5 - Integrated risk management (threats and opportunities)	The integrated risk management model imposes itself not as a simple risk management model, but as a new cultural approach that translates into a management logic to gradually introduce control activities in the company, supporting it in the creation of a correctly oriented ethical climate.
6 - Ability to attract talent	Human capital and its competences are the basis for the management and development of an organization. The ability to attract talent is one of the indicators for recognising an organisation's value and helps to strengthen its identity and purpose. Therefore, Sogei's ability to possess "talent" enables the enrichment of skills, company culture, the degree of involvement and sense of belonging
7 - Training and development of competencies	Sogei sustainability and duration over time, entails investing in the development of human resources through training paths that enhance competencies and the ability to have human capital able to support the organisation's creation of value, including on the services provided.
8 - Corporate welfare – Work life balance	The achievement and improvement of the balance between professional and private life has acquired a concrete, essential importance for a company. An adequate welfare system can provide an overall improvement in the capacity of human resources to contribute to the development and strengthening of an organisation's performance.
9 – Diversity, contamination and equal opportunities	The creation and maintenance of a work environment that guarantees and protects diversity and inclusiveness are central factors in Sogei's human resources management.
10 – Occupational Health and Safety	The constant monitoring of sensitive processes, with particular attention for the prevention of accidents and occupational diseases, both for its own personnel and for third parties concerned, is an essential theme for Sogei's business management.

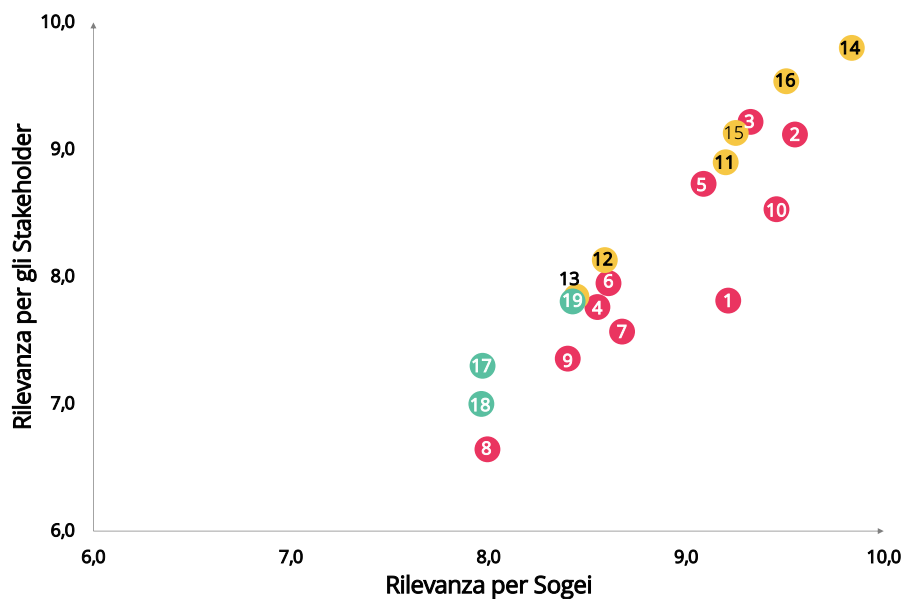
Digital	
Material issue	Why the issue is material
Digital Ethics	The in-depth analysis of the ethical issue in algorithmic systems leads to a focus on eight key thematic trends: privacy, accountability, security, transparency and explainability, fairness and non-discrimination, human control of technology, professional responsibility and promotion of human values.

Digital	
Material issue	Why the issue is material
12 - Digitisation and digital inclusion	Digitisation and digital inclusion are an integral part of Sogei's role and strategy: inclusivity and digital citizenship are indispensable tools for achieving the objective to promote, simplify and improve citizen relations and the forms of collaboration between citizen and PA.
13 - User & Customer experience	Sogei cannot fail to put the needs of direct and final customers at the centre of the solutions offered and of its own operating model, in order to guarantee the full answer to their needs and a proper degree of satisfaction.
14 - Security and Data protection	The protection of information is one of the main issues, as well as an issue of attention and responsibility, in relation to the complex information system managed. Sogei's activities must therefore be carried out considering the current and potential consequences of the issues concerning the protection of privacy and the security of information systems, which hold sensitive information of different kinds by private (natural and legal persons) and public entities.
15 - Development of ICT systems/services to fight unlawful activities	Among other objectives, the services that Sogei performs have to contribute in a structural way to ensure the legality and regulatory compliance regulating the activities carried out on the national territory and the related obligations. The control and monitoring of compliance requires infrastructure systems and ICT services able to provide effective, efficient support in this respect.
16 - Quality and reliability of services	Service quality and reliability are conditions of extreme importance for the management of relations with direct customers and with the service end users. Quality also means the level of customer satisfaction and the ability of the company to answer the underlying requests properly and in time.
Environmental	
Material issue	Why the issue is material
17 - Green ICT – Responsible use and management of resources	Sogei is called on to help reduce the impact of ICT systems on the environment, including better use of natural resources, materials, also through more effective waste management and sustainable and efficient management of water consumption for industrial purposes.

Environmental	
Material issue	Why the issue is material
18 - Energy consumption and emissions –mitigation of the impacts of climate change	The energy profile of an ICT infrastructure assumes greater importance in relation to the effects and consequences of its emissions on the environment and on the need to mitigate the adverse effects of climate change
19 - Responsible management of the supply chain	Sogei cannot ignore the management of its supply chain to maintain and ensure a truly sustainable profile. This is based on mechanisms and tools that can guarantee, over time, full control of their supply chain and full collaboration and total sharing of a globally sustainable procurement strategy.

The materiality matrix represents the graphical synthesis of this process and highlights the positioning of the issues with respect to the priority level of the relevance and impacts evaluated by Sogei with respect to the assessments, interests and expectations of stakeholders.

Matrice di materialità



Below is the ranking of material issues combined between relevance for Sogei and for stakeholders.

Ranking	Scope	Material issue
1	Digital	14 - Security and Data protection
2	Digital	16 - Quality and reliability of services

Ranking	Scope	Material issue
3	Social	3 - Regulatory compliance
4	Social	2 - Transparency, ethics and integrity in conducting business
5	Digital	15 - Development of ICT systems/services to fight unlawful activities
6	Digital	Digital Ethics
7	Social	5 - Integrated risk management (threats and opportunities)
8	Social	10 - Occupational Health and Safety
9	Digital	12 - Digitisation and digital inclusion
10	Social	6 - Ability to attract talent
13	Digital	13 - User & Customer experience
11	Environmental	19 - Responsible management of the supply chain
12	Social	1 - Creation of shared value (Benefit corporation/Bcorp)
14	Social	4 - Generation and distribution of economic/financial value
15	Social	7 - Training and development of competencies
16	Social	9 - <i>Diversity</i> , contamination and equal opportunities
17	Environmental	17 - Green ICT - Responsible use and management of resources
18	Environmental	18 - Energy consumption and emissions -mitigation of the impacts of climate change
19	Social	8 - Corporate <i>welfare</i> - <i>Work life balance</i>

8.2.3 MATERIAL ISSUES: REPORTING AND RELATIONS WITH THE SDGs AND THE BES

Sogei's sustainability and transparency reporting model provides for identification of some additional indicators, with respect to the GRI Standards, that are believed to allow a more accurate measurement of Sogei's performance with respect to the material issues identified.

For this purpose, as reference sources, industry studies, internal analyses and principles contained in the Software IT Services Standard 2018 document published by the SASB - Sustainability Accounting Standard Board have been used.

The following table, in addition to the material issues and the related measurement indicators, also highlights the interconnections of issues with the SDGs identified by Sogei.



Social area				
Material issue	GRI Specific Standard	Other indicators	SDGs	BES
1-Creation of shared value (Benefit corporation/Bcorp)	GRI 203-1		8 - Decent work and economic growth. 9 - Businesses, innovation and infrastructures. 16 - Peace, justice and stable institutions.	11 - Innovation, Research and Creativity, 2- Education and Training, 8 - Subjective well-being, 10 - Environment
2 - Transparency, ethics and integrity in conducting business	GRI 205-1 GRI 205-2 GRI 205-3	GOV-1 GOV-2 GOV-3 GOV-4	16 - Peace, justice and stable institutions.	12 - Quality of services
3 - Regulatory compliance	GRI 307-1 GRI 419-1		16 - Peace, justice and stable institutions.	
4 - Generation and distribution of economic/financial value	GRI 201-1 GRI 203-1	ECO -1	8 - Decent work and economic growth.	4 - Economic well-being
5- Integrated risk management (threats and opportunities)	GRI 102-15 GRI 403-2		8 - Decent work and economic growth. 16 - Peace, justice and stable institutions.	
6 - Ability to attract talent	GRI 401-1	PVT-1 PVT-2 PVT-3 PVT-4 PVT-5	4 - Quality education. 8 - Decent work and economic growth.	2- Education and Training, 3 - Work and Life Time Balance
7 - Training and development of competencies	GRI 404-1 GRI 404-2 GRI 404-3	PVF-1 PVF-2 PVF-3 PVF-4 PVF-5	4 - Quality education.	2 - Education and Training
8 - Corporate welfare – Work life balance	GRI 401-2 GRI 401-3	PVW-1 PVW-2 PVW-3	5 - Gender equality. 8 - Decent work and economic growth.	3 - Work and Life Time Balance
9 – Diversity, contamination and equal opportunities	GRI 405-1 GRI 406-1		5 - Gender equality.	3 - Work and Life Time Balance

Social area				
Material issue	GRI Specific Standard	Other indicators	SDGs	BES
10 – Occupational Health and Safety	GRI 403-8 GRI 403-9		8 - Decent work and economic growth.	3 - Work and Life Time Balance
Digital				
Material issue	GRI Specific Standard	Other indicators	SDGs	BES
11- Digital Ethics	GRI 102-17		16 - Peace, justice and stable institutions.	12 - Quality of services
12 - Digitisation and digital inclusion		DIG-1 DIG-2 DIG-3 DIG-4 DIG-5	8 - Decent work and economic growth. 9 - Businesses, innovation and infrastructures. 17 -Partnership for goals.	11 - Innovation, Research and Creativity
13 - User & Customer experience	GRI 102-43		8 - Decent work and economic growth. 9 - Businesses, innovation and infrastructures.	11 - Innovation, Research and Creativity
14 - Security and Data protection	GRI 418-1	SDP-1 SDP-2 SDP-3 SDP-4 SDP-5 SDP-6 SDP-7 SDP-8 SDP-9 SDP-10	16 - Peace, justice and stable institutions.	11 - Innovation, Research and Creativity
15 - Development of ICT systems/services to fight unlawful activities		ILL-1 ILL-2	16 - Peace, justice and stable institutions.	11 - Innovation, Research and Creativity, 9 - Landscape and Cultural Heritage

Social area				
Material issue	GRI Specific Standard	Other indicators	SDGs	BES
16 - Quality and reliability of services		QAS-1 QAS-2 QAS-3	9 - Businesses, innovation and infrastructures.	11 - Innovation, Research and Creativity
Environmental				
Material issue	GRI Specific Standard	Other indicators	SDGs	
17 - Green ICT – Responsible use and management of resources	GRI 303-3 GRI 306-2		8 - Decent work and economic growth. 12 - Responsible consumption and production. 13 - Fight against climate change.	10 - Environment
18 - Energy consumption and emissions –mitigation of the impacts of climate change	GRI 302-1 GRI 302-3 GRI 302-4 GRI 302-5 GRI 305-1 GRI 305-2 GRI 305-4 GRI 305-5	PUE	7 - Clean and affordable energy. 8 - Decent work and economic growth. 12 - Responsible consumption and production. 13 - Fight against climate change.	10 - Environment
19 - Responsible management of the supply chain	GRI 308-1 GRI 414-1	GSC-1 GSC-2 GSC-3	8 - Decent work and economic growth. 12 - Responsible consumption and production.	10 - Environment

8.3 RESPONSIBILITY FOR THE SUPPLY CHAIN

8.3.1 *THE CODE OF ETHICS AND THE BASIC PRINCIPLES OF THE RELATIONSHIP WITH THE SUPPLY CHAIN*

The relationship between Sogei and suppliers is primarily governed by the principles contained in the Code of Ethics, an integral part of the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231 and by the company procedures that govern procurement processes, according to the principles of advertising, transparency, cost-

GRI 102-9
GRI 103-1
GRI 103-2
GRI 103-3
GRI 308-1

effectiveness, good faith, equal treatment and non-discrimination between competitors, referred to in the contractual clauses and in specific commitments to observe them, which are signed and are based on a series of international standards, on specific customer requirements and on sector characteristics. Collaboration with reliable partners is essential for the creation of value, to guarantee innovation, continuous improvement and to protect the integrity and reputation of Sogei on the market. Purchasing management also represents an additional tool, available to Sogei, to reduce environmental impacts and social repercussions, in line with the objectives of sustainable development.

8.3.2 SOGEI'S PROCUREMENT POLICY AND THE ROLE OF CONSIP

Sogei buys goods, services and works needed to guarantee:

- a) the production activities carried out in for its Institutional Customers, regulated by contracts and aimed at satisfying the specific needs of public administrations;
- b) the internal functioning of the corporate structure.

Procurement takes place using the following tools:

- Purchase Agreement signed with Consip and renewed on 4 February 2019;
- Works Agreement, stipulated with the Ministry of Infrastructure and Transport - Interregional Authority for OO.PP. for Lazio, Abruzzo and Sardinia (hereinafter Superintendency);
- directly, but residually.

In 2021, the contracts stipulated on purchase procedures managed by Consip or using the purchase instruments always made available by Consip amount to 94.33% of the total stipulated.

The total amount of contracts is broken down as follows:

- procedures managed by Consip equal 58.53%;
- use of purchasing instruments made available by Consip equal to 35.80%;
- proceedings managed by the Superintendency equal to 0.02%;
- procedures managed directly by Sogei amounting to 5.65% of which additions, extensions and variations amount to 5.18%.

The planning and awarding phases for Sogei purchases are mainly managed by Consip, which guarantees purchasing procedure compliance with the procurement code and with all the relevant legislation, including the measures needed to reduce environmental impacts, whenever required by law.

For the execution phase of procurement contracts, Sogei has equipped itself with management and control tools, in order to guarantee the regular execution of activities, but also in order to supervise the joint responsibility towards the contractor's employees and any subcontractors.

In particular, for requests for subcontracting or outsourcing, a very sensitive area from the supply chain point of view, company guidelines have been consolidated that describe in detail the activities and process flow, both in the phase authorising the various instances of subcontracting or outsourcing, and in the execution phase, also providing for control of payments to subcontractors by contractors.

Still referred to liability, a supplier auditing process has been activated; it takes the form of a periodic request for certification of obligations relating to the regularity of the remuneration of employees employed in the contract and the payment of withholding taxes. In a negative outcome, payments to the supplier are suspended until the regularity of payments to employees is restored.

8.3.3 *THE AWARD CRITERIA*

In order to more precisely integrate sustainability and service quality criteria when selecting suppliers, where market conditions permit it, the preference was to propose to its contracting authority, compatibly with regulatory constraints, that the award should be based on the criterion of the most economically advantageous tender (EV) and not the lowest price (PB). This criterion intends to promote selection of suppliers with higher quality elements also on sustainability issues. In 2021, tenders with the EV criterion were awarded to the extent of 88.29% of the total value of tenders awarded in the same year. Still on the subject of supplier performance quality, in 2021 penalties were contested for a value of less than 0.01% of the overall use of existing contracts.

8.3.4 *THE SUSTAINABILITY OF CONSIP PROCUREMENT*

Green Purchasing, or Green Public Procurement (GPP), is one of the cornerstones of the Consip programme for rationalising purchases as it combines sustainability in terms of reducing environmental impacts and rationalising costs from a life cycle perspective.

Compatibly with the relevant regulatory framework and the Procurement Code, Consip has started a process to adopt public purchasing policies that include, in all phases of the procurement process, not only environmental, but also social and economic aspects, to achieve an adequate balance of the three sustainability dimensions.

With regard to environmental aspects, the reference is represented by Sustainable Public Procurement, introduced in 2015 by UNEP (United Nations Environment Program), "an approach based on which public administrations integrate environmental criteria into all

GSC-1
GSC-3

GRI 414-1
GSC-2

phases of the purchasing process, encouraging the diffusion of environmental technologies and the development of environmentally sound products, through research and the choice of results and solutions that have the least possible impact on the environment, along the entire life cycle". As the national purchasing centre, Consip has paid increasing attention to environmental issues over the years, adopting the new "sustainable" approach in various initiatives.

The Consip commitment is also reflected in its action enhancement model, which enhances the innovation components, green purchases, document dematerialisation and energy efficiency measures on buildings. Consip measures the economic value of integrating environmental criteria in its initiatives through the "green" disbursement indicator, or the value of purchases made on the various e-procurement tools in compliance with the minimum environmental criteria (CAM) defined by the Ministry of the Environment to further environmental and social criteria valued by Consip from a life cycle perspective.

For this purpose, Consip uses tools that provide for inclusion in the award procedures of environmental and social requirements and criteria such as the Minimum Environmental Criteria (CAM) and additional environmental and social criteria. The latest available data, referring to 2020, shows that the "green" disbursements managed by Consip as a whole reached a total value of 6 billion euro (compared to 5.5 billion in 2019), with a growth of 9% compared to 2019,

8.4 THE VALUE OF RELATIONSHIPS

Sogei's relations with the outside world allow it to represent the Company, its values and the growing commitment to the benefit of the various stakeholders. The value of Sogei's relational capital depends on the strong ability to collaborate and on the commonality of objectives with its interlocutors. Awareness and a sense of responsibility with respect to its own role lead Sogei to promote an inclusive approach and a willingness to listen. The care in management of institutional relations, also through constant monitoring of the legislation and the activities of the Government, Parliament, Customers and the main institutional bodies, guarantees timely information to the Company and favours a capacity to respond to market challenges in a manner that is faster, more efficient and effective. For this reason, Sogei considers of great importance the relationship capital available to it and which is based on trust as an essential added value for the Company's brand reputation.

8.4.1 RELATIONS WITH CUSTOMERS

Today more than ever at the centre of the digital transformation scenario underway, Sogei has fostered transparent, integrated communication with customers in order to support the

dissemination of new development and qualification models to simplify the lives of citizens, professionals and businesses.

In a year of continuous health emergencies, the company ensured the continuity of managed services, taking advantage of remote working, maintaining the principle of inclusiveness, listening to customers and stakeholders.

Recent events have forced Public Administrations to equip their organisations as a whole with agile, technologically advanced digital services, fully in line with the objectives of the European Digital Agenda and the Italian Digital Agenda, effectively rendering the previous schemes obsolete.

In this context, Sogei, partner of the Economic-Financial Administration and reference model for e-Government solutions and strategic projects of the Administrations, has created an increasingly broad digital ecosystem, which includes start-ups, SMEs, entrepreneurs, universities and research institutes, civil society and citizens in order to find innovative solutions to the challenges of public policies, adopting new management logics and adapting to the new digital paradigms.

Today we are projected towards an evolution based on the simplicity and availability of data in an ecosystem vision that sees an increasingly closer interaction between citizens, businesses and PA, where the sensitivity and criticality of the data managed has required constant attention to ensure high security and protection measures at all levels.

The characteristics that describe the uniqueness of Sogei, such as confidentiality, security, centralisation of data exchange flows, management of essential services, strategic infrastructure of national interest, have therefore been strengthened, making it possible to translate technological innovation into tangible benefits for the community.

The activities carried out in favour of direct customers are reported analytically in the chapter "Manufactured capital", to which reference is made. In this chapter, together with the nature and technical specifications of the activity, the objectives and needs of markets are recalled for the various projects, essential drivers in the development of Sogei strategies.

8.4.2 INDUSTRIAL RELATIONS

Although year 2021 was characterised by the continuing state of the health emergency, the usual discussion activities were carried out with the internal trade union representatives and their territorial components, with the support and participation of the employers' association *Unione Industriali*, using the now well-known remote connection platforms.

The main topics covered were the management of health emergencies in companies, with an important contribution from the Workers' Safety Representatives (RLS), and the management of re-entry plans.

Sogei actively and continuously participated in the working groups promoted by Confindustria to analyse the operational, organisational and managerial implications of regulations issued during the health emergency period.

Still in 2021, despite the emergency context, a significant number of colleagues joined the company's "Valore Generazionale" (Generational Value) initiative, thus benefiting from an early exit against a redundancy incentive.

8.4.3 **EXTERNAL COMMUNICATION AND RELATIONS WITH THE TERRITORY**

External communication and relations with *stakeholders* play a strategic role in building reputation and disseminating knowledge and awareness of the quality of services, corporate values, business objectives, and the distinctive characteristics of the organisation.

Sogei bases its work on the value of relationships every day and, through communication, promotes creation of shared values and attitudes within and without, based on a greater sense of respect, listening and collaboration regarding common goals.

Through communication Sogei requires a method that combines elements of multilevel analysis (sentiment, predictive) with continuous, participatory planning techniques, all following an integrated approach that permeates the various actions to support and relaunch the Company's positioning.

Sogei's external communication is developed through a mix of online and offline channels, in a coordinated, structured manner; in order to maximise the effectiveness of each communication channel, and to enhance the opportunities deriving from the outside world, supporting them to achieve communication objectives, or promoting the existence and added value of Sogei in the modernisation and digitisation process of the Italian PA.

All this with special attention for the simplification of messages, the accessibility of information and the engagement of stakeholders in activities that have an impact on the design and implementation of solutions.

Through periodic implementation of external communication plans, the implementation of communication campaigns, the organisation and management of events, media relations and the development of targeted external relations and institutional relations, Sogei pursues the following objectives:

- increase the visibility of Sogei and its future strategic objectives;
- enhance individual strategic initiatives internally and externally;
- facilitate the dissemination to the various stakeholders of initiatives planned in a coherent manner.

Activities are focussed on actions that exploit the specific characteristics of each media channel and the strategy used for communication remains organic, i.e. without providing for economic investments in the paid advertising opportunities made available by the various platforms.

Despite the level of brand awareness, it is useful to underline how the 'Sogei' brand is positively perceived by the stakeholders involved and listened to through reading the network and social media.

Sogei communicates its task: to put the dialogue between all the players of change at the centre also through the products and services it creates.

