



REPORT
INTEGRATO
DUEMILAVENTUNO

sogei

"Let's make life easier for citizens and support innovation in Public Administration for a better and more sustainable future.

We are convinced that in order to generate lasting change, it is necessary to share value with the entire context around us, which is why we consider it a priority to make sure that relations with stakeholders are always ethical and transparent. The real challenge is to make sustainable action the strategic driver of development and value creation for the entire Country system".

Andrea Quacivi - Chief Executive Officer

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1. LETTER FROM THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

GRI 102-14



Pasqualino Castaldi – Chairman



Andrea Quacivi – Chief Executive Officer

Dear Stakeholders,

2021 consolidated Sogei's evolutionary path aimed at better supporting business development by ensuring the country's digital transformation. An important step towards simplifying the relationship between citizens and Public Administration.

2021 was the second year of an extraordinary two-year period that made change the undisputed protagonist. If during the first year we learned how to plan and govern it, in the second we internalised it, making it the turning point of a promising future. Think of the major investments, the huge economic and human resources, which were essential to shape a future that we had imagined and can now design.

The 2021-2023 *Be the Booster* Business Plan identifies us as a strategic partner of the Public Administration in Digital Transformation processes, leveraging on a new effective and scalable operating model and a Citizen eXperience-oriented approach.

Be the Booster is based on three strategic development objectives - *Digital Innovation, Scalability & Industrialization, Citizen Experience* - addressed by five strategic pillars that contribute in a coordinated way to achieving each objective: innovation of solutions, technological innovation, corporate efficiency, people & digital experience and sustainability.

Our investments have been focused on three relevant dimensions - cultural transformation, technological and service transformation, sustainability (r)evolution - which synergistically strengthen the Sogei mission and role, fuelling the digital modernisation of the Italian ecosystem.

The cultural transformation underway commits us to investing in the innovation of our People, the narrating voices of the Company's culture and skills. With them we have described the decisive transition from a path of internal transformation to a process of digital evolution involving the entire community, to continue influencing the future of the Country System.

We have welcomed more than 300 new colleagues to Sogei, in order to acquire new resources and enhance the skills of those already in the company; and the change we have made has allowed us to take a step forward towards "simplifying our citizens' lives" by confirming use of *Human Centred Design* methodologies, in order to improve the citizen's experience.

The challenges for the next three years define Sogei as a hub of innovation for citizens, able to oversee all phases of the Digital Value Chain - conception and design, operation and maintenance - and call on it to make a greater contribution to the digital transformation of the PA, evolving into an implementer of digital development and cloud programmes, with responsibility for delivery for the Government's objectives.

The second strategic dimension of our investments is the technological and service transformation to increase Sogei's Capabilities and Assets and foster their exploitation and cooperation between administrations, adopting interoperability standards and creating a digital ecosystem for their use.

Digital evolution and risk from the use of the technology itself are directly proportional. Based on this assumption, our 2021-23 Business Plan considers the protection of our critical infrastructures to be one of our top priorities. To this end, it provides for the development of a centralised security governance system, including physical security, cybersecurity and Privacy protection, integrated with the requirements of the GDPR. And precisely in the area of IT security, Sogei confirms its strategic role as a critical infrastructure within the National Cyber Security Perimeter. As a key player and a founding partner in the development of CYBER 4.0, one of the eight highly specialised competence centres funded by the Ministry of Economic Development.

The *Italian Cloud Strategy* of the Ministry for Technological Innovation and Digital Transformation (MITD) has laid the foundations for one of Sogei's most important challenges. We were called upon by CDP together with Leonardo and TIM to present our proposal to Minister Colao: the *National Strategic Pole* (PSN) initiative aimed at establishing an IT

infrastructure for the management of Public Administration data in the Cloud at national level.

Our distinctive functional, technological and regulatory expertise and in-depth knowledge of the central PA support us in ensuring the best interests of citizens, institutions and businesses. Moreover, all this has led the Company to a now unavoidable path towards the third strategic investment of Sogei, the sustainability (r)evolution, which responds to a continuous evolution towards a company model that, in the public context in which it operates, becomes a forerunner and unique in its features.

By incorporating objectives of common benefit for stakeholders, the environment and the community in its mission, Sogei has embarked on the path to becoming a Benefit Corporation and a Certified BCorp. An extraordinary transformation along the channels of innovation and sustainability, transparency and inclusiveness accompanied by our Digital Ethics Model.

For the Company, financial year 2021 closed with a value of production of 722.5 million euros - +15% compared to the previous year- and a net profit of over 59 million euros which will be partly consigned to the Shareholder for its Public Finance purposes. The 2021 financial statements close a growth year in terms of both economic and financial results and of the commitment to support the country's economy.

With 2021, we have implemented consolidated services and solutions in the field of Public Finance for our Customers such as: the new "ReGiS" system for the management, monitoring, control and reporting of initiatives financed under the PNRR and other public investment programmes for the General State Accounting Office; the evolution of the control and reporting system for the Court of Auditors, the GEDI platform for management of the Italian public debt for the Treasury Department. In the Land Registry and State Property System area, with regard to the Integrated Land Registry System (SIT), the migration of offices to the central database began in 2021 and will be completed by March 2022 for the Revenue Agency.

Digital justice, another strategic country development area, involved Sogei in the creation of the Accounting Justice System. During 2021 2,737 hearings were managed through the system, almost all of which conducted via videoconferencing; re-engineering of the information system of the *Avvocatura dello Stato* with cloud first in mind, which will be completed in the first half of 2022, and for Equitalia Giustizia, the Ju.M.Bo. information system was expanded with automation of debt collection to support the execution of processes for management of the Single Justice Fund.

The Init project was developed for public accounting and the State budget, in order to create the new integrated management system to support PA accounting processes; the Immuni national contact tracing platform managed on behalf of the Extraordinary Commissioner for the

implementation and coordination of measures to contain and combat the Covid-19 epidemiological emergency.

Together with the Ministry of the Interior, we have completed implementation of the National Register of the Resident Population (ANPR), enriching it with Citizen Services, such as the instant and free download of Registry Certificates, a real contribution to the digitalisation and simplification of relations between citizens and Administrations, whose testimonial of honour was the President of the Republic Mattarella. Seamlessly integrated into the ANPR is the National Civil Status Archive (ANSC), which is scheduled to be launched in some pilot municipalities in the second half of 2022, centralising civil status registers in a single national database: the National Platform for the Digital Green Certificate for RGS.

In the taxation area, Sogei has implemented the non-repayable contributions (Relaunch Decree and Ristori and Historic Centres Decrees), the e-invoicing system that, in 2021, enabled 2.09 billion invoices to be sent by more than 4.1 million operators with a number of rejects equal to 1.4% of the submissions to the project "VAT Pre-filled Declaration" launched in July 2021.

In the Customs System area for the Customs, Monopolies and Excise Agency, the European Commission's project Uniform User Management and Digital Signatures (UUM&DS) and the re-engineering of the customs system. With regard to Regulated Gaming, the receipt lottery, active from 1 February 2021, the management and control system for remote gaming, the new Totocalcio and the Gioco Legale app as a means of combating illegal gaming are decidedly important. In the Intelligence and Controls sector, the Company developed FRODO - Excise and Customs Sector and FRODO - Games Sector control methods and tools to make prevention and counter evasion actions against, fraud, tax and non-tax crimes more effective; the Guardia di Finanza (Finance Police Corps) "Dorsale Informatica" (IT backbone) project to offer its users a single access point for the use of the IT applications used by the Corps.

The important health expenditure monitoring area has led to strategic projects such as the electronic health record (FSE), an important tool for combating pandemics, cross-border health care (NCPeH), a project that provides for the creation of an IT network able to ensure the interoperability of digital health services at European level, and the digitalisation of the prescription not paid for by the NHS (white prescription). We would also like to emphasise the great development of the Policy, Forecasting and Statistical Analysis structure, which developed strongly also due to the effects produced by the health emergency, constantly engaging the government in fiscal policy actions to support the economy and in the definition of tax reform.

New collaboration has begun with the Prime Minister's Office, the Ministry of Education, the Ministry of Universities and Research, the Ministry of Health, the National Agency for Cybersecurity, (ACN), the Ministry of Sustainable Infrastructure and Mobility (MIMS), the

Ministry of Ecological Transition (MITE), confirming the increased focus on meeting the needs of our customers, which we follow end-to-end.

Sogei's participation in the European GAIA-X project for the creation of a data infrastructure based on a new open, transparent, secure and fully reliable digital ecosystem is of particular importance.

The projects entrusted to us were tackled with an even greater sense of responsibility generated by the knowledge that our commitment would help give the country back a new normality. We know that confirming the trust of our stakeholders from year to year is always a new challenge.

We have shown that we are resilient and that unpredictability does not affect us. We have a future ahead of us that will strengthen our Company and offer the country new opportunities. It will be a major, sometimes disruptive journey, like any major change. But everything we do will be designed to achieve excellence.

We have had many extraordinary years, but 2021 will stand out for the commitment of our people; the true protagonists of this exceptional journey, to whom we extend our gratitude, inspiration and pride.

Our very sincere thanks goes to all those who have made this possible.

P. Castaldi

A. Quacivi

2. SOGEI IN BRIEF

GRI 102-7

Business:

2021

- Revenues: 721.0 m€
- Profit: 59.3 m€
- EBITDA/revenues: 18.7%
- Investments: 52.2 m€
- Operating cashflow: 97.8 m€
- Net financial position: +46.4 m€
- Indicator of prompt payments: -0.29 dd

2020

- Revenues: 625.6 m€
- Profit: 27.0 m€
- EBITDA/revenues: 13.9%
- Investments: 47.2 m€
- Operating cashflow: 61.6 m€
- Net financial position: -4.7 M€
- Indicator of prompt payments: -0.67 dd

2019

- Revenues: 566.0 m€
 - Profit: 29.8 m€
 - EBITDA/revenues: 15.0%
 - Investments: 39.8 m€
 - Operating cashflow: 54.2 m€
 - Net financial position: +13.7 m€
 - Indicator of prompt payments: -2.29 dd
-

People:

- Employees: 2,443
- Men: 63%
- Women: 37%
- Training days: 8,557
- New hires: +306 of which:
 - Apprentices 128
 - Experts: 176
 - Managers: 2

Technology:

- Physical and Virtual Servers: 11,026
 - Disk Memory: 49.7 Petabytes
 - Mainframe: 4
 - Mainframe Memory: 2 Petabytes
 - Million Instruction per second (MIPS): 36,800
 - Peripheral networks: 3,189
-

Environment:

- Energy from renewable sources: 100%
 - Power consumption: 35.6 million kWh
 - Water consumption: 80 Mega litres
 - Power Usage Effectiveness (PUE): 1.70
-

Services

Entatel:

- 364,186 registered users
- 42 m Transmissions/year
- 196 m Documents

NoiPA:

- 2 m Monthly pay slips

Fisconline:

- 10.9 Users
- 14M transmissions/documents per year

SDI:

- 4 m Broadcasters
- 29 m PA invoices/year
- 2 b Private invoices

TS Healthcare:

- 482,072 Doctors
- 19,709 Pharmacies
- 891 m Prescriptions/year
- 26.6 m Disease certifications/year

AIDA:

- 45.4 m Customs declarations/year
- 2.4 m Summary declarations/year

Sister:

- 362,609 Users
- 2.9 m Registered deeds
- 51 m Mortgage inspections
- 62.8 m Perusals
- 424,000 Pregeo
- 2.3 m DOCFA

Accounting and Public Finance:

- 15,000 Budget institutions
- 38,000 Companies for trade receivables
- 15 Ministries and bodies of constitutional imp.

Games:

- 78,046 Registered Merchants/operators
- 26 b Transactions/year
- 650,000 Equestrian and sporting events

PagoPA Integration

- 2.3 m payments
- 442 m value of payments

Electronic Invoicing

- 2.09 b invoices
- 4.1 m operators

Non-repayable contributions

- 24.9 billion euro

Digital accounting justice

- 2,737 telematic hearings
- 97,815 court accounts filed

Public Sales Portal

- 151,735 telematic auctions

Customs services - UUM&DS

- 8,348 authorised operators
-

Data

Tax:

- 45.7 m Taxpayers
- 46.6 m Income declaration/year

PA expenditure:

- 2.6 m annual expenditure titles

Healthcare:

- 60 m Assisted
- 60 m Electronic Folder Consents

Customs:

- 470,733 Operators
- 83.2 m Shared files

Land registry:

- 75 m Urban real estate units
- 41 m Real estate
- 23.3 m Landowners
- 85.7 m Land plots

National application platforms:

- 7,186 Municipalities in ANPR
- 60.5 m Residents in ANPR
- 2 m Users in NoiPA

State property:

- 30,569 Buildings
- 57.1 b Value of buildings
- 12,569 Areas
- 4.5 b Value of areas

Budget and Public Finance:

- 57,000 Final financial statements
- 226,000 Public works

Games:

- 7.6 m Gaming accounts (open)
 - 314,343 AWP and VLT devices
 - 1.2 b Registered betting tickets/year
 - 6.5 b Played on numerical games/year
-

3. BUILT-IN REPORT PRESENTATION – METHODOLOGICAL NOTE

The Report on Management is part of Sogei's Integrated Report. This document's purpose is to provide a vision of Sogei's strategy, operating and governance model and the results achieved. That is, its ability to create a sustainable and shared value for 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 Integrated Report builds a multidimensional connection where the information contained in the traditional financial statements and environmental, social and governance performances form a comprehensive view.

3.1 DOCUMENT STRUCTURE AND METHODOLOGICAL REFERENCES

IR Framework - The contents of the Integrated Report are presented considering the guidelines (IR Framework) proposed by the IIRC (*International Integrated Reporting Council*). The IR Framework provides the following guiding principles: Strategic focus and future orientation, information connectivity, stakeholder relations, materiality, syntheticism, reliability and completeness, coherence and comparability.

The IR Framework also indicates the main elements of the content of an integrated report: presentation of the Organization and the external environment, governance, business model, risks and opportunities, strategy and allocation of resources, performance, perspectives, basis of preparation and presentation.

GRI Standards - the non-financial sustainability information contained in the Integrated Report is prepared in accordance with the methodologies and principles set out in the GRI Sustainability Reporting Standards (option "in accordance - core"), published by the Global Reporting Initiative ("GRI Standards").

The general principles applied for the preparation of the sustainability report are those established by the GRI Standards: relevance, inclusiveness, sustainability context, completeness, balance between positive and negative aspects, comparability, accuracy, timeliness, reliability, clarity.

The performance indicators selected are those provided by the adopted reporting standards, representative of the specific sustainability areas analysed and consistent with the activity carried out by Sogei and the impacts produced by Sogei. These indicators were selected based on an analysis of their relevance, as described in the section dedicated to "Social and relationship capital".

The topics identified are consistent with the IIRC guidelines, which define materials that significantly affect the ability of an organization to create value in the short, medium and long term.

The calculation methods applied to different sustainability indicators are, where necessary, illustrated in the presentation of data. Quantitative information for which estimates have been used is also reported in the various document chapters.

Other field and activity indicators – In order to improve the information content of the Integrated Report, some additional indicators specific to the requirements of the GRI Standards have been identified for reporting performance on material issues (See detail in Chapter 14 – Index of GRI Standards and other Indicators). As methodological 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.

BES indicators - the Integrated Report was also drawn up considering the principles of Fair and Sustainable Well-being (BES, Benessere Equo e Sostenibile) indicators, drawn up by a dedicated Committee set up at the ISTAT, with representatives from the Ministry of Economy and Finance and the Bank of Italy, and introduced with the reform of the Government budget (Law No. 163/2016). With this law, the BES has entered the process of defining economic policies, also to consider their effect on specific, fundamental quality of life aspects.

Accounting principles - The Financial Statements, as indicated in the Explanatory Notes of this document, to which reference should be made, have been drawn up in accordance with the provisions of the Italian Civil Code, supplemented by the national accounting principles issued by the Italian Accounting Body (OIC, Organismo Italiano di Contabilità).

3.2 THE DRAFTING AND APPROVAL PROCESS

The reporting scope of the qualitative and quantitative data and information contained in the Integrated Report refers to Sogei's performance in year 2021. In order to compare data over time and evaluate the performance of Sogei's activities, the data related to the previous year are presented for comparative purposes.

It should be noted that Sogei does not fall within application scope of Legislative Decree no. 254 of 30 December 2016 which, implementing Directive 2014/95/EU, envisaged that entities of public interest exceeding certain quantitative thresholds are obliged to draft a Non-Financial Declaration as from financial year 2017. Information of a non-financial nature is therefore presented in this document on a voluntary basis.

The Integrated Report's preparation process involved the managers of various functions and corporate departments in order to define the content, the policies practised, the projects implemented and the relative performance indicators.

As required by GRI Standards, this document contains a summary index of information related to the different areas covered (GRI Content Index), in order to enable the traceability of indicators and other quantitative and qualitative sustainability information presented in the Integrated Report.

The Financial Statements for year 2021 were approved by the Board of Directors of Sogei S.p.A. on 30 March 2021.

The sustainability disclosure contained in the Integrated Report, drawn up in accordance with GRI Standards, was audited by Trevor S.r.l. on the basis of the indications and standards contained in the ISAE3000 (International Standard on Assurance Engagements 3000 - Revised) of the International Auditing and Assurance Standards Board (IAASB). Trevor S.r.l. was also assigned the statutory audit of the Sogei Annual Financial Statements. The independent auditing firm's Reports are included at the end of this document.

The Annual Financial Report is available in Italian and in English on Sogei's institutional website at www.sogei.it. Requests for further information in this regard may be made by email to reportintegrato@sogei.it.

4. CORPORATE, CONTROL AND GOVERNANCE BODIES

Board of Directors

(from 3 August 2018 until 4 July 2021):

- Chairman: *Biagio Mazzotta*
- Chief Executive Officer: *Andrea Quacivi*
- Director: *Valentina Gemignani*

(from 5 July 2021 until approval of the 2023 Budget)

- Chairman: *Pasqualino Castaldi*
- Chief Executive Officer: *Andrea Quacivi*
- Director: *Lucia Calabrese*

Board of Statutory Auditors

(from 3 August 2018 until 4 July 2021):

- Chairman: *Barbara Filippi*
- Standing Auditors: *Delia Guerrera, Benito Di Troia*
- Substitute Auditors: *Antonio Di Carlo, Cinzia Vincenzi*

(from 5 July 2021 until approval of the 2023 Budget):

- Chairman: *Barbara Filippi*
- Standing Auditors: *Letteria Dinaro, Maurizio Accarino*
- Substitute Auditors: *Cinzia Vincenzi, Andrea Della Pietra*

Court of Auditors:

- Magistrate in charge: *Acheropita Rosaria Mondera*
- Substitute Magistrate: *Barbara Pezzili*

Independent Auditing firm:

TREVOR S.r.l

Supervisory body:

- Chairman: *Carlo Longari*
- Members: *Diana Strazzulli, Maurizio Olmeda*

Director responsible for drawing up accounting and corporate documents:

Cristina Barbaranelli

Head of "Anti-Corruption and transparency":

Maurizio Olmeda

Holder of the substitute power for civic access:

Sabrina Galante

Person responsible for similar functions as an Independent Assessment Body:

Sabrina Galante

Data Protection Officer:

Fabio Lazzini

Chief Information Security Officer:

Fabio Lazzini

Head of Digital Transition:

Paolino Iorio

Chief Ethic Officer:

Fabrizio Rauso (until 31 January 2022)

Elena Dobrilla (from 1 February 2022)

5. THE SOGEI MODEL AND STRATEGIES FOR THE FUTURE

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 Department'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***

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.

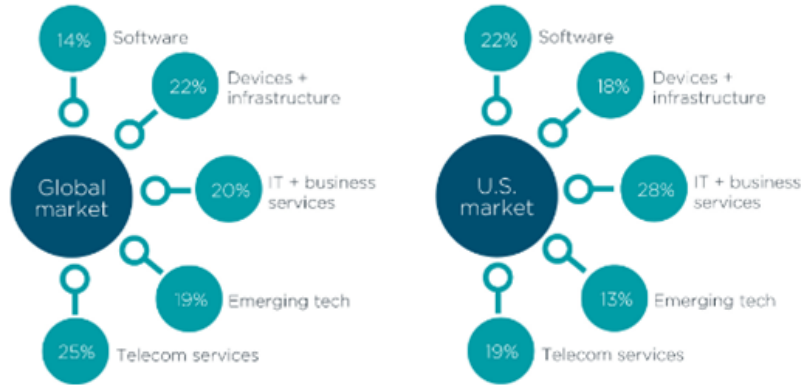
In terms of industry specifications, the technology industry is on a path to exceed 5.3 trillion dollars by 2022 (source: IDC). After accelerating in 2020, the industry is returning to its previous pattern of 5%-6% year-on-year growth. The United States is the largest technology market in the world, 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 into 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.

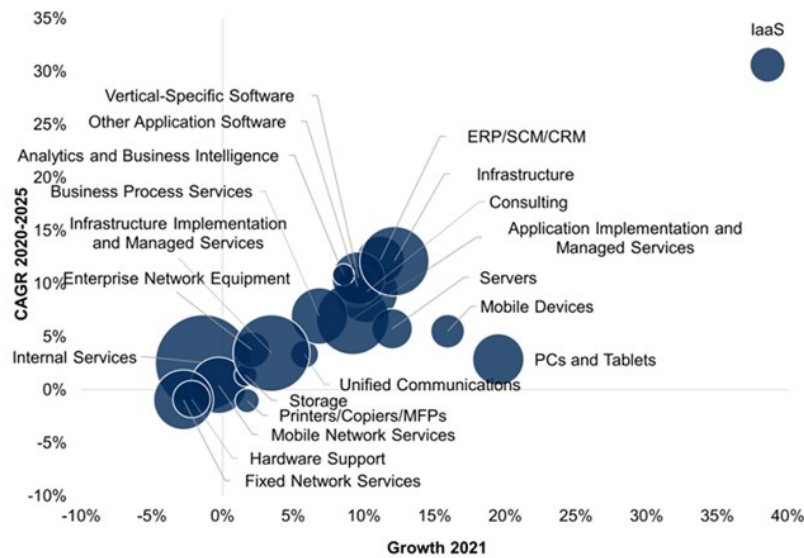


Source: IDC

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



Note: The size of each bubble represents 2021 end-user spending by IT market segment in constant currency.
 Source: Gartner (December 2021)
 ID: 759427

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.

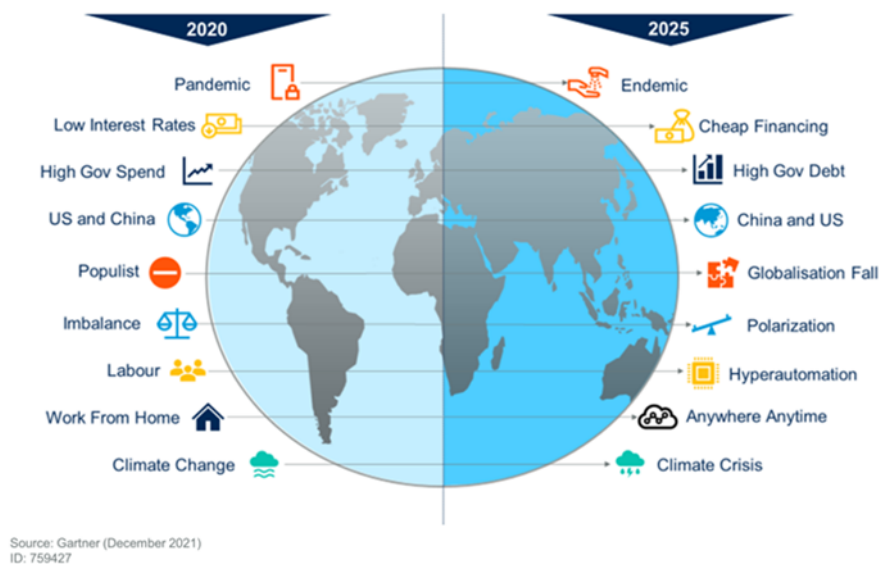
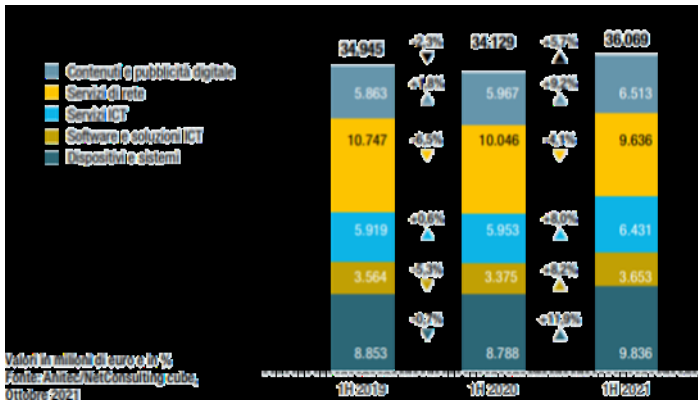


Figure 3 - Shifting out of Covid-19 (source: Gartner)

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%).

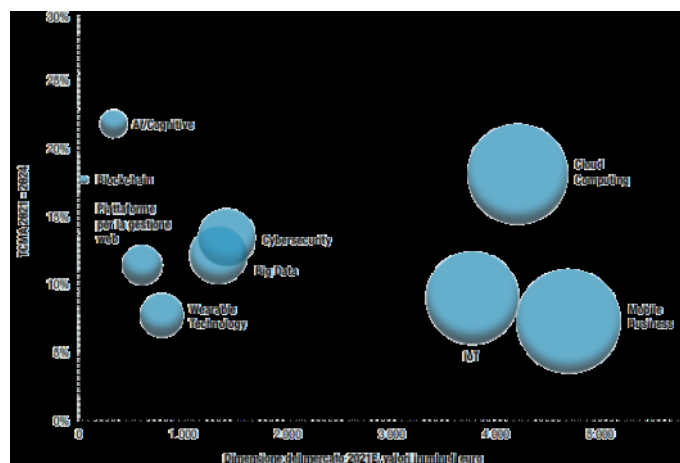
The digital market in Italy, 1H 2019-2022 (Millions of Euro)



In the 2022-2024 two-year period and beyond, the main technological drivers will continue to be the Digital Enablers - transversal to all ICT product sectors and enabling the continuous development of new solutions - that have already given a strong boost to the digital market in recent 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.

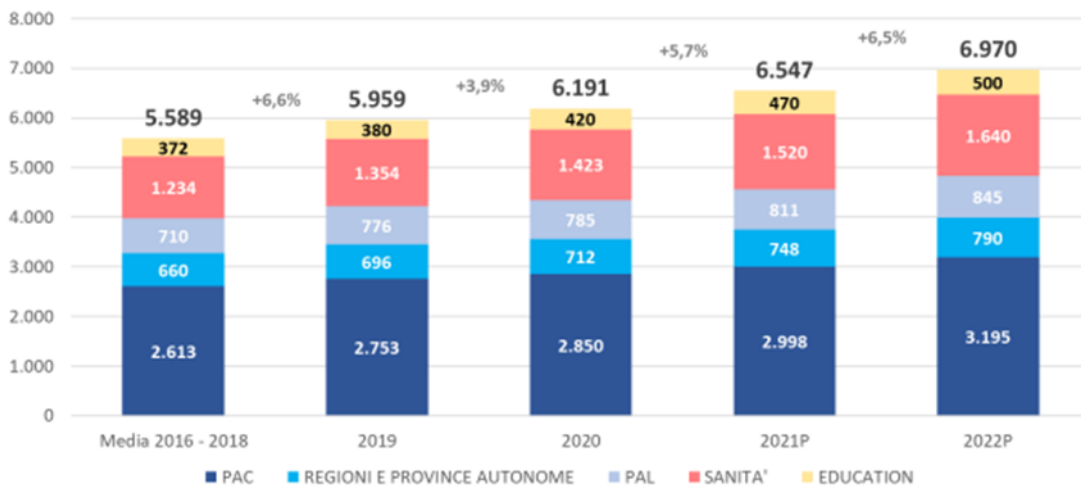


Figure 5 - ICT expenditure in the Public Administration in Italy (Source: NetConsulting cube 2021)

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).

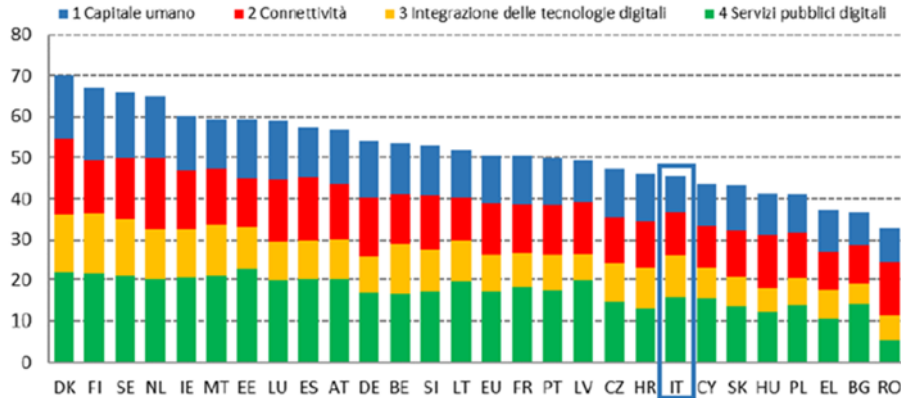


Figure 8 - The Digital Economy and Society Index (DESI) – European Commission 2021

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*, RRF, 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).

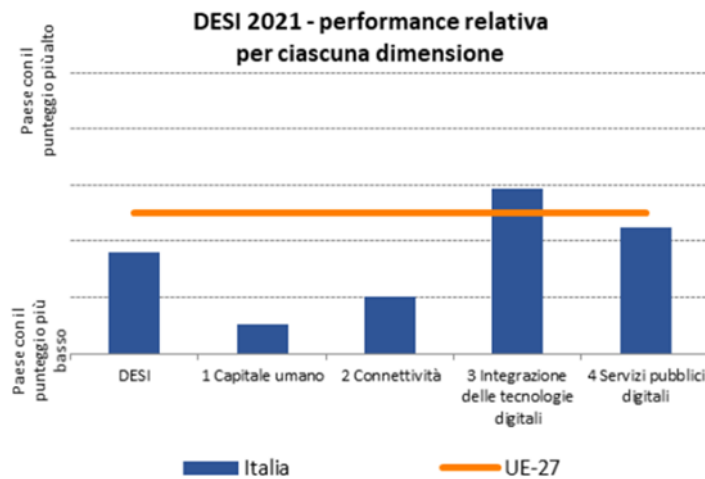


Figure 9 - DESI 2021 - relative performance for each dimension

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 Computing systems.

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			
		100% of citizens with access to their medical records		
Infrastructures	Connectivity: gigabit for all, 5G everywhere	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

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 SOGEL for activities relating to the scope identified by article 31, paragraph 5, of Decree-Law no. 76 of 16 July 2020, which entrusts SOGEL 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 SOGEL's actions, and in particular:

- in Art. 7, paragraph 6, SOGEL 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 SOGEL 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-valued services", 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

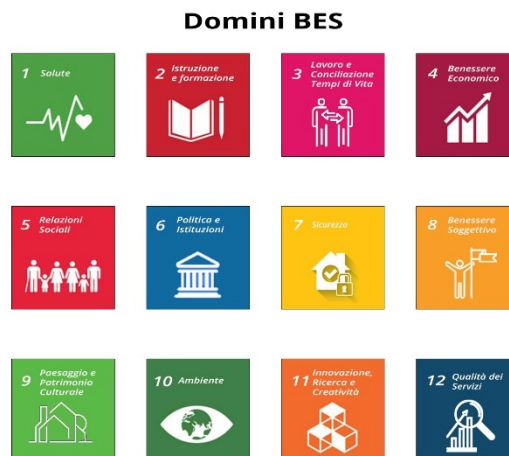
The 2030 Agenda, signed by the United Nations on 25 September 2015, defines 17 Sustainable Development Goals (SDGs). For the first time in history, not only governments but also organisations have been involved in an action plan for sustainable development that considers the mutual interrelationships 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.		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	People & Digital Experience	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		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	Sustainability	Sogeï'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 Sogeï 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	Evolution of services Technological evolution	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.		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: Strengthen the implementation tools and renew the global partnership for sustainable development.	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	Evolution of services Technological evolution	Technological partner of the MEF and a reference point for the country's digitisation.
	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		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	

6. GOVERNANCE

GRI 102-10
GRI 102-18

The organizational actions of 2021 have pursued the common objective of strengthening the control of Customers and consolidating the company role as technological partner of the PA, also for any perspective development of the role of National Strategic Pole.

In particular, in the Business and Technology area, Business Departments have seen the completion and refinement of the path taken in 2020 for more effective dialogue with customers, greater simplification of information flows and more precise monitoring of new business opportunities arising during the two-year period, including Sogei's direct contribution to the National Recovery and Resilience Plan (PNRR). The organisational changes were supported by market insertions functional, among other things, to adoption of the Sogei operating model in markets historically governed through high-level governance, rather than specific professional skills to support the operation of the PNRR.

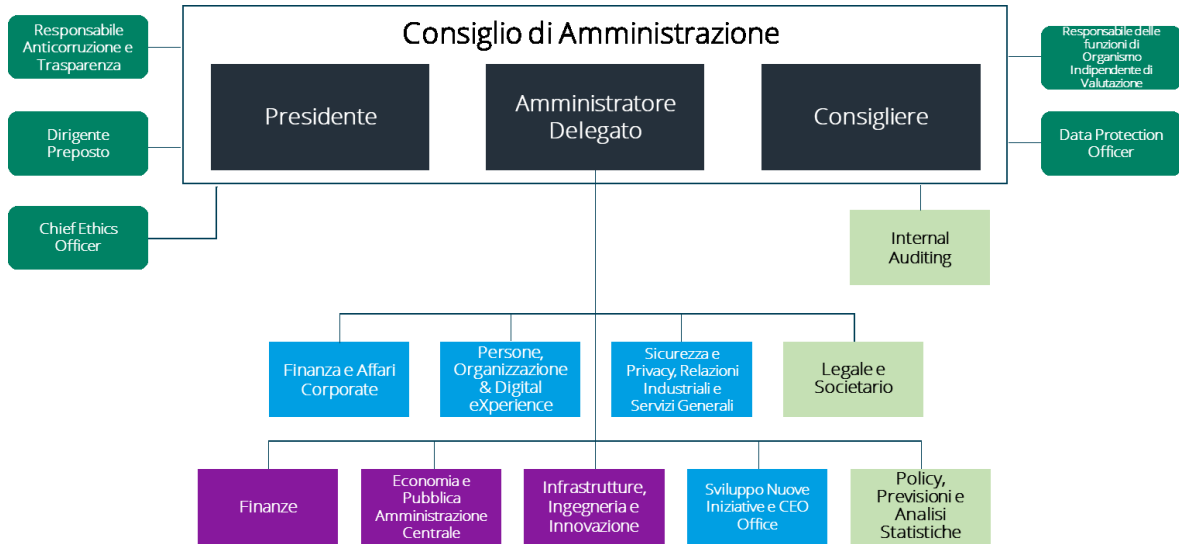
The Service & Technology Innovation Hub Management has also been thoroughly reviewed, for more effective monitoring of the issues managed and consistent with the digital transformation process of the PA through the use of cloud architectures. Completing the path taken in 2020, Management has therefore been redesigned to perimeter and segregate the traditional control and resilience of the Cloud Data Centre, within which there is also a specific area of responsibility in the Cyber Defence field and the production of services and solutions transversal to several customers; thus guaranteeing the engineering of innovation and the governance and control of the software production cycle.

In the Corporate area, organisational actions were taken to refine and consolidate the model, completing identification of specific responsibilities and marginal actions to rationalise organisational competences.

Important reorganisation was also defined in 2021 and will be operationally implemented in early 2022. In particular, actions concern the reorganisation of the Business Departments, in order to consolidate the model of direct supervision of strategic customers, with particular focus on activities resulting from the PNRR, as well as the construction of preparatory structures to strengthen Sogei's role within the National Strategic Pole.

The organisational actions planned for 2022 will also be assisted by introduction of a new Corporate Governance model, to strengthen supervision of strategic activities in an increasingly complex context.

The following diagram shows the organisational macrostructure at 31 December 2021.



6.1 CORPORATE GOVERNANCE

The rights of the Sogei Shareholder are exercised by the Ministry of Economy and Finance - Treasury Department - Directorate VII - Finance and privatization, in accordance with Article 5, paragraph 7, of the Prime Ministerial Decree No. 103 of 26 June 2019, as amended by Prime Ministerial Decree No. 161 of 30 September 2020, which provides for subsequent acts under the legislation in force.

According to the provisions of Article 20 of the Company's By-Laws, the Treasury Department and the Department of Finance, the latter to exercise the "similar control" due to it in relation to the in-house nature of the Company, have the right to have news and information on Company management and administration from Directors. The Shareholder and the Department of Finance verify the compliance of the social action with the directives issued and with the general annual plan as referred to in Article 26 of the By-laws. In particular, these departments must be regularly informed of the budget including the forecast and programmatic report containing the investment programmes and the annual plan. In addition, Directors must send the Finance Department the minutes of the meetings of the Board of Directors and the Board of Statutory Auditors every month, and the agenda of the meetings of the Board of Directors.

Furthermore, according to Article 26 of the Company's By-Laws, Company management is the responsibility of the Directors, who carry out the operations needed to implement the company purpose, taking into account the guidelines received from the Department of Finance and in accordance with the provisions in the Framework Service Contract and the Agreement

GRI 102-3
 GRI 102-4
 GRI 102-16
 GRI 103-1
 GRI 103-2
 GRI 103-3
 GRI 206-1
 GRI 307-1
 GRI 419-1

concluded with the Department of General Administration, Personnel and Services, in accordance with Legislative Decree No. 414 of 1997.

The Department of Finance, after hearing the other Administrations appointed for the competence profiles, provides the general guidelines concerning Company strategies, organization, economic, financial and development policies.

Corporate governance has a composite system for preventing and mitigating non-compliance risks.

In 2021, sanctions were not brought against Sogei, even non monetary ones, for non-compliance with laws and regulations, just as no legal actions were filed related to unfair competition, antitrust and monopolistic practice. There are also no sanctions of an administrative, fiscal or tax nature.

Sogei has the following secondary establishments in addition to the head office at Via Mario Carucci, 99 – 00143 Rome:

- Via Mario Carucci, 85 - 00143 Rome;
- Via Atanasio Soldati, 80 - 00155 Rome.

Sogei staff are also based at Customer premises.

Other contacts:



+39 06 5025 1 (operator)



protocollosogei@pec.sogei.it (Protocol's certified email address)



ufficiostampa@Sogei.it (press office e-mail box)



www.Sogei.it



https://twitter.com/@Sogei_SpA



<https://goo.gl/jp9L6L>



www.linkedin.com/company/Sogei



https://www.instagram.com/Sogei_spa/?hl=it

6.1.1 BOARD OF DIRECTORS

Article 21 of the By-Law envisages that the Company be managed by a Board of Directors with three members, of which two officials from the Economic and Financial Administration and the third with functions of Chief Executive Officer, in accordance with the provisions of Article 23-quinquies of Law Decree no. 95 of 6 July 2012, converted by Law No. 135 of 7 August 2012. The By-Laws also establish that composition of the Board of Directors must ensure compliance with the laws and regulations in force concerning gender balance.

Moreover, always through Article 21, it is forbidden to pay attendance tokens, result bonuses decided after the activity and end-of-mandate payments.

Art. 27 of the By-Laws, with regard to Authorizations, establishes that the Board of Directors, after Shareholders' Meeting resolution, shall assign managerial powers to the Chairman on the matters indicated by the Shareholders' Meeting, by specifically defining its content.

6.1.2 AUTHORIZATIONS AND POWERS CONFERRED (TO BE UPDATED)

The Chairman and the Chief Executive Officer hold the legal representation established pursuant to Article 29, paragraphs 1 and 2 of the By-Laws. By resolution of the Board of Directors of 13 July 2021, the Chief Executive Officer was granted the broadest powers to manage and exercise the company's signature. The Board of Directors of 13 July 2021 was informed that, until revoked, the powers of attorney already granted to Directors are in force, as well the authorizations and powers of attorney in the following areas, for example:

- appointment as Head of the Prevention and Protection Service, always in accordance with Legislative Decree No. 81/2008;
- authorization to the Security Officer, as set forth in Prime Ministerial Decree No. 22/2011;
- authorization for the Privacy area, in conformity with the European Regulation on the protection of personal data (EU) 2016/679;
- the mandate to provide the Judicial Authority and its appointees, in the context of Judicial Police investigations, and to the Organisational Structures of the Financial Administration accredited for this purpose, the findings, data and information purpose of the requested investigative activities, as undertaken by the competent Sogei departments;
- the authorization as Head of management and storage of documents processed by Sogei, on the digital storage system.

On 29 January 2020 and, subsequently, on 3 May 2021, Functions were delegated with regard to the protection of health and safety in the workplace and with regard to environmental protection and fire prevention pursuant to Legislative Decree no. 81/2008, for the various company offices.

GRI 102-22
GRI 102-23
GRI 102-24

GRI 102-26

On 29 January 2020, Head of control and coordination of all activities that may involve asbestos materials at company premises was appointed.

On 18 May 2020, the Director of Finance & Corporate Affairs was assigned special authorization, while on 29 July 2020, additions were made to the authorizations already granted to Sogei Directors.

Finally, it should be noted that during 2020, powers of attorney were granted to manage the Covid emergency period.

6.1.3 DISCLOSURE TO THE BOARD OF DIRECTORS

Article 27 of the By-Laws envisages that the delegated bodies must report on the general operating performance, its expected development and on significant transactions in size and characteristics carried out by Sogei and its subsidiaries. The Head of Internal Auditing reports at least once a year to the Board of Directors or to a Special Committee possibly set up within the Board.

The Manager for the Prevention of Corruption and for Transparency transmits a specific disclosure on an annual basis to the Board of Directors on the suitability and compliance of the Corruption Prevention Plan.

The Supervisory Body, the Executive Officer for Financial Reporting, the Manager for the Prevention of Corruption and for Transparency, the Manager for Functions similar to the Independent Assessment Body, the *Data Protection Officer* (DPO) and the Chief Ethics Officer also report to the Board of Directors in relation to the specific regulatory or organisational provisions.

The appointment of the Head of Prevention of Corruption and Transparency (RCPT) was renewed by the Board of Directors on 18 November 2021; the Data Protection Officer was appointed by the Board of Directors on 19 March 2018, the Head of Functions similar to the Independent Evaluation Body was appointed by the Board of Directors on 09 September 2021, while the Chief Ethics Officer was appointed by Service Order No. 4/2021.

6.1.4 CONTROL BODY

6.1.4.1 Similar control

Sogei is positioned on two institutional "tracks" in its relations with the MEF: with the Treasury Department as regards the framework of Shareholder's rights, and with the Department of Finance for acts of a negotiational nature, devolved and contracted in-house.

Community and national case-law clarified that this contracting is only configurable in the case where the customer entity exercises control on the contractor that is "similar" to the one

exercised on its own services; thus establishing a relationship of real hierarchical and functional subordination, similar to what exists in relation to organisational structure within the institution itself.

For this reason, in April 2008, the shareholder adjusted the Company's By-Laws, limiting the powers of Directors, who carry out the necessary operations to implement the company purpose, considering the guidelines received from the Shareholders' Meeting and the Framework Services Agreement and recognizing the DF itself, as a contracting entity, the power to approve the general guidelines concerning Company strategies, organization, and economic, financial and development policies.

As of May 2010, through a series of meetings between the company's Senior Management and the Department of Finance's Fiscal Information System Directorate, the rules and operating procedures through which to implement similar control were defined according to four lines of action: powers to approve general guidelines (three-year plan, industrial plans, organisation chart, budgets and investments plan), policy-making powers, management control and control over the quality of the service rendered.

As of 1 July 2013, as a result of the incorporation of the Consip IT branch, the Department of Finance (DF) acts in liaison with the Department of General Administration, Personnel and Services (DAG) which, in turn, collects the requirements of the other Ministerial Departments concerned.

The final implementation of Similar Control in Sogei presents advantages for both the customer and the Company, since it ensures and provides certainty to the in-house relationship, based on a sharing of the definition and achievement of business objectives between Sogei and the Administration, implementing government directives.

Lastly, it should be noted that with the communication of 30 July 2019, the Department of Finance integrated the Directive on the exercise of Similar Control. This integration is designed to establish the guidelines defining the lines of industrial action and to implement the annual general plan concerning activities, investments and organisation.

6.1.4.2 Board of Statutory Auditors

Article 30 of the By-Laws provides that the Board of Statutory Auditors is composed of three statutory and two substitute members and that they remain in office for three financial years.

It also establishes that the Board of Statutory Auditors composition must comply with applicable legal and regulatory provisions concerning gender balance. Moreover, if during the term in office one or more statutory auditors should leave office, these are substituted by the substitute auditors in the order to ensure compliance with the aforesaid legal and regulatory provisions on gender balance.

It also establishes that, in addition to the provisions of Article 2399 of the Civil Code, shareholders holding qualifying or controlling stakes in electronic equipment, program and IT service production companies and suppliers, and those linked to these companies or to their subsidiaries or to the companies which control them, or those subjected to joint control by a working relationship or by an ongoing remunerated consultancy relationship or service, or by other relationships of a financial nature which compromise their independence, may not be appointed as auditors.

6.1.4.3 Independent Auditing firm

Pursuant to Article 32 of the By-Laws, accounting control is delegated to an auditor or to an independent auditing firm registered in the specific register, in accordance with the provisions of Article 2409-bis of the Italian Civil Code.

The appointment as statutory auditor, pursuant to Art. 13 of Legislative Decree no. 39 of 27 January 2010, is currently entrusted to TREVOR S.r.l., appointed by the Shareholders' Meeting of 8 June 2020 to audit the 2020-2022 three-year period.

6.1.4.4 Magistrate of the Court of Auditors

The Company is subject to the control of the Court of Auditors - Body Control Section - exercised pursuant to Article 100, paragraph 2, of the Constitution, in accordance with the procedures laid down by Article 12 of Law No. 259 of 21 March 1958, through the Delegated Magistrate, who for this purpose attends the meetings of the Board of Directors and the Board of Auditors. Monitoring involves the Company's financial management, with a view to safeguard the public purse. The outcome of control carried out on the financial management of the Company is summarised in a resolution on an annual basis, approved by the competent Division of the Court of Auditors and sent to Chambers and to Government.

6.1.4.5 Parliamentary Supervisory Committee on the Tax Register

The remit of the Parliamentary Oversight Committee on the Tax Register, on the basis of specific legal provisions, is to monitor this Registry's operation and carry out surveys and research on the management of local tax assessment and collection services, while also monitoring the associated information systems.

6.1.4.6 Supervisory Body

The Company's Supervisory Body is tasked with monitoring adequacy in terms of effectiveness, efficiency and compliance of the two documents with the 231 Model and Code of Ethics. The Body operates on the basis of its own rules of procedure and has autonomous powers of initiative and control. It consists of three members, an external professional acting as Chairman, the Head of Internal Auditing and an external professional with considerable legal experience

in the specific issues of the Body. The Supervisory Board reports to the Board of Directors and to the Board of Statutory Auditors by drafting regular reports and, whenever deemed appropriate, its Chairman reports to the Board of Directors on circumstances and significant events under its remit or on the occurrence of extraordinary situations.

6.1.4.7 Executive Officer

Within the internal control system's framework, the Executive Officer operates with the other control and supervisory boards, the corporate boards and the company departments concerned according to the interrelations, areas of operation and reporting flows defined in the "Executive Officer's Internal Regulations". By resolution of the Board of Directors of 27 March 2019, the position of Executive Officer was assigned to Cristina Barbaranelli, Manager of the Administration, Finance and Control Department, until approval of the Financial Statements for the year 2021.

6.1.4.8 Internal Auditing

The function works on the basis of the "Internal Auditing Mandate" approved by the Board of Directors of the Company on 14 September 2020. As set out in International Standard 1000 "Purpose, Powers and Responsibilities" for professional practice issued by the Institute of Internal Auditors, the Mandate is a formal document which, among others:

- defines the purpose, powers and responsibilities of internal audit;
- defines the position of the activity in the organization;
- authorizes access to data, persons and business assets that are necessary to perform tasks;
- defines the scope for internal audit activities.

The main task assigned to Internal Audit, in line with international standards, is to protect and enhance the organisation's value by providing objective, risk-based assurance, advice and expertise - also in relation to the provisions of Sogei's Organisation, Management and Control Model, through a continuous process of monitoring, evaluation and improvement of the internal control and risk management system.

6.1.5 ORGANIZATION, MANAGEMENT AND CONTROL MODEL PURSUANT TO LEGISLATIVE DECREE 231/2001 - MOG

Without new legislation on the extension of the catalogue of offences, the updating of the MOG involved alignment with the organisational changes and implementation of the changes to sensitive activities and to the internal control system; as well as the related association with the different offence families resulting from execution of the integrated risk assessment pursuant to Legislative Decree 231/2001 and Law 190/2012. In addition, an unambiguous table linking areas at risk, associated offences, sensitive activities and reference procedures has been

formalised, common to both the 231 Model and the Three-Year Corruption and Transparency Prevention Plan.

An e-learning initiative on the MOG and PTPCT addressed at all employees had been used by about 97% of staff as at the end of December 2021. Training was also provided to personnel directly involved in the application of regulations of relevance to 231 (cybersecurity, GDPR, Legislative Decree no. 231/2001), 81/2008 etc.).

6.1.6 THREE-YEAR PLAN TO PREVENT CORRUPTION AND TRANSPARENCY - PTPCT

The PTPCT has been updated to cover the 2022-2024 three-year period. The Plan integrates and complements application of the method for managing the corruption risk introduced by the 2019 National Anti-Corruption Plan, on all business processes. In this sense, it refines the calculation method, while maintaining the evaluation approach, and completes the mapping of the internal context, started in 2020, by verticalising the structure of the strategic, methodological and finalistic principles on single processes. The operation of each Enterprise Architecture (EA) process has been described, identifying any sensitive activities at risk of corruption and associating them with the corresponding risk areas. In particular, the corruption risk management process involved the overall analysis of 68 processes and 136 sensitive activities potentially exposed to this risk.

Special emphasis was placed on the definition and planning of general measures to prevent corruption, with a focus on how to implement transparency obligations.

Always in line with the requirements of the Similar Control, the truthfulness of the non-conferability/incompatibility declarations made by the managers, pursuant to ANAC Resolution 833/2016 was verified through access to the criminal records and to the Chamber of Commerce.

During the year, activities continued to implement legislation on advertising obligations, transparency and dissemination of information by public administrations and publicly controlled companies, provided in Legislative Decree No. 33 of 14 March 2013. In this context, the "Transparent Company" section of the website is constantly updated.

During the year, training on corruption prevention and transparency was provided entirely remotely (e-learning or virtual classroom); an e-learning refresher course on the MOG and PTPCT was prepared for all staff. The course was attended by about 97% of the employees. Other training was provided on conflict of interest, incompatibility, non-transferability, pantouflage, integrated 231 compliance and anti-corruption in public companies, whistleblowing and transparency.

In 2021, there were no confirmed incidents of corruption.

GRI 102-17
GRI 102-25
GRI 205-1
GRI 205-2
GRI 205-3
GOV-1
GOV-4

6.1.7 ETHICS

GRI 102-17
GRI 102-25
GOV-2
GOV-3

6.1.7.1 *Code of Ethics*

For us at Sogei, ethics is an indispensable approach for reliability in our relations with shareholders, customers and, more generally, with the entire civil and economic context in which we operate. Ethics expresses the set of rules of conduct followed by a person. Its scope, while referring to an abstract universe of principles and values, is anything but theoretical: it concerns everyday life and translates into rules of conduct.

For this reason, in 2021, a thorough revision on the company's Code of Ethics was carried out; it regulates the set of rights, duties and responsibilities that we all expressly assume towards the stakeholders with whom we interact during our activities.

In particular, its development has pursued the following multiple objectives:

- adapt the "Tone of Voice" to make it consistent with other corporate products intended for both Sogei staff and external interlocutors;
- summarise, emphasising only the principles, values and behaviour required by limiting regulatory references to essential standards;
- update regulatory references to current standards;
- provide greater clarity and immediacy in the messages contained for increasingly effective sharing and implementation, including through examples of practical situations (what to do/what to avoid);
- integrate the principles of Digital Ethics and update behaviour with what has already been defined at Leadership Model level;
- gradually design/realise a fully digital and aesthetically more appealing product.

6.1.7.2 *Digital Ethics*

During the 2020-2021 period, a project was defined and launched to build the Ethical eXperience of #NoidiSogei, in order to increase ethical awareness in the organisational culture and daily execution.

The first step in this process was to become aware of the ethical practice and make it explicit through the Digital Ethics Table, i.e. the set of values and ethical principles that guide our actions, identified by listening to the experiences of top management and through analysis of the main international contributions on the subject.

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.

Underlying this core set of rules, analysis of the literature mentioned above leads to a series of individual principles that the PA in general will be called upon to address as technology pervasiveness increases. 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 concrete adoption in the production process through a bottom-up approach achieved through Ethical Labs, i.e. through moments of co-design in order to identify requirements, best practices and actions to be followed during development of digital solutions for customers.

Prerequisite for full adoption of the model is its testing on a pilot product/service.

The increasingly pervasive use of data, IT services, technologies and Artificial Intelligence may entail ethical implications that need to be carefully assessed to support and guarantee Sogei's purpose and responsibility towards stakeholders.

The aim was to identify a Digital Ethics Model to be applied to the services provided, with particular reference to Artificial Intelligence (AI) solutions and those using Machine Learning (ML) algorithms, assigning Sogei the role of assurance of digital development based on ethical values and principles.

Digital ethics is included among the priorities of Sogei which, starting in 2019, took part in the various stages of defining the guidelines for Artificial Intelligence launched by the European Commission and started collaboration with Father Paolo Benanti, a reference figure on the international scene, in order to provide an initial framework for the ethical issue in the Sogei context. Father Benanti is a Third Order Regular Franciscan monk who has been working on ethics, bioethics and technology ethics for several years now. In particular, his studies focus on innovation management: the internet and the impact of the Digital Age, biotechnology for human enhancement and biosafety, neuroscience and neurotechnology.

This collaboration laid the foundations for defining the Ethical Experience in digital project, launched at the end of 2020, in order to increase ethical awareness in Sogei's organisational culture and daily execution.

The first step in this process was to become aware of the ethical practice and make it explicit through the #NoidiSogei Digital Ethics Table, i.e. the set of ethical values and principles that guide our actions.

The second step involved the construction, through a bottom-up approach, of an operational model applied to the production process. To this end, 4 Ethical Labs were organised, co-designing moments to identify requirements, best practices and actions to be followed during

the development of digital solutions for our customers, involving about 40 people from the various organisational structures involved.

The process will continue from 2022 with the testing of the new approach on a pilot product/service, until the model is adopted in full. The evaluation of the products developed based on Ethical Quality criteria will allow us to assign Ethical badges to our services; an acknowledgement that will make the commitment undertaken and the skills consolidated by #NoidiSogei immediately visible to our customers.

Ethics in digital will be a core competence of the Sogei curriculum and will bring additional value to our customers by ensuring an important competitive advantage.

Digital ethics table

The Ethical eXperience is based on the Digital Ethics Table which accompanies the creation of products/services so that they know how to "take care" of the people who use them.

The Table, which also appears in the Code of Ethics, consists of:

- Ethical drivers: principles that give a direction to action and regulate the choice of behaviour by seeking to protect, implement and improve value;
- Ethical Values: values that contribute positively to a person's life (e.g. honesty, freedom, dignity, etc.).

The definition of the Digital Ethics Table started with a survey addressed at top management and aimed at listening to their ethical principles and values experienced in the company. In order to analyse and synthesise the results obtained, methodological steps were taken to consider not only the context of #NoidiSogei, but also the international debate on digital ethics.

Digital ethics Model

The model, designed on the basis of the results of the ongoing international debate, aims to guide reflection on the ethical implications of the services and products developed by Sogei and to identify requirements, best practices and actions to be followed during the different phases of the digital solution production process for our customers, but is scalable to further processes.

In particular, the model provides for use of checklists to stimulate reflection on ethical issues:

- Triage Checklist: in order to assess the relevance of ethical issues for a specific product/service to be developed, considering the technological choices (AI, big data, social media, blockchain, cloud, etc.), the data used and the types of users, highlighting when a subsequent in-depth analysis is needed;
- Operational checklists to be filled in while developing the product/service, in order to identify the best practices to be implemented in the different stages of the process against the only ethical issues found relevant in the previous moments.

The ethical issues considered, in line with what was defined in the Harvard study, are protection of personal data, accountability, safety and security, transparency and the ability to explain how things work, fairness and non-discrimination, loss of human control, professional responsibility and promotion of human values.

6.1.7.3 *Work ethics and conflicts of interest*

Over the last three years, Sogei has focused its attention on the study, diffusion and application of the work ethic. A complex topic that is addressed daily during professional activities. This process, started in 2018, with the appointment of the Chief Ethics Officer and continued in 2019 with revision and dissemination of the Code of Ethics and implementation of a process for managing conflicts of interest, in 2020, defined as its main objective to promote dissemination of the culture of ethics in the company, through seminars, forums, surveys, etc.

In 2021, Sogei created and made an IT solution available to all employees for the Conflict of Interest Management process. The purpose of putting the new application online on the intranet is to optimise the operational flow, guaranteeing the management, consultation, storage and digital protection of data, in accordance with the regulations on security and privacy.

The engineering project, started in 2020, is an opportunity for Sogei to apply and test knowledge and new methodologies inspired by Ethical eXperience, understood as the ability to create services and products with a real, positive impact on the company and civil society. The plan also includes a revision phase and updating the procedure, which will be completed in the first months of 2022 and which reflects the Sogei willingness to both apply new communication models to enhance the clarity and immediacy of information, and determination to refine and streamline those processes impacted by the transparency and corruption prevention measures provided for in the Conflict of Interest Management procedure. Following the approval phase, training will be developed and launched during 2022.

In 2021, the Ethics & Compliance Committee's assessment activity, reported regularly to the Board of Directors and to other Control Bodies, led to classification of 1 declared case of conflicts of interest, declared as "possible".

6.2 THE RISK CONTROL AND MANAGEMENT MODEL

The institutional and strategic role played, the nature and volume of data and architectures managed, the importance and size of supporting infrastructures, necessarily involve special attention for the identification and management of risks by Sogei.

The risk management process involves many players, each for its own area of competence, providing for continuous monitoring of potential risks, both on the basis of structured risk

assessment methods and supporting application tools, and based on a continuous operational approach.

An integrated management model (Enterprise Risk Management, ERM) inspired by international best practices has been adopted, and involves, each for their competencies, the governance bodies, the corporate organisation, and the so-called risk specialists, i.e. those figures appointed to monitor specific risk perimeters (for example, the manager responsible for preparing the company's accounting documents who monitors administrative and accounting risks, and the Head of Prevention of Corruption and Transparency, responsible for monitoring corruption risks).

The evaluation of the main risk profiles, carried out as part of the ERM project, has led to the following main risk areas and underlying risk events.

Risk Areas	Risky events
Strategic	<ul style="list-style-type: none"> Top management choices with impact on strategic objectives Perception of the Company's image by customers, suppliers, public opinion and authorities Unpredictable evolution/innovation of technology and associated costs/investments Possible strengthening of socio-political or economic conditions
Operational	<ul style="list-style-type: none"> Customer relationships Malicious acts/accidents or force majeure Malfunctions or failures Development of application services Management of operational activities Supplier relationships
Financial Reporting	<ul style="list-style-type: none"> Carrying out activities and necessary fulfilment for the correct detection of business management events
Compliance	<ul style="list-style-type: none"> Contractual or non-contractual liabilities Violation of laws, regulations or self-regulations An event of injury or damage to Company staff, as well as potential pollution or environmental impacts attributable to the Company

For risks whose residual value is close to or exceeds the appetite threshold, a risk treatment strategy is envisaged, which may lead to mitigation through activities and/or projects which may affect the effectiveness of internal controls, transfer or acceptance of risk.

6.2.1 ENTERPRISE RISK MANAGEMENT - ERM PROJECT

During 2021, deployment of the corporate macro-risk dashboard (ERM risks) was completed. Each ERM level risk has been built by consolidating elementary risks, linked to a business process and assigned to a risk owner responsible for monitoring and updating the assessment.

In November 2021, the first ERM risk assessment campaign was launched, completely dematerialised and conducted on the new technological platform adopted (RSA Archer), by profiling specific roles, and the various players, each for its area of competence, could assess the risks, monitor them and define treatment plans.

The risk assessment campaign results are made available at op Management through a total, synthetic dashboard; all dashboards can be browsed dynamically and enable “exploding” the different graph sections into increasingly detailed views.

In parallel with completion of the ERM dashboard, in 2021, the full model was given a complete overhaul, evolving from the initial idea of a stand-alone dashboard of corporate macro-risks, with no dynamic link with the supervisory activities of all players in the control system, to a much broader system that makes ERM a true integration funnel for risk specialists.

In particular, during 2021, the workflows of the risk specialists monitoring risks in the areas of 262/05, 231/01, 190/12 and ISO-9001 will be digitised on the same technological platform as ERM.

Workflow digitisation has gone well beyond a dematerialisation *tout court*, and has led to a comprehensive review of the respective management models with a view to integration with ERM.

Specifically, all the information gathered by the various players and the evidence from the assessment campaigns, conducted by each of them in accordance with their respective competences, flow into the ERM macro-risks.

Subsequently, the functionalities for implementation of the entire cycle of Internal Audit plans and actions were also digitised in a specific workspace within the ERM platform.

In this way a federation – informative, functional and process – was created between Internal Audit and ERM to maximise the effectiveness and sustainability of governance.

In particular, all the information gathered by the risk specialists and summarised in the ERM is made available to Internal Auditing, which can thus exercise its role as "orchestrator" and "coordinator" of the internal control and risk management system more effectively and, on the other hand, can enter its own findings in the ERM, affecting the assessment of macro-risks.

6.2.2 FINANCIAL RISK MANAGEMENT

For what concerns financial risks, in particular, information on the exposure and management of financial risks related to the performance of the business is provided below.

Exchange Rate risk - The Company's business does not expose it to exchange rate risks.

Liquidity risk - Liquidity risk is managed through the availability of credit lines at banks, where the Company can always comply with the payment times laid down in the liability contracts with suppliers, regardless of the cash flow.

Interest rate risk - Revenue from sales and services and operating cash flows are substantially independent of changes in market interest rates.

Credit risk - For the activities carried out, Sogei does not have credit situations that are at solvency risk, as they relate to PA customers.

Price risk - Fees for services provided by Sogei are established contractually and subject to regular benchmark reviews. They are therefore not subject to short-term market fluctuation.

Risk related to the use of financial instruments - Sogei does not operate in the market for financial derivatives and is not exposed to this kind of risk.

6.2.3 COMPLIANCE AND RISK MANAGEMENT RELATED TO NON-COMPLIANCE WITH REGULATIONS

The main task of Integrated Compliance is to ensure, for the prevention or mitigation of regulatory non-compliance risks and related reputational impacts, the ex-ante control of corporate procedures and practices to the reference legislation of specific areas defined by Top Management, also providing support and cooperation to the corporate structures involved in each assessment, and to provide opinions and advice on compliance in the Corporate Governance field.

During 2021, implementation of the ERM and the Integrated Compliance Model development and integration project continued. It aims to ensure the confluence of elementary risks with ERM risks, with the ultimate goal of creating a digital integration model that enables moving within a perimeter consistent with the defined sustainability standards, integrating the results of assessments with ERM, in order to allow information to be shared at a consolidated level.

The new model should allow rapid interaction with ERM and be based on maximum dialogue between internal (and group) functions to achieve an integrated view of risks, as it is independent of "merely regulatory" aspects, but with a specific focus on risks that have the greatest impact on company operations (operational risk) and/or the decline in profits or capital resulting from a negative perception of the company by stakeholders, including supervisory and control authorities.

Monitoring and regulatory support continued for OIV functions which, in 2021, also carried out competence and internal cooperation controls to update data and information provided in the “Transparency” legislation and issued the certificate of conformity required by ANAC regarding the fulfilment of publication obligations pursuant to Article 1 of Law N. 190/2012.

6.3 PROCESS MANAGEMENT SYSTEMS

The Quality Management System (QMS), available in the Company since 1995, represents a governance model closely linked to the overall management of the Sogei System, inspired by the principles of efficiency, effectiveness and continuous improvement, to satisfy Customer expectations.

The QMS, based on definition of interrelated and controlled processes, constitutes, for the characteristics of non-sectorial, constant monitoring, an organizational and management tool particularly suitable for a complex business such as the Sogei one.

In 2021, with a view to fully complying with the Risk Based Thinking approach of the ISO 9001 standard, activities aimed at the integrated governance of the management system risks in the Enterprise Risk Management (ERM) model continued.

In 2021, Sogei obtained and maintained certifications for the following reference standards.

Reference standard	Scope	Certification
UNI EN ISO 9001:2015	Quality Management System (QMS)	Yes - RINA Certificate renewed November 2020
UNI EN ISO 27001:2013	Information Security Management System (ISMS)	Yes - RINA Renewal carried out on 3 and 4 June 2021
UNI EN ISO 20000-1:2018	Services Management System (SMS)	Yes - RINA Surveillance on 17 and 18 June 2021
UNI EN ISO 22301:2014	Operational Continuity Management System (OCMS)	Yes - RINA Surveillance on 17 and 18 June 2021
Guidelines for surveillance on Certified Email Administrators (V 1.0 of 18 November 2009)	Surveillance on Certified Email Administrators	Yes External audit - AgID on request Half-yearly surveillance - internal audits
Check-list for surveillance activities and certification of conformity (V.1 of 14 April 2017) for Digital Preservation	AgID surveillance and certification of conformity	Yes - AgID through RINA Maintained compliance 22 June 2021
UNI EN ISO 45001:2018 (formerly BS OHSAS 18001)	Occupational Health and Safety Management System (OHMS)	No Implemented and subject to internal audits

Reference standard	Scope	Certification
UNI EN ISO 9001:2015	Quality Management System (QMS)	Yes –RINA Certificate renewed November 2020

As reported in the layout, Sogei performed its first maintenance of the Service Management System (SGS) certification, ISO 20000-1:2018 and of the Service Continuity Management System (SGCS), ISO 22301:2014, initially defined to meet the requirements of the National Strategic Cluster.

6.3.1 DIGITISATION AND PROCESS MAPPING

Consistent with the digitisation path undertaken by Sogei, evolution of the "Process Map" in the company's enterprise Architecture (EA) continued; project was launched in order to integrate the EA with the company's Data Lake, being incorporated which will enable, through AI techniques (NLP - Natural Language Processing and Ontology Based Knowledge Management), the use of information in a more intuitive, flexible way.

In 2021, in order to build a business process representation model that allows for a multidimensional and systemic vision of the business, also in the light of market developments, a study was launched to define Sogei's "Operating Model", intended as a dynamic representation, offering different points of view, based on a product logic (minimum valuable product) and giving visibility to the interaction within the corporate organisation.

In 2021, application of the Lean/Lean Six Sigma methodology to business processes continued through dedicated projects.

6.3.2 CUSTOMER SATISFACTION

Listening to customer-user feedback is of crucial importance for identification of actions needed not only for the development of services offered, but also for organisational and operational improvement.

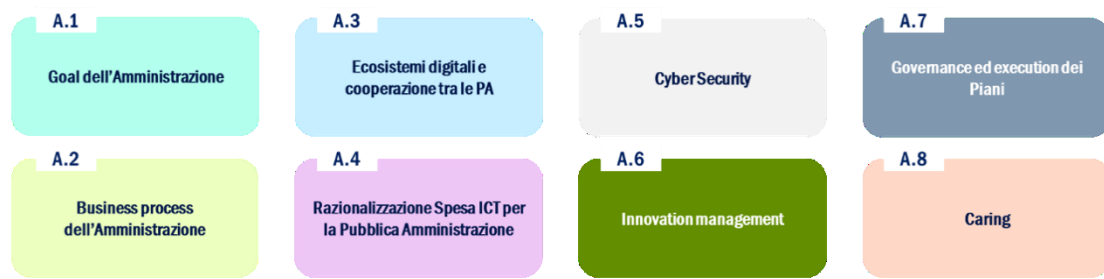
The analysis of results gathered through objective measurement of customer satisfaction makes it possible to identify the actions needed to provide products and services that are increasingly suited to their needs and expectations. For this reason, over the years Sogei has perfected a system for listening to customers/users, through adoption of a structured process to increase the quality of services offered and consolidate a climate of trust and transparency.

At the end of 2020, after a long period of time and with Top Management commitment, a project was launched to implement a Customer Satisfaction Survey campaign in 2021, in order to:

- assess the perceived satisfaction of customers and users with the SOGEL offer;

- identify, on the basis of the feedback from customers, potential areas for optimisation, evolution and extension of the current cooperation models adopted between Sogei and Administrations;

The survey, addressed at two different *clusters*, "Top Management" (customers' Top Management/Administration) and "Managerial" (customers' Business/ICT roles of responsibility/Administration) enabled investigation with Institutional Customers of some areas of the Sogei offer considered to be of higher value.



The survey was qualitative in nature and accompanied by some quantitative assessments on specific topics. It was carried out through interviews with the "Top Management" cluster and focus groups with the "Management" cluster. Analysis of results showed that Cybersecurity and Goal of Administration were Sogei's main strengths, while Innovation Management was perceived as the area most in need of improvement. In addition, a number of specific topics were identified as significant for the future, such as data interoperability and process re-engineering.

In 2021, Sogei also supported its customer in conducting surveys on its services, in particular:

- Department of Finance, on the telematic management service of the tax process (PTT) (quantitative and qualitative survey);
- State General Accounting Office (IGIT), on the RED EVO service (quantitative survey);
- Revenue Agency, on services provided to taxpayers with disabilities (qualitative survey).

6.4 SECURITY AND DATA PROTECTION MANAGEMENT

Over the years, Sogei has improved its awareness that security and, more in general, the protection of information must be conceived, designed, implemented and managed, not only through structured processes and implementation of logical and physical security measures (firewall, encryption, etc.), but also through the implementation of a "Information Security &

Data Protection" governance system chaired by a Chief Information Security Officer (CISO), that enables the entire "security chain", to be governed and monitored.

This organization includes the role of Data Protection Officer (DPO), who plays a key role in monitoring and managing the implementation of the "General Data Protection Regulation (GDPR)" and in promoting culture in these areas.

Training is a key element for supporting information protection and the prevention of incidents and, more specifically, data breaches, and various tools have been used to achieve this, ranging from classic training with specialised teachers to the use of available social platforms. In particular, during 2021, 7 training courses were provided through collaboration platforms and 48 e-learning courses, including 1 for new employees on the General Data Protection Regulation - GDPR. A channel was also launched on the social media platform Yammer, available to all employees, to provide information, updates and insights from the channel of the Privacy Authority and the accredited press on new Italian and European regulations concerning the processing of personal data.

The DPO continued to raise awareness through publication of thematic pills on Data Protection on the intranet and corporate social media channels.

6.4.1 COMPUTER EMERGENCY RESPONSE TEAM (CERT)

In 2021, CERT Sogei confirmed an ever-improving approach to sharing flows to and from institutional bodies involved in cybersecurity, consolidating both the management of cyber events and the implementation of the Cyber Threat Intelligence platform, focusing on customised open source tools, such as MISP, TheHive and Cortex, to fully ensure their integration into the team's consolidated processes. The public MISP instance ensured the collection of approximately 400K IoCs from the various federated entities and, consequently, initiated the various analysis processes to verify their applicability in the relevant contexts. With the TheHive and Cortex tools, automation of a large part of the security event analysis and management processes is being consolidated, and at present we are ready for an experimental phase of use in a multi-tenant configuration. Lastly, preliminary activities for the automatic qualification of IoCs were completed with the Sogei technical structures with which CERT cooperates on a daily basis.

The Sogei CERT continued to collaborate with GdF (Finance Police) in the Cyber Threat Intelligence field that began in 2019, with the production of detailed intelligence reports; thanks to the help of analysis and research tools that daily detect security events on open and closed sources, reveal tactics, player techniques and reasons (threat actors) involved in these malicious campaigns.

In the training area, in the first months of 2021 CERT Sogei delivered, at the explicit request of the Finance Police (Guardia di Finanza GdF), an introductory course on Cyber Threat Intelligence; this course, delivered to the SOC of the GdF and divided into a theoretical and a practical part, analysed the issues related to cyber threat hunting, analysis models and contextualisation and correlation techniques needed to identify threats, using OSINT and proprietary tools.

Still in the training area, the third session of the Cybersecurity Awareness Initiative involving Revenue Agency employees was completed in the second half of 2021. The initiative aims to raise awareness about cyber threats. The next sessions will take place in 2022 and will cover all employees of the Revenue Agency.

During 2021 Sogei CERT also:

- published, using new collaboration platforms made available by the Company (in particular “Yammer”), 7 notices concerning the prevention and awareness issues in the cyber security field; therefore, the dedicated channel “Sogei CERT” has represented an important vehicle for sharing the main activities carried out daily by CERT;
- managed 4,046 events classified under different types of event/incident and divided into different areas of Constituency of Sogei CERT. In detail:
 - Cases of malware (47%): identified in emails and other malicious code vectors, addressed by activating the appropriate IT security structures for updating security and removal systems;
 - Possible threats to Sogei-managed infrastructures and services (6.4%): identified possible attack or potential exploitation of vulnerabilities (via information from CERT’s intelligence sources and research activities), managed by setting up appropriate business structures to mitigate risk or solve potential vulnerability;
 - spam and phishing events (42.5%): identified, thanks also to user reports, in deceptive emails aimed at stealing the credentials of sites and services, and solved by blocking the sites linked to them;
 - events related to disclosure and leak of credentials (1.2%): these are, in almost all cases, institutional emails associated with passwords that are not related to “corporate” accounts. These credentials, filtered out from third party sites and portals not always known through successful attacks (Data breach), are collected by CERT through dedicated intelligence channels and directly communicated to the user (in the case of Sogei employee) or to the cyber security structure of the Institution involved (in the case of SIF) or CERT-MEF (in the case of the Economic Departments);

- for what concerns Sogei as Data Controller, no possible violation of personal data was detected, while in the context of Sogei as Processor, there were 11 data breaches, which were managed, solved and communicated to the Data Controllers, institutional clients of Sogei.

As part of the important, consolidated monitoring role of implementation of the Recovery Plans (PdR)¹, CERT monitored 318 PdR during 2021, of which 134 were new, and closed 60.

6.4.2 PHYSICAL SECURITY

Physical and infrastructural Security is one of the core elements of business management and has a direct impact on governance and social factors.

The security policies and measures, which ensure the protection of company assets and of the employees and external staff who man the Sogei campus 24 hours a day, 365 days a year, are in fact closely related to the impact generated by the various activities and human capital.

It is therefore essential to continuously review processes and implement security measures through a constant assessment of risks which, also in view of the particular historical period, are increasingly heterogeneous and increase in direct proportion to the consolidation of Sogei's role as a strategic partner for the Nation.

2021 further confirmed Sogei's leading role in supporting institutions in managing the emergency situation caused by the Covid-19 pandemic; thus requiring the extension of security levels both for threats arising from external factors, and to ensure compliance with health regulations and protocols as part of measures to counter the spread of the pandemic, enabling employees and suppliers to operate in full compliance with health protection.

In line with sustainability objectives, particular attention has been paid to the reconversion of some activities with a view to the impact on environmental factors through the launch of digitisation and optimisation of internal and external processes; this has already produced significant benefits, particularly with respect to paper dematerialisation and virtual e-mail traffic, with a reduction of about 40% in paper documents and 70% in e-mails.

An example of this new path is the Macars Project, developed in its initial phase during 2021. This will simplify and digitise the entire access management flow in the company for all external staff, consultants and suppliers.

¹The Recovery Plan is the document that in the software development cycle, downstream of a Web Application penetration Test (WAPT), is drafted and updated whenever vulnerabilities are detected on running or intended to be operated software, detailing actions planned to restore the above vulnerabilities.

6.4.3 INFORMATION SECURITY

The main input of the Government system for corporate Security, therefore for integrated management of logical, physical and cybernetic security risks, is represented by the Information Security Management System (SGSI). This system enables, through a structured set of processes and specific assignment of roles and responsibilities, risk management aimed at protecting the information processed by the Company. The SGSI continues to evolve to meet company security requirements and the security requirements of national law. With this in mind, the main activities carried out in 2021 concerned:

- the revision of the risk management methodology for integration with the Business Impact Analysis performed on services;
- conducting audits and assessments for information security handled by critical ICT services. During the year, 6 audits and 1 assessment were carried out in compliance with AGID regulations;
- updating company security policies in accordance with new IT security requirements to which the Company is subject;
- monitoring IT security indicators and risk treatment plans defined as a result of audits and assessments. In the area of information security, data protection and business continuity, 23 return plans have been opened and 5 have been closed.

6.4.4 OPERATIONAL CONTINUITY

In 2021, maintenance of the certificate of conformity to the ISO 22301:2014 reference standard of the Business Continuity Management System (BMS) was confirmed. The Business impact Analysis methodology was reviewed, to identify continuity parameters and critical resources, and integrated in the Risk Analysis methodology, in use in both the SGSI and SGCO context.

The Business Continuity Plan has been generalised and extended to the services considered most critical, even if not currently included in the scope of application of the ISO22301 certificate, and integration of the above-mentioned Plan with the Disaster Recovery Plan was finalised

In 2022, the plan is to extend the scope of the SGCO to include additional critical services and to expand crisis scenario testing activities.

6.4.5 CLASSIFIED INFORMATION

Sogei implements a Management System of Classified Information (SGIC, Sistema di Gestione delle Informazioni Classificate) that collects and harmonizes the different procedures dedicated mainly to personnel with security authorization. Together with the SGIC, Sogei works and

operates through a security area responsible for managing classified information in accordance with the State Secret regulations. The area is managed by a specific structure, managed by the Security Officer, with the support of other company figures, according to the different operative profiles of the Sogei's main Security Secretariat.

All operational areas of the main Security Secretariat, including the CIS infrastructure "Communication and Information System Security, formerly the EAD Area), are recognized by specific provision by the Presidency of the Council of Ministers – DIS and approved by the UCSE to process data and documentation with classification of secrecy and qualification of security up to Secret (S) – NATO EU/S.

In 2021, classified documentation processed by the main Security Secretariat on a special classified protocol register amounted to 100 incoming requests and 104 outbound requests.

6.4.6 PROTECTED DATA

Sogei receives requests from the Judicial Authorities and Institutional Customers concerning the retrieval of transactions relating to one or more subjects (natural and legal persons) recorded in the Fiscal Information System in relation to ongoing inquiries, investigations, assessments and audits.

These requests of a confidential nature, considered as "protected data" and registered in a special Protocol application register, particularly relate to:

- the timely or massive extraction of information on taxpayers registered in the FIS databases;
- the tracking of operations on the access and use of IT services carried out by FIS users and recorded in the log archives;
- the extraction of tracking information for email and internet browsing;
- the tracking of invoice payments by the Public Administration by monitoring the Commercial Credits Platform;
- the tracking of access to the NoiPA system;
- the timely or massive extraction of information/documents on one or more citizens registered on the NoiPA system database:
- extraction of Greenpass information;
- extraction of information on the "support" decrees;
- extraction of "Bonus" information.

In 2021, 1,487 incoming requests received at the PEC of protected data and 2,066 outgoing replies via the same PEC were registered.

6.4.7 **DATA PROTECTION**

In the context of EU Regulation no. 2016/679 (GDPR) and the partially-amended Privacy Code (Legislative Decree no. 196 of 30 June 2003), Sogei operates as Data Controller in the processing of personal data carried out in the corporate context. By virtue of designation granted by the Authorities who are Data Controllers, Sogei operates as Data Processor in relation to the services performed on behalf of these Administrations.

Applying the accountability principle defined by the GDPR itself, the company has adopted a Privacy Management System (SGP) that is divided into an organisational model with roles, responsibilities and division of tasks between the various structures with respect to the processing of personal data and the obligations imposed by the legislation, with a view to simplifying, effective and efficient organisation. The SGP applies to Sogei in its dual role as the party responsible for the computerised components of the Administrations' processing operations and as the controller of the processing operations it carries out for its own corporate functions.

The main activities carried out in 2021 concerned:

- the updating, integration and drafting of documents within the SGP (policies, guidelines and procedures) for the transposition of new regulatory dictates at national and European level, the pronouncements of the Italian Data Protection Authority and the EDPB (European Data Protection Board);
- computerisation of the management of privacy obligations on the processing of personal data, carried out on behalf of Administrations or for corporate purposes, to make it easier to carry out and keep a record of it;
- revision of the process for the designation of providers as processors/sub-processors under the European Commission Decisions of 4 June 2021 on standard contractual clauses between controllers and processors (Decision (EU) 2021/915) and on the transfer of personal data to third countries (Decision (EU) 2021/914);
- information/awareness-raising of employees on data protection issues;
- training dedicated to corporate structures on the methods adopted by the company, in agreement with the Administrations, for personal data protection and impact assessment;
- supporting the controller Administrations in carrying out privacy obligations on personal data processing;

Sogei also periodically carries out controls aimed at improving awareness of the obligations provided for in legislation and checking their implementation.

The following audits were carried out in 2021:

- assessment to check the terms and criteria inherent in data retention times for corporate processing, with assessment of any gaps and definition of related remedial plans;
- assessment on all computer services that process personal data;
- audits and self-assessment and of some suppliers;
- audits of system administrators in specific areas;
- vertical audits of certain IT services provided on behalf of administrations.

6.5 IT GOVERNANCE

GRI 102-2
GRI 103-1
GRI 103-2
GRI 103-3

In these pandemic months, Sogei has begun to rethink its way of working in order to be able to respond quickly and efficiently to the needs of citizens and the country; considering its experience during the first period of emergency and keeping “an eye” on what the recovery, thanks also to the use of funds made available by the PNRR, might entail in terms of the need for digital applications that favour the transformation of PA.

We have reflected deeply on what happened in order to transform the emergency situation into a useful opportunity for change, to be exploited today and, above all, in the future and a plausible scenario of growth, working on the improvement of production models, methodologies, metrics and tools used in the production process.

6.5.1 NEW MODEL PMO

Sogei's renewed mission as a strategic partner of the PA in the country's path to innovation and digitisation requires an evolution of the PMO's strategic role.

The increase in the number of Public Administrations "served" highlights the need for the company to always have an "overview" of its operations in order to continuously verify its ability to act within a model of overall consistency that ensures compliance with efficiency and effectiveness parameters.

During the year, the model of a “New Sogei PMO” was designed and partly implemented, taking into account the new challenges to be faced, on the basis of what emerged from interviews with the heads of the organisational structures, without neglecting methodological and market elements.

The expectation is for a PMO that has an integrated and centralised view of all projects, their time and cost dimensions as well as a central role as an enabler of business integration and a facilitator for decision making.

6.5.2 INDUSTRIAL MODEL

During 2021, the new Industrial Governance Model was designed, building on the experience of applying the Operating Model in previous years.

While the main objective of the Operating Model developed in 2020 was to provide data and information to guide Sogei choices and decisions in view of the strategies dictated by Top Management, the "Industrial Governance Model" project developed in 2021 had more ambitious aims, since it set itself the objective of defining an operational framework of industrial governance for the objective assessment of the industrial sustainability of new contracts/projects and for the analysis of the model implemented by the company with respect to the expected industrial model.

The industrial elements considered are:

- service and delivery models adopted;
- onboarding strategies and models;
- internal and external value created and expected industrial performance;
- mapping and defining strategies to mitigate and monitor specific risks;
- operational sustainability of the contract/project from the point of view of skills needed, time, goods/services for the start and execution of the contract/project.

Once the model is consolidated, IT tools will be developed to facilitate its application.

6.5.3 PRODUCTION GOVERNANCE

In the development process in 2021, the Agile and DevSecOps approach started to be applied on projects of a certain complexity, in which Agile Scaling practices were implemented due to the need to coordinate the work of several Scrum teams.

On this occasion too, the shift-left paradigm was also tested for security aspects, identifying a security champion who, from a DevSecOps perspective, was able to anticipate potential vulnerability analyses as early as possible, optimising the time needed to pass the final penetration tests. Additional tools for automating dynamic security tests were also provided.

6.5.3.1 Metrics of software development

The in-house competence centre has consolidated its collaboration with GUFPI and IFPUG by sharing its experience and solutions at several national and international conferences. In particular, Sogei's involvement in the IFPUG continued on the work of two groups dealing with methodological developments:

- Functional Sizing Standards Committee;

– Non-Functional Sizing Standards Committee.

Once again this year, this important work has enabled the Sogei CFPS/CFPP certificate community to stay abreast of methodological developments on the market and to be able to contribute to the decision-making dynamics that determine them.

In particular, the last year has seen the definition of strategies for using the outputs of some of the experiments launched in previous years, such as SNAP and PFS. In specific contexts, definition of these strategies has led to a real industrial application, and in fact thanks to the definition of a "fast" mode for measurement of non-functional based on SNAP we can proceed, for example, to a broad and relatively inexpensive assessment of this part of the measurement of software products.

The novelty of the last months of the year is Sogei's role as Chair of the Non-Functional Sizing Standards Committee, which guarantees a very high level of control of non-functional sizing methodologies. The possibility to take part in the governance of method evolutions is especially important at a time when non-functional measurement is being introduced in various contractual contexts and when interest in quality measurement is, in general, keenly felt both in the PA and in relations with suppliers.

The internal competence centre continued to independently deliver the courses for preparation of CFPS/CFPP certification aimed at keeping the number of certifications high and spreading the culture of measurement throughout the company, ensuring an increase in the quality of counts and the level of supervision of outsourced activities.

The new version of the company's software measurement tool enabled the parallel use of FPs and SFPs. Work has also started on integrating all databases containing measurement data into this new product.

6.6 MANAGEMENT OF OFFERS

6.6.1 SERVICE CATALOGUE

It is the business process support tool that surveys the Services for the PA, providing them with information and attributes that characterise their technical, functional and security aspects.

During the year, the Catalogue was of particular interest for a number of strategic projects in the Security Government & Data Protection area. In addition to the normal activities of application assistance, methodological support for modelling and internal training on specific areas of interest, and the typical data recovery and reclamation initiatives, the entire period was characterised by developments that added important functionalities to the tool:

- GDPR: the Security and Privacy Measures documents of the ICT Service have been further customised according to the Data Controller Customer; the criteria for calculating the Residual Risk has been improved; the version of the FOURSec Security Measures master file has been updated;
- BIA: as part of the Business Impact Analysis (BIA), the criterion for calculating the Recovery Time Objective (RTO) index applied to each ICT Service was improved, making its value automatic rather than discretionary.

The ICT Services were enriched with information on their infrastructure component from the Configuration *Management Data* Base (CMDB);

Finally, the federation with the CMDB was strengthened by redesigning the interchange interfaces to improve the quality and completeness of the information content transmitted.

With a view to continuous control and monitoring of contents, during the year an assessment of the Technical Services was launched to rationalise the entire register.

6.7 PARTICIPATION AND ASSOCIATIONS

Membership of the associations allows the Company and its employees to take advantage of the services provided by them, in terms of publications, updates and in-depth analysis on the regulations, training and information seminars, collaborations and comparisons needed and instrumental to carrying out its institutional activities.

The main aims of identifying associations of interest can be summarized as follows:

- to promote the exchange of information and updating on new technological and management trends;
- to guarantee professional updating in the technological and management spheres in order to optimise the support processes for the customer and the company;
- to focus on particularly sensitive areas (gender equality, ethical and social sustainability, security, privacy, etc.).

Joining the associations follows the *"Guidelines and criteria for approval of membership of Associations, Bodies, Foundations and Committees"* which foresee a process of gathering needs and approval when the following criteria for requirement assessment are assessed:

- INHERENCE - The aims of the association and benefits that can be achieved must be relevant with respect to the activities and services provided by Sogei to institutional clients and for their business operating needs.

- INTEREST - Membership of an association must satisfy a true need for belonging to an "association" context.
- PROFESSIONAL NEED - To guarantee the development and professional updating of employees and to maintain/renew any professional certifications acquired.
- SPECIFICITY - To be understood in terms of verification and evaluation of the particular (or "original") "characteristics/competences" or in any case of other specific elements of the Association to be joined and which justify the "choice", as an alternative to others which may be active in the same context. In cases where there has not been a preliminary verification/attestation of the "specificity" requirement, identification of the beneficiary of the membership fee may take place after comparative assessment of the interested parties which, following a public notice with an indication of the research and assessment criteria, have expressed an interest in submitting their application.
- COST/BENEFIT RATIO - Expenditure for payment of the membership fee must be proportional to the benefits obtained also considering the cost to be incurred for purchasing the services provided in case of not participating in the association.

In 2021, Sogei joined the following associations:

Scope	Association
ICT	ITALIAN ASSOCIATION FOR INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) DAMA ITALY CHAPTER GALILEO SERVICES GUFPI-ISMA IFPUG ISACA INTERNATIONAL PROMETEIA S.P.A RTCM UNINFO XBRL ITALIA
Corporate and Governance	ASSIDIM ANDAF ANRA AODV 231 - ASSOCIAZIONE DEI COMPONENTI DEGLI ORGANISMI DI VIGILANZA (ASSOCIATION OF MEMBERS OF SUPERVISORY BODIES) ASSOCIAZIONE ITALIANA INTERNAL AUDITORS (ITALIAN INTERNAL AUDITORS ASSOCIATION) ASSONIME ASSOCIAZIONE FRA LE SOCIETA' ITALIANE PER AZIONI (ASSOCIATION OF ITALIAN STOCK COMPANIES) ASTRID SERVIZI S.R.L. CSR MANAGER NETWORK

Scope	Association
	UNIONE DEGLI INDUSTRIALI E DELLE IMPRESE DI ROMA (INDUSTRIAL ENTITIES AND ENTERPRISES OF ROME)
Staff	AIF ASSOCIAZIONE ITALIA FORMATORI (ITALIAN TRAINERS ASSOCIATION) ASSOCIAZIONE ITALIANA PER LA DIREZIONE DEL PERSONALE (ITALIAN PERSONNEL MANAGEMENT ASSOCIATION) FERPI - FEDERAZIONE RELAZIONI PUBBLICHE ITALIANA (ITALIAN PUBLIC RELATIONS ASSOCIATION) HRC INTERNATIONAL ACADEMY ICF ITALIA INTERNATIONAL COACH FEDERATION ISTITUTO ITALIANO DI PROJECT MANAGEMENT (ITALIAN INSTITUTE OF PROJECT MANAGEMENT) VALORE D
Security	AIIC - Associazione Italiana Esperti in Infrastrutture Critiche (Italian Association of Experts in critical Infrastructure) A.I.P.S.A. - ITALIAN ASSOCIATION OF SECURITY PROFESSIONALS CLUSIT - ASSOCIATION FOR IT SECURITY ECSO - EUROPEAN CYBER SECURITY ORGANIZATION ISFA ITALIAN CHAPTER

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

7. FINANCIAL CAPITAL

The economic and financial resources related to Sogei activities are used to support the customers' business, ensuring solid financial statements with robust capital positions and growing liquidity on an annual basis, which ensures, on the one hand, economic and financial stability in the medium to long term and, on the other hand, the remuneration of shareholders, employees and the community.

GRI 102-7
GRI 201-1

7.1 ANALYSIS OF INCOME RESULTS

The analysis of the income results is commented below with the support of the Income statement and related summary tables, reclassified from a management perspective.

values expressed in thousands of Euro

	Financial statements 2021	Financial statements 2020	Change	Percentage change
Revenues from sales and services	720,999	625,665	95,334	15.2%
Change in contract work in progress	1,473	2,530	(1,057)	-41.8%
Production value	722,472	628,195	94,277	15.0%
Consumption of materials and services	(416,527)	(379,148)	(37,379)	9.8%
Added value	305,945	249,047	56,898	22.8%
Cost of labour	(170,993)	(161,512)	(9,421)	5.8%
Normalized EBITDA (*)	134,952	87,535	47,556	54.2%
Depreciation and write-downs of fixed assets	(49,299)	(42,628)	(6,666)	15.6%
Provisions for risks and charges	(1,973)	(7,341)	5,371	-73.1%
Various income and charges	(496)	(146)	(400)	139.7%
Operating income	83,183	37,419	45,764	122.3%
Net income from equity investments	400	185	215	116.2%
Balance of financial income and expenses	(255)	(259)	4	1.5%
Pre-tax result	83,328	37,345	45,983	123.1%
Taxes	(24,021)	(10,387)	(13,634)	131.3%
Profit for the period	59,307	26,959	32,348	120.0%

(*) As a result of the reclassification in the 2020 Financial Statements of the component relating to implementation of the "Generational Value" project, from labour costs to provisions for risks and charges

The 2021 financial year shows a particularly positive trend, with a strong increase in revenues, all management indicators and net profit; these results certify the incisive policy of optimisation and efficiency implemented by the Company with a view to transformation and improvement, the evolution strategy of which is set out in the 2021-2023 Business Plan.

2021 is in fact the first implementation year of the Three-Year Plan, presented and approved at the Board of Directors' meeting of 30 March 2021; its strategic objectives, identified in the pursuit of digital innovation, increased scalability and industrialisation and a new approach geared towards citizens, professionals and businesses, characterised the Company's activities in 2021.

With respect to the Covid-19 emergency context, it should be noted that in 2021, the Company and its customers (as described in detail in Chapter 11 - Manufactured capital) continued to significantly support the Government's action to counter the ongoing pandemic situation, through, for example, management of further extraordinary measures implementing policies to support the economy, management of the National Platform for the Digital Green Certificate (Green Pass), and management of the Digital workspace service enabling implementation of smart working for customer employees, implementation of projects financed by the PNRR in support of implementing customers owners of the projects, preparation of tools to monitor the implementation of the PNRR, etc.

7.1.1 NATURE OF REVENUES PER CUSTOMER

The following table shows the revenues earned during the year by the Company, compared with those of 2020, divided between in-house and extra-house credit lines, with separate indication of those received pursuant to law, also in compliance with art. 16, paragraph 3, of the Consolidated Law on investee companies.

values expressed in thousands of Euro

CUSTOMERS	Revenues 2021	Revenues 2020	Source
Revenue Agency	229,821	207,941	<i>in house</i>
Customs and Monopolies Agency	92,871	80,924	<i>in house</i>
State Property Agency	6,120	4,996	<i>in house</i>
Revenue Agency-Collection	29,214	27,114	<i>in house</i>
Department of Finance	23,018	19,497	<i>in house</i>
Healthcare Revenue	19,343	12,718	<i>in house</i>
RGS Healthcare	18,877	13,039	<i>in house</i>
Finance Police	11,198	8,884	<i>in house</i>
Direct Collaboration Offices	365	443	<i>in house</i>
MEF - CdC Convention (DT, DAG, CdC)	117,125	224,254	<i>in house</i>

CUSTOMERS	Revenues 2021	Revenues 2020	Source
RGS - New Regulation	131,152	0	<i>in house</i>
Court of Auditors - Specific agreement for CED management and security	6,027	5,715	<i>in house</i>
Consip	813	700	<i>in house</i> horizontal
TOTAL CUSTOMER REVENUES IN HOUSE	685,944	606,226	
% of total revenues	95.1%	96.9%	
Ministry of the Interior (ANPR)	5,189	5,393	assignment pursuant to law
Territorial Cohesion Agency	6,997	5,174	assignment pursuant to law
Ministry of Education	6,470	237	assignment pursuant to law
18 APP (MIBAC)	124	139	assignment pursuant to law
Equitalia Giustizia	2,628	2,762	assignment pursuant to law
Ministry of Justice	1,843	2,321	assignment pursuant to law
State Attorney	1,429	791	assignment pursuant to law
Presidency of the Council of Ministers	5,993	1,210	assignment pursuant to law
Ministry of Ecological Transition	1,253	826	assignment pursuant to law
Ministry of Infrastructure and Sustainable Mobility	432	316	assignment pursuant to law
Emergency Commissioner Covid-19	2,432	0	assignment pursuant to law
Other Initiatives (Geoweb and Horizon 2020 European Projects)	265	271	other
TOTAL CUSTOMER REVENUES EXTRA HOUSE	35,055	19,439	
% of total revenues	4.9%	3.1%	
TOTAL REVENUES	720,999	625,665	

Compared to 2020, there has been a significant increase in the revenues earned by the Company, both for the activities carried out for Institutional Customers, with whom the Company operates by virtue of the *in-house providing* model, and for Customers with whom the Company operates by virtue of regulatory provisions (so-called *extra house* assignments).

In this area in 2021, collaboration with the Agency for Territorial Cohesion, the Presidency of the Council, the Ministry of Ecological Transition and the Ministry of Infrastructure and

Sustainable Mobility continued and increased, and collaboration with the structure of the Extraordinary Commissioner for management of Covid-19 and with the Ministry of Education, for implementation of the distance learning platform, collaboration which is destined to increase further during 2022.

Attributing to these additional institutions the right to use Sogei to provide IT services stems from the legislator's aim to pursue general improvement in the effectiveness and efficiency of administrative action, by promoting the digitisation of services and processes, through actions to consolidate infrastructures, rationalise information systems and make databases interoperable, in line with the strategies of the Three-Year Plan for IT in Public Administration. This collaboration will be strengthened during the 2022 financial year.

7.1.2 PRODUCTION VALUE

values expressed in thousands of Euro

	Financial Statements 2021	Financial Statements 2020	Change	Percentage change
Professional services	569,964	412,729	156,835	38.1%
- Business Solutions	314,161	205,570	108,591	52.8%
- Platform & Assets	42,120	37,616	4,504	12.0%
- Technology Service	213,682	169,543	44,139	26.0%
Supply of goods and services for reimbursement	152,508	215,466	(62,958)	-29.2%
- Goods and services	151,439	214,566	(63,128)	-29.4%
- Outsourcing	1,069	899	170	18.9%
Total	722,472	628,195	94,277	15.0%

The value of production grows significantly compared to 2021 (+ 94.3 million euro compared to 2020), a result that represents the balance between the strong increase in revenues from professional services and the reduction in revenues from the provision of goods and services for reimbursement.

In fact, revenues from professional services recorded an overall increase of 156.8 million euro compared to 2020, due both to an increase in production activities carried out for almost all customers and to the change in the operating model sanctioned with signing the new Regulations with the State General Accounting Office: the shift to a production model that provides for almost all services to be provided on an «end-to-end» basis has had a generalised impact on the company's income statement. In particular, on the one hand generating a

reshaping of revenues, with a sharp reduction in reimbursable supplies in favour of revenues from professional services, and on the other it has led to a management reclassification of costs from reimbursable costs to production costs and investments (due to Sogei taking over the RGS CED), with a consequent increase in depreciation and amortisation.

A detailed analysis of the final figures recorded for the various types of services reclassified according to the new storefront proposed in the 2021-2023 Business Plan shows that for services:

- Business Solution - related to the development and evolution of project-based application solutions and the provision of application management and maintenance, Demand, Governance and thematic and technical-specialist support services - an increase of 108.6 million euro due to the greater activities carried out, particularly for
 - the Department of the General Accounting Office of the State, in addition to reclassification of activities following the different operating model implemented in 2021; the increase is mainly due to implementation of the unitary "ReGiS" system, which is the single application tool supporting the PNRR planning, implementation, monitoring control and reporting processes (paragraph 1043 of the 2021 Budget Law), and to the support activities, preparatory to creation of the system itself, provided to the Customer, both in understanding the PNRR's implementation methods, in relations with the European Commission, and in the dissemination of the processes defined for monitoring and controlling achievement of the targets defined in the PNRR. Also contributing to this increase are the activities carried out for the INIT system (integrated IT system supporting accounting processes), the strengthening of assistance and training activities for users of the system and the implementation of user management shared with the Regis system;
 - the Customs and Monopolies Agency, for the launch of the Integrated Litigation Management System (SIGC Sistema Integrato di Gestione del Contenzioso) project, to digitise the process of managing and monitoring legal practices and fulfilments of the Customs and Monopolies Agency's lawyers for the civil, criminal, tax and administrative areas, completely paper-based until now; the development of the OPERA payment portal and integration of the various payment positions with the Agency through pagoPA; the evolution of the single authorisation model for entities operating in the entire gaming sector; the strengthening and evolution of the Agency's reception and interoperability platform also due to introduction of new customs declaration flows (Hx), including those linked to e-commerce;

- the Italian Revenue Agency, in general for a widespread increase in project activities relating to application services supporting the Agency's administrative processes, and in particular: for the evolution, within the payment management systems, of both conventional services and those supporting collection; for the strengthening of systems for controlling, managing and monitoring access by external bodies; for the evolution of processes for updating the CEU (Urban Building Land Registry);
- the Sanità Entrate project, due to the increased production of TS-CNS with a volume of 19.6 million cards produced in 2021, compared to 10.2 million cards produced in 2020;
- the Agenzia per la Coesione Territoriale (Agency for Territorial Cohesion), for finalisation of the project to migrate all the Agency's systems from the CED in Via Sicilia, Rome, to the Sogei cloud, which entailed re-engineering some IT solutions, and the general adaptation of services to the quality and security standards required and the review of infrastructure solutions in terms of exposure of services on the internet. Also contributing to the increase in revenue is the launch, in the last quarter of 2021, of implementation of new services for the Agency, linked to its role as an implementer of PNRR projects;
- the Department of Finance, whose increased financial resources available for implementation of the 2021 operational plan have enabled, in particular, not only the complete digitisation of the SIGIT (Tax Justice Information System) to support Tax Commission activities, but also the launch of the collaboration project, again with reference to Tax Justice, with the Court of Cassation for the exchange of case files and judgements;
- the Agenzia del Demanio, in general for the evolution of the Agency's core solutions needed to implement the changes required by the State Accounting Department in the real estate management field, in particular, for the evolution of the functional solution for BIM (Building Information Modeling) management, with implementation of new work profiles and model visualisation functionalities;
- the Ministry of Education, for implementation and management of the platform supporting the coordinated education and culture system, and for implementation and management of the Distance Learning platform;
- the Presidency of the Council of Ministers, for the PdM CED migration activities to Sogei, for the development and maintenance of the digital services of the Presidency, and for the development and management of the National Anti-

- Racial Discrimination Office (UNAR Ufficio Nazionale Antidiscriminazioni Razziali) website and for the management and evolution of the "Immuni" App (as part of activities for the Department for Digital Innovation of the PdM);
- the Extraordinary Commissioner, for support activities to implement and coordinate containment and contrast measures for the Covid-19 epidemiological emergency and execution of the national vaccination campaign;
 - the Ministry of Ecological Transition, to provide infrastructure assessment and management services, management of workstations and specialist support for IT security activities, and for the management of the extraordinary contribution, provided for by Article 227 of Decree-Law 34/2020 to address direct and indirect damages resulting from the Covid-19 emergency, in favour of micro and small enterprises, carrying out environmentally friendly economic activities.
- Platform & Asset - relating to services provided as-a-service or as-a-product through platforms that cut across different application solutions and assets - an increase of 4.5 million euro due not only to the generalised increase in the volumes of these services as a result of the new operating procedures planned for RGS, an increase in assistance activities for the Customs and Monopolies Agency for the launch of the Receipts Lottery in early 2021, and as part of the health expenditure monitoring project, to support citizens in resolving issues relating to the health card required to access Covid-19 vaccinations. This revenue class also includes revenues related to management of the Digital workspace, increased with respect to 2020, to manage the "smart work" of customers' staff;
 - Technology Service - referring to cloud-based infrastructure services (IaaS and Paas) and to services for the development, management and operation of technology infrastructures - an increase of 44.1 million euro, related not only to reclassification of the services provided to the RGS, but also to the significant growth in production volumes, particularly with regard to management and operation: of Mainframe systems (+13.7% compared to 2020) due to the increased use of online services, the "Cassetto Fiscale" and ISEE services; Open systems (+12.2% compared to 2020) due to the increase in application services using this infrastructure, and the launch of the "Lotteria degli Scontrini" (receipt lottery); and the Disaster and Recovery base service (+28.5% compared to 2020) due to the increase in historicised data (especially invoices, receipts and electronic prescriptions). There was also an increase in Mips (+8.9% compared to 2020), used as part of the hosting service on the mainframe systems provided to Agenzia Entrate - Riscossione, to restart processing for production of tax bills, suspended in 2020 as a result of the Covid-19 emergency situation.

The value of the final inventories referred to objectives not yet completed, work in progress to order, calculated using the "completion percentage" evaluation criterion, is up compared to 31 December 2020 (8.2 million euro in 2021 against 6.6 million euro in 2020), for postponement to 2022 of the conclusion of an increasing number of objectives compared to 2021, in particular for the Department of the General Accounting Office of the State, impacted by the different operational methods established in the new Regulations, affecting assessment of objectives crossing two years.

Supplies of goods and services for reimbursement decrease 70 million euro compared to 2020, mainly due to the remodulation of revenues for RGS; this decrease is offset by the growth in purchases of electronic equipment for the Revenue Agency, of data and line rental fees as part of the RGS Health project, for management of data traffic related to the Digital Green Certificate (Green Pass), software rental fees, and professional IT services for the Department of General Administration, Personnel and Services of the MEF.

The consumption of materials and services increased compared to 2020 by 37.4 million Euro, due to the increase recorded both in the "production and operating" cost classes, and in the cost of supplying goods and services for reimbursement.

values expressed in thousands of Euro

	Financial statements 2021	Financial statements 2020	Change	Percentage change
Production and operating costs	264,020	163,682	100,338	61.3%
- Direct production costs	222,312	123,630	98,682	79.8%
- Support and operating costs	27,950	28,822	(872)	-3.0%
- Costs for internal initiatives	6,972	5,161	1,811	35.0%
- Consip Agreement Costs	6,074	5,392	682	12.6%
- Training costs	711	676	35	5.2%
Costs for the supply of reimbursed goods and services	152,508	215,466	(62,958)	-29.2%
Total	416,527	379,148	37,379	9.8%

Direct production costs (costs directly related to operating activities) show an increase, compared to 2020, of 98.7 million euro, due in general to reclassification of costs for the new RGS regulations, but also to the growth in the volumes of production activities. In detail, the largest increases were in the following cost items:

- outsourcing and IT professional services (+83.1 million euro), which increased not only due to reallocation to this cost category of activities carried out by external suppliers for the RGS, treated in 2020 as reimbursable supplies, but also to the increased software development and maintenance activities, system management and operation, and specialist support for

the study and introduction of innovative infrastructure and application components, needed to meet the growing demand for new services formulated in the operating plans of both institutional and new Customers;

- non-computer professional services (+5.6 million euro), which increased mainly due to the mass production of the TS-CNS with approximately 9.2 million more pieces produced in 2021 than in 2020;
- software licence maintenance fees and leases (+ 10.2 million euro), which increased partly due to the assumption of costs for RGS's CED, for implementation of the new operating model, and partly due to implementation of the technological evolution process undertaken by the Company with expansion of the scope of use of cloud software services, also aimed at development of cloud-native applications; those services are characterised by a different licensing method, from asset to rental costs, with subscriptions and payment of annual fees (e.g. *CITRIX* platform correlated to the development of "smart work" for customers, the *Red HAT* platform that guarantees the set up of pairs of Open Shift clusters, one for testing and validation environments and one for production, the integrated ForgeRock Access Manager platform, which guarantees authentication of users inside and outside the Administration for access to business services). Also contributing to the increase were the higher maintenance costs of the Liferay licences, the platform used to manage numerous portals and intranet sites, including: the health card portal, the portal for the Cambia Verso service, the portal for Judicial Services and the Intranet service of the Revenue Agency;
- hardware maintenance fees (+ 3.1 million euro), mainly due to the entry into maintenance of VxBlock converged systems (modular integrated systems in terms of computing storage and networking that can be configured by load requirements) and storage systems purchased in previous years.

These increases are offset by the decrease in lease payments (- 3.7 million euro), due to the termination of the operating lease on IBM z11 Mainframe equipment, redeemed at the end of 2020.

Costs for internal initiatives increased compared to 2020 (+1.8 million euro), as this cost category includes the initiatives of the 2021-2023 Business Plan, i.e., investment projects identified by the Company and considered instrumental to achieving the development pillars specified in the plan.

The support and operating costs refer to all current costs relating to logistics and services needed to ensure the operation of the headquarters and the organisational activities of the Company. Compared to 2020, this cost class recorded an increase of 0.9 million Euro, to be considered as the balance between:

- lower costs incurred for outsourcing and specialist and organisational support for implementation of projects to support corporate activities, partially incorporated into internal investment initiatives; consumables, whose stocks were replenished in 2020; employee costs (catering and staff transport), further reduced compared to 2020 due to the continuing emergency pandemic context;
- higher costs incurred mainly for software rentals related to the use of the CITRIX platform required to enable "smart" working by employees and for utilities, following the increase in electricity rates in 2021.

The training costs increased slightly compared 2020 as the reorganised the way the courses are used with remote delivery, managing to continue implementing the development action to enhance the distinctive skills through technological and methodological training thus maintaining certifications and, in general, the know-how of excellence, and developing soft skills enabling the spread of the culture of change and professional and personal growth also in the digital environment.

The costs for the Consip Agreement refer to the fees paid to Consip for the activities carried out in its capacity as central purchasing body for the purchase of goods and services performed for Sogei. In 2021 this cost recorded an increase of 0.7 million euro, for the greater number of purchasing actions assigned and finalised in 2021, considering that the remuneration methods established by the new purchasing agreement governing the outsourcing service provided by Consip, provide for a fee based on consumption punctually calculated on the basis of the number of tenders published and the purchase procedures actually concluded.

7.1.3 **COST OF LABOUR**

The cost of labour, 171 million euro, increased in absolute terms (+9.5 million euro compared to 2020), due to the increase in person years, whereas the annual per capita cost, equal to 74.6 thousand euro, dropped by 1.25% compared to 2020 due in particular to:

- -2.76% relating to the hiring/resigning effect:
 - recruitments: 306 resources (134.2 person years), with an average cost per capita of 57 thousand euro, of which 128 resources with professional apprenticeship contract (53.4 person years), 178 experienced resources (80.8 person years);
 - resignation: 73 resources (24.5 person years), with an average cost per capita of 80 thousand euro, of which 52 resources with a medium-high profile, 17 resourced towards the market (totalling 22.6 person years) and 4 managers (1.9 person years). Of the total number of people resigning, 41 resources left due to redundancy incentives and 12 resources as a result of reaching age limits;

- +0.49% relating to increases in the contractual minimum from June 2021 and two-year increases;
- +0.31% relating to the effects of the Supplementary Company Agreement signed on 21.03.2019 (individual super-minimum increases)
- +0.71% relating to variable items (insurance policies, result bonus, merit policies).

	Financial Statements 2021	Financial Statements 2020	Change	Percentage change
Person years	2,319.7	2,163.7	156	7.2%
Headcount at the end of the period	2,443	2,210	233	10.5%
Average cost per capita	73,7K€	74,6K€	-0,9K€	-1.25%

The number of personnel and costs for the year are shown in the following table.

7.1.4 OPERATING MARGIN AND DEPRECIATIONS

The gross operating margin, equal to 134,952 million euro, is slightly higher than in 2020 (87.5 million euro in 2019, +54.2%); the incidence of EBITDA on the value of production is 18.7% (13.9% in 2020).

Depreciation and amortisation, amounting to 49.3 million euro, increased compared to 2020, due to the increase in depreciation related to investments made in previous years, while depreciation related to the 2021 investment plan decreased, as shown in the table below, despite the increase in investments made compared to 2020, as many of these became operational in the last quarter of 2021.

	values expressed in thousands of Euro			
	Financial Statements 2021	Financial Statements 2021	Change	Percentage change
Previous depreciations	43,765	34,917	8,848	25.3%
Depreciations of new investments	5,528	7,711	-2,183	-28.3%
Total	49,293	42,628	6,665	15.6%

Investments in 2021, compared to 2020, increased overall by 10.6%, as shown in the following table.

values expressed in thousands of Euro

	Financial Statements 2021	Financial Statements 2020	Change	Percentage change
Productive Investments	41,061	42,138	-1,077	-0.3%
Investments in infrastructure and production support	10,305	4,776	5,529	115.8%
Investments for internal initiatives	875	286	589	253.3%
Total	52,241	47,199	5,042	10.7%

The productive investment plan implemented in 2021 is characterised by:

- Sogei acquisition of the assets of the RGS Data Centre, which was migrated to the Carucci 99 CED, and its upgrading with a view to the launch in 2021 of the management and operation services provided for in the new Regulations;
- the upgrading of open and storage systems, in terms of processing capacity, increase in available disk space and technological refreshment needed to continue to ensure adequate levels of service and security. In particular, the acquisition of the new All-Flash block storage space, in addition to adding new resources to the virtual farm, has enabled Sogei's Data Centre to increase its efficiency in terms of occupancy and energy savings;
- the enhancement of services enabling the "smart" work of customers with the further acquisition of hyper-converged systems, as they are based on the use of VMware vSAN technology, which represents the standard for Virtual Desktop Infrastructure (VDI), and the acquisition of NAS (Network Attached Storage) equipment with horizontal scalability Dell EMC Isilon, which enable support of the growing demand for file storage, mainly connected to the new archiving requirements of this way of working, based on the use of VDI services;
- the launch in 2021 of the project contained in the 2021-2023 Business Plan, "Rationalisation and evolution of infrastructures and networks" which, starting from what had already been implemented by the Company in this area, aims to transform the current Data Centre into a New Hybrid Multicloud Data Centre, through implementation (in 2022) of a private cloud in green field entirely based on Software Defined technologies, placing it alongside the current Legacy Data Centre aimed, over time, to transform it into a complete Cloud Data Centre.

The investments made to adapt and upgrade the plant infrastructure of the headquarters and those supporting production activities, presented a significant increase of 5.5 million euro, mainly due to the continuation of works related to the "L1 Project", to upgrade and modernise the technological systems serving the CED, which foresees, in structural terms, the construction of a building to house a new medium-voltage (MV) distribution network, new MV/LV (low

voltage) transformation cabins and a new uninterruptible power supply system, to meet the Company's future energy needs in terms of safety, reliability and sustainability.

7.1.5 EXTRA-CHARACTERISTIC MANAGEMENT

Provisions for risks and charges amounted to 7.3 million euro, compared to 13.3 million in 2020. The significant reduction relates in particular to the provision made in 2020 for 4.15 million euro, for continuation of the "Generational value" project to renew the workforce and limit labour costs, for the period 2020-2023. The additional amount set aside is linked to the enhancement of risks associated with the failure to achieve service levels in active contracts, for 1.5 million Euro and labour law disputes, for 0.5 million Euro (see Explanatory Notes).

The balance of miscellaneous income and charges is negative for 0.5 million euro, due to the prevalence of various charges such as lower revenues referring to previous years, taxes and duties, penalties for non-compliance with Customers, mainly generated in the execution of activities of reimbursement by suppliers, with respect to other income, for the non-existence of costs of previous years, mainly represented by adjustments to charges allocated for invoices to be received, by the absorption of provisions for risks and charges, by the higher revenues referring to previous years and by minor penalties applied for non-compliance with Customers, The operating result was 83.2 million euro compared to 37.4 million euro in 2020.

The balance of financial income and charges shows a negative balance of 0.26 million euro, mainly due to interest expense accrued on the residual debt to Fintecna S.p.A., against the loan taken out in 2007 for the acquisition of the corporate property in via M. Carucci 99 and those accrued for recourse to short-term debt to deal with temporary liquidity shortages.

7.1.6 RESULT FOR THE YEAR

The Pre-tax result amounted to 37.3 million euro. Net profit amounted to 59.3 million euro (27 million euro in 2020), after taxes of 24 million euro, up compared to 2020 (10.4 million euro).

The net profit achieved will be allocated as follows:

- 18.3 million Euro, poured back into the State Budget, in compliance with the requirements of the public expenditure containment rules, which provide for expenditure reductions for companies included in the ISTAT list, whose savings resulting from the application of these rules, pursuant to Article 1, paragraph 506 of Law no. 208 of 28 December 2015, (Stability Law 2016) must be paid when distributing the dividend to Chapter no. 3422 of Chapter X of the State Budget Revenue, entitled "Payments by non-territorial public entities of sums deriving from rationalisation measures to reduce their expenses" (see paragraph "ISTAT list: economic effects");

- 41 million Euro, allocated to the "Extraordinary Reserve", will be used to ensure the full effectiveness of activities entrusted to the Company also to implement projects for the digital transformation of the PNRR, as provided for by article 7-bis, paragraph 5, of Decree Law. 80/2021 converted into Law 113/2021, which introduces a derogation from the provisions of Article 1(358) of Law 244 of 24 December 2007.

7.2 VALUE GENERATED AND DISTRIBUTED

GRI 201-1

The statement of determination and distribution of the generated value, shown below, represents the link between the financial statements and the sustainability report as it reclassifies the value distributed according to the stakeholders.

Calculation of the generated value

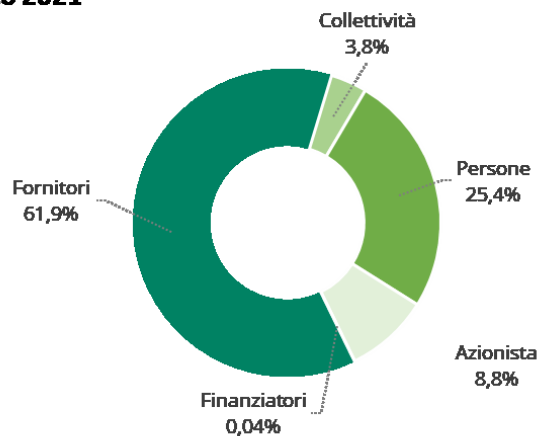
values expressed in thousands of Euro

	Financial Statements 2021	Financial Statements 2020	Change	Percentage change
Production value	727,344	632,242	95,102	15.0%
Intermediate costs of production				
B10) Depreciations and write-downs	(49,299)	(42,628)	(6,671)	15.6%
B12) Provision for risks	(1,973)	(3,191)	1,218	-38.2%
B14) Other management costs	(3,722)	(2,771)	(951)	34.3%
Characteristic generated value	672,350	583,652	88,698	15.2%
Accessory management				
C15) Income from equity investments	400	185	215	116.5%
C16) Other financial income	21	26	(5)	-20.8%
C17 bis) Profits and losses on exchange rates	(7)	(5)	(2)	33.4%
Total generated value	672,764	583,858	88,906	15.2%

Generated value distribution

values expressed in thousands of Euro

	Financial Statements 2021	Financial Statements 2020	Change	Percentage change
Suppliers	416,527	379,148	37,380	9.9%
Community	25,668	11,809	13,858	117.3%
Persons:	170,993	165,662	5,331	3.2%
Shareholder	59,307	26,959	32,348	120.0%
Lenders	269	280	(10)	-3.7%
Distributed economic value	672,764	583,858	88,906	15.2%

Distribuzione % del valore economico 2021*Legend:*

- Suppliers: production costs (B6, B7, B8)
- Community: income taxes for the year, indirect taxes and taxes
- People: labour costs (B9)
- Shareholder: profit for the year
- Lenders: interest and other financial charges (C17)

7.3 THE CAPITAL STRUCTURE AND FINANCIAL MANAGEMENT

The balance sheet structure is commented on with the support of the following summary table of balance sheet data, classified differently.

	values expressed in thousands of Euro			
	2021	2020	abs. var.	var. %
A - Fixed assets	163,080	160,719	2,361	1.5%
Intangible assets	17,316	31,203	(13,887)	-44.5%
Tangible fixed assets	145,467	129,198	16,269	12.6%
Financial fixed assets	296	317	(21)	-6.5%
B - Working capital	7,153	23,854	(16,700)	-70.0%
Change in contract work in progress	8,107	6,634	1,473	22.2%
Trade receivables	339,932	261,597	78,335	29.9%
Other assets	16,011	16,584	(573)	-3.5%
Trade debts	(301,114)	(218,522)	(82,592)	37.8%
Provisions for risks and charges	(17,125)	(20,312)	3,188	-15.7%
Other liabilities	(38,658)	(22,126)	(16,531)	74.7%
C - Capital invested minus operating liabilities (A+B)	170,233	184,572	(14,339)	-7.8%
D - Employee severance indemnity	20,724	21,364	(640)	-3.0%
E - Invested capital less liabilities and severance pay (C-D)	149,509	163,208	(13,699)	-8.4%
covered by:				
F - Equity capital	190,855	158,507	32,348	20.4%
Paid-up capital	28,830	28,830	0	0.0%
Reserves and results carried forward	102,718	102,718	0	0.0%
Profit for the year	59,307	26,959	32,348	120.0%
G - Medium and long-term financial debt	0	20,000	(20,000)	-100.0%
H - Net financial resources	(41,346)	(15,299)	(26,047)	170.3%
Short-term financial debt	5,029	10,059	(5,029)	-50.0%
Availability and short-term financial receivables	(46,375)	(25,357)	(21,018)	82.9%
Net accruals and deferrals of a financial nature	0	0	0	n.a
(G+H)	(41,346)	4,701	(46,047)	-979.5%
Total (F+G+H)	149,509	163,208	(13,699)	-8.4%

The analysis of the equity structure, as shown above, shows an invested capital less liabilities for the year of 170,233 thousand euro, compared to € 184,572 thousand euro at 31 December 2020. The decrease of 14,339 thousand euro is mainly due to the positive change in fixed assets for 2,361 thousand euro (in particular in the component of tangible investments) offset by a decrease in the value of working capital for 16,700 thousand Euro determined by a negative

ratio between trade receivables and payables and an increase in other liabilities linked to higher tax payables.

The change in severance indemnity, equal to -640 thousand euro (-3.0% compared to the previous year), corresponds to the dynamics of staff departures.

The invested capital less liabilities for the year and the severance indemnity amounted to 149,509 thousand euro, compared to 163,208 thousand at 31 December 2020.

From the hedging point of view, there was a reduction in long-term indebtedness (Fintecna S.p.A. financing contracted in 2007 for the acquisition of the company building in Via M. Carucci, 99), while bank availability, amounting to 46,375 thousand euro, increased due to the combined effect of a better value of the result for the year compared to the previous year, together with an increase in trade payables, partly offset by a negative cash flow related to the repayment of bank debt.

The "Share capital" consists of no. 28,830 ordinary shares with a nominal value of 1,000 Euro, fully owned by the MEF - Treasury Department. The subscribed capital is fully paid up. There are no dividend-right shares or bonds convertible into shares. No new shares were subscribed during the year.

The Company does not own treasury shares, nor shares or stakes in parent companies, not even through trust companies or third parties.

During the year, the Company did not purchase or sell own shares, nor shares or quotas of parent companies, not even through trust companies or third parties.

Pursuant to Article 2428, paragraph 2, of the Italian Civil Code, a number of financial result indicators are shown below:

- the financial structure index, given by the ratio between assets plus medium and long-term debt and fixed assets, higher than one in both years under comparison (1.2 in 2021 and 1.2 in 2020);
- the financial availability index, given by the ratio between current assets and current liabilities, equal to 1.2 in 2021 and 1.3 in 2020;
- the weight of financial charges, measured as the ratio between financial charges and turnover, absolutely negligible and constant in the two years compared (0.04% in 2021, 0.04% in 2020).

The financial performance of the year is commented on, with the support of the cash flow statement reported below, in the Explanatory Notes.

	values expressed in thousands of Euro	
CASH FLOW STATEMENT	2021	2020
Cash flows from operating activities		
Net profit (loss)	59,307	26,959
Writedowns and depreciations	49,294	42,628
(Earnings)/losses from disposals of fixed assets		
Changes in working capital	16,030	(7,986)
Net cash from operating activities	124,631	61,602
Cash flows from investment activities		
Proceeds from the sale of fixed assets	586	41
Investments in intangible assets	(9,511)	(9,982)
Investments in tangible assets	(42,730)	(40,246)
Increases in financial fixed assets	(0)	(0)
Net cash from investment activities	(51,655)	(50,187)
Cash flows from financial activities		
Changes in net capital	(18,305)	(16,693)
Dividends paid	(8,654)	(13,141)
Changes in financial liabilities	(25,000)	(5,000)
Net cash from financial activities	(51,959)	(34,834)
Net increase (decrease) in liquidity	21,018	(23,419)
Cash at the beginning of the period	25,357	48,776
Cash at the end of the period	46,375	25,357

7.4 ISTAT LIST: ECONOMIC EFFECTS

Inclusion of the Company, as of 1 January 2015, in the list of entities and bodies, including those established in corporate form, with financial autonomy, included in the consolidated profit and loss account of the Public Administration as identified pursuant to Article 1, paragraph 2 of Law no. 196 of 31 December 2009, as amended and supplemented. (Accounting and Public Finance Act), the so-called. "ISTAT list", imposed, also for year 2021, application of a series of rules to contain public spending, the economic effects of which are analysed below.

Notwithstanding the specific requirements contained in the rules, for companies included in the ISTAT list, payment to the chapter of the State Budget of the sums resulting from the savings arising from application of these rules, pursuant to Article 1, paragraph 506, of Law 208/2015 (2016 Stability Law) must be considered a payment to be made when the dividend is distributed,

if during the year of reference the companies have made a profit and within the limits of the distributable profit pursuant to law.

7.4.1 EXPENDITURE ON THE PURCHASE OF GOODS AND SERVICES

7.4.1.1 Reference Standards

Law 160/2019, with the provisions contained in art. 1, paragraphs 590-602, introduced into the legal system a number of provisions that provide for termination of application of the legislation on the containment and reduction of expenditure (referred to in Annex A of the law itself) in order to guarantee greater management flexibility and more effective achievement of institutional objectives and improvement of public finance balances.

In particular, starting from year 2020, the companies included in the ISTAT list cannot make expenses for the purchase of goods and services for an amount higher than the average value incurred for the same purposes in the financial years 2016, 2017 and 2018, resulting from the related approved financial statements, in particular in items B6), B7) and B8) of the income statement of the financial statements drawn up according to the format set out in annex 1 of the decree of the Ministry of Economy and Finance of 27 March 2013 .

Without prejudice to the principle of budget balance, compatibly with budget availability, exceeding the limit of expenses for the purchase of goods and services is allowed in the presence of a corresponding increase in revenues compared to the value relating to revenues achieved in the 2018 financial year.

In order to ensure compliance with the public finance objectives, the companies pay to a specific income chapter of the State Budget an amount equal to the amount due in the 2018 financial year in application of the containment rules established, increased by 10 per cent.

7.4.1.2 Implementation

With reference to verification of the achievement of the savings target required by the provisions of Law 160/2019, the Company set the reference target for the year 2021, equal to 498,068,412 Euro, calculated by adding to the average of the costs incurred in the 2016-2018 three-year period, equal to 302,294,658 Euro, the difference between the revenues achieved in 2021 and those achieved in 2018 equal to 195,774,054 Euro.

Since the total costs incurred by the Company in 2021 amounting to 415,999,920 Euro (net of expenses incurred to ensure the health of workers and to cope with the Covid-19 health emergency) are lower than the identified target, the Company is compliant with the requirements of Law 160/2019.

The Company shall pay an amount of 18,305,021 Euro, which represents the amount due in 2018, in application of the expenditure containment rules, increased by 10%, to Chapter No. 3422 of Chapter X of the Revenue of the State Budget entitled "Payments by non-territorial public entities of sums deriving from rationalisation measures to reduce their expenses".

7.4.2 PASSIVE LEASE AGREEMENTS

7.4.2.1 Reference Standards

Art. 3, paragraph 4 of D.L. 95/2012 establishes that for the purpose of containing public spending, with reference to passive lease contracts relating to properties for institutional use stipulated by the central administrations included in the ISTAT list, the rents are reduced starting from 1 July 2014 by the amount of 15% of the amount currently paid.

Moreover, paragraph 1, of the same article establishes that for the years from 2012 to 2021, the update relating to the variation of the ISTAT indices, provided for by current legislation, does not apply to the fee due by the administrations included in the list ISTAT, for use in passive leases of properties for institutional purposes.

7.4.2.2 Implementation

In 2015, the Company requested and obtained a 15% reduction on the rent of the existing lease agreement. In addition, for the years indicated above, it complied with the freeze on the adjustment of the ISTAT index. Application of the rule does not give rise to payments to income chapters of the State Budget.

7.4.3 MEAL VOUCHERS

7.4.3.1 Reference standards

Art. 5, paragraph 7, of Italian Law Decree no. 95/2012 provides that starting from 1 October 2012 the value of the meal vouchers attributed to personnel, including managerial qualifications, of the public administrations included in the ISTAT list, should not exceed the nominal value of 7.00 Euro.

7.4.3.2 Implementation

The Company, from 1 January 2015, adjusted the nominal value of the meal vouchers awarded to staff, including managerial qualifications, bringing them to 7.00 euro, as required by the law. Application of the rule does not give rise to payments to income chapters of the State Budget.

7.4.4 HOLIDAYS AND LEAVE

7.4.4.1 Reference standards

Art. 5, paragraph 8, of Italian Law Decree no. 95/2012, provides that the holidays, rest periods and leave due to the personnel, including managerial qualifications, of the public administrations included in the ISTAT list, must be compulsorily used in accordance with the respective regulations and shall not in any case give rise to payment of economic replacement treatment.

7.4.4.2 Implementation

The Company has adapted to the provisions of the standard.

7.4.5 CARS AND TAXI VOUCHERS

7.4.5.1 Reference standards

Art. 5, paragraph 2, of Italian Law Decree no. 95/2012, establishes that starting from 1 May 2014, the public administrations included in the ISTAT list and the independent authorities, including Consob, may not incur expenses exceeding 30% of the expenditure incurred in 2011 for the purchase, maintenance, rental and operation of cars, as well as for the purchase of taxi vouchers.

7.4.5.2 Implementation

The provisions of the law relating to cars are intended to refer only to service cars, while those relating to the costs for the use of taxi vouchers are intended to refer to everything that goes beyond the performance of the institutional and business activities of the Company itself.

The expenditure incurred by the Company in 2021, equal to 7,029 euro, falls within the spending limits set by the law, determined to be 25,057 euro. Application of the rule does not give rise to payments to income chapters of the State Budget.

7.4.6 PAYMENT TIMELINESS INDICATOR

7.4.6.1 Reference standards

Art. 33 of Italian Legislative Decree no. 33/2013, establishes the obligation for public administrations to publish, on a quarterly and annual basis, an indicator of their average payment times relating to the purchase of goods, services, professional services and supplies, called the "annual indicator of the timeliness of payments", as well as the total amount of debts and the number of creditors.

7.4.6.2 Implementation

The payment timeliness indicator was calculated in accordance with the provisions of the Prime Ministerial Decree of 22 September 2014, or considering the average of the days elapsing - for each invoice - between the due date and the date of transmission of the payment to the bank, weighted on the basis of the amount paid. The index value represents, if positive, the average of the days of delay with respect to the due date of the payments, if negative, the average of the days before the due date of the payments.

The annual indicator achieved by the Company in 2021 is equal to -0.29.

7.5 INVESTEE COMPANY CONSOLIDATED TEXT: ECONOMIC EFFECTS

7.5.1 CONTAINMENT OF OPERATING COSTS

7.5.1.1 Reference standards

Art. 19, paragraph 5, of the Consolidated Law on Investments in relation to publicly held companies provides that the shareholder public administrations set, with their own provisions, specific annual and multi-year objectives on the total of operating expenses, including those for personnel of the subsidiaries.

7.5.1.2 Implementation

In order to comply with regulation requirements, the Treasury Department by directive of 28 December 2020, prot. DT 96831, communicated to the Company the minimum management objectives, in terms of containing operating costs, for the 2020-2022 three-year period, as well as the methods for determining the scope of operating costs subject to the containment measures.

The criterion identified by the Shareholder for the efficiency and containment of operating costs, to be applied in the 2020-2022 three-year period, considers the incidence of the average costs incurred in the three-year period 2017-2019, compared to the average of the Value of Production relating to the same period, taking into account the trend in the Value of Production in the year under review, compared to that recorded on average in the previous three years.

In particular for 2021, since the Production Value increases compared to the 2017-2019 three-year period, the incidence of operating costs must not exceed the value calculated with application of the algorithm referred to in the directive of 28 December 2020.

The Company complied with the efficiency parameter required by the law, recording a value of 72.86% compared to the target set of 77.52%.

7.6 RELATIONS WITH ASSOCIATED, PARENT COMPANIES AND COMPANIES SUBJECT TO THE CONTROL OF THE PARENT COMPANIES

The Company does not hold controlling interests and therefore only relations with associated, parent companies and companies subject to the control of the parent companies are represented.

7.6.1 GEOWEB S.P.A.

GEOWEB was established from an initiative of the National Council of Surveyors and Surveyor Graduates (CNGeGL) and Sogei to make available a set of services aimed at simplifying professional activities, improving relations with the Public Administration and creating new job opportunities. These services are provided to shareholders and customers, whether public, private or belonging to other categories and professional orders.

The share capital of GEOWEB is 516,500 Euro, divided into 10,000 shares with a par value of 51.65 Euro each. The shares are held 60% by the National Council of Surveyors and Graduated Surveyors and 40% by Sogei, for a value of 206,600 Euro.

The table below shows the main balance sheet and income statement items recognised in relation to GEOWEB in the Sogei financial statements for 2021, compared with the previous one (data in Euro).

Geoweb	2021	2020	Change	Percentage change
Investment in Geoweb	206,600	206,600	-	0%
Trade receivables from Geoweb	47,890	30,307	17,583	58%
Trade payables to Geoweb				
Costs for services				
Revenues from sales and services	43,560	43,560	-	0%
Other income	74,000	37,488	36,512	97%
Dividends	400,000	184,744	215,256	117%

At the end of the 2021 financial year, the registered professionals amounted to 49,712, compared to 46,807 in 2020, with an increase of 6.1%.

The GEOWEB 2021 draft financial statements, submitted to the Board of Directors on 8 March 2022, show a net profit of 1,107,708.00 Euro (617,062 Euro in 2020) and revenues from sales and services of 5.5 million Euro, with an increase of 3.8% compared to the 2020 value, equal to approximately 5.3 million euro.

The 110% Superbonus has been an instrument of enormous importance for the technical profession world, with advantages not only of an economic nature, but also for upgrading and securing the building stock and saving energy.

The national scenario shows a consistent growth in the number of interventions and in the value of investments, which testifies to a still high potential demand, in view of the end of the incentives set for 2023, a growth also observed in the consumption of GEOWEB users within the Land Registry and Registrar services.

A Memorandum of Understanding was signed on 14 October 2021 between the Fondazione Consiglio Nazionale Ingegneri (National Council of Engineers Foundation) and GEOWEB, in order to offer engineers the opportunity to join the services. As of 2 November 2021, the actual registration opening date, 916 engineers had signed up for the Society's services for the current year.

New types of category support

In the Superbonus area, in order to support members in the use of this facility provided by the "Decreto Rilancio", 3 new softwares have been published, in collaboration with the company Geo Network, within the GEO-SOFTWARE service:

- "Calculation of fees M.D. 140/2012 and Ministerial Decree. 17/06/2016", downloadable free of charge for GEOWEB members, from 8 March 2021;

- "NOVA PARCELLE LT", at a 20% discount compared to the list price, exclusively for GEOWEB members, published on 8 March 2021;
- "EXPERT SUPERBONUS", at a 20% discount compared to the list price, exclusively for GEOWEB members, published on 5 July 2021.

In view of the PMU's activities, monitoring of the EIS Funds (European Structural and Investment Funds) continued in 2021, especially the funding lines of the 20 Italian regions linked to the ERDF (European Regional Development Fund) and EAFRD (European Agricultural and Rural Development Fund).

Still in the PMU area, the allocation of the STATE PROPERTY service which records and communicates, continued in mail push mode to the professionals registered, the targeted information for professional opportunities related to the procurement procedures for the assignment of technical works and services activated by a number of Administrations and EELL. As of today, 23,382 professionals are registered in this service.

March saw completion of implementation of the new GeoSDH Portal - dedicated to innovative cloud processing services for GEOWEB members, to manage 3D point clouds. In addition, a new functionality was developed and released that integrates a cartographic application context - called GeoCloud - into GeoSDH, in which models and user data can be browsed in geographical terms. The service offered by the Land Registry Cartographic Geoportal of the Revenue Agency has been integrated into the GeoCloud, which enables consultation of land registry maps through dynamic display of parcels present in the maps.

In April, in collaboration with Survey Lab, a spin-off of Rome's La Sapienza University, the service "Satellite monitoring of buildings and their movements" was made available to GEOWEB members. This service allows them to obtain qualitative information useful for assessing the need to proceed with more in-depth analyses, aimed at identifying mitigation and prevention actions for potential structural damage. The technology used is DInSAR (Differential Interferometry Synthetic Aperture Radar) which uses Earth observation satellite data. The service gives the professional a Classification Sheet, containing all the information on movements, in which the annual average speeds of movement found during the requested observation period are represented in summary maps.

The "PREGEO EXPERT" service has been published to request information and support during preparation of land registry updates.

Geomatics

With reference to international activities, in 2020 the technical activities of the GISCAD-OV (Galileo Improved Services for Cadastral Augmentation Development On-field Validation) project were fully launched, financed by the European Commission from the funds of the Framework Program for Research and Innovation H2020.

During 2021, the activities foreseen in the work plan were successfully carried out and a further 9 technical deliverables were delivered. The activities carried out in 2021 include those related to the Pilot Project measurement campaigns, carried out in Italy and France, with the participation of several surveyors registered with GEOWEB.

In addition to the above, it should be noted that in May 2021 the project reached the deadline for the first technical and financial reporting, covering the first 18 months of activity. All relevant procedures were coordinated by GEOWEB in full compliance with the deadlines. The EC has approved the above-mentioned reporting and, with specific reference to the share of costs incurred in the period under review has approved the reports without cuts and made the interim payment as provided for in the Grant Agreement.

Construction

GEOWEB participated in the "CEOforLife" initiative of the LUISS University of Rome, in order to promote the Selective Deconstruction project idea in the PNRR.

R&D

In the context of Applied Research activities, it is worth mentioning the presentation of a paper, as an extended abstract, entitled "Next Generation BIM from Point Clouds in Julia" at the CAD 2021 conference; this highlights the features of one of the processing services of the GeoSDH Portal, through which professionals can extract planar geometry components automatically, in vector terms from a point cloud.

Continuous training: loyalty/engagement

In 2021 the GEOFORMATION service saw a considerable reduction in the number of courses delivered, at 10,167, compared to 34,483 in 2020.

That result was mainly due to the small number of surveyors involved from expiry of the 2019-2021 three-year training period, approximately 2,748 surveyors of the 90,750 listed in the Register (data collected as of 31 December 2021).

Valuation

In May, a new feature of the Geo-Comparables service, BORSINO IMMOBILIARE DEI PREZZI, was published to search for the prices of properties bought and sold throughout the country and calculate average prices.

7.6.2 PARENT COMPANIES AND COMPANIES UNDER THE CONTROL OF PARENT COMPANIES

Below is the evidence of the financial relationships with parent companies and of companies under the control of the parent companies.

Receivables as of December 31st	31.12.2021	31.12.2020	Change
Receivables from parent companies	143,719,492	133,432,365	10,287,127
Department of General Administration, Personnel and Services	42,606,707	46,482,916	(3,876,209)
Treasury Department	19,455,037	22,725,201	(3,270,164)
Department of Finance	4,029,869	2,169,276	1,860,593
Department of General Accounting of State - IGESPES	4,996,620	2,264,786	2,731,834
Department of General of State - IGIT	72,631,259	59,790,186	12,841,073
Receivables from companies subject to the control of parent companies	816,089	511,435	304,654
Consip	816,089	511,435	304,654
Total	144,535,581	133,943,800	10,591,781

Payables to companies subject to the control of the parent company	31.12.2021	31.12.2020	Change
Consip	2,232,428	2,724,875	(492,447)
Leonardo	5,146,585	3,052,415	2,094,170
Poste Italiane	161,384	3,463	157,921
Total	7,540,397	5,780,753	1,759,644

The Company has no payables to parent companies.

8. SOCIAL AND RELATIONSHIP CAPITAL

GRI 102-40
GRI 102-42
GRI 102-43

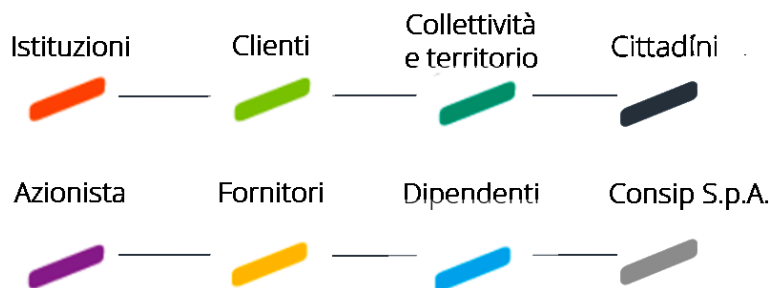
Strong relationships with our key stakeholders create long-term value, supporting the growth of the PA ecosystem.

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.

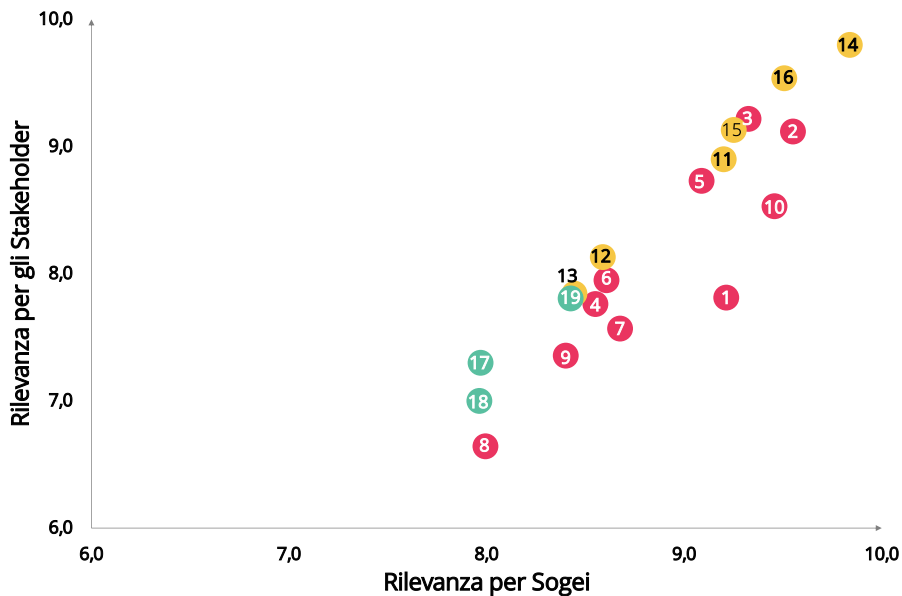
Digital	
Material issue	Why the issue is material
12 - Digitisation and digital inclusion	Digitisation and digital inclusion are an integral part of Sogei's role and strategy: inclusivity and digital citizenship are indispensable tools for achieving the objective to promote, simplify and improve citizen 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 - Diversity, 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 welfare - Work life balance

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

GSC-1
GSC-3

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

GRI 414-1
GSC-2

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

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.

9. INTELLECTUAL CAPITAL

In an ever-changing world facing complex challenges, we aim to innovate tools and processes to provide people with simple, secure and tailored solutions.

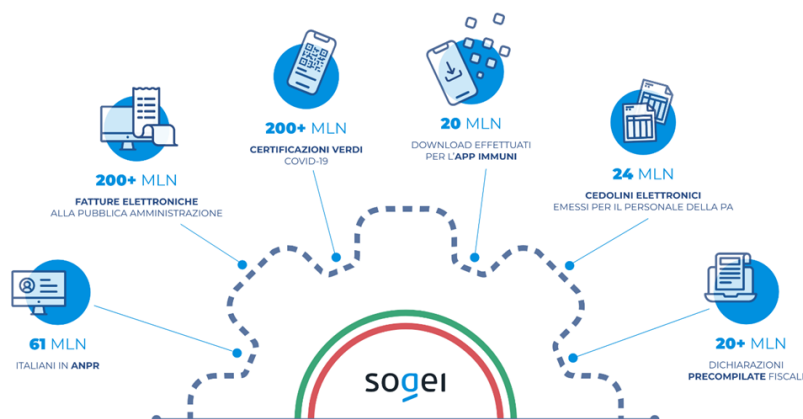
9.1 SKILLS AND KNOWLEDGE FOR INNOVATION

9.1.1 ***SOGEI FOR THE DIGITAL AGENDA***

The continuation of the pandemic has strengthened the public administration's drive towards digitisation, overcoming the residual resistance seen when Covid-19 broke out.

The pandemic has undoubtedly forced the issue, bringing with it the realisation that we have a unique opportunity to significantly modernise the way people work (the digital world increasingly supports many daily operations in both the professional and personal spheres) and, at the same time, to complete processes that, although initiated, were slow in their daily operations.

Below are some numbers that demonstrate and characterise Sogei's 2021, confirming its strategic importance and centrality in the digital transformation of the PAs: the entire Italian population, around 61 million citizens, is present in the Register of Resident Population (ANPR); 200 million electronic invoices to the public administration; over 200 million Covid-19 green certifications issued; almost 20 million downloads of the Immuni app; around 24 million payslips issued to PA staff; over 20 million pre-filled tax returns.



9.1.1.1 The PA's three-year IT plan

In December 2021, AGID published the 2021-2023 Three-Year IT Plan in Public Administration, a document for digital transformation of public administrations in the next three years.

The objectives of the 2021-2023 update, in addition to the principles of the *Government Action Plan 2016-2020*, also take into account the actions envisaged by the Tallinn *eGovernment Declaration (2017-2021)*, the indications of the new European planning 2021-2027, the 2030 targets of the Digital Compass, whose indicators measure the level of digitisation throughout the EU and detect the actual presence and use of digital services by citizens and businesses.

The plan consists of three parts, divided into thematic chapters:

- Part I - The three-year plan, consisting of an introduction, followed by a description of the strategy and an in-depth discussion of the Agency's guiding principles;
- Part II - The technological components, divided into 6 chapters corresponding to the levels represented in the Strategic Model;
- Part III - Governance, divided into three chapters describing the governance to be implemented for the digital transformation of the country and the actions to be taken by the administrations. The plan covers topics such as national IT infrastructure, interoperability model, PA platforms and data, information security, ecosystems, tools for generation and dissemination of digital services, digital transformation management.

9.1.1.2 Sogei's activities for Digital Agenda

Sogei, through its activities, following on from the previous year, is involved in 77 lines of action (LDA – 23 direct and 54 indirect) compared to the 122 lines provided in the Three-Year Plan assigned to the PA, with a percentage of about 63%².

The activities carried out by Sogei cover the following themes addressed in the Plan:

- data: Sogei is involved in management of national interest databases (ANPR, ANA, Tax databases, Land Registry databases) which represent one of the key aspects of ICT strategies at national and international level, as essential infrastructures to support interactions between public administrations and, where provided, between them and private individuals;

² There is a total of 223 plan LDA, but only 122 are allocated to Public Administrations as the remaining lines are AGID and MID responsibility. Sogei's involvement is calculated on the LDAs assigned to the PA.

- Infrastructures: Sogei is engaged in the development of the PA's cloud model and in the data centre consolidation activities;
- Interoperability: within the interoperability model, AGID will issue the guidelines to which all PAs will refer and which will address the kinds of collaboration and interfaces realized for data exchange between public administrations;
- Platforms: solutions that offer fundamental, cross-cutting and scalable functionalities for digitisation of PA administrative processes, standardizing the methods of delivery. They help administrations to build new functionalities, reducing service time and costs, and ensuring greater IT security. Sogei is involved in the management and development of NoiPA, Sicoge, Siope and Siope+, ANPR platforms. Furthermore, for "PagoPA" platform, Sogei develops interfaces for all clients receiving payments, for "SPID" develops authentication interfaces;
- IT security: Sogei, as part of its security governance activities, has transposed the provisions of the National Cyber Security Strategy (Prime Ministerial Decree of 27 January 2014) by establishing CERT Sogei as a security incident response team. As part of the monitoring, analysis and correlation of security events, Sogei has a Security Operation Centre (SOC) infrastructure that can address threats from possible cyber attacks.
- Management of digital transformation: Sogei collaborates with the Department of Digital Transformation of the Presidency of the Council of Ministers and AGID as partners in the activities that allow to support the management of the change required for transition to digital of the Country System. It also collaborates with the National School for PA, providing training to PA officials and managers to enhance their skills and knowledge on the main topics of digital transition.

9.1.2 THE PA DIGITAL TRANSITION

9.1.2.1 Training and dissemination of digital culture

As part of the activities of adherence to *Repubblica Digitale*, a national strategic initiative promoted by the Department for Digital Transformation of the Presidency of the Council of Ministers to counter any form of digital divide of a cultural nature, Sogei, in 2021, continued to contribute to the development of digital culture in PA through support activities for the National School of Public Administration with 2 online events:

- Digital Workplace: the workplace in a "digitally transformed" PA, with the aim of understanding how digital transformation could change the workplace and what tools, organizational models, decision-making processes, and ways of collaboration would be. The event was attended by 117 people;

- Technologies enabling digital transformation: cloud, edge computing, IOTs and AI, with the aim of analysing the main enabling technologies that stimulate the digitisation process of the public sector through the study of experiences of concrete use of these technologies, with reference to projects under implementation in some public administrations. The event was attended by 96 people;

During the year Sogei participated actively, through a partnership with the Research Observatory of Milan Polytechnic, in 6 events that had as their central theme *Design thinking*, applied in different themes and highlighting strengths and weaknesses.

9.1.2.2 The Open Innovation Programme



In 2021, the "grounding" of the first two-year cycle of the *Open Innovation* Programme in the PAs 2019-2020 was concluded with the realisation of five Proof of Concepts on: Mobility solutions for civil servants with gamification, AI and fight against tax evasion, CX and interoperability, IoT and digital twins of public locations, encrypted instant messaging for the PA for cybersecurity. The Sogei *Whitebook* "*Open Innovation* in PA: digital models and technologies for innovation in Public Administration" was also presented to the public and its publication in English was arranged.

The second cycle of the *Open Innovation* Programme for the two-year period 2021-2022 was then developed, shared with management and the internal stakeholders, and the so-called "S. Severa 2021" innovation demand analysis and co-creation event was realised. In particular, this first stage of the 2021 *Open Innovation* Programme, held on 3-4 November with a digital format and a final team-building part at the Castle of S. Severa in collaboration with Lazio Innova (Lazio Region), aimed to involve external stakeholders with a co-creative approach aimed at identifying use cases that will then be the subject of the 2021-2022 programme.

Compared to the co-creation activity carried out in 2019, where a bottom-up approach to quantitative ideas was favoured, in 2021, also to speed up the process, we started with use cases extrapolated from the NRP. Five working tables saw Sogei staff and Administrations collaborating in the development of user requirements linked to these use cases, which, in a nutshell were:

- Digitisation and automation: an API orchestrator of the Administrations to foster interoperability and data integration;
- *Citizen eXperience*: a solution for PA contact centres, outbound, proactive to support the accompaniment of citizens to the digital transition;

- Sustainability: the development of a 'sustainable metaverse', i.e. a digital twin for predictive monitoring and risk mitigation of geographical areas through IoT sensors and artificial intelligence;
- *Employee eXperience*: a 'digital butler' that proactively supports employees in dealing with paperwork and finding information on intranets;
- New ways of working: a solution to make the civil servant recruitment system (InPA portal) even faster, more transparent and more efficient by basing it on the CVs, skills and experience of candidates and by matching the demand and supply of positions.

9.1.2.3 Customer eXperience Management

Pillars	Capabilities	Activities
Understand Customers	1 Voice of the Customer	Build a quant and qual listening portfolio Leverage data to create customer insight
	2 Customer Research	Take action based on customer insight Build a customer research competency Inform CX projects through customer research
Set Customer Experience Strategy	3 Strategy	Create a winning CX strategy Prioritize CX improvement opportunities
	4 Metrics	Measure customer experience Keep score in achieving strategic goals
	5 Personas and Journeys	Develop personas and journey maps Integrate UX into CX
	6 Technology	Align and prioritize tech investments
Coordinate CX Across the Enterprise	7 Purpose	Inspire motivation Justify the investment
	8 Customer-Centric Culture	Foster a customer-centric mindset Enable customer-centric behaviors
		9 Roles and Governance

In continuity with the previous year, staffing activities continued in 2021 for the internal centre of excellence (CoE) that deals with customer experience (CX) and, at the same time, an extensive programme was carried out to disseminate knowledge of the methodology and supporting tools.

Within the CX CoE, the centre of competence on accessibility was consolidated and the renewal of the certification process for internal staff responsible for the various corporate structures for assessing the level of accessibility of websites and documents and mobile applications was completed.

The customer experience structure operates through a centralised partnership organisational model, i.e. it works alongside the business lines providing support in terms of strategy, research, design, testing and monitoring of the experience, and the needs and expectations of the users of the services provided, as illustrated in the diagram opposite.

During 2021,

- in the area of accessibility:
 - the partnership with the Agenzia per l'Italia Digitale (AgID) was consolidated and the documentation produced to support the development of skills in the PA was shared;

- guidelines for creating and verifying the accessibility of non-web documents (pdf, word, video, infographics) were created. These were disseminated in a webinar attended by 200 colleagues and for the benefit of the business lines;
 - 111 colleagues received the Technical Expert in Accessibility Certificate (ETAC);
 - Vate, the tool used by the ETACs to create accessibility checks, was evolved. ETACs can now perform checks not only on web portals but also on native mobile apps and non-web documents;
 - 412 accessibility checks were carried out. For the Presidency of the Council of Ministers alone, 33 audits were carried out;
 - a course was published on the Ready2Learn corporate training platform to approach the topic of accessibility;
- on the subject of CX:
- an internal survey was carried out to understand the level of awareness of the *User Interface Kit (UIKit)*, the tool supporting the development of web interfaces, to collect feedback and to direct the path of its adoption. The results were useful for starting up a product update that is still ongoing;
 - 3 courses were published on the company's training platform dedicated to *Design Thinking*, *Framework CX* and *Introduction to the Customer eXperience*;
 - A *Human Centred Design* course was delivered in which various corporate structures were involved;
 - in terms of branding dissemination, the partnership regarding the *Design Thinking* observatory with the Milan Polytechnic continued, 6 hours of training were provided at SNA and there was participation in external events (*Accessibility Days*, *Wud*);
 - 3 trials on the adoption of crowdtesting platforms for user research and usability testing were carried out;
 - the user-centric methodological approach has been adopted in dozens of business line projects (ANPR, Customs and Monopolies Agency, Presidency of the Council of Ministers, Health Card System, Revenue Agency, RGS,) and for the benefit of employee experience projects (on line CV, Job posting, Ready2Learn, working from home Planning). The use of qualitative research techniques and co-design models were used to varying degrees in all projects. The products created included Concept for document management workflow, Talent portal, Web app for managing tax refunds in customs areas (Otello),

Redesign of the Sistema Tessera Sanitaria portal, PCM intranet, Unar, Repubblica digitale, Ader intranet, Envisioning of PDL assistance portal for RGS, *Gioca Legale* native app, Dashboard for static quality for RGS;

- usability tests were carried out using the *e-Glu* protocol as indicated in the Three-Year Plan for IT in Public Administration. Guidelines for carrying out usability tests were disseminated through an internal webinar.

With the aim of demonstrating how to create citizen-centric services through Service Design and Future Research methods, and how to manage the dynamics of integration and collaboration between the PAs involved, the *FutureGov* project was developed in 2021, through which an attempt was made to overcome the already known criticalities of interoperability in the digitisation of public services through the following approach structured in 4 fundamental principles:

Life Events - use of 8 Life Events to analyse, select and map the services provided to the citizen.

Service Communities - introduce the concept of Service Communities, to bring authorities together around the citizen's experience, with a view to providing interoperable services.

Future Vision - define a shared scenario of the PA of the future to strive for and the necessary steps to achieve it.

Shared Practices - share a set of tools for disseminating to all PAs a method on which to build a unique approach.

An MVP for measuring *Customer eXperience* was carried out. The solution is based on Salesforce technology. Following the mapping of the personas and user journeys, a dashboard was created that collects data from multiple sources (Matomo, specific events, *Voice Of Customer*) to offer a summary of specific CX indicators: Net promoter score, Customer Satisfaction, Customer effort score, Service access volumes, Service volumes managed and delivered, User behaviour.

9.1.2.4 CYBER 4.0 Competence Centre

Cyber 4.0 is the highly specialised National Centre of Competence for cybersecurity tasked with developing the competitiveness of the country's system by offering companies and public administrations guidance and training services and financing research and innovation projects to raise the level of protection against the risk of cyber attacks on systems, processes and strategic, corporate and national assets.

Cyber 4.0 is one of the 8 highly specialised competence centres financed by the Ministry of Economic Development, under Directorial Decree 29.01.2018, and it is the expression of a composite, interdisciplinary and multi-actor public-private partnership, covering a wide range of competences and fostering the development of a network of qualified collaborations, of

which Sogei is one of the founding members. There are several ongoing activities with the Centre, both at national and European level.

Keep Calm

On 6 April 2021, Cyber 4.0 published call 1/2021 with MISE funds, to promote innovative industrial research and experimental development projects in the field of cybersecurity, with particular attention paid to SMEs.

The KEEP CALM proposal presented by Sogei in May 2021 with ISC, LUISS and the Cyber 4.0 Association within the "*Threat Intelligence*" topic: Experimentation of big data analytics tools for the development of innovative threat intelligence services for the security of enterprises, public administrations and SMEs was selected and funded.

The KEEP CALM project aims to extend the research activities carried out in recent years within Sogei in the field of "cyber threats forecast", i.e. the prediction of cyber attacks based on observations made on the properties and characteristics of the networks of the entities involved, as well as on measurements of the parameters and types of network traffic observed. The final objective of the research activities is to create a prototype system for use in a laboratory environment.

European Digital Innovation Hub

The *Digital Europe* funding programme envisages the establishment of European Digital Innovation Hubs (EDHI) in the 27 EU Member States.

A European Digital Innovation Hub (EDIH) is a single entity or a coordinated group of entities with complementary competences and a non-profit objective to support large-scale digital transformation of enterprises (especially SMEs and small mid-cap companies) and/or public sector organisations. Typical entities contributing to an EDIH will be research and technology organisations (RTOs) or university laboratories offering technology services, which might work in collaboration with partners whose expertise lies in business development, public sector innovation or training, such as chambers of commerce, industrial clusters, trade associations, *Enterprise Europe Network* (EEN), incubators, vocational training centres or others.

In November 2021, a call for tenders to set up the European EDIH network was published. The call is open to candidates pre-selected by the EU in January 2021 on the basis of applications expressed by individual member states and the Cyber 4.0 Association, of which Sogei is one of the founding members, was pre-selected by Italy and admitted to the short list drawn up at the beginning of 2021.

Cyber 4.0 therefore set up a working group to prepare the proposal to be submitted by 22 February 2022.

9.1.2.5 Italian Blockchain Service Infrastructure (IBSI)

February 2021 saw the birth of the Italian Blockchain Service Infrastructure (IBSI) project, promoted by Agenzia per l'Italia Digitale (AgID), ENEA, SOGEI, INPS, Poste Italiane, INAIL, CSI Piemonte, INFRADEL ITALIA, Milan Polytechnic, RSE, GSE, CIMEA and the University of Cagliari, which aims to test the design and development of an ecosystem based on DLT technologies, in line with the European Strategy that is implementing, with the Italian contribution, a similar infrastructure within the *European Blockchain Partnership*. The following entities were added during 2021: Marche Region, Apulia Region, Veneto Region, ATAC, UNINA, IPSZ and ACI.

In this context, Sogei is looking for use cases to test the use and applicability of this technology to bring to the attention of the IBSI group.

The activities that will be developed within the project are:

- experimentation of specific cases of use also on the basis of standards related to the Regulatory *Sandbox* of Law Decree N. 34/2019, at the time planned for the Fintech sector;
- smart contracts to be used, for example, in certification of qualifications or for exchange of tokens representing other digital or physical assets or a right, such as ownership of an asset or access to a service;
- proposal for prototypes and pilot projects for provision of thematic services of national interest to citizens and businesses, application trials, services and use cases at national level, including cross-border interaction. Other objectives, shared by the Parties, concern the implementation of research and development activities on the distinctive features of blockchain technology, in order to deepen its potential, such as the promotion of decarbonising cities, the use of renewable energy sources, the development of energy-sustainable and renewable models and, more generally, the fight against climate change;
- Development of smart contracts aimed at tracing production and logistics supply chain lines, also with the aim of promoting the certification and guarantee of “made in Italy” brands, by automating the exchange of information and value between the parties involved and operating on the same production chain.

9.1.2.6 Analysis and studies

Several study documents useful for the digital transition of the PA were prepared in 2021.

In particular, an initial company positioning paper on Quantum Computing was prepared and a subsequent one to outline the areas and use cases that will be tested during 2022. More details can be found in the following section on this technology.

In relation to the adoption path of Artificial Intelligence (AI)-based solutions, guidelines were produced for the implementation of AI artefacts and their management, including ethical principles for responsible AI.

In the context of the collaboration with the National Council of Economy and Labour (CNEL), Sogei has contributed for the third consecutive year to the drafting of the “Digital Transformation” chapter of the “Annual Report to Parliament and Government of the Quality of Public Services”, in synergy with the Revenue Agency.

9.1.3 RESEARCH AND DIGITAL LABORATORY

The research activities developed in the internal laboratory on cutting-edge technologies have covered different fields of application.

Further efforts have been made to enhance and optimize precision positioning solutions based on *Global Navigation Satellite System* (GNSS) technologies, which are at the heart of the world of transport, which is evolving toward the connected and robotic vehicle paradigm. This mode of transport will depend, of course, on a reliable and accurate location of the vehicles, with levels that cannot be reached through the use of current commercial systems.

The applied technological edge research activities such as the Internet of Things, artificial intelligence and machine learning and, new this year, Quantum Computing and Blockchain have been intensified.

9.1.3.1 Horizon 2020 Call Proposal

Within the European funding landscape, our presence is focused on two priority axes: cybersecurity and precision satellite positioning (GNSS), in response to the 'Horizon 2020 Research & Innovation' programme.

In international partnership, in the year 2021, Sogei is carrying forward the activities related to the three projects financed:

- GISCAD-OV Galileo improved Services for Cadastral Augmentation Development on-field Validation (GISCAD-OV) for the implementation of a GNSS correction system for low-cost cadastral survey precision positioning in the European states, with total funding of approximately €315,000.00;
- HELMET High Integrity EGNSS Layer for Multimodal Eco-friendly Transportation to develop a GNSS positioning system to support multimodal transport, with total funding of approximately €165,000.00;
- CyberKit4SME for developing SME support tools to address possible cyber attacks, with a total of approximately €170,000.00 financed.

The Covid-19 pandemic continues to adversely affect project turnaround times, necessitating a reformulation of the initially planned activities, but has made international collaboration on such projects more “digital”.

In addition to the recovery of investments made in research activities, European projects are based on image returns toward institutional clients, allowing Sogei to take advantage of the collaboration of internationally accredited partners recognized on topics related to the topics of interest.

As of 1 January 2021, the European Union has activated the Agenda 2021-2027 for the funding of projects that have research, development, innovation and digitisation as their defining elements. The funds made available include the *Horizon Europe* programme to support research and development, with a total budget of around 95.5 billion. Sogei is carefully monitoring the calls for tenders for new proposals.

In addition, in order to ensure participation in working groups or Public Private Partnerships (PPP) on topics of interest (GNSS and cybersecurity), Sogei joins international associations accredited at European level:

- Galileo Services: to develop an all-encompassing vision that meets the needs of users and the market for precision positioning with GNSS technologies;
- ECSO(*European Cyber Security Organisation*): to develop, together with the European Commission, common policies to ensure European coordination on cybersecurity.

9.1.3.2 Galileo

During 2021, Sogei, within the framework of the projects funded by the GSA (European GNSS Agency, today EUSPA, EU Agency for Space Programmes), contributed to the setting up of an experimental Control Centre for the provision of high accuracy GNSS precision positioning services for seven European countries within the framework of the GISCAD-OV project. This allowed the implementation of two Pilot Projects in Italy and France, with the collaboration of the respective national boards of surveyors, for the validation of the services.

Sogei also participated in the Galileo HAS signal testing campaign organised by EUSPA, which involves a limited number of European companies. These tests will continue during 2022 and will see Sogei as one of the key players in the validation of the new European service.

An experimental activity was carried out in collaboration with the University of Roma Tre, Faculty of Architecture, and with the Civil Protection for the monitoring of the critical infrastructures, with particular reference to a bridge in central Italy, through the integration of GNSS precision positioning systems and accelerometers.

In addition, the system was developed to provide experimental precision positioning services for the railway and automotive sectors, and the first tests were carried out in the BRNO area (Czech Republic) to meet the requirements for autonomous driving.

The development of Sogei's SDR GNSS Software Receiver also continued, with the development and testing of the data acquisition system with different satellite frequencies.

In order to facilitate the implementation of joint study and research programmes through the exchange of knowledge in the area of geodetic network calculations, the collaboration with the Istituto Geografico Militare (IGM) continues.

The work will continue during 2022, with the extension of the architecture to multi-frequency processing for efficient and time-saving precision positioning.

Precision Positioning Services (Outdoor) - Evolution GRDNet

The extension of the GRDNet network to the Tyrrhenian Sea and Central Italy has been launched in the context of the applications for the Revenue Agency and Customs Agency. This extension envisages the realization of twenty-two additional stations in Central and North-Eastern Italy.

In addition, the usual maintenance and assistance activities were provided to the Revenue Agency, Local branch, for the use of the GRDNet precision GNSS positioning service.

9.1.3.3 GEOPOI® (GEOCODING POINTS OF INTEREST)

GeoPoi, registered trademark of Sogei, refers to the research line that sees the digitisation processes focus on the possibility of geo-reporting phenomena to the territory. In the context of intensive Location Intelligence applications, the Geopoi community framework, also in 2021, recorded a further increase in institutional users, reaching almost 50, and increased its use by approximately 40%. The confirmed use of Geopoi in the applications "18app", "Carta del Docente", "Observatory of the Real Estate Market (OMI, Osservatorio Mercato Immobiliare)" and the "Trova sportello" services of the Revenue Agency - Collection Department, certifies the considerable efficiency of the product and the significant cost savings due to licences of commercial cartographic products. The Revenue Agency, through development of the SIT (Integrated Territorial System), makes extensive use of the services offered by GEOPOI and uses, for its own architectures, solutions prepared with the support of Research & Development.

9.1.3.4 Machine Learning & Artificial Intelligence

In 2021, several corporate initiatives were followed up, which made it increasingly possible to study and apply modern machine learning and artificial intelligence techniques on cross-cutting applications to the whole company organization.

New machine learning and deep learning algorithms were developed and tested, which made it possible to analyse and validate a large number of reports, including paper ones, in order to

automate the process of installing new equipment and its protocol. The algorithms used fall into the categories of natural language processing, image processing and entity extraction and recognition.

Further research and development has been applied to the analysis of satellite images in order to automatically extract spatial entities such as buildings, roads, etc.

All algorithms have been developed in an Open Source perspective in order to apply them in new projects with similar case histories and to be in line with the state of the art in the literature.

9.1.3.5 *Internet of Things*

The Internet of things (IoT) is a technology that is coming into use at a very high rate, due to a particular set of circumstances: the explosion of low-cost sensors, affordable connectivity, the availability of large computing resources and data space on scalable cloud platforms, the spread of mobile applications (mobile Apps), and the evolution of machine learning technologies.

In this context, the *Industrial Internet of Things* (IIoT) has become a term commonly adopted in projects to redefine the management and development processes of companies.

Research and development activities usually carried out in Sogei follow technological edges destined to turn into potential spin-offs for the company's business. A technical analysis of the state of the art of the IoT solutions market for the smart management of vertical solutions for asset management, building and office automation, data centre management, energy management, smart tracking and others, capable of integrating and dialoguing with existing IT infrastructures, was carried out. These solutions are capable of collecting, visualising, cataloguing and analysing data through dashboards and data analytics tools and can be made available to PA. This analysis is used as a basis for defining the IoT architectures of the various projects in which Sogei is involved, thanks also to the support provided by the Digital Research & Laboratory.

In 2021, a low-code platform was also developed that allows a humanoid robot (Pepper) to be programmed using the protocol used for IoT devices, and to be orchestrated using cloud-based services. This platform can be used for training and the development of hackathons.

9.1.3.6 *Quantum Computing*

Quantum innovation represents a new computing paradigm and could be an epoch-making turning point, especially in relation to all complex computational tasks that have so far been considered impractical or impossible. With the evolution of quantum computing, we will arrive at the so-called quantum advantage, i.e. the realisation of computational machines that, in certain specific cases, will have a significant performance advantage over classical computers.

In 2021, the Position Paper "Quantum Computing @ Sogei - Introduction to Quantum Computation and Possible Applications" was presented to the company's management. It is the result of experience gained from meetings and seminars at major industrial and research facilities, with the Observatories on Quantum Technologies of Milan Polytechnic also participating in the discussion. The Position Paper outlined various aspects of quantum computing: hints at the underlying physical theory, industrial solutions, application areas, possible applications in Sogei.

Despite the fact that this technology is still considered immature, the paper aims to emphasise the need to experiment with this new mode of computation in the areas of Cybersecurity, Machine Learning and Combinatorial Optimisation right from the start, since in the medium term it may be essential to tackle complex problems that only Quantum Computation can handle.

Following the Position Paper, it was decided to produce a second document "Proposal for a Proof of Concept on Quantum Computation". This constitutes an element of continuity of the Position Paper and goes into even greater detail in describing the feasibility of some necessary pilot projects that can be achieved with the use of this technology, with the aim of proposing and exploring through PoC some applications with benchmarks and comparison of results with respect to classical computation.

9.1.3.7 Collaboration and partnership agreements with universities, research institutes and international organisations

In 2021, several new collaborations with the academic world were activated:

- Agreement with CNR-Istc on the use of artificial intelligence in taxation and the fight against evasion;
- Agreement with CNIT on IoT and business models in the public sector;
- Agreement with the University of Padua for the systematic calculation and monitoring of a geodetic network of GNSS stations with national coverage.

As part of the RTCM SC-134 standardisation committee, of which it is Chairman, Sogei is carrying out the definition of protocols and messages for high integrity precision positioning that will form the basis of future positioning services for the automotive, railway and maritime transport sectors.

Sogei is also a member of the international Space Y consortium (formerly Galileo Services) and, in the role of Secretary, participates in the Consortium's regular coordination meetings. During 2021, it participated in the definition of the consortium's strategies and promoted activities of interest to institutions, with particular reference to institutional applications for land registry survey and customs applications.

Furthermore, meetings were held with a view to signing agreements with other institutional players to “lay the foundations” for GNSS precision and integrity positioning.

9.1.4 **DIGITAL TRANSFORMATION IN SOGEI**

The pandemic and the related economic, social and political volatility continue to have a radical effect on organisations around the world. Old business and operational models need to adapt quickly beyond digital transformation to cater for the new economic realities and the market requirements for recovery. Not only does the strategy need to be reset, but the strategy setting process also needs to become adaptive to manage chaos and infuse reactivity into IT planning and innovation. Technological innovations offer many opportunities to facilitate this adaptation and shape the necessary business and operational models.

The management of innovation calls for the choice of suitable tools to tackle the path which tends to develop on the 3 dimensions described in the following diagram:

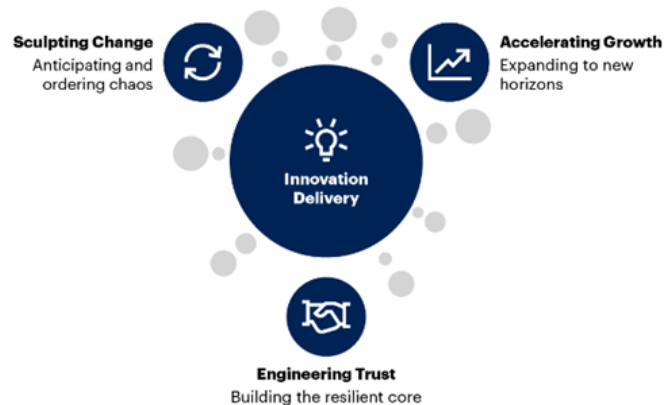


Figure: Innovating through trust, growth and change (source: Gartner)

Designing on the basis of trust, accelerating growth and supporting change are guiding principles that help drive the momentum and recovery needed to tackle the transformational journey that organisations are experiencing.

9.1.4.1 *Employee Experience Management*

9.1.4.1.1 *The EXM framework adoption model*

The assessment process that preceded the setting up of the *Employee eXperience* framework and the subsequent creation of the journey maps, with the identification of the tools enabling the management of the Framework itself, highlighted the importance of adopting an adoption model that would guarantee the effective implementation of the Framework and allow a deep permeation of the principles and guidelines contained therein. For this reason, and given the

complex flow of interactions that revolve around the Framework, the most appropriate methods were identified to make it widespread within the Company, immediately raising the quality of the experience of adopting this methodology. A correct understanding of the context has made it possible to identify eight project levers to enhance the benefits brought by the new model in the operational processes of design, planning and implementation of services/experience aimed at employees, to stimulate employee participation in Employee Experience initiatives by strengthening the communication methods and style adopted, and to support the adoption of the new model towards the entire company population, also through the direct involvement of ad hoc figures, such as Employee Experience Agents. The effectiveness of the plan to support the new EXM is developed in stages of progressive target activation, according to a roadmap that translates key messages into a new culture.

9.1.4.1.2 *Dissemination of digital culture within the Company*

In 2021, the commitment to disseminating *Digital eXperience* was constant and increasingly incisive, and took concrete form in internal initiatives, activities and events, intended as experiential moments of sharing and participation and a tool for transferring know-how and best practices to support collective knowledge, facilitating active learning and increasing the circulation of ideas.

In continuity with 2020, the possibility for all employees to attend events online has been maintained and, in particular, a new format has been added, "Innovation Thursdays", appointments that are always held on the same day of the week, led by professionals, entrepreneurs, CEOs of companies or start-ups active in the field of artificial intelligence, Big Data or other disciplines, and which represent an opportunity to learn about new products and solutions on the market, while at the same time creating opportunities for active discussion with these businesses.

There were a total of 27 events, with a total of over 5,800 participants. Delivered through the Teams platform and diversified according to different targets (Management, employees, IT or Corporate profiles) and formats, it has been possible to organize:

- 10 "Innovation Thursdays" ("Translated srl: AI and Natural Language Processing", "Artificial Intelligence: from Cognitive Robotics to Intelligent Vision", "Public-Private Ecosystems and Blockchain: use cases and pilot cases", "ContaminAction. Innovating by connecting different worlds", "AnotherReality: the metaverse is coming", "The first quantum computers for business and research", "Metamorphosis: the IoT platform to support the Digital Renaissance", "Modern methodologies and tools for building a hybrid data platform "on premise" and "Cloud", "The era of Transparent Technology: Human Interaction - focus Xr", "A model for an inclusive and efficient Citizen eXperience");

- 2 *#Techstorytelling*, corporate storytelling events focused on technological aspects and related to solutions or projects implemented ("Evolution of the TERADATA platform in Sogei: from "Vintage" to VANTAGE", "Receipts Lottery");
- 3 Innovation workshops, for the acquisition of concepts, methodologies, new technologies and products ("*Customer eXperience Management*", "From deterministic to stochastic: the era of anticipating needs", "*WorkingSmart Day*");
- 2 Webinars ("Accessibility of non-web content: PDF documents and videos", "Usability testing. When user feedback becomes strategic");
- 4 Open Innovations, events related to the path to involve partners/customers in the process of change, *eXperience* and digitisation of PA (*Whitebook* presentation, Open Innovation in PA and NRP and 2 plenary sessions).

On 27 October, the event 'BeSogei: Presentation of the 2021-2023 Business Plan' was organised, during which the CEO presented the Plan to all employees.

Also in 2021, a project was carried out to share all those elements - semantic, linguistic, lexical and stylistic - that make up Sogei's verbal identity and thus complement the digital identity of our brand.

In the era of social networking tools, the company's values and culture must in fact pass through new forms of communication and an intentional use of language: the correct tone of voice, the most appropriate style, visual identity, a single and unambiguous vocabulary are all instrumental in creating a recognisable and reliable image, both in internal relations and towards the Public Administration, suppliers and, above all, citizens, the end users of our work.

Sogei's Intranet has thus been enriched with a new section - Communication Tools - specifically designed to create a link: guidelines, best practices, sound matrices, colours and fonts, indications for the creation of accessible products, a graphic gallery of "*Tips&Tricks*". In short, a structured information support to facilitate the drafting of content for the various corporate channels.

Even the idea of ethical business is now part of Sogei's verbal identity: we are talking about a company that, aware of its social role, acts in accordance with a scale of shared values, to protect the interests of all stakeholders in civil society, using a style of communication based on empathy, inclusion and kindness.

In this context, we must finally highlight the adherence to the Manifesto of non-hostile communication, an important operation that has seen the personal involvement of our CEO, as the first signatory of the manifesto, and the company management, through the realisation of personal reflections on the individual items of the manifesto, published regularly through the Yammer channel.

9.1.4.2 Working Smart

9.1.4.2.1 Methods and approaches (Design and future thinking, lean, agile)

During the year a new programme of interventions was launched called *Working Smart*, a new way of working that boosts our potential and promotes transparency, trust and openness through new methods and working tools that will allow us to share knowledge and collaborate in a safe and efficient way, by allowing everyone to invest more time, focusing on what really matters: Us, as citizens.

In the second half of the year, an in-depth course on Design themes was provided, offering staff involved in the field of competence and activity, sessions aimed at deepening the themes of UX Writing, Smart Objects, Inclusive Design, Speculative Design, Data Informed and UI Bases.

9.1.4.2.2 Enabling solutions and technologies

Office automation, social, communication and smart learning solutions



In 2021, the new methodologies and working tools put in place, focused on sharing, flexibility and accountability, fostered the expansion and circulation of knowledge and skills and enabled safe and efficient collaboration.

WorkingSmart, as a path of adoption & change management, in parallel with the introduction of the Company Digital Platform, integrated with the new tools of social communication, collaboration and storage, has supported the change as a powerful means to include, relate, involve and enhance the many skills present in Sogei, involving in a circular process all aspects and players of the organisation: people, leadership style, business, procedures and processes.

This is primarily a cultural change, but it has also resulted in the creation of a dynamic, business-oriented working environment which, through the tools adopted, has considerably reduced time and distances, while at the same time ensuring effective collaboration and widespread dissemination of information.

TEAMS and YAMMER have facilitated collaboration, communication, participation and sharing, enabling a different way of experiencing operations by confirming commitment, reliability, responsibility and solidarity.

ONEDRIVE, regardless of the physical devices used, has enabled full access, in the office, at home or anywhere else, to documents, data and work information, optimising efficiency, speed and productivity and improving the employee experience.

The adoption plan, which began in July 2020, was boosted with the introduction and onboarding of the *WorkingSmart Advocates*, 113 people spread across all business areas, trained ad hoc on change management and adoption of the new tools.

Less than a year after the project's introduction, structured promotion and support of the model has achieved significant results, with a reduction of more than 60% in e-mails and an increase in productivity due to collaboration of 194%, with around 73% of users active on TEAMS.

In this kind of context, in which the relationship between person and work is changing, communication is supporting this process by encouraging the creation of a workspace that is made more dynamic, interconnected, delocalised and collaborative, strengthening cross-communication modes, by improving the *eXperience* and by targeting their activities to inclusion, adaptability, dialogue and maintaining continuous contact and interaction. Specifically, an information campaign was carried out through the distribution of 13 thematic newsletters that accompanied the introduction and adoption of new tools and functionalities, with the administration of periodic surveys aimed at investigating the level of awareness of staff and identifying any areas for improvement, and with the activation of a Yammer channel dedicated to support and assistance on *WorkingSmarttools*.

In addition, in 2021, the *LearningSmart* training platform, dedicated to Microsoft 365 products, and embedded in the company's new virtual learning space, *Ready2Learn*, grew as the company expanded its content, services and functionalities, offering online learning paths with flexible timing and modes of use.

9.1.4.3 Company Digital Platform

The Company Digital Platform (CDP) is the ICT product offering designed to support the company, ensuring the functionality, reliability and integration of applications and systems. It is based on a stack of technologies that enable the creation of digital assets to support business operations by enhancing the centrality of the employee experience concept.

The guiding principles for continuous and progressive evolution of the products implemented by the Company Digital Platform, aimed at enabling digitisation, the Employee eXperience and cloud adoption, are summarized in:

- *Enterprise Collaboration*, for knowledge sharing, communication and team working;
- *Digital & mobile first*, in order to facilitate the interaction between the working ecosystem and the employee and facilitate the path of change toward smart working methods;

- *Inclusive, accessible & user-centric products*, closely related to people's needs;
- *Data driven*, for the enhancement of the assets of company information and development of a data-based culture;
- *Agile mindset*, to cater quickly for the satisfaction of business scenarios;
- *Cloud & Hybrid cloud* to accelerate platform evolution by putting together on-premises products and cloud solutions.

Consistent with the guiding principles outlined above, in 2021 a major programme was launched to develop the *Company Digital Platform*, with a view to achieving, over a three-year period, a new scenario characterised by the innovation, rationalisation and streamlining of the CDP's technology stack through the gradual adoption of cloud platforms, moving from a fully on-premises approach to hybrid solutions that integrate the two worlds so that the user experience is seamless.

In particular, the adoption of Oracle's SaaS solutions in the areas of finance, procurement and Human Capital Management, will make it possible to prioritise the operational efficiency, standardisation and simplification of business processes through the improvement of the user experience thanks to a simplified user interface, the facilitation of information exchange, and the reduction of efforts connected with system upgrades, patching and bug fixing.

Still on the cloud front, the adoption of Microsoft's low-code/no-code platforms (Power Apps) and Salesforce represents an important accelerator in the reengineering of corporate services in a mobile first perspective, also through the rapid connection with existing applications thanks to the progressive exposure of specific services accessible through an API management infrastructure.

The consolidation of the company's Datalake on Oracle architecture will enable a new analytics eXperience through the availability of 'shopping for data' interfaces, visual and self-service analysis tools and machine learning algorithms for predictive analysis.

For technological evolution to be truly enabling for a digital business, it will necessarily have to be accompanied by the parallel adoption of a renewed development process. In this sense, to support agile practices based on *SCRUM* and orchestrated by Azure Devops, it will be important to adopt a new development framework that enables Test Driven Development, the use of build pipelines and quality assurance in a logic of container and microservices development.

The main streams of activity characterising CDP's development project are set out below.

9.1.4.3.1 Corporate Social Intranet (CSI)

Corporate Social Intranet (CSI): a tool for greater sharing of innovative solutions, activities, strategies and technologies enabling the development of a continuous digital transformation.

The best collaborative tool, in line with the *People Value* strategies, as well as bringing benefits in terms of simplifying access to information, improving business processes and speeding up activities. CSI strengthens the sense of belonging, by fostering dialogue and therefore by becoming an engagement solution.

From a technological point of view, the Corporate Social Intranet is based on the following enterprise collaboration tools:

- Microsoft teams, a unified communications and collaboration platform that combines persistent chat about work issues, video conferencing, meetings, content sharing (including simultaneous file exchange and work), application, workflow, and chatbot integration;
- Microsoft Yammer, an effective, secure and private corporate social network; it enables open and dynamic communication throughout the organisation; improves engagement and optimises communication within the organisation. Through Yammer, communities of interest are developed, ideas and feedback are gathered, and everyone is kept informed, aligned and forward-looking;
- Microsoft Sharepoint, a service that lets you share and manage content, knowledge, and applications to strengthen teamwork, find information quickly, and collaborate effectively across your organization.

In 2021, a "*Job Posting*" section was created on the intranet to automate the internal mobility process, templates for the beacons, the "Let's get to know each other and recognise each other" section, and the Events section.

9.1.4.3.2 Data Lake:

As part of the *Company Digital Platform*, the company's data lake has the dual objective of exploiting the complex and articulated information heritage of the data managed by internal applications and, at the same time, encouraging an approach that sensitises employees to be the driving force behind the adoption of a culture and expertise based on data.

The goal for the next few years is to consolidate and evolve the data lake on the new Oracle Cloud platform, which will enable a renewed analytics experience (greater autonomy and ease for the business user in data exploration, self-service BI, dashboarding and reporting), an innovative approach to predictive analytics thanks to machine learning algorithms, and greater

sustainability in terms of reducing the operational impact on the information system thanks to the exploitation of the cloud and consistency with the CDP's technology architecture.

To this end, in 2021 work began on the adoption of the Oracle Cloud solution, through the migration of the previous project carried out during the year in the area of labour costs, while integrating it with the management of reversals and provisions.

In particular, the following functional aspects have been improved:

- greater autonomy and ease for the business user in data exploration, self service BI, dashboarding and reporting (Analytics Experience);
- application of machine learning solutions to support the forecasting of potential staff redundancies in order to estimate labour costs in future periods.

9.1.4.3.3 *Low-code/no-code platforms:*

In the evolution path of the *Company Digital Platform*, Low-code/No-code platforms represent an important accelerator of execution in the activities of progressive reengineering of company services.

For the CDP, the choice fell on the respective platforms proposed by Microsoft and Salesforce; in the course of 2021, in order to speed up the connection with existing applications, a special map of services was created to be exposed through an API management platform.

In particular, the following apps have been implemented:

- Virtual HR Help Desk to enable employees to forward requests for assistance on HR issues to the relevant offices;
- Staff ChatBot to automatically respond to support requests on slips;
- Management of *Smart Working Roll-OutPlan*: Mobile app used by the various players in the process to manage the phases of anonymising the workstation and switching to the virtual workstation;
- The VD support platform built on Salesforce that enables centralised management of support flows for the new Virtual Desktop working mode.

9.1.4.3.4 *Adoption of the new Oracle cloud platform for ERPM (Finance Transformation)*

The migration of the current *eBusiness Suite on-premises* to Oracle ERPM cloud and the adoption of the new SaaS modules to complete the coverage of all processes in standard and natively

integrated mode, will allow the standardisation and simplification of operations in line with the company's strategic lines aimed at simplification, innovation and streamlining.

The solution-driven approach, where different solutions are built in accordance with Oracle's process best practices, will eliminate or significantly reduce existing custom solutions, with immediate benefits in terms of operational efficiency.

In addition, the adoption of the OA cloud solution will allow the *Company Digital Platform* to take advantage of the latest technologies and capabilities natively integrated into the platform, such as:

- Embedded and real time BI that enables the use of pre-packaged analysis dashboards, reports, charts, metrics that offer complete visibility over the entire enterprise scenario and provide greater governance of the information managed;
- collaboration tools natively embedded in the applications, which allow easier interaction between users by automatically taking in a lot of transactional data and providing a cross-process audit;
- mobile applications that are immediately usable by users, simplifying day-to-day operations on the managed processes;
- innovative technologies (e.g: Internet of Things, Blockchain, Digital Assistant, Artificial Intelligence,...) that enable the journey towards the digital experience.

In line with the company's *Finance Transformation* project, the adoption of the new Oracle Cloud ERP platform will initially affect all Financial Management Processes.

During 2021, analysis specification activities were carried out in preparation for the definition of the subsequent application design and implementation streams of the solution.

9.1.4.4 Measuring innovation and the Digital Report

One of the first steps in reducing the gap between Italian and European performance is to monitor it over time using performance indicators. This is why it might be useful to introduce a single national platform that would allow the public administration, on the one hand, to collect data that feeds the indicators and, on the other hand, to provide a tool that gives the possibility to follow directives to improve the level of these indicators.

Sogei has therefore introduced the Digital Report, a tool that follows the approach of a Balanced Scorecard visible and accessible to the whole company and aims to calculate and monitor over time the state of digitisation of Sogei. The performance of the indicators is calculated on the basis of a comparison with a target value and a critical threshold. If the KDI(Key Digital Indicator) value is above the target threshold then it can be said to have a positive trend, vice versa if the KDI value is below the critical threshold then the indicator has a negative trend.

Once valued, the indicators were grouped according to logical-mathematical aggregation logics to define a three-level tree.

The digitisation score is in fact calculated on the basis of three perspectives: Employees, Citizens and Customers/Suppliers. In 2021, only the first of these three perspectives was explored in depth, and on the basis of studies conducted, three thematic areas were created, each of them having a score representing its performance:

- Employee Experience, is the cornerstone of the Digital Transformation in its set of cultural, organisational and technological changes. It measures the experience the employee has throughout his or her working life;
- ICT development, which measures, in quantitative and qualitative terms, the enabling factors made available by the company to the employee with the aim of simplifying, speeding up and optimising the path to digitisation;
- Digital Sustainability, which measures the business ecosystem for the creation, preservation and promotion of digital content through the use of enabling technologies.

The objective is to allow the company not only to provide numbers, but also to have returns in terms of performance, identifying for each indicator strategic actions to put in place in order to improve the performance of individual KDIs and consequently that of the phenomena analysed. The KDIs were also correlated with the indicators feeding into the DESI. In fact, by studying the relationships between the indicators and those of DESI, it is possible to identify concrete actions to improve Italy's performance also within the European digitisation indicator. In addition, it should be reiterated that the objectives and lines of action set out in the Three-Year Plan for IT in PA, the NRP, the Recovery and Resilience Facility, RFF and the 2030 Digital Compass - The European way for the Digital Decade were also taken into account.

9.2 INFRASTRUCTURE AND TECHNOLOGIES FOR CHANGE

GRI 103-1
GRI 103-2
GRI 103-3
DIG-5

Technology is the heart of Sogei's data centres, from which the complex system of services is provided which guarantees access to the information stored in the databases of the Ministry of Economy and Finance. There are several technological levels that contribute to the creation of the infrastructure: communication between components (LAN, SAN, WAN), perimeter and logical security, server, appliance, storage and monitoring. Sogei possesses and applies the skills necessary for the design, sizing, implementation, management, control and evolution of each component of the infrastructure on a daily basis.

9.2.1 TECHNOLOGICAL INFRASTRUCTURES

9.2.1.1 *Open and Storage Systems*

The launch of Sogei's new Strategic Plan 2021-2023 has made 2021 a year of transition in terms of infrastructure for Sogei's Data Centre.

QAS 1
QAS 2
QAS 3

The goal of transforming the current Data Centre into a *New Hybrid Multicloud Data Centre*, through the implementation (in 2022) of a private cloud in green field entirely based on Software Defined technologies, together with the provision of Public Cloud and Distributed Cloud solutions at the same Sogei Data Centre, in 2021 saw a concentration of efforts on two strands in terms of investments and activities:

- evolution of the Legacy part in terms of processing capacity, increase of available disk space and technological refresh to continue to ensure the same levels of service and security as usual;
- grounding with executive projects of what was developed in the previous three-year plan for the start-up of a new Data Centre.

Converged infrastructures, made up of components with certified interoperability and characterised by high levels of resilience, are now the default allocation target for highly critical services and for the provision of IaaS (Infrastructure as a Service) or hosting services to new institutional customers. In order to facilitate the provision of new services and to proactively reduce the time needed to provision them, these infrastructures were upgraded.

Hyper-converged infrastructures, due to their distinctive software-defined nature (unlike converged infrastructures, the SAN/Storage layer is abstract and implemented via software) and the consequent flexibility, deriving above all from the possibility of using standard servers, are now an important part of Sogei's Data Centre, with an increasing degree of adoption. Investment in these technologies, introduced in the early stages of the pandemic in 2020, enabled the company to quickly address the need to provide services designed to favour agile working, ensuring business continuity for more than 33,000 users. Today, hyper-

converged infrastructures, based on the use of VMware vSAN technology, are the standard for Virtual Desktop Infrastructure (VDI) and for many important areas and initiatives, including the hosting of major Platform as a Service (PaaS) services and the implementation of the Software-Defined Data Centre (SDDC) paradigm.

Notable examples of this are the hyper-converged infrastructures hosting the Red Hat OpenShift clusters for the Green Pass and Immuni projects.

In 2021, this type of infrastructure was used for the provision of IaaS (Infrastructure as a Service) services on the Sogei cloud platform.

The table below shows the number of servers in the Data Centre located at the Company's headquarters (Via Carucci, 99, Rome) with the distribution per family, broken down into physical and virtual servers (or partitions).

Environment	Quantity (physical)	Quantities (logics/partitions)	Total quantity	%
Linux	354	6,336	6,690	72.87
Unix	89	244	333	3.63
Windows	89	1,480	1,569	17.09
ESX	589	0	589	6.42
Total CED Carucci	1,121	8,060	9,181	100.00

In the area of storage, the procurement process for the new All-Flash block storage space was completed. In addition to bringing new resources to the virtual farm and to all the main consumers, it allowed the efficiency of Sogei's Data Centre to be increased in terms of occupancy and energy savings, thanks also to the higher storage density offered.

In order to support the growing demand for file storage, mainly linked to the new storage needs to support agile working modes (based on the use of VDI services), the availability of this type of resource was increased with the purchase of horizontally scalable NAS (Network Attached Storage) equipment from Dell EMC Isilon.

Object storage, which is characterised by flexible access to data and a natural predisposition to interfacing via APIs, continues to show steady growth in the trend of use. In this context, the Dell EMC Cloud Storage (ECS) platform, due to its resilience, performance and scalability features, is the main choice in Sogei and is used to support services such as Digital Storage and Document Management.

As far as the centralised backup infrastructure is concerned, the new DataDomain Backup Storage was activated in 2021, improving the current infrastructure in terms of performance and simplifying the data backup process. In addition, a process for further enhancement was

initiated in 2021, due to the need to provide additional repositories for storing data from new and expanding workloads such as VDI, open systems and virtualisation environments.

Traditional RDBMS (Relational Database Management System) systems, such as Oracle, for which the use of the Exadata platform is now consolidated, host over 80 Database Instances for a total allocated net of 3700TB, divided into 2400TB linked to the Production databases and 1300TB to those for H24 services. The DR databases (2400TB) must be added to these numbers.

Alongside these RDBMS, there was a significant increase in the presence of DB No-Sql such as MongoDB, graph-DB Neo4j, PostgreSQL and Redis in accordance with the trends of the previous year.

In the middleware area, in 2021, the presence of traditional IBM WebSphere and JBOSS application servers and portals based on Liferay technology is confirmed in Java. Container and microservice-based application architectures, conforming to the cloud-native paradigm, are now the reference for implementing new services. There was also an increase in Kubernetes clusters, intended for container hosting.

Following on from last year's initiatives, which saw the implementation of major projects based on innovative technologies such as Kubernetes Apache Kafka, Mongo DB, Hadoop, Redis and others, architectural solutions based on the micro-services paradigm were consolidated.

It is also interesting to note the information on server systems, the number of which significantly exceeded 9,181 units (of which about 1,121 were physical and the rest virtual), in line with a very high growth trend that has even increased as a result of the development of environments supporting Agile working, the onboarding of new Administrations, new services and the growth in volumes of those already provided.

In this sense, a number of quality indices of the service provided during 2021 can be indicative of the state of the services:

- response times on simulated user transactions, calculated on the most significant services (classified as Platinum). The index in 2021 maintained, as in previous years, an average value below one second (0.84 sec vs 0.63 sec in 2020 and 0.96 sec in 2019);
- incidents resolved in relation to the type and according to the overall events (ITIL methodology). This index clearly represents the incidence of significant stops or slowdowns on services (EMERGENCY level) compared to the total of events that occurred in a data centre with more than 8,000 systems and several Petabytes of disk. The 2021 value is equal to 0.51% (vs. 0.64% in 2020 and 0.82% in 2019) of Emergencies with respect to the events that occurred, i.e. malfunctions without impact on services, demonstrating the very high reliability of the design and construction.

Having such challenging quality indices arises not only from design but also from maintaining the efficiency of the data centre through the use of new technologies.

In this sense, the data centre renewal index (no. of physical machine decommissionings/total number of physical machines installed at the end of the year), equal to 41.66%, can represent an average life cycle of the systems equal to around 5 years, taking into account the presence of technologies, especially Enterprise, whose average life can be longer.

9.2.2 ***THE CLOUD***

In its 2021-2023 business plan, Sogei has defined a clear strategy for adopting the Cloud paradigm, both in terms of technological choices regarding efficiency and speed, and in terms of how to provide new services. The medium-term objective is to guarantee institutional customers an increasingly autonomous, fast and intuitive experience when using new services. From an operational efficiency point of view, during 2021, Sogei continued its progression in the gradual evolution of its Data Centre into a Private Cloud with an incremental investment in projects oriented towards standardisation and automation of processes inspired by the best practices of "Continuous Integration, Continuous Deploy". In particular:

- development of a business portal (DES) for managing the processes of evolution and use of services in the digital ecosystem;
- transformation of the provisioning portal, implemented during 2020, to integrate with DES as the infrastructure provisioning engine;
- start-up of the installation of the infrastructure of the New Cloud Data Centre in a Green Field perspective;
- assessment of operational, technological and security processes for the design of new governance methods for the Cloud infrastructure;
- definition of a Hybrid Multicloud Data Centre strategy;
- acquisitions of infrastructure components to speed up the transformation process to the New Cloud Data Centre.

In terms of design efficiency, the strategic objective is to progressively speed up the "time to market" of new solutions thanks to the standardisation of technological assets and the simplification of their use and composition in order to assemble new solutions.

As regards the standardisation and ease of internal use of technological assets, during 2021 Sogei embarked on the development of a Digital Ecosystem with the aim of creating a platform and a methodological framework for the publication and internal use of technological assets with different degrees of granularity and complexity.

Through the objectives of the business plan in 2021, the implementation of the Green Field for Sogei's new Cloud Data Centre was launched. The new infrastructure follows the most advanced paradigms of the Software Define Data Centre, where automation and standardisation are the basis for optimising production processes, improving defectiveness and increasing security. As early as March 2022, Sogei will provide the first services in this mode in an integrated manner, unlike today in its Legacy environment where cloud technologies already operate, but in a less structured manner and with non-unique models.

The context in which Sogei operates and offers its services, together with the choices and experiments carried out in recent years, has made it clear, for some time now, that the adoption of a cloud first approach is an essential element for the design of services and infrastructure of our Data Centre in order to take advantage of the benefits that the delivery model and technologies provide with the cloud.

In this sense, the last three-year plans have prepared the ground for a profound transformation that will be implemented, especially with the last plan 2021-2023.

The "Cloud Italia" strategy outlines clear guidelines: adoption in PA of the Cloud First principle, both to achieve greater efficiency and standardisation, and to respect sovereignty and security constraints to protect Italian assets.

Sogei, which already has a cloud infrastructure, in the last three years had already made choices that moved in this direction, both in terms of application architectures, creating an infrastructure ecosystem based on cloud technologies that fostered the development of cloud-native, efficient, secure and time-to-market solutions, and in terms of technological evolution of its own cloud solution. This transformation needed to be accelerated in two directions: infrastructure and business.

The initiatives of the 2021-2023 Three-Year Plan go in this direction. Thanks to significant investments and on the basis of already consolidated analyses and experiments, Sogei will build its own new private cloud based on Software Define technologies in the green field, alongside the current Legacy Data Centre with the aim, over time, of transforming it into a complete Cloud Data Centre.

Sogei's strategy, however, is not limited to enhancing its cloud capabilities; this will be accompanied by the Public Cloud offering of multiple hyperscalers in its various guises, in order to create a Hybrid Multicloud Data Centre.

On the other hand, Sogei's catalogue of offerings had to be aligned with the cloud model, which enables, thanks to the technologies and development models it uses, greater integration of services, faster development processes and the election of data access interfaces (APIs) that can facilitate the development of new services according to Cloud best practices. The point of arrival, as mentioned above, is a digital ecosystem where internal and external demand for

technological solutions can be met quickly with common solutions that are best adapted to the application scenario.

The creation of a business portal (DES) linked to the creation of a digital ecosystem that favours the realisation of its own Platform Company model, combined with the provisioning of infrastructure services, will complete the scenario that will govern Sogei's new Cloud Data Centre.

In this sense, in 2021, the focus was on finalising the designs and starting the implementation of the technology infrastructure (as mentioned above), the DES and the infrastructure provisioning portal.

Also thanks to another of the projects included in the 2021-2023 Three-Year Plan (devsecops), the implementation of the components necessary for the automation of all the delivery & deployment pipelines has continued. This will continuously increase Sogei's cloud offering over the next two years, starting with the IaaS, PaaS and SaaS services already implemented in 2020.

Clearly, technological transformation, especially when it is as profound, if not as disruptive, as that brought about by the cloud, is nothing without a change in organisation, processes and skills. Thanks to the dissemination of interdisciplinary skills among the various structures and the Agile approach, already launched in 2020 with design thinking sessions, in 2021 the technical structures, together with HR, began to review, with specific assessments, the operating models and training paths. This led, among other things, to the design of a specific Competence Centre for the cloud, with the aim of encouraging the introduction of new professional figures to accompany the needs of the new operating model.

9.2.2.1 New Green Field Cloud Data Centre

Sogei is now called upon to respond to a series of challenges related to the acceleration of the digitisation of the PA, for which a major overhaul of the CED infrastructure is now inevitable, including the readiness also to use services offered by public clouds such as AWS, Azure and Google.

Using a definition that is widely used today, Sogei must become a '*cloud native* enterprise', i.e. a company that is able to design, build and operate *cloud native* applications, i.e. - borrowing a definition from Gartner - applications that can exploit an almost unlimited horizontal scaling capacity, that are portable, and that have very fast deployment and adaptation times as their defining element.

Even if, in order to make a company a *cloud-native enterprise*, it is not enough to undertake a thorough overhaul of the ICT system, but requires a global transformation of the production processes, designing a new CED, in a hybrid and multicloud sense, is, however, a crucial element for these purposes.

A project was therefore launched in 2021 to set up a new CED infrastructure (called *Greenfield*) and the automation services made available therein. The *Greenfield* will initially work alongside the existing infrastructure (*Brownfield*) with the main aim of extending automation principles and technologies to these environments.

At the same time, the process of acquiring the components of the new infrastructure was started, certainly with a high degree of technology, but with great care not to run into lock-in problems.

The reference model for this transformation is that of the cloud services in which a high level of automation emerges, which not only imposes precise requirements on the infrastructure components that must adhere to the Software Defined Data Centre (SDDC) model, but also has organisational impacts.

Another basic element is standardisation and the use of clear and shared infrastructural and architectural patterns.

The new backbone infrastructure is supported by the following service areas:

- IaaS service area: area tasked with providing services at the infrastructure level;
- Automation governance area: area in which all the components designed to manage automation are included;
- Data Functionality Provisioning Area: area intended for the provision of database as a service for DB management and services for application configuration;
- Openshift platform provisioning area: offering unmanaged clusters and provisioning of cluster areas (namespaces);
- Provisioning area for Kubernetes clusters and containerised opensource products in standard packaging (e.g. Moodle, Wordpress, Drupal, etc.).

9.2.3 **NETWORK**

In 2021, work continued on updating and upgrading the various infrastructures that make up the Network component of the Data Centre, with the aim of making its management more flexible and timely, both in terms of the acquisition and production of new elements, and in terms of the time taken to process requests and resolve problems.

The EVPN "fabric" dedicated to the Data Centre 's internal networks has recently been upgraded with appropriate "leaf" equipment to accommodate and connect the many powerful new hosts dedicated to the "working smart" project, for the progressive virtualisation of all the company's workstations.

A second EVPN fabric, dedicated to DMZ environments, was upgraded to accommodate both additional administrations and applications from the existing area.

In addition, the version of the Cisco DCNM product used to manage the EVPN 'fabrics' was updated. This activity was necessary, both on the main site and on the Disaster Recovery sites, in order to exploit the new DCI (Data Centre Interconnect) features, already present on the hardware concerned, and thus facilitate the onboarding and management of the networks of some of the new customers (such as the Presidency of the Council and the Collection Department of the Revenue Agency).

In the same vein, it was planned, through the acquisition of the necessary hardware and licences, to set up a specific area of the Data Centre according to the Cisco ACI architecture, to be configured as a "green field", in order to exploit its highly automated features and thus create a Software-Defined Data Centre. Worldwide shortages of raw materials for hardware components have delayed the start of implementation, which is now planned for the second quarter of 2022. The new 'green field' will be able to accommodate projects, both for customers and for Sogei, that can exploit its features of extreme flexibility and automation in a self-consistent environment.

A technical discussion has also begun with a number of suppliers and vendors for a radical upgrade of the network infrastructure dedicated to the campus, which will therefore involve all the subnets dedicated to workplace connections. 'Workplaces' are to be understood in the broadest sense, i.e. as generic, multi-platform business devices, both wired and wireless. Key requirements that these architectures and all management and control components will have to meet have been identified, and a *Proof of Concept (PoC)* exercise will commence shortly, which will test both the implementation, configuration and deployment methods, as well as possible ways of migrating from the current architecture.

During 2021, the migration of services exposed and balanced via old generation hardware balancers (Cisco CSS and Cisco ACE) to the new Citrix ADC (Application Delivery Controller, formerly known as Citrix NetScaler) hardware balancing equipment continued.

In addition, work began on adjusting and reconfiguring the entire fleet of computers (Citrix SDXappliances) to enhance the various hardware platforms and to optimise their load, also in light of the new computational power requirements.

In the meantime, all the approximately 80 VPX instances hosted on the 16 SDX devices present and used in the server-farm, both in the internal networks and in the DMZ networks, were successfully aligned and updated. The update was also necessary to mitigate possible security issues and to optimise performance with the new TLS/SSL encryption suites adopted.

During the year, the entire 'agile work' reception platform made available to Sogei customers and staff was manned, and continuous assistance was provided to both end users and agency representatives to enable authorised users to access the applications.

Thanks to the continuous enhancement and optimisation work carried out on all components of the platform, it was possible to enable the service to more than 48,000 unique users in 2021.

Below is a summary table of the users enabled to access the Virtual Computing platform:

Data as of 31/12/2021	Number of authorised users
Sogei and consultants	2,899
State property	1,134
Customs and Monopolies Agency	8,932
Revenue Agency	28,180
Dept Finance	1,879
RGS	4,935
Equitalia Giustizia	354
Consip and Digital Team	20
Total	48,333

9.2.3.1 Mainframe systems

The *Mainframe* has always been a highly strategic infrastructure in Sogei's Data Centre and for this reason, following the economic and feasibility studies carried out between 2019 and 2021, it was decided to undertake an evolution of the platform. The choice, which goes against the older trend of decommissioning, was made, on one hand, on the basis of the great capabilities in terms of power, security and reliability that this architecture offers, and, on the other hand, of the now widespread availability of opensource technologies on this architecture that allow it to evolve, while maintaining its key features, and that will allow the mainframe (both in its more legacy sense and with regard to the connotation linked to Linux on Z) to become part of Sogei's hybrid cloud.

Through the adoption of open-source technologies, the technological lock-in which characterised this platform in the past, is becoming less and less evident. This was also confirmed by the latest AgID opinion on the renewal of the IBM ELA software contract, in which the report indicated the path of evolution of the Z platform. No clarifications or recommendations concerning the Z platform were highlighted in this opinion, indicating that the development path presented is sound and sustainable.

In 2021, several experiments were carried out related to the aforementioned transformation path.

In the same *Legacy* area, Sogei is conducting testing of a product (IBM Z Operations Analytics) which, by analysing the system and subsystem logs within the z/OS, is able, thanks to a machine learning engine, to detect anomalous behaviour with respect to a defined model, and to trigger a number of alarms before a potential problem occurs, allowing intervention to take place before the service stops.

The IaaS architecture on the Z platform, delivered through the *Cloud Infrastructure Centre* product, is a cloud technology and as such can be linked to infrastructure automation and provisioning frameworks such as, for example, Terraform and Vrealize. IaaS and PaaS test services were defined on this infrastructure.

This strategy lies in the integration of the Z platform into the Hybrid cloud, capable of delivering native cloud services.

Sogei participates in an experimental programme with the *Cloud Infrastructure Centre* product development labs and during 2021 many suggestions and requests for functionality implementations were accepted and implemented by the product labs. This program allows the structures involved to influence product development to suit business needs.

In 2021, Sogei also presented to the IBM Technical University a use case for automating the *Cloud Infrastructure Centre* platform on Z to provide cloud resources in fully automated mode.

At the end of 2021, two very interesting experiments were launched on the possibility of using Z systems to train machine learning and AI models, and the exploration of using the Z platform as a ready-made architecture for quantum safe algorithms.

These issues are very interesting because in the next generation of Z machines, the telum processor will integrate specific accelerators for these technologies. This could be a great advantage in using the Z platform for these specific use cases.

The path of evolution has only just begun, but the possibilities are very promising, because they will allow us, on one hand, to evolve the legacy content typical of the mainframe platform by exposing it as consumable services in the cloud, and, on the other, to implement the latest technologies on enterprise machines capable of providing the highest standards in terms of performance and security to be used to host business critical applications.

9.2.4 ARCHITECTURES AND DATA

9.2.4.1 *System architectures*

The path taken in recent years in the area of data management and governance platforms has laid the foundations for the creation of a *Big Data* & AI Platform, consisting of all the necessary components capable of acquiring, processing, storing and displaying data for analysis purposes.

In 2021, the Big Data platform (*DataLake*) was extended with *Data Science* components to enable the execution of analysis algorithms capable of producing insights and predicting results and trends to support business decisions. Specifically, the Apache Zeppelin *Notebook* was industrialised and made available, enabling data analysts, data engineers and data scientists to increase productivity by developing, organising, executing and sharing code and data and visualising results. In particular, for the Department of Finance, the "RAPID" solution was designed and implemented, which makes data preparation tools available to various types of users in self-service BI mode and *Notebooks* for Data Scientists.

The Data Analytics Pipeline was defined, describing the standards, best practices and procedures adopted for the definition of a pipeline on the Data Lake platform in order to allow the standardised and regulated implementation of end-to-end processes on data, aimed at the production on Data Lake of prepared and consumable data (Data Product) for business analytical needs. These guidelines have been transposed and formalised for the clients Revenue Agency and Department of Finance.

On the same topic, market solutions such as Cloud Pak for Data, IBM's data and AI platform, and the Cloudera Data Platform (CDP) and Cloudera Data Platform Plus solution were studied and tested.

For the client State General Accounting Office, the *Data Lake* solution on CDP platform has been designed and is being released. It provides dashboards and reports for business users and *Notebooks* for Data Scientists. The Cloudera Data Platform Plus analytical platform was tested, conceived as an evolution of the current *Data Lake* environments as it is Cloud Native. A Technology Observatory was also set up to study Advanced Analytics solutions for power users.

In 2021, activities continued on machine learning and cognitive computing solutions.

In this context, ML services were developed for text classification applied to Document Management, for the classification of incoming e-mails in the certified mailbox of the Revenue Agency (ALICE). The ALICE solution is being adopted by the Treasury Department.

9.2.4.2 *Application architectures*

During the course of the year, the focus was on consolidating and expanding some experiences already started in the previous year to create a knowledge base, consisting of assets such as

libraries and archetypes, which made it possible to standardise the structure of applications and the automation of builds and releases from a CI/CD perspective.

New frameworks were introduced, both low-code (RedHat Fuse was used) to speed up the implementation of applications in the context of integration, and cloud-native (the Quarkus framework was used) to improve the efficiency of applications on microservice architectures to be run in containerised mode.

New patterns for microservice architectures have been introduced, needed to improve the resilience, availability and reliability of applications.

9.2.4.3 Data

The path taken in recent years in the area of data management and governance platforms has laid the foundations for the creation of a *Big Data* & AI Platform, consisting of all the necessary components capable of acquiring, processing, storing and displaying data for analysis purposes.

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The Data Analytics Pipeline was defined, describing the standards, best practices and procedures adopted for the definition of a pipeline on the Data Lake platform in order to allow the standardised and regulated implementation of end-to-end processes on data, aimed at the production on Data Lake of prepared and consumable data (Data Product) for business analytical needs. These guidelines have been transposed and formalised for the Revenue Agency and Department of Finance markets, while for the RGS market, as mentioned, the CDP and CDP Plus solution for setting up the Data Lake is currently being implemented.

9.2.5 IDENTITY & ACCESS MANAGEMENT AND CYBER SECURITY

9.2.5.1 Identity & Access Management

Identity and Access Management (IAM) in Sogei's IT it is the process of defining and managing the roles and access privileges of individual users to application services according to business needs, if the user is internal, and according to the conditions of agreement with the Administration, if the user is external.

By 2021, the new IAM platform, based on modern enabling technologies, had extended its scope of integration into new markets and achieved almost complete coverage in existing areas.

In the era of decentralised systems and the increasing use of cloud services, Sogei's IAM platform has been integrated with the providers' offerings, guaranteeing digital identity management with a 'zero trust' approach. The system, equipped with processes and procedures that comply with relevant legislation, allows markets to validate the identity of users with access permissions, in the growing flow of data and on a wide range of platforms and systems.

The new platform has made it possible to standardise and automate authentication processes in particular, reducing implementation costs and increasing security.

In this area, in 2021, we should highlight the introduction of *Multifactor Authentication* based on OTP verified by the platform itself, the extension to the professional SPID and the study for the adherence to the new Digital Delegation System introduced by the Istituto Poligrafico Zecca dello Stato (IPZS).

Another strength of this project is the unification in a single system of the infrastructure intended for the protection of internal services and that for the services used by the employees of the agencies. In this regard, the adoption of a single point of access for the Revenue Agency's applications, which acts as a centralised node for the implementation of security policies, has taken on great importance. In this way, it does not burden the applications and allows for a more rapid detection of any abuse.

Finally, it should be noted that the adoption of the centralised system of tracking data, based on Big Data technologies, has been further extended, and an Identity Governance solution has been acquired which, implemented gradually in the various perimeters, will allow better governance of the security policies and risks associated with the use of credentials for access to services.

9.2.5.2 Cybersecurity

The year 2021 was characterised by evidence of the continuous growth of the cyber threat, which heavily impacted public and private institutions in Italy as well as in all the most developed countries.

In order to respond effectively to this scenario, at the beginning of 2021 Sogei adopted a new organisation that will centralise in a single function responsible for managing and developing technical capabilities to protect its own and its customers' information and technology assets. Subsequently, during the first half of the year, an assessment of the maturity of the security management technology framework was carried out to check its strengths and areas for improvement. The assessment, implemented on the basis of the *National Cybersecurity Framework*, will form the basis of the strategy to refine prevention, detection & reaction capabilities against cyber attacks over the three-year period 2021-2023. Within the strategic plan, a key role was assigned to the adjustment of staffing levels, especially with regard to the ongoing supervision of security events and the management of post-incident phases. The new

technicians will be inducted during 2022 following an appropriate training phase. In the meantime, the strengthening of some key processes will rely on the support of external expertise from companies with proven experience in cybersecurity.

From the technological point of view, the main implementation and investment activities concerned the following issues:

- deployment on servers and clients of the new EDR (Endpoint Detection & Response) software, which can significantly increase both the ability to identify malware using artificial intelligence mechanisms, and the response by being able to manage the remediation phase in a centralised manner. The solution is integrated with the other elements of the platform by being able to send and consume IOCs (indicators of compromise);
- evolution of perimeter protection systems through the technological replacement of both firewalling components and intrusion detection systems;
- evolution of cloud-based protection systems both for services provided by Sogei directly in the cloud and for those widely used services released during the year;

evolution of the software development cycle (SDLC) through the use of automatic software and infrastructure vulnerability checking systems. In this context, the processes adopted within the company were also adapted through the use of *Security Champions*, i.e. the identification of reference points in the development groups with specific skills in 'secure' code development.

10. HUMAN CAPITAL

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

10.1 PEOPLE VALUE - POLICIES

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

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

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

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

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

10.1.1 **EMPLOYER BRANDING & RECRUITMENT.**

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

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

Below is the breakdown by profile:

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

Staff notices published as of December 31,2020

Type	no. positions	Profile	no. hires	In recruitment
Total	2		1	1

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

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

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

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

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

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

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

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

In 2021, a total of 306 people were hired.

Below is the breakdown by profile:

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

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

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

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

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

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

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

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

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

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

10.1.2 TRAINING AND SKILLS DEVELOPMENT

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

GRI 404-1
GRI 404-2
GRI 404-3
PVF-1
PVF-2
PVF-3
PVF-4

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

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

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

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

10.1.3 ONBOARDING: EXPERIENCE & TRAINING

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

10.1.4 EXPERIENCE SURVEY

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

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

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

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

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

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

10.1.5 DEVELOPMENT OF SOFT AND LEADERSHIP SKILLS

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

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

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

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

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

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

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

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

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

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

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

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

10.1.6 DIGITAL LEARNING: FOR A NEW LEARNING STRATEGY

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

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

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

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

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

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

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

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

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

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

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

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

10.1.8 TRAINING NUMBERS 2021

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

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

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

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

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

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

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

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

10.2 PEOPLE VALUE - THE DATA

10.2.1 SIZING AND GENERATIONAL VALUE

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

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

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

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

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

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

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

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

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

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

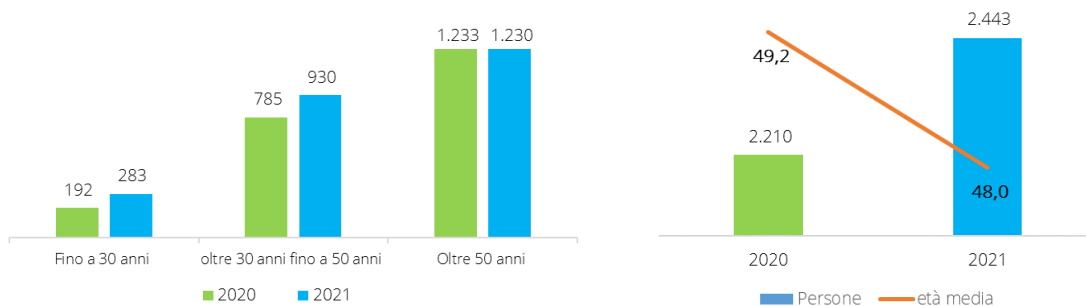
Generational Value - Data as at 31/12

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

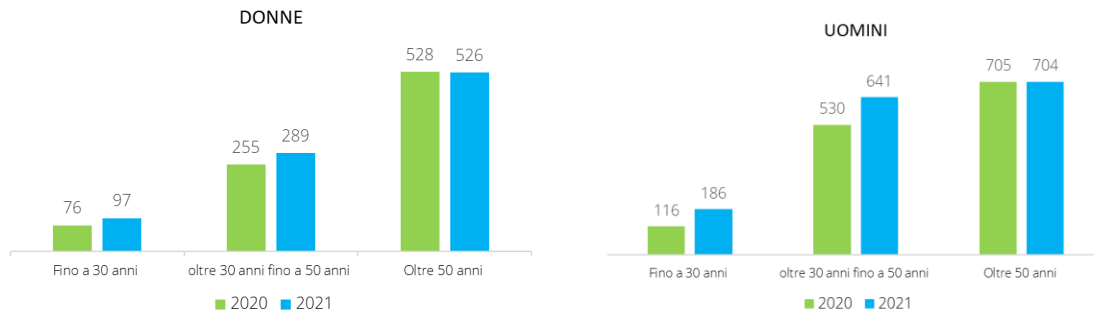
Terminations	2021			2020		
	Women	Men	Total	Women	Men	Total
Up to 29 years	4	6	10	3	8	11
From 30 to 50 years	2	6	8	2	5	7
Over 50 years	22	33	55	19	39	58
Total	28	45	73	24	52	76

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

Workforce evolution by age groups, average age



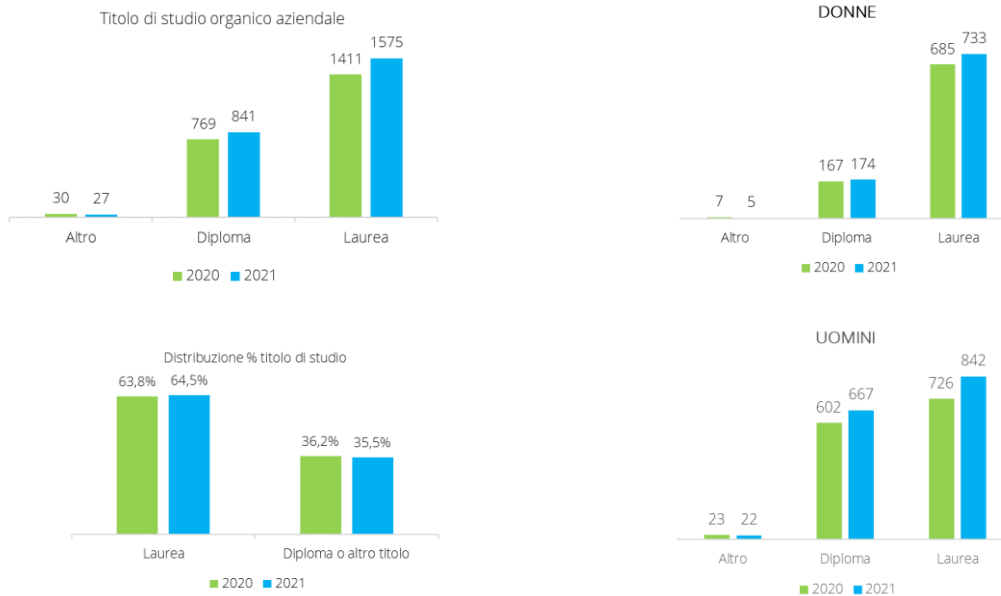
Workforce evolution by gender



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

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

% Distribution by educational qualification



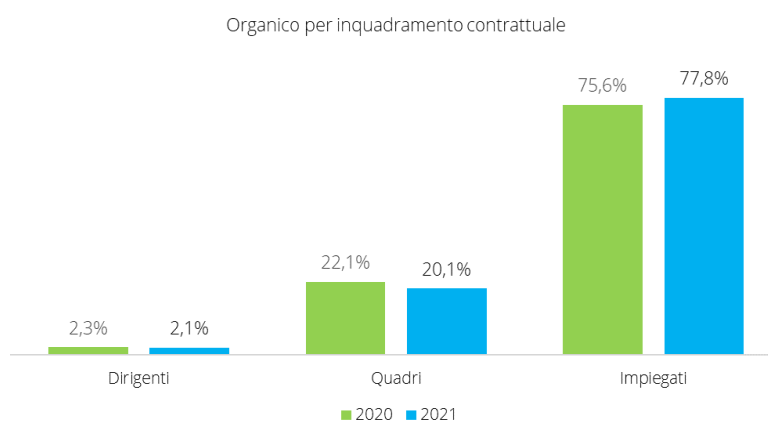
If we analyse the data relating to the distribution of the population by educational qualification, also in this case the effects of the Generational Value project are evident. In fact, while the overall workforce increased, there was a percentage increase in the 'university degree' cluster (64.5%) and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

Distribution by contractual classification and role

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

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

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



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

10.2.2 EQUAL OPPORTUNITIES AND WORK LIFE BALANCE

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

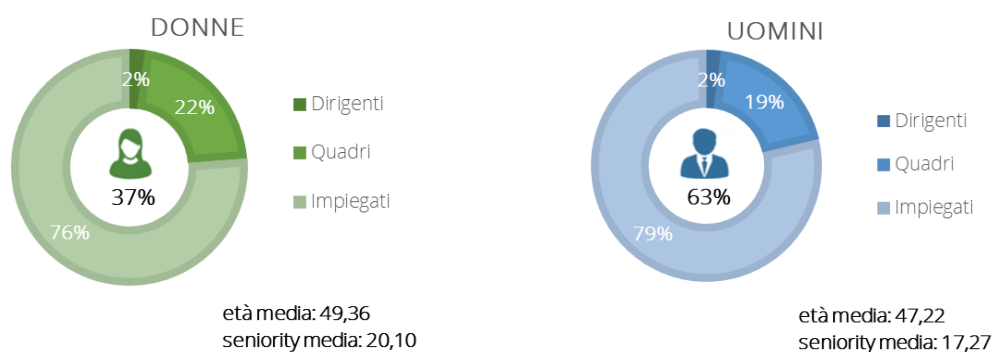
The Sogei personnel management policies are exercised in compliance with equal opportunities in all phases and for all aspects of the employment relationship, avoiding any form of discrimination that may derive from differences not only of sex and age but also of health status, nationality, political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

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

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

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

% Distribution by gender and by category



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

Manager	2021	2020
women	55	57
men	92	85

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

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

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

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

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

10.3 TOTAL REWARD

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

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

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

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

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

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

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

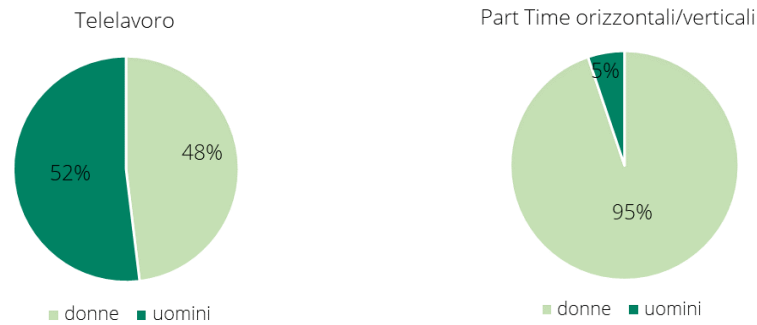
- for all non-managerial employees who converted the Performance Bonus into welfare (thus also benefiting from the tax concessions provided for by the law), the company allocated an incentive for flexible benefits equal to 12% of the converted amount;
- for all non-managerial employees, Sogei assigned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

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

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

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

% Remote working and part-time work distribution by gender



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

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

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

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

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

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

10.4 OCCUPATIONAL HEALTH AND SAFETY

10.4.1 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

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

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

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

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

10.4.2 HAZARD IDENTIFICATION, RISK ASSESSMENT AND ACCIDENT INVESTIGATION

GRI 403-2

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

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

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

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

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

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

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

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

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

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

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

10.4.3 HEALTH SURVEILLANCE

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

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

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

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

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

10.4.4 CONSULTATION OF WORKERS AND COMMUNICATION ON HEALTH AND SAFETY MATTERS

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

GRI 403-3

GRI 403-4

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

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

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

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

On the other hand, activities continued relating to:

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

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

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

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

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

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

10.4.5 WORK SAFETY TRAINING

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

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

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

10.4.6 HEALTH PROMOTION

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

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

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

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

10.4.7 ACCIDENTS AT WORK

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

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

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

10.5 LEGAL PROCEEDINGS

10.5.1 ALMAVIVA CONTACT S.P.A. WORKER COMPLAINTS

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

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

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

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

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

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

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

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

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

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

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

10.5.2 MANITALIDEA SPA

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

As of 31 December 2021, SOGEI received:

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

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

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

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

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

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

11. MANUFACTURED CAPITAL

Sogei has always operated within a broad and differentiated reference framework. The constant development of new technological and management solutions, addressed to the Public Administration, is part of a defined, structured and constantly evolving context, which allows it to provide its stakeholders with the highest guarantees from the point of view of regulatory compliance and the quality of services.

Customers are fundamental interlocutors with whom Sogei collaborates, not only to meet their specific needs, but also to foster growth within the Company, in a climate of trust based on transparency, continuous dialogue and cooperation.

The Company is committed every day to ensuring its customers the best execution of the entrusted tasks and focuses constantly on proposing increasingly advanced and innovative solutions, with a view to integration, efficiency and cost-effectiveness.

PROJECTS AND ACTIVITIES

Below is a summary of the main activities carried out in 2021 in relation to the different project areas. The new projects launched in 2021 and those that underwent significant updates or changes in the same period were reported. In any case, for further information on all the types of initiatives that fall within the various project areas, reference should be made to the institutional website.

11.1 PUBLIC FINANCE

Public Finance includes all those activities with which the State, Regions and local authorities obtain the necessary funds to support the expenses for the provision of services intended for the community, such as health, school, transport, pensions, and contributions, also including public debt management.

The systems that Sogei has created for the governance of Public Finance have the objective of supporting the monitoring of the financial effects of the measures envisaged in the budget and of the main measures adopted during the year, as well as aiding the activities of control and consolidation of public accounts.

11.1.1 RE-ENGINEERING OF SILEA - INFORMATION SYSTEM FOR THE CONTROL OF LEGITIMACY OF ACTS FOR THE COURT OF AUDITORS

The Information System for the Control of Legitimacy of Acts (SILeA) was set up in 2015 as an experimental initiative to fill an IT gap in one of the core institutional tasks of the Court of Auditors: controlling the legitimacy of acts.

SILeA, therefore, digitises the process of legitimacy control that the Court of Auditors carries out on the acts of the State Administrations and supports, in particular, the Control Section by allowing the entire processing of the acts both for communications with the controlled Administrations and with the Central Budget Office (UCB) and for back office activities.

After the experimental phase, a project to re-engineer the system was launched in 2021. By confirming the innovative drivers chosen - *Cloud first, Platform as a Service, Mobile first, Micro-services architecture, Utility* - the re-engineering of SILeA will enable significant advantages to be achieved:

- for users, for a better 'user experience' by guaranteeing consolidated workflows and a high level of flexibility thanks to functions that can be customised by the individual office and the individual user in terms of views and layout in relation to the roles performed and functions exercised;
- for the system, in terms of performance, evolutions, maintainability, efficiency and security levels.

In particular, the functionalities already tested by users will be improved: the timeline, the management of the Preliminary Phase, the management of the Opinions and Findings.

The system will also feature a new graphical interface that optimises the space available on users' desks and makes it easier to access information and areas of the system.

Finally, the micro-services architecture of the system will allow greater agility in incorporating organisational and regulatory developments and changes.

In summary, the re-engineering will pay particular attention to the rationalisation of processes and the simplification of operational activities, usability and IT security, in line with the AgID guidelines.

In perspective, due to the institutional relevance of the Court of Auditors' control function, the re-engineered SILeA aims to become the "guiding project" of its Control.

Client: Court of Auditors

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Security and Data Protection

11.1.2 REGIS

Law no. 178 of 30 December 2020 - Budget of the State for the financial year 2021 and multi-year budget for the three-year period 2021-2023 - gives the State General Accounting Office (RGS) the task of developing a special IT system with the aim of supporting the management, monitoring and reporting activities of the various components of the Next Generation EU.

In line with this requirement, the Ministry of Economy and Finance - State General Accounting Office -, on the basis of the experience developed in the implementation and management of national monitoring information systems, has designed the new 'ReGiS' system as a national backbone of management, monitoring, control and reporting information on initiatives financed under the NRP and other public investment programmes.

"ReGiS", developed with SAP technology, aims to ensure:

- a single access point for MEF RGS services related to the monitoring of the NRP and European and national programmes related to cohesion policy;
- a centralised repository of all the information and evidence supporting the control and audit processes;
- timeliness of the information and updates (*near-real-time*);
- interoperability with major national and EU systems and databases.

Functional modules and components allow the acquisition of data and documents, offering the different players involved in the management, implementation and control of the National Recovery and Resilience Plan and of the Public Investment Programmes related to the Cohesion Policy, a tool for the management and control of the physical, procedural and financial progress of the funded projects.

In this way, "ReGIS" ensures the constant and timely monitoring of the individual projects and Programmes as a whole. The system will also contain reporting and monitoring tools, available to the competent authorities.

The "ReGIS" system is already in operation and, in the course of 2022, it will be fully operational thanks to the implementation of specific evolutions aimed at integrating the functionalities foreseen in the various modules.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)
Material topics: Public administration transparency (data and administrative processes)

11.1.3 EVOLUTION CONTROL SYSTEM AND REPORTING TO THE COURT OF AUDITORS

In light of the changes in terms of digital transformation taking place at the State General Accounting Office concerning the implementation of a new management information system - InIt - aimed at automating in a single ERP-type integrated modular system the systems currently used by the central administrations for the management of public accounts, and at the Bank of Italy which has started the re-engineering of the procedures of the State Treasury (Re.Tes.), it is necessary to proceed with the digital transformation of the current State Finance systems of

the Court of Auditors, which are integrated with the systems of the State General Accounting Office and the Bank of Italy.

The systems involved are the management system (SICR) and the knowledge system (ConosCo). Digital transformation will focus, in particular, on issues of usability, interoperability, IT security and data quality, in line with the AgID guidelines. In addition, one of the main objectives is to provide Court of Auditor users with advanced investigative tools (e.g. Data exploration, Self service BI).

In order to have all the elements to identify digital transformation theories, given the complexity of the systems involved, a Study called "Priority Task" was launched with the aim of analysing the above mentioned Court of Auditors' systems and gathering evidence for the definition of a target solution for the new State Finance ecosystem and a roadmap for the start-up of the activities.

A project path was therefore identified to accompany the Court of Auditors, during the three-year period 2022-2024, in meeting its needs to support the performance of the institutional activities and improve operations based on the following principles:

- simplification of the processes through the standardisation and streamlining of activities;
- specialisation of systems by type of use in order to avoid duplication and redundancy of functions and data;
- rationalisation of the database;
- user experience and simplifying user operations;
- greater user autonomy in carrying out analyses linked to institutional activities for the creation of new reports;
- introduction of advanced analysis functionalities (e.g. Data exploration, Self-service BI) and Data Science (e.g., Self-service BI). AI, Data Mining, Machine Learning) to complement the Enterprise BI functionalities;
- flexibility in integrating data with structured and unstructured formats(Big Data) from internal, external and personal sources.

Client: Court of Auditors

Material topics: User & Customer eXperience, Public administration transparency (data and administrative processes)

11.1.4 GEDI - ITALIAN PUBLIC DEBT MANAGEMENT

GEDI is a complex and integrated IT system to support Directorate II of the DT for the management of Public Debt with reference to forecasting, planning and money market operations, management of Treasury liquidity, issuance, management of securities transactions and hedging, payment management, analysis and monitoring, evaluation of Government Bond Specialists, management and monitoring of local debt and management of communications.

The GEDI platform is powered in real-time, through the Kondor+ suite, with market and finance data from the Refinitiv InfoProvider, and is integrated with the Account Availability and Sicoge systems of the State General Accounting Office and with SAPE, the tool used by the Treasury Department for portfolio simulations and analysis.

In 2020, action was taken on the Gedi system to modify some of the functionalities present and to implement new ones also as a result of the pandemic situation in our country (e.g.. Emissions Plan, Liquidity Plan, evolution of the pricing model, MTS buyback operation, new 5-year duration BTP Italia, new type of BTP Futura security, new calculation model of BKI Commissions, etc.).

Client: Ministry of Economy and Finance - Treasury Department (DT)
Material topics: Digitisation and digital inclusion

11.1.5 STATE GUARANTEES AND INTEGRATED STATE BUDGET RISK MANAGEMENT (ERM)

The project is aimed at improving and enhancing the tools available to the Treasury Department, through the definition and implementation of governance, risk management and accounting management models, necessary to support policy makers in the management of State Guarantees, in particular following the pandemic outbreak.

The objectives of the project are different but can be traced back to a main objective of strengthening the administrative/accounting capacities of the State, in order to provide a centralised view of guarantee data and to keep under control the risk of guarantees being called and consequently the size of budget provisions and the need for financial coverage through recourse to the market.

These objectives will be achieved through:

- the development of an information system containing all the information relating to the State Guarantees, from the master and management components to the cognitive components of risk analysis and monitoring of the various funds. The system will be accessible to all interested Directorates and will support the Department's needs not only in operational but also in strategic terms. Structured access to information will also allow users to easily produce institutional reports dedicated to all stakeholders involved;

- the specialisation of the system in terms of business intelligence tools, which will allow the monitoring and analysis of the entire portfolio of guarantees, in terms of exposure, expected and unexpected loss, associated risks and related accounting impacts;
- the digitisation of the tools available to the Department for the entire life cycle of the guarantees, which leads to an increase in productivity, facilitates operational actions and meets the needs of control and monitoring of the individual tools, also offering the opportunity to expand the perimeter of the Treasury Department's operations to other funds not currently managed.

During 2021, the Treasury Department also launched, in collaboration with the Department of the State General Accounting Office, a project for the development of an integrated risk management system on the State Budget, which is methodologically framed in an Enterprise Risk Management (ERM) framework applied to the institutional context of the MEF, consistent with the best practices at national and international level.

The project starts from the systems already available to the Treasury Department for the management of financial, credit and market risks on Public Debt and State Guarantees and intends to broaden the perspective to non-financial risks, according to a logic that can be traced, for example, to the system of analytical methods developed by the International Monetary Fund for the analysis of the so-called "fiscal risk". A first module of the project is being developed in the area of catastrophic risks, with a focus on earthquake and flood risks.

Client: Ministry of Economy and Finance - Treasury Department (DT)

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

11.2 CADASTRAL SYSTEM AND STATE ASSETS

This includes management of the processes and of the database of the Land Registry, as well as the databases of Real Estate Advertising, represented by the Integrated Data Bank (BDI), which consists of a single centralised archive, containing all the data of Real Estate Advertising and of the land and buildings cadastral registry, and which has as its primary objective that of correctly identifying the holders of real rights on the buildings surveyed. The assets of the State and of the territorial public bodies (regions, provinces, metropolitan cities, municipalities) are characterised by the presence of two categories: state property (necessary and accessory), intended to meet the needs of the community, and assets, unavailable or available, whether or not they are intended for public purposes.

11.2.1 AVM - VIA MAESTRA APPLICATION

In line with the strategy of the Territorial Cohesion Agency, the School Building Task Force 3.0 project pursues the objective of providing support for the implementation of EU and national programming for the upgrading of school buildings through accompanying actions to the central and regional administrations in charge of the programmes and to the beneficiaries of the funding. The scope of activities concerns executive planning for the construction of new schools and for the renovation of existing schools in line with current legislation, including increasing their energy efficiency, as well as the reconstruction of schools damaged by the earthquake.

The project strengthens the structure that oversees the activities currently based in Area 1 of the Verification and Control Unit (NUVEC) of the Territorial Cohesion Agency, and in the territories, guaranteeing also the technical-administrative support to the General Directorate for school building interventions, for the management of the structural funds for education and for digital innovation (DGEFID) of the Ministry of Education.

In detail, the action of the School Building Task Force (TFES) 3.0 is aimed at:

- operatively overseeing interventions financed by national and EC funds on a regional basis, detect any criticalities and contribute to overcoming them;
- assisting the implementing bodies, from the allocation of funding to the completion of the works, ensuring constant support in the territories concerned, and facilitating interaction between all the institutional players involved;
- providing specialised technical support to local authorities requesting assistance for accessing the funding assignment procedures and carrying out the works;
- assisting and supporting the Ministry of Education (DGEFID) in the managing and monitoring of the interventions and in accelerating expenditure.

To support the work of the local experts, a web-based service called AVM (Applicativo Via Maestra) has been set up, in which it is possible to record the information gathered during the inspections by filling in report cards. This is a technical application that allows users to access the reserved area in order to use the relevant functionalities that depend on the type of profile assigned to the user: national manager, regional contact person and expert.

The AVM was also designed in such a way as to highlight in colour, in the margins of the georeferenced map of assisted interventions, the situation in which the intervention for which the individual expert and his regional contact person is responsible is located, so as to alert the latter to situations requiring more intense and more assiduous accompaniment. Different risk classes, with increasing severity, are assigned depending on the type of criticality encountered and the expected time required to overcome them. Each georeferenced intervention is

associated with the ARES (Anagrafe Regionale Edilizia Scolastica) code of the building to which it refers and the CUP code identifying the project. These fields make the AVM application a system potentially capable of dialoguing with other databases and therefore of guaranteeing cooperation with other institutional subjects operating in various capacities on the subject of school buildings, with the aim of realising data flows and sharing of services.

Client: Territorial Cohesion Agency
Material topics: Digitisation and digital inclusion

11.2.2 UPDATE - SOLUTION FOR BIM MANAGEMENT OF STATE ASSETS

The State Property Agency is involved in sustainable urban regeneration for social purposes (such as university buildings, residences, buildings for research infrastructures, social housing, etc.), the redevelopment of buildings for justice and modern logistics for state administrations, energy efficiency and seismic risk prevention.

To support this new strong institutional mandate, the Agency has implemented BIM, *Building Information Modelling*, as an enabling methodology for the full digitisation of the building life cycle.

Sogei has created for the State Property Agency the *upDate* platform, which uses the BIM methodology to share data with sector operators involved in the digitisation of the State's real estate assets. The *upDate* platform is continually evolving, and will also cover the operational phases of construction work in the course of 2022, with the updating of the property's digital twin information. The experience of the State Property Agency could be made available to other PAs with the implementation of a SaaS service for the BIM management of buildings.

Client: State Property Agency
Material topics: Digitisation and digital inclusion

11.2.1 SIT (INTEGRATED TERRITORY SYSTEM)

The project stems from the need to centralise the cadastral information system now distributed on 101 independent provincial systems in which census information, land and buildings, and cartographic information are stored on separate and non-integrated databases.

The SIT is a unified system retaining cadastral cartography and the entire national real estate portfolio, consisting of approximately 85 million parcels and 75 million urban real estate units.

The integration of cartographic and census information, allowing the correct localisation of each property on the territory, favours dialogue with the user in advanced mode and exploits the potential of the search through geographical navigation extended to the whole national territory and made possible by the use in the system of a web GIS (google-like).

From an architectural point of view it is a performing and scalable platform that is used to respond to increasing volumes of requests for services diversified by users and delivery channels (mobile, rich-client, etc.) and allows high performance of the system also in the navigation of the various cartographic layers. Thanks to the adoption of a mixed technology, raster-vector and cache management of the most navigated geographic data, it can be used to integrate other databases, relating them with census data through spatial relationships, thus being able to offer services to other bodies of the PA, as in the case of the Civil Protection for the management of calamitous events and for the geolocation of public assets.

The project, launched in 2015 with the aim of creating a single national database, had an initial phase in which the SIT system worked alongside the offices' information system as an additional tool to the traditional systems. At the same time, the migration process of the entire information system of the territory to the new platform was started, and it ended in 2019 with the remaking of all the redesigned applications both in the interface and in the access to the data.

In 2020, in order to allow an adequate period of training and instruction, preparatory to the commissioning of the SIT, a parallel system was set up with the availability of all the migrated applications and a national database, which allowed 8 selected offices to perform an intense testing activity.

In 2021, 56 offices migrated to the new system. Migration operations are expected to be completed by March 2022.

Client: Revenue Agency (AE)

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

11.3 DIGITAL JUSTICE

Information technology applied to law and digital justice represents a crucial node, not only for the lives of citizens, but also for the economy and development of the country. Judicial IT responds to a variety of needs, differentiated according to the audience of the subjects involved: management regarding the phases of the procedure, documentary and certification for the provision of useful information to operators, administrative for everything related to the functioning of the judicial and decision-making machine relative to the consultation of specialist databases.

11.3.1 ACCOUNTING JUSTICE

The Accounting Justice System is the set of GiuDiCo, SIRECO and SoG applications aimed at the complete dematerialisation of the judgements made in the jurisdictional sections of the Court of Auditors, implemented in accordance with the Accounting Justice Code (Legislative Decree of 26 August 2016, no. 174 as amended).

Built entirely in the cloud, in accordance with the provisions of the Three-Year Plan for PA IT, as a Platform as a Service (PaaS), one of the strengths of this System is the possibility of accessing it from any Internet location. For the administrative staff of the Court of Auditors (726 active users) and magistrates (288 active users), access is via accreditation to the CoC Domain; this has enabled the CoC Jurisdiction to work seamlessly even during the current pandemic period. In the course of 2021, the Accounting Justice System expanded its user base by opening up some of its online services, after SPID authentication, not only to the State's lawyers but also to the parties involved in the trial and/or their legal representatives (2,883 active users).

Thanks to the Accounting Justice System, the Court of Auditors has been able to:

- issue Technical Rules for the conduct of hearings, council chambers and meetings by videoconference, as well as hearings, by remote connection, of the public prosecutor;
- suspending the obligation to file original, paper-based procedural documents with the clerk's office, which will be filed electronically from 2021.

During 2021, 2,737 hearings were handled through the system, almost all of them conducted by videoconference.

The Accounting Justice System also supports the management of the judicial accounts referred to in Article 137 of the Accounting Justice Code. In 2021, in addition to the telematic filing of active proceedings in the Court of Auditors, 97,815 judicial accounts were filed electronically, while 60,027 were settled, of which 6,699 were approved, 2,543 were settled in court and 55,785 were extinguished.

The development of the Judicial Knowledge System has made available more detailed and significant information, which is used annually to prepare material for the reports presented at the opening of the judicial year. Similarly, the system is used by the Presidents of the Regional Sections and the Attorneys General when making public speeches at local level.

Client: Court of Auditors

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Development of ICT systems/services to combat illegality

11.3.2 PUBLIC SALES PORTAL

The Ministry of Justice has made available the Public Sales Portal in which all the notices of sale relating to executive and insolvency proceedings as well as to other proceedings for which publication is required by law are published.

The Portal is a highly innovative technological tool, capable of ensuring transparency and greater efficiency in sales mechanisms by overcoming the localism and slowness of individual procedures. The advantages of the application are directed to the subjects authorised to make the sales or to the referents of the procedure (delegated professional, receiver, court liquidator, etc.) through the availability of specific functionalities for the publication of the advertisements and the processing of the offers received from the citizens and their addressing to the sale managers, guaranteeing the transparency and security of the transaction and ensuring the legality of the public auctions.

The total number of electronic auctions managed in 2021 was 151,735; in the same period 267,891 advertisements were published.

Client: Ministry of Justice

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

11.3.3 EQUITALIA GIUSTIZIA JU.M.BO INFORMATION SYSTEM

The Ju.M.Bo. information system of Equitalia Giustizia was created to support the execution of the processes necessary for Equitalia Giustizia to manage the Single Justice Fund. It was then expanded with the automation of Credit Recovery.

The main business processes for the management of the Single Justice Fund and Credit Recovery relate to the acquisition of financial measures/"resources" and the management of

the "administered" resources, payments and reporting, financial resources, phases of the unified contribution and finally of the phases for the registration in the role of credit items.

During 2021, in addition to the usual evolutions of the information system supporting business activities, as part of the re-engineering and adaptation to the new technological standards of applications residing on various technological infrastructures, all existing applications (applications of the Ju.M.Bo., Treasury, Credit Recovery areas) were integrated into a new desk. With the aim of facilitating the payments of certain taxes linked to debt collection, the integration of the national portal for payments to the Public Administration has been completed and will become operational in the coming months. A web app accessible in SSO(Single Sign On) from users' workstations was also created, linked to the services offered by IAM(Identity & Access Management) to retrieve user profiling information, showing links to authorised applications only. The introduction of new technological standards laid the foundations for the planned extension of the information system to civil and bankruptcy proceedings.

Finally, a new infrastructure supporting internal activities was set up, the first implementation of which concerned the management of support tickets opened by internal users.

Client: Equitalia Giustizia (EG)

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Security and Data Protection

11.3.4 CARTESIO

Equitalia Giustizia manages, on the basis of a specific agreement with the Ministry of Justice, the quantification of debtor data and the quantification of receivables in the field of legal expenses.

- Thanks to the Cartesio solution, implemented in 2019, it has been possible to automate the extraction of the information contained in the paper documents (in pdf format) of the "Notes of transmission of the unified contribution" proposing them, in a specific "web app", to the Equitalia Giustizia operator who only has to validate them. This allows an increase in productivity in the processing phases, with considerable advantages in terms of accuracy of the data, time reduction and increase in the quality of work.

In 2021, Cartesio was enhanced with an additional tool that allows direct access to the analysed page so that the extraction results can be integrated/corrected by highlighting areas of the pdf and activating an automatic information extraction mechanism.

Client: Equitalia Giustizia (EG)

Material topics: Digitisation and digital inclusion

11.3.5 STATE ADVOCACY 2020

The ADS 2020 Project has set up a platform of native cloud application services, enhanced with the help of Artificial Intelligence, to support the activities carried out by the State Advocacy for legal advice and defence of the Public Administrations it advises.

The activity required the re-engineering of the information system from a cloud first perspective with microservices architecture and the implementation, according to the latest technologies and security and privacy policies, of the website, Intranet, Extranet and tender portal. It was also necessary to operate with a view to simplifying IT interviews with the Administrations and with the judicial offices involved in the electronic processes with the aim of increasing the quality of data and improving access to information.

During 2021, the project entered its final testing phase, which will end in the first quarter of 2022 with the migration of data from the previous State Advocacy application system.

Client: State Advocacy
Material topics: Digitisation and digital inclusion

11.3.6 INTEGRATED LITIGATION MANAGEMENT SYSTEM

The purpose of the service is to manage and monitor the Customs and Monopolies Agency's legal practices and fulfilments in the civil, criminal, tax and administrative fields.

In particular, the Integrated Litigation Management System (SIGC) application provides the following functionalities:

- workflow management of central and territorial litigation;
- governance of deadlines and case-related events;
- control of legal costs;
- reporting.

SIGC is based on the concepts of 'case', 'cause', 'file'. These are three containers of information, one inside the other. The "case" is equivalent to the legal concept of "trial", the "cause" is essentially equivalent to the legal concept of "trial level" and the "file" is equivalent to the legal concept of "trial level phase".

The life cycle of cases, causes and files is managed by SIGC through the assignment of a "status" that changes according to circumstances.

In 2021, three SW releases were made: the first, in July 2021, concerned the release of functionalities relating to the management of civil litigation; the second, in October 2021,

concerned those relating to criminal, tax and administrative matters; and the third, in December 2021, concerned reporting and final balance functions.

Two different training courses were also provided in 2021, one on the subject of "Litigation Administration and Configuration" consisting of a single 1-day edition (on 22 October 2021), dedicated to Master users who will be in charge of managing the system's administration functionalities and the other on "Litigation Management and Monitoring" aimed at "Key Users" with the task of training the remaining users of the system.

By the year 2022, a number of enhancements to the application are planned with a view to integrating new functionalities (e.g. protocols, automatic calculation of deadlines, integration with the Telematic Civil Process, etc.).

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

11.4 PUBLIC ACCOUNTING AND STATE BUDGET

The object of public accounting includes all those activities that fall within the sector of extended public finance, that is, the work of all those who collect and manage public resources; in addition to summary documents such as the Financial Statements and the financial and patrimonial management of state assets, it also includes checks - administrative and judicial - on the correct use of public resources.

11.4.1 OPENBDAP PORTAL

OpenBDAP is the portal of the State General Accounting Office which makes public finance data available in the Public Administration Database (BDAP) in a clear, transparent and accessible way.

The OpenBDAP Project is part of a wide-ranging initiative of the State General Accounting Office, aimed at developing and updating, around its information systems, an ecosystem of means of using data and information that has access channels, articulated and well-harmonised presentation and processing methods, in which the different categories of users can find the most suitable tools to satisfy their information needs.

The OpenBDAP portal constitutes a single point of access to accounting and public finance data, available to all types of users: from citizens who want to know or learn more about the facts and dynamics of public finance that animate the public debate on a qualified source, to sector

specialists interested in the availability of certified analytical data to work on specific elaborations.

During 2021 the contents of the Portal were expanded to include:

- the introduction of a new thematic area dedicated to the Civil Service, through which it is possible to consult data in different ways (civil servants' salaries, educational qualifications, distribution among sectors, recruitment and turnover) and make comparisons with other EU countries. The main source of data is the 'Annual Account', the survey on the size and costs of the public administration workforce, carried out by the Ministry of Economy and Finance;
- the publication of two new issues of the series 'I Quaderni della OpenBDAP':
 - annual monitoring of gross fixed capital formation in the public sector;
 - indicators of payment times for commercial transactions by public administrations.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)

Material topics: Public administration transparency (data and administrative processes)

11.4.2 MANAGEMENT OF FINANCING LINES

The Financing Line Management Project (GLF) is one of the initiatives implemented by the State General Accounting Office to simplify the administrative procedures of the Public Administration with a view to boosting public investment.

The solution, integrated into the Public Works Monitoring system (BDAP - Database of the Public Administrations) pursuant to Legislative Decree no. 229/2011, was created with the aim of:

- rapidly transforming the resources allocated to public bodies and administrations, starting with local authorities, into necessary and strategic interventions for the community, supporting and simplifying the process of their allocation, disbursement, monitoring and control;
- enriching the available information on public investments and on the needs expressed by the territory, in order to guarantee a precise ex-post evaluation of the effectiveness of the funding lines and to support policy choices on strategic lines and/or new investment policies in the medium-long term.

During 2021, the GLF IT platform supported the implementation of the Ministerial Decree of 2 April 2021 (Ministry of the Interior) in the management of the process for access, by

Municipalities with more than 15 thousand inhabitants, Provincial capitals and Metropolitan Cities, to the financing of investments in urban regeneration projects:

- maintenance for the reuse and re-functionalisation of public areas and existing public building structures for purposes of public interest, including the demolition of unauthorised works carried out by private individuals in the absence or total non-conformity with the building permit and the rehabilitation of the relevant areas;
- improvement of the quality of urban decorum and of the social and environmental fabric, including through the renovation of public buildings, with particular reference to the development of social and cultural, educational and didactic services, or the promotion of cultural and sporting activities;
- Sustainable mobility

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)
Material topics: Public administration transparency (data and administrative processes)

11.4.3 PA ERP

The Init Project, aimed at the creation of the new integrated management system to support the accounting processes of the Public Administration, started operating on 15 April 2021 with a first group of functionalities aimed at the management of economic and financial accounting. The second set of functionalities, relating to financial accounting and the management of movable, immovable and consumable assets, was developed in 2021.

The aim is to create a single IT system for the PA, based on the most modern and advanced technologies, which overcomes the current fragmentation and heterogeneity of management systems and is integrated with advanced analysis and business intelligence tools, in order to meet the user's operations and needs as much as possible and at the same time to ensure the timely collection of quality data for the monitoring and control of public finance.

Client: Ministry of Economy and Finance (MEF)
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience

11.4.4 CENTRALE PARERI - OPINION CENTRE

The Court of Auditors, in addition to its control functions for the proper management of public expenditure and its judicial functions in matters of public accounting, carries out a third activity of constitutional importance: that of providing advice.

This function is carried out by the Court of Auditors through the intermediary of the Council of Local Self-Governments and is aimed at providing the local self-government system with uniform interpretative guidelines in the application of the current rules on accounting and public finance.

The pilot project called "Centrale Pareri" was launched in September 2021 to respond to the need of the Autonomies Section of the Court of Auditors to have a platform to support administrative users and magistrates in the management of opinions, from the stage of receipt of the request to the deliberation.

The Opinion Centre adopts innovative drivers - *Cloud first, Platform as a Service, Mobile first, Micro-service architecture, Utility* - and consists of two parts:

- (1) the Portal, open to external users, containing the functionalities for sending requests for opinions and consultation of the status of the proceedings relating to the requests for opinions sent;
- (2) the actual Application for internal users, which allows the entire handling of the procedure concerning requests for opinions and Matters of General Interest.

The Opinion Centre will serve a dual purpose:

- allow the sharing of the investigations carried out by the different regional control sections;
- avoid divergent rulings on the same issues.

The Opinion Centre, compliant with AgID guidelines, will pay particular attention to streamlining processes and simplifying operational activities, usability and IT security.

At the end of the pilot phase (February 2022), the Opinion Centre will be extended to all Regional Control Sections with additional operational and statistical functionalities.

Client: Court of Auditors

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes)

11.5 NATIONAL APPLICATION PLATFORMS

The enabling platforms are solutions that offer fundamental, cross-cutting and reusable functions in individual projects, standardising the delivery methods. These relieve administrations from the need to purchase or implement functionalities that are common to multiple software systems, simplifying the design, reducing the time and costs of creating new services and ensuring greater IT security. Some examples are identification, invoicing and payment services for citizens and businesses. Other platforms are primarily aimed at the PA, but are equally enabling, such as the National Resident Population Registry (ANPR). In this way it will be easier for administrations to offer citizens and businesses a simpler, more uniform way of interacting and collaborating.

Some platforms are already operational but are not yet in use by all administrations while others are in the construction or planning phase, such as SIOPE+, NoiPA, National Administrative Procedures Management System and Storage Centres.

Intangible infrastructures represent one of the areas of intervention contained in the Three-Year Plan for IT in the Public Administration for the three-year period 2020-2022. By participating in the country's digital growth strategy, Sogei continues to develop national application platforms on which digital services for citizens and businesses are based.

11.5.1 NoiPA

As is known, the NoiPA system represents the application component for the legal, economic and attendance management of central and local PA personnel, in relation to the specificities of the various sectors dealt with.

The NoiPA project is aimed at all public administrations in accordance with the provisions of the Ministerial Decree of 6 July 2012 "for the revision of public spending with invariance of services to citizens". The project was, in fact, set up with the aim of rationalising public spending by supporting the Public Administrations in the streamlining and optimisation of personnel management processes. Another expected benefit is the guarantee of a homogeneous application for the PA, in terms of both timing and application methods, of the regulations issued on personnel management.

Today, about a hundred administrations have signed up to the NoiPA services, all of which use the payroll processing functions, including the tax and social security obligations underlying personnel management (social security declarations, tax models and flows), and only a small proportion of attendance processes.

In numerical terms, the NoiPA system counts around 2 million personnel and produces, annually, approximately 26 million payslips.

In the course of 2021, the NoiPA platform was among those identified to support Public Administrations in the activities of daily and automated control on the possession of the Covid-19 Green Certificate and, later, in those of timely control on compliance with the vaccination obligation, through asynchronous dialogue with the National Digital Green Certificate Platform (PN-DGC).

In particular, on the basis of the Prime Ministerial Decree of 17 June 2021 (and subsequent amendments), the Green Pass Verification (October '21) and Vaccination Obligation Verification (December '21) functions were made available to the bodies managed through the NoiPA portal in a very short time, enabling authorised operators to check this fundamental information to protect personnel and contain the spread of the virus in the workplace.

Also during 2021, experimentation with the use of the 'virtual badge ' via the NoiPA app was launched. The initiative has been activated for the staff of some offices of the central offices of the MEF in which readers have been enabled to talk to smartphones via NFC TAG, but has the potential to be proposed, in the long run, to all institutions managed by NoiPA with obvious advantages in terms of costs and reduced environmental impact (potential elimination of physical badges) and security (using biometric identification already present and managed in smartphones).

Client: MEF - Department of General Administration, Personnel and Services (DAG)
Material topics: Digitisation and Digital inclusion), Public administration transparency (data and administrative processes), Security and Data Protection

11.5.2 **IMMUNI**

Immuni is the national contact tracing platform managed on behalf of the Extraordinary Commissioner for the implementation and coordination of the measures designed to contain and combat the Covid-19 epidemiological emergency.

On 16 May 2020, the Agreement for the management of the "Immuni" National Digital Contact Tracing System was signed between Sogei, the Extraordinary Commissioner, the Department for digital transformation of the Presidency of the Council of Ministers and the Ministry of Health.

Under this Agreement, Sogei undertook, pro bono, to make available, configure, manage, monitor, conduct and maintain secure the website of the "Immuni" exposure notification application.

The main steps of the Immuni initiative were: release in the stores on 1/06/2020, the start of the experimental phase in 4 pilot regions (Abruzzo, Liguria, Marche, Apulia) on 08/06/2020, the extension nationwide on 15/06/2020.

The activities concerned in particular taking charge of the various versions of the app (IOS Android and Huawei) selected by the Ministry and the support for back-ends and European interoperability.

In fact, since 19 October, the solution involved cooperating with the other European contact tracing apps, based on the GAEN framework, through the European gateway, the so-called EFGS.

The Immuni app has a double value: it serves as a contact tracing tool and a tool for aiding the epidemiological investigation for the Ministry of Health.

Immuni was a strong innovation from a methodological point of view, in terms of dissemination and experimentation involving new sharing and collaboration methodologies, open source code and platforms made available by Sogei for communication between stakeholders, from a technological point of view, such as the choice for the app of the decentralised model that follows the DP-3T (privacy preserving) protocol.

The Prime Ministerial Decree of 17 June 2021 identified the Immuni app as the national wallet app for the digital green certificate, constituting a founding element of the multichannel system for the recovery of the so-called Green Pass by citizens. Compared to other retrieval channels, as it does not require authentication for privacy reasons, the Immuni app can host the Green Passes of an entire household. It can also be used off-line, i.e. in conditions of limited or no connectivity.

This new functionality of the app has also benefited the digital contact tracing system, so it has also benefited the control of epidemiological spread and the detection of dangerous clusters.

Client: Presidency of the Council of Ministers (Pdc) - Ministry of Health (MdS)
Material topics: Digitisation and Digital Inclusion), Security and Data Protection

11.5.3 PAGOPA INTEGRATION

PagoPA is an efficient and innovative electronic payment management system which uses a platform to connect citizens, Public Administration and payment service providers (PSP), so that payments can be made to the Public Administration safely and easily. The project makes use of the "Sogei pagoPA Platform" created by Sogei, in its capacity as a "Certified pagoPA Technological Partner".

In the course of 2021, activities were carried out to integrate with the above-mentioned platform the additional service of Activation and renewal of utilities for Topping up the balance pertaining to the Land Registry and Real Estate Advertising area, operational in the authenticated area. In addition, in the area of Accounts Receivable towards the Revenue Agency, the Pago Sigma service has been integrated to allow Revenue Agency customers to pay via the pagoPA platform receivable documents issued in the Sigma management system. A series of functionalities for consulting payment transactions made through pagoPA have been implemented within the P.ris.m.a. portal. - Portal Riscossioni Monitoraggi e Applicazioni - of the Revenue Agency, aimed at monitoring, by the Directorate Offices within the context of the Unified Payment, the new payment method. Below is a table summarising the payments made in 2021, highlighting those with positive or negative Telematic Receipts (RT).

AE service integrated with the platform	Payment Status	Number of payments	Amount
Sister - Top up balance	transaction not completed by the user	95,214	27,379,932.13
	concluded with positive RT	895,564	254,222,186.57
	concluded with negative RT	546,694	126,398,433.20
	Total service	1,537,472	408,000,551.90
Sister - Activation and renewal of utilities	transaction not completed by the user	6,899	6,975,930.00
	concluded with positive RT	80,104	1,315,980.00
	concluded with negative RT	58,896	3,985,170.00
	Total service	145,899	12,277,080.00
Mortgage inspections	transaction not completed by the user	2,775	27,779.23
	concluded with positive RT	37,177	365,666.40
	concluded with negative RT	10,660	103,690.52
	Total service	50,612	497,136.15
Mortgage inquiries for Citizen	transaction not completed by the user	103,415	189,903.45
	concluded with positive RT	313,799	640,174.05
	concluded with negative RT	119,359	227,693.70
	Total service	536,573	1,057,771.20
Accounts Receivable - Pago Sigma	transaction not completed by the user	14	75,770.19
	concluded with positive RT	33	24,878.70
	concluded with negative RT	196	771,206.94
	Total service	243	871,855.83
	Total payments with positive RT	1,326,677	256,568,885.72
Total	Total	2,270,799	422,704,395.08

Starting from the second half of 2021, as planned in the next phase of the project, studies were launched for the next integrations in the service of multi-beneficiary payments and of the so-

Client: Revenue Agency (AE)
Material topics: Digitisation and digital inclusion

called model 3 - payment via pagoPA platform of the amounts due in relation to payment notices.

11.5.4 ANPR: NATIONAL REGISTER OF THE RESIDENT POPULATION

The National Register of the Resident Population (ANPR), established at the Ministry of the Interior, is progressively replacing the registers of the 7,903 Italian Municipalities, becoming the single point of reference for the Public Administration, investee companies and public service managers.

ANPR is not just a database but an integrated system that allows municipalities to perform personal data services, to consult or extract data, to monitor activities and to carry out statistics.

The ANPR is used to:

- avoid duplication of communication with the Public Administrations;
- guarantee greater certainty and quality of the personal data;
- simplify the operations of change of residence, emigration, immigration, census, and much more besides.

Through ANPR, administrations can communicate efficiently with each other by having a single and certain source for citizens' data.

The participants in the project are: the Ministry of the Interior, AgID, Istat, the National Association of Italian Municipalities (Anci) representing the Municipalities, Interregional Centre for Information, Geographic and Statistical Systems (Cisis) for the Regions, Sogei as technological partner.

The following are involved in the project: the trade associations of ICT providers of demographic services, the National Association of Civil Status and Registry Officers (Anusca), the PAs most interested in using the data contained in ANPR such as the Revenue Agency, the Ministry of Foreign Affairs and International Cooperation, INPS, INAIL and the Civil Motorisation.

During 2021, a series of actions were launched to facilitate the completion of the inclusion of all the municipalities into ANPR. These actions, carried out in collaboration with the Department of Digital Transformation, concerned the organisation of specific meetings with software houses aimed at identifying any criticalities for the inclusion of some municipalities and sharing an inclusion plan and/or specific support initiatives for certain municipalities that encountered problems in resolving anomalies. At the end of 2020, 7,902 Municipalities with a population of over 67 million citizens entered the ANPR. Only 1 municipality has still to be included and the operation will be concluded by 31 January 2022.

The availability of ANPR, as a single register of the personal data of residents in Italy and of Italian citizens living abroad, has made it possible to implement several services for citizens in the course of 2021. In addition to the service for consulting one's own personal data, the 'Request for data correction' service and the service for requesting a personal data certificate have been added. These services can be accessed through the portal www.anpr.interno.it using the Electronic Identity Card or the National Services Card or the Public Digital Identity Service.

As of July 2021, the platform called 'Usage Agreements' is available to some public administrations, allowing public administrations and public service providers to access ANPR according to the technical specifications that have been made available. The new platform, designed with the collaboration of AGID and the departmental structure, aims to proceduralise and simplify the methods of access to the ANPR in relation to the provisions of art. 50 of Legislative Decree no. 82/2005, in accordance with the security rules established by Prime Ministerial Decree 194/2014 and taking into account the new user guidelines currently being published and the assessment of the Italian Data Protection Authority.

As the project progresses, it is also necessary to remember the objectives that still have to be achieved for optimisation of the functions connected to a single national registry database. In particular, the developments that constitute a goal for 2022 are:

- the assignment of a unique identifier to all Citizens in ANPR;
- ensuring interoperability between databases and access methods to other Public Administrations and public service managers;
- making available to citizens a series of services that will allow them to request certificates and make the request for change of residence online.

Client: Ministry of the Interior

Material topics: Digitisation and Digital Inclusion), User & Customer eXperience, Public administration transparency (data and administrative processes), Security and Data Protection

11.5.5 NATIONAL CIVIL STATUS ARCHIVE

The civil status is the collection of the individual juridical positions belonging to the person in the family, in the state and in the juridical community. Civil status records respond to the need to publicly document facts influencing the status of persons such as birth, marriage, civil union, death and citizenship.

These records are collected in dedicated paper-based registers, in which the declarations made to the officer are registered, as well as the transcription of the deeds transmitted by other public officials and the annotation of records subsequent to the first registration. These registers are kept in each municipality.

The purpose of the National Civil Status Archive (ANSC) is to centralise the civil status registers in a single national database available to all the municipalities and all competence bodies (consulates, courts, hospital districts, etc.) in a system fully integrated with the current ANPR system

with the aim of dematerialising documents and centralising information in order to streamline bureaucratic processes for the direct benefit of civil registrars and to ensure an immediate and error-free flow of information for the direct benefit of citizens.

During 2021, additional events such as citizenship, marriage and death were analysed. The digitisation of the civil status will bring benefits not only to civil and registry officers but above all to citizens.

Client: Ministry of the Interior

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes)

11.5.6 NATIONAL PLATFORM FOR THE DIGITAL GREEN CERTIFICATE

As of 17 June 2021, the National Platform for the Digital Green Certificate (Green Pass) is operational. The Platform is responsible for generating, managing and making available the Digital Green Certificate, and for verifying it in the cases provided for by the regulations. The platform also takes care of receiving the data from which the Green Pass originates: vaccinations, antigen and molecular swab data, certificates of recovery.

The developments for 2022, some of which have already been implemented and others that are planned, will be:

- revocations of the Green Pass following a positive test;
- digital certificates of vaccine exemption;
- new verification methods for the VerificaC19 app (for school, for work, for visits to healthcare facilities, for entry into Italy);
- verification of compulsory vaccination for those over 50 and support in sanctioning activities in case of non-compliance.

Client: MEF - State General Accounting Office (RGS)

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes), Security and Data Protection

11.6 TAXATION

As part of the Tax Information System (SIF), Sogei supports the management and control of State revenues. In order to respond to the innovation needs of the Financial Administration, and in line with the indications provided by the regulatory context, the Company is constantly committed to ensuring the evolution of the system through the creation of new solutions and services, which allow the acceleration of fulfilments, the simplification of relations with taxpayers and of the relations that are of help for the fight against tax evasion.

11.6.1 NON-REPAYABLE CONTRIBUTIONS (RELAUNCH DECREE AND RISTORI AND HISTORIC CENTRES DECREES)

Following the Covid -19 emergency, the Government adopted the following measures to support work and the economy:

- Non-repayable grant (Law Decree No 34 of 19 May 2020);
- " Ristori" Decree (Italian Law Decree no. 137 of 28 October 2020);
- "Ristori bis" Decree (Italian Law Decree no. 149 of 9 November 2020);
- Christmas Decree (Italian Law Decree No. 172/2020).
- Historical centres (includes religious sanctuaries) (Article 59 Law Decree no. 104 of 2020);
- Mountain municipalities (Article 60 paragraph 7-sexies Law Decree no. 104 of 2020);
- Sostegni 1 Decree (Article 1 Law Decree No. 41 of 2021);
- Sostegni 1 Decree (start ups) (Article 1-ter Law Decree no. 41 of 2021);
- Sostegni bis Decree (automatic) (Article 1 paragraph 1 Law Decree no. 73 of 2021);
- Sostegni bis Decree (closed activities) (Article 2 Law Decree No. 73 of 2021 and Article 11 Law Decree No. 105 of 2021);
- Sostegni bis Decree (seasonal workers) (Article 1 paragraph 5 Law Decree no. 73 of 2021);
- "Sostegni bis" Decree (equalisation) (Article 1 paragraph 16 Law Decree no. 73 of 2021);
- Sostegni bis Decree (10-15 million) (Article 1 paragraph 30-bis Law Decree no. 73 of 2021);
- Ministry of Tourism (Article 6 Ministry of Tourism Decree of 24/08/2021).

The non-repayable contribution, provided for by the "Relaunch decree" (Italian Law Decree no. 34 of 19 May 2020), consists of the disbursement of a sum of money with no obligation to repay it. The contribution is due to the holders of VAT numbers who carry out business and self-employment activities or who are holders of agricultural income, and is commensurate with the decrease in turnover suffered due to the epidemiological emergency.

The non-repayable contributions provided for by the "Ristori" decree (Italian Law Decree no. 137 of 28 October 2020) and "Ristori bis" (Italian Law Decree no. 149 of November 9, 2020) consist of the disbursement of a sum of money paid by the Revenue Agency to the holders of VAT numbers who carry out their main business in one of the economic sectors identified respectively in tables 1 and 2 annexed to the two decrees. In particular, the Ristori bis contribution is intended for taxpayers who have their fiscal domicile or operational headquarters in areas characterised by a scenario of maximum severity (so-called "red" regions).

A further contribution was foreseen, following the decline in tourism, for the commercial activities located in the historic centres of the cities of art. In addition, further contributions were foreseen in view of the continuing economic crisis and the failure to restart commercial activities for specific categories of businesses.

The contributions were paid directly by crediting the IBAN provided by the taxpayers.

Below is a summary table of the payments made.

Non-repayable contributions granted by the Revenue Agency by means of subsidies and tax credit (years 2020 and 2021)	No. of transfers and credits	Average (millions of Euro)	Amount (in Euro)
Relaunch Decree	2,416,773	6,736.85	2,788
Historical centres (includes religious sanctuaries)	63,335	137.75	2,175
Mountain municipalities	15,659	3.33	213
"Ristori" Decree	721,459	2,890.99	4,007
Christmas Decree	226,721	649.04	2,863
Sostegni 1 Decree	1,830,742	5,312.69	2,902
Sostegni 1 Decree (start-ups)	2,394	2.39	1,000
Sostegni bis Decree (automatic)	1,818,460	5,266.73	2,896
Sostegni bis Decree (closed activities)	16,721	80.08	4,789
Sostegni bis Decree (seasonal workers)	178,837	643.24	3,597
"Sostegni bis" Decree (equalisation)	509,880	2,863.23	5,615
Decree bis Decree (10-15 million)	1,589	162.83	102,473
Ministry of Tourism	40,615	155.20	3,821
Relaunch Decree	2,416,773	6,736.85	2,788
Total	7,843,185	24,904.35	3,175

Client: Revenue Agency (AE)
Material topics: Digitisation and digital inclusion

11.6.2 **ELECTRONIC INVOICING**

The project was created to introduce the obligation to issue and receive electronic invoices referring to the operations of sales of goods and services performed between subjects resident, established or identified in Italy, as well as the electronic transmission of data relating to goods selling operations and to the provision of services offered to and received from subjects not established in the territory of the State.

The operators are public and private. The provision was initially made mandatory only for invoices issued to public administrations; in particular from June 2014 for Ministries, Tax Agencies and National Social Security and Welfare Institutions and from April 2015 for all other public administrations, central and local. The provision has been mandatory since July 2018 for operators who have to carry out transactions regarding fuel and subcontracts within public procurement contracts, and from 1 January 2019 for all private subjects liable to payment of VAT, with the exception of certain categories.

The process of issuing and receiving electronic invoices uses a predefined file format (XML) and transmission/receipt takes place via the Interchange System, established by the 2008 Finance Act.

Compared to the technical rules provided for the process of e-Invoicing to public administrations (B2G), the process of e-Invoicing between private parties (both to VAT registered entities, B2B, and to final consumers, B2C) introduced some simplifications in the delivery flow and, in order to cope with the expansion of the type of users and the diversification of the types of commercial transactions that are subject to e-Invoicing, led to the evolution of the layout and the related controls.

Services to economic operators have also been extended to make the preparation, transmission and storage of electronic invoices easy, efficient and inexpensive.

The project also includes a series of adaptation and re-engineering interventions of the processes and of the hardware and software infrastructure of the Electronic Invoicing system and of the Exchange System, to take into account the expected increase in the volumes of data exchanged.

In the period 1 January - 31 December 2021, the Interchange System (Sdl) did not encounter any problems in acquiring invoices on the 4 channels provided for invoice transmission (SFTP, WS,

PEC and Portal). The same applies to the services made available (electronic invoice creation, consultation, proxies, etc.).

Contacts with stakeholders continued to identify points for improvement or to remedy particular situations.

Again in the period 1 January - 31 December 2021, the invoices sent numbered over 2.09 billion by over 4.1 million operators. The number of rejected invoices was equal to 1.4% of those sent, and these were mainly due to the indication of incorrect tax identification numbers, incorrect recipient codes, duplicate invoices or files with the same name. The number of B2B invoices is equal to 53.37% of the total, B2C invoices are at 45.17% while PA invoices are 1.47% of those sent. The percentage of use of the various channels was 52.15% for SFTP, 45.36% for WS, 1.91% for certified email and 0.58% for the Portal.

During 2021, subjects liable to payment of VAT continued to use services in support of electronic invoicing.

In total, as of 31 December 2021, 12.4 million proxies were issued for the services of the Invoice and Payment system, of which over 3.5 million through the Revenue Agency offices and over 8.8 million through other methods (reserved area of the Revenue Agency website, certified e-mail address).

Instead, the registrations of the electronic address reached a total of 5.4 million: this is the service that allows users to register the certified e-mail address or the recipient code to which the SDI automatically directs all electronic invoices.

Just under 2.6 million subjects liable to payment of VAT requested the generation of the QR code to be shown to the supplier, via smartphone, tablet or on paper, for the automatic acquisition of customer data

Client: Revenue Agency (AE)

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes), Security and Data protection, Development of ICT systems/services to combat illegality

11.6.3 INTERNATIONAL TAXATION

The mutual assistance exchanged between the competent authorities of foreign countries is increasingly achieved through the exchange of fiscal, patrimonial and, in recent years, also financial information. IT interventions concerned the main macro areas of activity of International Cooperation:

- the automatic exchange of fiscal, economic, patrimonial and financial data between European and non-European states adhering to the OECD (AEOI);
- tax systems for VAT management in Europe and the resulting exchange of data.

In 2021, in the European context, the exchange of information to combat the global phenomenon of tax evasion in the financial field was enriched with another important tool, which made it possible to identify cross-border mechanisms of aggressive tax planning (Directive 2018/822/UE - Directive Administrative Cooperation - DAC6). In fact, a mechanism has been created which will make it possible to exchange, between the member States the information that operators such as intermediaries, professionals and tax payers are obliged by law to provide. The information will concern the functioning of aggressive tax planning and asset concealment mechanisms, aimed at reducing the taxes payable and transferring the taxable profits to more favourable tax systems.

The data on Italian taxpayers with activities abroad obtained following the afore-mentioned exchanges are stored in the international tax database, INDACO. In 2021 this contained data relating to approximately three million Italian taxpayers, with information concerning: income from pensions paid by EU member States and/or income from employment or remuneration for activities carried out with European or OECD operators, and/or income from real estate held in EU countries, insurance instruments stipulated in other EU states, as well as information on bank accounts and other financial assets held in financial institutions based in the EU or OECD. The afore-mentioned number also includes multinational companies, whose economic and tax information has been communicated to us from abroad, as well as information relating to tax rulings exchanged internationally on the basis of Directive 2015/2376/EU (DAC - Directive Administrative Cooperation - DAC3) and agreements in the OECD (ETR - Exchange Tax Rulings - BEPS Action 5).

The bureaucratic simplification introduced with electronic invoicing also convinced the Republic of San Marino. Starting from 1 October 2021, it too will adopt it for sales operations with Italian operators. During 2021, the activities aiming to integrate the IT systems continued. The exchange also included the creation of a flow of information, managed by the international taxation project, which supports the control processes of the Revenue Agency, operated through a special software developed in 2021 for use by the competent peripheral offices of the Agency.

Regarding the tax systems for the management of VAT in Europe and the data exchange that derives from it, starting from the second half of 2021 the European VAT system for the digital economy was activated, which in fact facilitates compliance for the taxpayer and the collection of value added tax from the EU member State of consumption, when final consumers purchase goods and/or services online. The system, called *One Stop Shop* (OSS), will include services and all goods traded within the European Community and intended for the final consumer, as well

as imports of goods of a modest value from non-EU countries (not exceeding 150 Euro). In 2021, just under 10,000 Italian operators will be registered in the special OSS/IOSS scheme.

Client: Revenue Agency (AE)

Material topics: Development of ICT systems/services to combat illegality

11.6.4 PRE-FILLED VAT RETURN

The 'Pre-filled VAT return' project was started in July 2021, with the preparation of the VAT registers of sales and purchases for the 2021 tax year, and the pre-filling of the statement for the quarterly periodic settlement (LIPE) of the third quarter. Following the preparation of the quarterly periodic settlement statements in 2022, the annual VAT return available from 2023 will also be prepared.

As a general criterion, the Revenue Agency, based on the data of the transactions acquired with the electronic invoices and with the communications of cross-border transactions as well as with the data of the receipts acquired electronically, makes the drafts of the following documents available to the VAT taxable persons resident and established in Italy in the reference group selected for the start-up phase, in a specific section of the Invoices and Payments portal:

- VAT registers, as referred to in Articles 23 and 25 of Presidential Decree no. 633 of 26 October 1972;
- statements of periodic VAT settlements;
- annual VAT return, prepared from VAT transactions 2022 onwards;

Users (or a duly authorised intermediary) can consult and, if necessary, change the information on the pre-filled documents and proceed to validate the data.

In 2021, registers were prepared for a total of 4,034,824 entities, of which 2,070,490 have the characteristics established to be included in the reference population and therefore to have access to the pre-filled registers (quarterly by option and absence of causes of exclusion, e.g. special regimes).

Client: Revenue Agency (AE)

Material topics: Digitisation and Digital inclusion), Public administration transparency (data and administrative processes), Security and Data Protection

11.6.5 EVOLUTION OF THE TAX LITIGATION – REMOTE HEARING

The adoption of the remote tax hearing was regulated by Decree of the Director of Finance No. 46 of 11 November 2020 and, during the pandemic period, allowed the continuation of the hearings with the trial parties outside the courtroom.

Remote hearings take place via remote connections using the Microsoft Skype for Business 2015 (Enterprise Edition) product, implemented in on-premises mode, in the Sogei Data Centre in order to guarantee its operation within the infrastructure of the tax information system (SIF).

The procedures for summoning the parties are managed by Sigit - Information System of Tax Justice - appropriately modified to communicate to the trial parties, by certified e-mail, the decision of the President to call them remotely.

Not only the trial parties but also the judges and secretaries of chambers can benefit from the remote hearing by being present at their place of work or at home.

Within the Sigit, in support of the remote hearing, functionalities for drafting the digital hearing report signed with a qualified electronic signature or digital signature by the President or by the single judge and by the secretary of the hearing were made available.

During 2021, the infrastructure, training and user support were enhanced, including through the publication of short multimedia training videos. Moreover, it became possible for the parties to request participation in the hearing by remote means both at the time of entering the proceedings and by an act subsequent to entering the proceedings. In other words, the full-scale solution was implemented, going beyond the emergency mode.

From 4 January 2021 to 31 December 2021, 7,297 remote hearings were held, including 7,214 in public hearing and 3,282 in chambers. In these hearings, 73,150 appeals were dealt with, of which 60,890 in open court and 12,260 in chambers.

The evolution of the system towards a cloud solution is being considered for the year 2022.

Client: MEF - Department of Finance (DF)
Material topics: Digitisation and digital inclusion

11.7 CUSTOMS SYSTEM

The exponential growth of international trade, the growing globalism of trade, the new criteria of competitiveness based on an increasingly stringent timing and the dictates of the new EU Customs Code are the primary elements of development of the customs system.

Economic operators need to move goods easily and in the shortest time possible, with low costs for customs procedures. The port authorities, for their part, need to speed up customs

clearance and control operations in order to limit the permanence of goods inside the port areas, which have always complained of a lack of space.

Sogei supports the Customs and Monopolies Agency in processes aimed at contributing to internal taxation and the protection of the financial interests of the country and of the European Union, through the development of solutions and services aimed at the collection of specific taxes, the fight against tax evasion and fraud, and the activity of preventing and combating offences of an extra-tax nature (e.g. illegal trafficking in counterfeit products, weapons, drugs, cultural heritage assets, etc.).

11.7.1 UUM & DS

UUM & DS - acronym for *Uniform User Management and Digital Signatures* - is a project of the European Commission - Directorate General TAXUD (Taxation and Customs Union).

Italy, as a member State of the European Union, has created, according to the procedures defined and shared at European level, an infrastructure that allows the integration between the national IAM (Identity Access Management) and the European Community authentication services (ECAS: *European Commission Authentication Service*) that oversee access to the Central Services offered.

In this way, Italian customs operators and their representatives can access the services offered by the Commission at a central level, using the credentials already in their possession and registered for the national systems, while ensuring transparency.

The verification of the digital identity takes place in the U2S (User To System) scenario, which involves the use of personal credentials (SPID, CNS, CIE) to access the Central Services interactively, with web browsing. During 2020, the S2S (System To System) scenario was also created, allowing the recognition and authorisation of users through their digital signature applied to documents and messages exchanged between systems (National and Central).

In the year 2021, the *X-Border Delegation* was implemented according to the requirements of the European Commission. This implementation allows an operator to delegate (and be delegated by) a representative of another Member State.

Italy was the first to implement this new functionality and has been used as a reference by other countries to share its know-how.

In 2021, the number of operators authorised to access the European portals reached approximately 8,348.

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion), Development of ICT systems/services to combat illegality

11.7.2 RE-ENGINEERING OF THE CUSTOMS SYSTEM

The project carried out for the Customs and Monopolies Agency (ADM) concerned the re-engineering of the import system. This system has undergone a thorough technical and functional review with the dual aim, on the one hand, of being more technologically up-to-date and, on the other, of complying with the new EU import regulations. Several messages (H1,....,H7) have been developed following the criteria dictated by the technical services of the European Commission as set out in the *European Customs Data Model* (EUCDM). The most important ones are message H1 for declarations of release for free circulation with a value above 150 Euro and message H7 for declarations of release for free circulation with a value below 150 Euro. The H7 message went live on 1 July 2021 and in the first six months has already registered just over 10 million declarations. These declarations are numerically important because they mainly concern low-value shipments and postal packages, and therefore the world of e-commerce, which has undergone a considerable boost and acceleration due to the pandemic. H1, on the other hand, also started on 1 July 2021 but with a "softer" operation than H7, i.e. a few operators for a selected number of declarations. This message is gradually increasing in volume and will definitively replace the old "IM" import message in the short to medium term.

Another key project in the import chain is ICS2.0. Under the EU Customs Code (UCC), all goods brought into the customs territory of the Union are subject to a Summary Entry Declaration (ENS), which is lodged at the customs office of first entry within a specified time limit before the goods are brought into the EU territory. The declaration must include the information necessary to identify the characteristics of the consignment and to expedite risk analysis for security purposes. Currently, these declarations are acquired through the Telematic Customs Service, but with ICS2.0 the logic of acquisition of ENS declarations changes radically, as it will be submitted on the Community platform provided, which will validate the data received and manage the entire life cycle of the ENS, forwarding the data received to the Member States involved and responsible, in order to allow the competent entity to perform risk analysis on it...

In the excise sector, the Customs and Monopolies Agency, on the basis of Article 12(1) of the Decree-Law of 26 October 2019, has defined new methods for preparing and sending monthly declarations of electricity and natural gas consumption, effective from the 2020 financial year.

The new modalities provide only for the use of the new web service platform through two distinct alternative channels, via the PUDM portal of the Customs Agency with User to System (U 2 S) SPID/CNS authentication of the legal representative or through the use of a System to System (S 2 S) software.

The entities obliged to make monthly communications are both the distributors, who supply electricity to PODs (Points Of Delivery) or natural gas to PDRs (Points Of Redelivery) located at end consumers, and who communicate on a monthly basis the total quantities of electricity (in kWh) or natural gas (in standard cubic metres) supplied in the territory of the State for each distribution user to whom the electricity or gas is delivered, and the sellers, who invoice the end consumers for the electricity or natural gas, and report on a monthly basis the total quantities of electricity (in kWh) or natural gas (in standard cubic metres) invoiced, broken down by destination of use

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion), Development of ICT systems/services to combat illegality

11.8 REGULATED GAMBLING

The Customs and Monopolies Agency - Monopolies Section is the guarantor of legality and safety, which must characterise the entire public gambling sector, with the dual purpose of making the gambling products authorised by the State recognisable and strengthening the action that combats irregular gambling. Clear rules, maximum transparency, safety for all, this is the message that can be summarised with the brand "Legal and responsible gambling".

Sogei creates advanced technological solutions that allow the Customs and Monopolies Agency to carry out the control and management activities of the public gambling sector, guaranteeing safety and transparency to all the operators involved. These contribute, on the one hand to combating illegal gambling and guaranteeing that the State is able to collect the taxes due, and on the other hand ensuring players have a regulated and constantly monitored environment and operators have a safe and reliable service.

11.8.1 RECEIPTS LOTTERY

The 2017 Budget Law established a national lottery called "Lotteria dei Corrispettivi" (Payments lottery), commonly known as the "Lotteria degli scontrini" (Receipts Lottery) which will start in 2021 as required by Article 141 of Law Decree no. 34 of 19/05/2020 (Relaunch Decree).

Subsequently, the 2021 budget law then limited participation in the lottery to purchases made in cashless mode only.

In order to guarantee citizens' anonymity, in accordance with the recommendations of the Italian Data Protection Authority, Italian Law Decree 24/2019, again in art. 20, introduced the "lottery code", replacing the tax code initially indicated by the institutive regulation, to be associated with the single receipt, with the explicit consent of the consumer.

Citizens in possession of the lottery code can go to any operator present nationwide and, in the event of a purchase of good or service, express their willingness to participate in the lottery by communicating their code to the operator. Tickets are automatically generated from the receipts, which compete in the various draws foreseen during each year by the lottery regulations in force. The draw operations take place, in an automated manner, under the responsibility of the Customs and Monopolies Agency.

The objective of the project is therefore the evolution of the administrative/accounting system for the electronic management of the related operational flows and controls. This system will have the purpose of encouraging consumers to request the issuing of tax certification in order to combat tax evasion (VAT and income taxes) by "concealing the fees" on sales and "retail" services.

The system set up consists of: a system for collecting and processing the transmitted data; a prize draw system; a web portal for citizens with access authentication and a monitoring and assistance system.

In 2020, the portal dedicated to the lottery was activated, which allows consumers to obtain general information about the lottery as well as that related to their commercial documents available. From 1 December 2020, in agreement with the MEF, Customs and Monopolies Agency and the Revenue Agency, the lottery code issue functionality useful for participation in the game was opened to all citizens.

On 1 February 2021, the Receipts Lottery system was activated, allowing purchasers to participate in the lottery by purchasing goods and services worth at least one Euro, from merchants who telematically transmit their receipts and, by paying with electronic means (credit and debit cards, ATMs, prepaid cards and payment apps), produce "virtual tickets" and automatically entitle the holder to participate in the lottery: one virtual ticket for every Euro spent (up to a maximum of 1,000 for each receipt of an amount equal to or greater than 1,000 Euro).

The first monthly draw took place on Thursday 11 March 2021 and distributed prizes of €100,000 to 10 shoppers and prizes of €20,000 to 10 merchants.

Since June, weekly draws have been taking place, distributing 15 prizes of €25,000 for shoppers and 15 prizes of €5,000 for merchants.

Moreover, in Interdirectorial Measure no. 168441 of 28/05/2021 of the Director of the Customs and Monopolies Agency in agreement with the Director of the Revenue Agency, additional weekly lottery prizes were introduced: no. 25 additional weekly prizes amounting to 10,000 Euro for purchasers and no. 25 additional weekly prizes amounting to 2,000 Euro for operators. For each of the weekly draws on 12 August 2021 and 30 December 2021, 5 additional maxi prizes of €150,000 for shoppers and 5 maxi Prizes of €30,000 each for merchants were also provided.

Client: Customs and Monopolies Agency (ADM)
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience

11.8.2 MANAGEMENT AND CONTROL SYSTEM OF REMOTE GAMBLING REVENUES

The aim of the project is to support the Customs and Monopolies Agency in its activity of verifying the operations of concessionaires and in the fight against illegal remote gambling.

The system allows greater control and monitoring of remote gambling by highlighting abnormal behaviour by concessionaires in the conduct of gambling and in the use of the communication protocols.

To this end, modifications to the batch procedures and functionalities of the GAD intranet make it possible to identify skill game sessions that have not yet been completed after the time limits set by the regulations have been exceeded, to report these anomalies to the concessionaire by automatic e-mail and to follow up on the report.

Similarly, concessionaires are notified by automatic e-mail of the negative outcome of the software integrity check, and it is also possible to query the debt position of concessionaires to identify those with accounting situations featuring a failure or omission to pay taxes and allow them to be queried by the Customs and Monopolies Agency.

Through the data recorded on the ACG system (Register of Gambling Accounts) it is possible to monitor the performance of each individual gambling account with the aim of combating money laundering and preventing compulsive behaviour that causes gambling addiction. The Customs and Monopolies Agency possesses information of interest to other agencies, so with a view to collaboration and telematic interaction between public administrations and law enforcement, an application was developed in 2021 that can allow the Financial Police to directly monitor the

Gambling Accounts Registry database, speeding up investigation activities and streamlining the Agency's activities of providing data to law enforcement. The gaming accounts and, in particular, the movements (top-ups and withdrawals) may be made available to the Revenue Agency as part of the activities for analysing the risk of evasion and control for tax purposes.

Client: Customs and Monopolies Agency (ADM)

Material topics: Development of ICT systems/services to combat illegality

11.8.3 ***NEW TOTOCALCIO***

The Customs and Monopolies Agency launched, in 2021, the new way of playing Totocalcio, the historic betting competition that for years, with its simple formula based on 1X2 and winning a "13", has been the only form of football betting in Italy.

The game has been losing popularity for years due to the success of fixed-odds sports betting, with the many possibilities of combining the most disparate bets, and was in need of a restyling that, while maintaining the historic brand, which appeals to more mature players and is a source of funding for all Italian sport, would at the same time allow it to attract a younger audience, less tied to tradition.

To this end, the classic formula of the game, with "13" as the number of results to be predicted, was flanked by other more streamlined formulas, more similar to the menu of choices offered by fixed-odds sports betting, while attempts were made to stay away from the insidiousness of the possible gambling implications that any game may conceal.

The new playing possibilities, therefore, allow the player to predict even only 3, 5, 7, 9 or 11 football results, always with the formula of 1X2. The only constraint is the need to choose from two groups of matches, in turn proposed, for each competition, from those of the major continental championships considered more difficult to predict or of greater importance (the so-called "cartel" matches).

The matches on the coupon are now identified by an algorithm developed by Sogei, which considers three basic criteria:

- difficulty of the prediction,
- attractiveness of the championship at European level,
- significance of the match.

The new features introduced by the automated algorithm make the competitions more attractive from both a sporting and a remuneration point of view. It will be possible to play the coupon in the physical points of sale of authorised dealers and also remotely.

Part of the Totocalcio revenue will also be allocated to the development of sport, supporting a sector that in this period, together with other sectors of the Italian economy, has certainly been put to the test.

Client: Customs and Monopolies Agency (ADM)

Material topics: Development of ICT systems/services to combat illegality

11.8.4 GIOCO LEGALE APP

The *Gioco Legale* (or Legal Gambling) app was created in 2021 as a means of combating illegal gaming, providing citizens with a tool to promptly verify the legality of the gambling offer on Italian territory.

Citizens can check via the 'Legal Gaming' app:

- the legal gaming offer in the territory and possibly report establishments that may be unauthorised because they are not displayed on the app;
- whether the bets placed appear in the Customs and Monopolies Agency's gaming and control systems and whether they match the data relating to the placing, the amount of the bet, etc. in order to ascertain the regularity of the game;
- the gambling hours authorised by the local administrations that have enacted legislation to this effect, for gambling machines with cash winnings, and which have been communicated to the Customs and Monopolies Agency through the SMART application; in this way, citizens can find out at what times they can gamble in the municipalities concerned and report any irregularities in establishments that do not comply with the regulations.

Client: Customs and Monopolies Agency (ADM)

Material topics: Development of ICT systems/services for combating illegality, Transparency in public administration (administrative data and processes)

11.9 INTELLIGENCE AND CONTROLS

Business Intelligence consists of the set of models, methods, processes, people and tools that make it possible to collect organised data generated inside or outside an organisation. The subsequent processing and analysis of the data allows them to be transformed into "information" which normally constitute a support for making decisions and developing strategies.

Sogei has developed control methodologies and tools to give greater effectiveness to the actions to prevent and combat tax evasion, offences, fraud, tax and extra-tax crimes, improving the quality of the controls and verifications carried out by the various agencies.

These tools, based on big data technology, allow, through the application of clustering algorithms, artificial intelligence, and the use of *graphDB*, the performing - in incredibly rapid times - processing on large amounts of data, both structured and non-structured.

Over time, Sogei has developed 90 advanced tools that combat illegal phenomena, of which 34 directly and 56 indirectly.

11.9.1 FRAUD - EXCISE AND CUSTOMS SECTOR

Excise Database

The Integrated Excise Database (BDAI) was created with the aim of providing some users of the Customs and Monopolies Agency with a 'new generation' tool allowing them to quickly navigate between various sectors of the excise world, also for the purpose of analysis related to the detection of suspicious or fraudulent behaviour.

The application presents a series of functionalities developed since 2018, which allow a "focus" on phenomena of particular interest to the Agency, related to master data or declarative data. From each analysis it is possible to access the graph of the Integrated Excise Database, which is therefore navigable both directly and from other analyses.

In particular, various analyses were included in 2021: in the "Intelligence Analysis" branch, an in-depth analysis of the movements of alcoholic products was included (aimed at identifying consignees who failed to register incoming goods and consignors who failed to register outgoing orders); in the "Statistical Analysis" branch, data on processing by offices were introduced, while in the "Movement Analysis" branch, e-DAS and LUB movements were taken into account alongside e-ADs. In 'Tax Surveillance Tools', forecasting models related to e-DAS were introduced, and finally in the relational model of the Integrated Excise Database, e-DAS were introduced.

Excise tax supervision tools

The project, which has been running since 2018, aims to bring to light, through quantitative analysis, anomalous situations in the field of products under suspension of excise duty (e-AD). To this end, forecasting models were developed, even in 2021 and a graph was created. The analysis of e-DAS documents and the creation of related decision-making models is planned for 2022.

Adm Search

The application responds to the Agency's users' need to identify in which documents certain subjects are involved, or vehicle number plates or descriptions of goods are mentioned, etc. Therefore, over the years, vertical solutions have been implemented in the Customs and Monopolies Agency's data warehouse to meet specific needs. ADM Search, going beyond this logic, proposes itself as a single search engine for the many types of documents in the world of Customs and Excise. The application in fact allows, through a simple and intuitive (Google-like) search page, the entry of a string (search key) to locate documents in the databases. The results of the search are presented in boxes, one for each area, showing the salient information about the customs documents found. This information can be extended to the whole document detected or used to investigate further in other applications available to users.

The search can be useful for both anti-fraud and control activities by allowing easy discovery of connections between different customs documents with respect to the same search pattern.

Customs fiscal supervision tools

The application was created in 2019 as an aid in the activities related to the Customs Declarations Control Circuit, allowing simulations and analyses. In particular, the information processed relates to the customs operations of Imports registered by the customs offices in the last 2 years. The interface makes it possible to automate the calculation and resetting of minimum thresholds that are used for credibility profile checks (under-billing).

In 2021, a new functionality was implemented that allows the massive upload of data from an Excel table in which the customs items and countries of origin are indicated against each profile. In addition, a link has been added to AIDA for the display of the Declaration statement, the details of which are displayed in the application *Vigilanza Fiscale Dogane* (Customs Tax Surveillance)

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion), Development of ICT systems/services to combat illegality

11.9.2 FRAUD - GAMBLING SECTOR

The betting and gambling market in general, especially in recent years, has undergone a very rapid expansion. The sector is highly critical, not least because of the growing interest of organised crime, for which the gambling industry is a fertile ground for profitable money laundering activities.

It therefore appeared necessary, in order to improve the action against the above phenomenon, on the one hand, in the virtual world, to identify those web resources that project, without the prescribed authorisations, the offer of gambling/gaming also to users connected from Italy, and on the other hand, in the physical world, to effectively monitor the flow of gambling and identify fraudulent behaviour.

In order to achieve these operational goals, it is quite clear that it is important to have technologically advanced tools available that allow for a methodical and effective monitoring of the Network, as well as a rapid analysis of the findings thus collected.

The solution, developed over the last three years, brings together various forms of the project to expand and innovate the tools to aid in the analysis and detection of illegal behaviour; the features listed below are the topics handled.

FRAUD Online Poker

With reference to *Online Poker* (cash), a series of innovations were introduced in 2021 relating to the preparation of a database containing information on players and their activities for a period of four months, on the basis of which various indicators were designed and implemented, which seek at different levels to uncover anomalous trends in the behaviour of players at the *Poker Cashtables*. By analysing all the *Poker Cash* games played, it is possible to explore pairs of players with more simultaneous appearances at the same table in order to identify suspicious recurrences in online play and to analyse those players who take part in poker tables with more than one poker account in their name in order to identify possible conflicts. Finally, additional data analysis functionalities and advanced filters were introduced, aimed at classifying players and assigning them a risk coefficient to provide the basis for further analysis. The representation of the results through the use of a graph DB allows the analysts of the Customs and Monopolies Agency to freely explore the links and behaviours, including recursive ones, between the different players.

Fraud - Analysis by Subject

The Analysis by Subject project was launched as an aid to the control and monitoring activities of all the subjects present in the Monopoly supply chain, in relation to gambling and tobacco systems. Dashboards are available but also guided searches and through the creation of the *graphDB* it is possible to explore the connections and relationships between the various subjects and points of sale.

The application provides risk indices and alerts on gambling and tobacco, as well as a simulation area in which it is possible to vary the weights of the individual elements making up certain indices in order to verify whether they have varied.

The relations part is constantly being strengthened, also in 2021, with new structured and unstructured information, and new subjects. The risk indices are enhanced in order to provide more support for control and investigation activities.

Anti-Money Laundering Platform

In 2019, the development of a new tool for the Customs and Monopolies Agency began which will contribute to the monitoring of control procedures and systems aimed at mitigating and managing the risks of money laundering and terrorist financing relating to the bingo and betting sectors and entertainment machines as well as to remote gaming agents.

In 2020, the platform was divided into different sections for the specific analysis of certain games allowing different and specific functionalities.

BETTING: monitoring of sports betting with regard to the trend of the individual room in relation to the average of the predefined geographical areas (provinces) and the early closure of odds.

BINGO: monitoring of the Bingo Hall with regard to the analysis of anomalous situations: ratio between average Played and Won per card and assignment of Additional Prizes in time slots with low frequency of players in the hall.

VLT: monitoring of the VLT segment with regard to the identification of abnormal situations in the ratio between the amount played and the amount inserted into the gambling machines.

REMOTE GAMBLING: analysis of pairs of subjects for which there is a high frequency of participation at the same gaming table in the "*poker cash*" segment ("co-presence") and of the anomalies linked to the activities of topping up and withdrawing amounts in the gambling account.

In 2021, a new indicator was added to the platform to identify split and repeated bets in order to circumvent anti-money laundering regulations.

In order to meet this need, a new analysis section called "Repeat Bets" has been created, which allows monitoring of the phenomenon of repeat bets for fixed-odds sports betting in relation to the territorial distribution of the point of sale and the time slots.

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion), Development of ICT systems/services to combat illegality

11.9.3 LuDAM

The LuDAM application (Customs, Excise and Monopoly Places) arises from the need to identify, on a map, the places of interest of the Customs and Monopolies Agency and to enter places not listed in the registry using mobile technology.

In 2021, an application access service that can be called up by external applications was implemented, allowing a search to be performed on a map of places recorded in the register by calling up a subject or company code.

The implementation of new interview services, the introduction of new locations and the connection with some AIDA applications are planned.

Client: Customs and Monopolies Agency (ADM)
Material topics: Digitisation and Digital Inclusion, Development of ICT systems/services to combat illegality

11.9.4 NUI (NATURAL USER INTERFACE) APPLICATIONS

Solutions developed with the NUI paradigm are equipped with a representation engine that offers powerful tools for navigating maps and territories and especially for representing static and moving data on them. NUI technology is able to provide a continuous navigation experience that exceeds and enhances current standards in terms of map exploration and geo-referenced data. The goal is to allow the end user to reach information more quickly and intuitively without losing information or in terms of general functionalities. The interface created is in fact used to select the objects and filters of interest and to use zoom functionality on the details of the information with the classic gestures of touch devices.

In the context of the projects for the Customs and Monopolies Agency, the Customs "Goods flow" application represents the first industrialised project based on the NUI paradigm. The application allows an interactive analysis of the flow of import and export goods passing through Italian customs in the form of a visual representation.

In 2021, in addition to completing the industrialisation of the infrastructure on the basis of Sogei's architectural patterns, new methods of analysing the volumes of imports and exports recorded by Italy to individual foreign countries and new anomaly reporting functionalities were implemented.

Client: Customs and Monopolies Agency (ADM)
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Development of ICT systems/services to combat illegality

11.9.5 SMART EVOLUTION

The Monitoring and Analysis System of the Territorial Gaming Collection offered through points of sale provides the Customs and Monopolies Agency with information relating to data on game volumes and the number of devices divided into national, provincial, regional and municipal levels, concluded for the last 3 years and, updated to the last two months, for the current year; the data are provided in an overall form and divided by type of game. The application is of considerable support to the Monopolies and the local authorities for the verification activities on all types of gaming, in order to combat illegal gaming.

All the information collected is used for the calculation of appropriate statistical indexes in cartographic format by means of map representations, articulated for the representation of the distribution of the physical game offer differentiated by type, both with reference to the data spent, played, won and to the tax authorities, and referring to the number of game distribution points (VLT, AWP, Bingo, Betting, numeric games, lotto and lotteries) and the relative location of the shops and machines.

The application was made available in 2019 to the Central Directorate of the Customs and Monopolies Agency, to the Territorial Offices of the Customs and Monopolies Agency, to the Finance Police (General Command and Provincial Departments) and to the Municipalities. During 2020 it was also extended to the Regions and a re-engineering of the user interface was started with the aim of making the product fully usable in mobile mode.

In 2021, the activities carried out were aimed at supporting the Agency in the drafting of measures and documentation and in presentations to institutional bodies and local authorities (e.g., presentation of the SMART application to the Director General and the Commander of the Fire Service of Roma Capitale), as well as in the management of requests to enable municipal users to access the monitoring application.

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion, Public administration transparency (data and administrative processes), Development of ICT systems/services to combat illegality

11.9.6 PIAF - INTEGRATED ANTI-FRAUD PLATFORM

PIAF-IT is a Consultation Platform that interacts, collects and reconciles data from heterogeneous external sources at national and European level, helping to consolidate and strengthen the fight against fraud and other illegal activities detrimental to the EU budget by providing technical and operational support to national and transnational investigations.

The platform was established following the approval of the proposal SEP-210594505 submitted as a response to the call for tenders HERCULE-TA-AG-2019 launched on 15/03/2019 by the European Commission and co-financed by the European Anti-Fraud Office (OLAF).

In particular, PIAF provides a useful evaluation support for possible frauds and to prevent illegal situations through the generation of an information sheet concerning a physical or legal subject, appropriately selected using search functions.

PIAF acquires information from the Tax Registry (Tax Code and VAT verification), the Infocamere database, the European Commission direct funding database, the Court of Auditors and the RGS-IGRUE Unified Database (data on projects financed with Structural Funds).

By querying these information sources, PIAF builds the "Information Sheet" of the person for whom the request has been made.

PIAF is mainly addressed to the Managing Authorities and, as supervisors, to all Administrations that control and monitor funding (COLAF, IGRUE and Audit Authorities).

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)
Material topics: Development of ICT systems/services to combat illegality

11.9.7 DORSALE INFORMATICA (IT BACKBONE)

The Guardia di Finanza, or Italian Financial Police consult numerous databases for institutional purposes, the use of which entails the use of the relevant applications.

The "Dorsale Informatica" project stems from the need expressed by the Guardia di Finanza to offer its users a single access point for the use of the IT applications it uses and to have an innovative product, designed and created to make the use of applications or the consultation of data simpler and more spontaneous, thus eliminating users' operational difficulties.

It is therefore a multi-functional facilitation tool that aims to simplify access to data in order to prevent users from proceeding 'at random' as they search for the information needed for their investigations. The effect of this is to optimise search times and to provide targeted and precise information describing as complete a situational picture as possible according to the different operational areas.

The system, which is aimed at all Guardia di Finanza officers previously enabled as users and appropriately profiled, supports the activities of the force in the rapid and accurate search for information on the subjects under investigation in the databases of organisations and administrations.

A platform was created that allows the use, in a simple and intuitive way, of a complex set of functionalities aimed both at identifying all the available information on the subject under investigation and analysing the relationships with other entities (companies, societies, etc.), and at monitoring the behaviour of the platform users.

Compared to the normal methods of accessing and using the various databases used by the Guardia di Finanza, "IT Dorsale" has brought advantages in terms of information retrieval time and data quality, allowing the user to focus the analysis exclusively on the subject under investigation; with a single input, users can follow a reasoned path on the overall position of a given subject.

Through "IT Dorsale", the process of homogenisation and standardisation of information is consolidated, allowing users to use the same 'investigative language'.

The project envisages a series of new interventions in order to increasingly accommodate and meet the new investigative needs of the Guardia di Finanza. In particular, interventions are planned to enrich the queried databases, to produce new Operational Forms, documents necessary for querying activities, to improve the section dedicated to the relations between the various entities involved in an investigation and to introduce a section dedicated exclusively to analysis.

Client: Guardia di Finanza - Finance Police (GDF)

Material topics: Development of ICT systems/services to combat illegality

11.9.8 EXPRESSIONS OF INTEREST IN SEIZED VEHICLES

During 2021, a service was developed, distributed over three separate applications, which allows the Customs and Monopolies Agency to give new life to vehicles seized as part of territorial policing operations, giving the possibility of free use to non-profit organisations and PAs, including the Agency itself.

In particular, the two separate applications for the census of vehicles and for the management (publication and assignment) of advertisements are reserved for specially qualified Customs and Monopolies Agency officials and can be accessed from the intranet portal. They allow them to: take a census of seized vehicles in order to access the most timely, accurate and up-to-date information on the vehicle specifications; decide which seized vehicles should be among those for which it is possible to submit an expression of interest; and grant the visibility of vehicles to other PAs.

The third application, also accessible from the reserved area of the Single Customs Monopoly Portal, allows the collection of expressions of interest

Client: Customs and Monopolies Agency (ADM)
Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

11.9.9 CORA AND CUSTOMS AND MONOPOLIES AGENCY DATA LAKE

CORA - Augmented analytics platform

CORA is an *Augmented Analytics* platform that enables high value-added data analysis and decision support through natural language interactions.

The architecture of the system is designed to be extended very easily, both at functional level, with the possible addition of modules for new methods of analysis, and at performance management level, with the scalability typical of microservice systems and the use of a data lake.

The CORA system has also been designed to be fed with data and metadata from any type of domain and is therefore a neutral basic platform that allows the most diverse specialisations in terms of data domain.

In 2021, the solution was deployed on Customs and Monopolies Agency data analysis projects in the context of Games.

Customs and Monopolies Agency Data Lake

As part of the activities to set up the Agency's Data Lake, the infrastructure and integration framework was designed during 2021 through the consolidation of technological aspects, data storage and the survey of information sources.

In addition, three pilot processes were identified, namely, Excise Records-Accounting-Verification, Fraud Database (BDA) and Unit Valuation Data Sheets (SUV), for which the upload flows were implemented.

Client: Customs and Monopolies Agency (ADM)
Material topics: Digitisation and digital inclusion

11.10 HEALTH EXPENDITURE MONITORING

The Health Card (TS) system, established pursuant to art. 50 of Law no. 326/2003, is aimed at the national electronic survey of medical and pharmaceutical prescriptions and specialist outpatient services provided by the NHS, in order to enhance the monitoring of both public

spending in the health sector and initiatives to promote the appropriateness of prescriptions. It is also used for the allocation and verification of budgets, pharmacovigilance and epidemiological surveillance.

11.10.1 ELECTRONIC HEALTH RECORD

The Electronic Health Record (FSE) is the tool through which the citizen can consult the entire history of their health life, sharing it, if they so wish, with health professionals to ensure a more effective and efficient service.

In the field of online health, the creation of the Electronic Health Record represents a cultural leap of considerable importance whose key element lies in considering the ESF not only as a necessary tool to manage and support operational processes, but also as an enabling factor for improvement of the quality of services and significant cost containment.

The subject to which the Electronic Health Record refers is always a single citizen and the reference time horizon is their entire life. Furthermore, within the FSE, it is essential that a summary of the patient's clinical history is contained, the Patient Summary, in order to make the necessary information usable in an optimal manner.

FSE [Electronic Health Record] data	
Active Regions	21
Active Records	57.7 million
Electronic Receipts uploaded	2.4 billion
Document Requests	208 million
Index Requests	192 million
Indexing of documents in the FSE [Electronic Health Record]	2.9 billion
Deletion of indexing documents	16 million
Patient Summaries	2 Million
Laboratory reports	106 million

Alongside the FSE system, it should be remembered that it is necessary to implement the registry systems (of doctors and patients) and other supporting IT systems. The synergy of all the components, in fact, makes it possible to exploit the potential of online healthcare by creating a range of services that can significantly affect the effectiveness of assistance in terms of clinical and organisational appropriateness as well as the efficiency of processes. An important aspect to consider then concerns the respect for privacy and the protection of the citizen's personal data.

In the year 2021, the ESF was an important tool for fighting the pandemic, as it made available the documents related to the rapid antigenic swab tests carried out by MMG/PLS, indexed on the files by the TS System, and the *Green Passes*, indexed by the PN-DGC National Platform.

By 2022, numerous developments in the infrastructure, use and dissemination of the ESF among citizens and health professionals are expected, implementing the operational plans set out in the NRP concerning Digital Health.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Security and Data Protection

11.10.2 CROSS-BORDER HEALTH CARE NCPeH

The project involves the construction of an IT network capable of ensuring the interoperability of e-health services through the European *Connecting Europe Facility* (CEF) program. The first services to be activated will be those in support of Community interoperability such as:

- *Patient Summary*, that is the summary health profile of the patient present in the Electronic Health Record of each region;
- *ePrescription - eDispensation* of pharmaceutical recipes, i.e. the prescription and dispensing by electronic prescription already in use in Italy since 2012.

The main objective of the project is to prepare, test and distribute the cross-border patient summary and e-prescription and to manage the national contact point for eHealth (NCPeH), taking into account the already existing national health record interoperability infrastructure Electronic and that of the Health Card project.

In 2021, the infrastructure for *Patient Summary* and *ePrescription* was completed in Country A mode (service provider to other EU countries). Sogei participated, as a partner of the Administrations involved, in a Pre-Production Test event organised by the European Community where connectivity with the European node was established, and interoperability was achieved by exchanging documents with other European countries.

In 2022, administrations are considering participating in the NCPeH project extension call, in order to continue with the activities of extending the service offering and moving into production.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)
Material topics: Digitisation and Digital Inclusion, Security and Data Protection

11.10.3 ONLINE NOTICE FOR RURAL PHARMACIES

The service is intended to provide resources for the consolidation of rural pharmacies. This initiative is included in Mission No. 5 Inclusion and Cohesion, of the National Recovery and Resilience Plan (NRP) with the objective of supporting rural pharmacies in towns with less than 3,000 inhabitants to expand the availability of "proximity" health services in the territory, ensuring a better offer to the population of the most marginalised areas. The funds will be used for the reorganisation and implementation of the drug dispensing and storage area, participation in the care of chronic patients, including home care projects, and the enhancement of telemedicine services.

Thanks to the interventions financed by the call, rural pharmacies will be able to:

- participate in the integrated home care service, sharing the care of the chronic patient, increasing the rate of patient adherence to drug therapies and monitoring the correct use of drugs;
- provide second-level services, through diagnostic and therapeutic pathways designed for specific pathologies;
- dispense medicines that the patient is currently forced to collect from hospital;
- monitor patients with the electronic medical record and the pharmaceutical dossier.

The service started on 29 December 2021, and will be expanded to a digital platform for the management of notices for the Agency, with a view to simplifying the application process and speeding up the disbursement of the allocated funds.

Client: Territorial Cohesion Agency
Material topics: Digitisation and digital inclusion

11.10.4 PRESCRIPTION NOT CHARGED TO THE NHS (WHITE PRESCRIPTION)

The TS system allows the data of prescriptions not charged to the NHS to be sent, thus achieving the dematerialisation of white paper pharmaceutical prescriptions. The related players are prescribing doctors and pharmacies. The requirements and technical specifications were finalised in 2021 with the participation of the administrations and stakeholders involved (RGS, Ministry of Health, AIFA, trade associations of doctors and pharmacists, regions). The development of the system was completed in 2021 and its start-up in a real production environment took place in January 2022.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience

11.11 FORECASTING MODELS AND STATISTICAL ANALYSIS

The development of Forecasting Models and Statistical Analysis is aimed at supporting customers (RGS, DT, DF and Court of Auditors) in the development and management of quantitative tools useful for the analyses conducted by the MEF for the production of programmatic documents, for activities related to the European surveillance of the public budget and macroeconomic imbalances (implementation of reforms) and in general for the definition of the government's fiscal policy.

Due to the negative effects on the country's economy produced by the Covid-19 epidemiological emergency, which are still ongoing, the activities performed to support the Administration continued with great intensity and with the development of new quantitative tools for the Administration.

In the various collaborative contexts, the Department of Finance, the Department of the Treasury and the State General Accounting Office, numerous simulations were carried out to define and estimate the financial effects of the urgent measures to support credit and liquidity in favour of households and businesses, both from the point of view of public finance and from a macroeconomic perspective.

In this economic context, the monitoring of policy interventions to assess their effectiveness has become particularly important. In addition, significant efforts were made to support the definition and assessment of tax reform proposals compatible with budget allocations and changes to pension legislation (overcoming the quota 100).

The need to produce different policy scenarios aimed at the requirements induced by the continuation of the pandemic, reinforces the use of quantitative tools, represented by a set of statistical, econometric and machine learning models as a valid technical support to the action of policy makers and a further incentive to strengthen and expand the available tools.

The main tools used to produce forecasts, scenarios, simulations and sensitivity analyses, as a technical contribution to economic policy decisions, are as follows:

- macro-econometric models of the Italian economy, potential GDP and Output Gap;
- GDP Nowcasting models;
- stock-flow econometric model relating to the functioning of the banking, money and financial markets;
- general economic equilibrium models DSGE;
- Fair and Sustainable Well-being (BES) indicators;
- disaggregated model of public finance;
- long-term models of social spending (pensions, health, long-term care and education);

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- micro-simulation models relating to the main direct and indirect taxes (IRES, IRAP, IRPEF, Excise, VAT, property taxation);
 - models relating to income types of specific categories of taxpayers (Corporate Income);
 - models relating to the distribution of income (taxable and non-taxable) and wealth (real estate and movable) of Italian families;
 - tax-benefit model;
 - sample surveys for the purposes of auditing the state budget and regional budgets.
 - actuarial models estimating expected loss and resource requirements on the main state guarantee funds;
 - construction of a Computational General Equilibrium (CGE) model for assessing the macroeconomic effects of tax policies.

On the fiscal side, considerable efforts were made to support the definition and evaluation of proposals for revising the tax system to improve its fairness, efficiency and transparency.

As part of the preparation of the budget law, various analyses and estimates were performed with the aim of reducing the tax burden on productive factors, particularly IRPEF and IRAP. In addition, during the year, support activities to the administration concerned:

- support relating to the measures aimed at countering the current economic situation through the support for the definition and estimation of the financial effects of the numerous extraordinary measures, which have been adopted to deal with the Coronavirus emergency and aimed at preventing and limiting its expansion and the effects on the economic system;
- assessment of the effects of revenue recorded or estimated based on actual results for the individual revenue measures in order to provide information to the Court of Auditors for the general revenue statement;
- analysis and quantifications for the report on Tax expenditures;
- assessment as part of the budget manoeuvre for 2022;
- estimate of the regional manoeuvres relating to the additional IRPEF and the determination of the IRAP composition and weight of labour costs by size of company;
- analysis and evaluation of the effects resulting from international agreements affecting Italy's direct relationship with foreign countries in the context of double taxation;
- monitoring, within the NRP, of the effects of taxpayers' use of the 110% deduction for energy requalification and the credit for Industry 4.0 measures.

As far as macroeconomic and financial aspects are concerned, the availability of a large set of forecasting models has been instrumental in gaining a better understanding of recent economic trends. In fact, in addition to the traditional support and the considerable increase in the number of model simulations carried out to update the macroeconomic scenarios and estimate the impacts of the additional economic support measures introduced by the Government, the use of GDP nowcasting models has been intensified and refined in order to adjust the macroeconomic forecasts to the various stages of evolution of the pandemic.

In addition, the first out-of-sample simulation and forecasting exercises were carried out on the new stock-flow econometric model of the Italian economy, which specialises in the functioning of the banking, money and financial markets and is able to produce counterfactual scenarios under different fiscal and monetary policy assumptions and alternative pandemic impact scenarios.

During 2021, the development of models for estimating credit risk applied to portfolios of financial instruments guaranteed by the State also continued, through the refinement of the models already in use for the Guarantee for SMEs, Garanzia Italia and Export funds and the implementation of the new stochastic model of expected loss on securitisation of non-performing bank portfolios (GACS).

As regards the public finance aspects, during 2021 the construction and monitoring of the forecasts of the PA profit and loss account had to take into account both the measures mentioned above and, above all, the interventions financed through the NRP. This required careful analysis to ensure their correct quantification and their real effect on budget balances. Scenarios were also constructed and simulations carried out on pension reform theories aiming at a socially sustainable overcoming of the Fornero reform, in particular with regard to the gradual exit with quota 100.

Client: MEF - Department of the Treasury (DT), MEF - State General Accounting Office (RGS), MEF - Court of Auditors (Cdc), MEF - Department of Finance (DF)
Material topics: Public administration transparency (data and administrative processes),

11.12 CROSS-CUTTING SERVICES AND SOLUTIONS

This type of services and solutions refers to management information systems, administrative procedures, assistance services and CRM (Customer Relationship Management), web services and cross-cutting and organisational support processes adopted by customers to achieve their institutional mission. Within this context, Sogei's objective is to enrich the offer and the quality of the information produced, by rationalising and standardising processes, improving the

approach based on independent silos, upgrading the methods of collecting, processing and integrating data also through the identification of new features, services and products.

11.12.1 DOCUMENT MANAGEMENT AND RETENTION PLATFORMS

The Document Management and Retention Platforms area consists of protocol applications and services, document management and retention for all the departments of the MEF, the tax agencies, MEF Legal Audit, Equitalia Giustizia, Finance Police, Sogei and Consip. Following the specificities of each entity and in compliance with the AgID guidelines, the applications created provide the necessary support for the completion of administrative procedures, ensuring compliance with the reference regulatory context.

The applications currently in use offer advanced workflow functions, capable of providing routing and process management rules both in relation to registration, signature and application cooperation services, as well as document archiving functionalities also in support of third party applications.

On the one hand, the dematerialisation process for the replacement of paper flows with IT documentation continued throughout 2021, and on the other, so did the rationalisation of the service offering. During the year, the integration of services into Sogei's Digital Ecosystem (DES) for the documentation and governance of the offer began; this was also enhanced by Machine Learning services for the automation of the classification of incoming documents. The expansion of the offer contributes to the recovery of efficiency, cost reduction, time to market and environmental protection, in line with the strategic objective of complete dematerialisation and digitisation of work processes.

Below, the indicative data of the volumes managed in 2021 for certain customers are reported.

Client	Protocols		Documents				
	Incoming	Outgoing	Received	Transmitted	Archived	Signed	Retained and being retained
Revenue Agency	10,728,731	20,408,694	45,504,496	39,291,857	128,236,335	16,282,421	1,935,265,571
State Property Agency	214,578	120,739	1,139,810	323,362	2,066,162	103,847	27,028
Customs and Monopolies Agency	4,242,994	1,929,390	16,585,843	4,593,132	23,502,961	5,952,527	111,466
Sogei	35,445	18,367	105,042	39,054	507,720	46,665	54,992
Consip	23,539	22,643	137,416	59,444	1,212,396	21,861	217
MEF - DdF	3,055,973	2,024,225	3,867,430	3,796,501	13,983,288	6,069,327	85,631
MEF - DT	83,697	17,167	225,616	40,854	266,470	19,984	26,641
MEF - DAG	214,860	139,647	1,154,470	667,123	1,821,593	121,033	306,193
MEF - RGS	3,319,106	1,511,582	12,775,174	2,113,991	14,996,122	1,417,628	3,341,827
Total	21,918,923	26,192,454	81,495,297	50,925,318	186,593,047	30,035,293	1,939,219,566

11.12.2 E-LEARNING PLATFORMS (STATUTORY AUDITORS, CAMPUS RGS, CAMPUS INIT)

Statutory Auditors

The remote training portal for Statutory Auditors was created to respond to the regulatory requirement for which, starting from 1 January 2017, all Statutory Auditors registered in the register pursuant to art. 2 of Italian Legislative Decree. no. 39 of January 27, 2010, are required to comply with continuing training obligations.

The fulfilment, by those enrolled in the register, of these obligations is guaranteed through participation in professional updating programs defined annually by the MEF and aimed at improving and maintaining theoretical knowledge and professional skills.

The portal is part of one of the activities of the MEF - State General Accounting Office - General Inspectorate of Public Finance which has, by law, the obligation to train the Statutory Auditors listed in the register (approximately 156,000 users, distributed throughout the country and further afield).

A technological architecture of the e-learning platform was created based on the open source application component "Moodle" and on the acquisition of cloud computing services for the technological infrastructure.

Since the launch of the platform in October 2017, 3,564,861 training hours have been provided to 92,095 professionals in the sector. Overall, an equivalent of 3,763,011 courses were consulted and 2,204,908 quizzes were carried out.

The first three-year training period ended on 31 December 2019 and the courses relating to the three-year period 2020-2022 are currently being provided, with a constant increase in use of the portal due to the concomitant pandemic which saw a significant reduction in the traditional classroom training contributions provided by other official channels.

Starting from October 2021 and expiring on 17 January 2022, in accordance with the provisions of Article 14 of Decree 135 of 8 July 2021 "Regulation on the procedure for the adoption of sanctions in the event of violation of the provisions on statutory auditors and audit firms, pursuant to Article 25, paragraph 3-bis, of Legislative Decree No. 39 of 27 January 2010", training for the three-year period 2017-2019 was reopened to users.

Campus RGS

The Campus RGS distance learning portal is the historical e-learning platform of the State General Accounting Office, with 6,500 total users and hundreds of courses in the catalogue. Established in 2005 on a proprietary platform, in recent years, following a joint Sogei-Ministry push, a total transition to open systems was made. The portal is in fact based on Moodle open source LMS, as is the BigBlueButton virtual classroom component.

Thanks to the complete accessibility on the Internet, the last year has been particularly rich in training activities, in particular in support of users working from home. The training course for all MEF users, already involved in 2018, on the subject of safety was also completed, in collaboration with INAIL, and coordinated by the Department of General Affairs.

Campus INIT

As part of the program aimed at implementing the new accounting system, the State General Accounting Office identified a remote user training project with the aim of managing the change process, and within it, the topic related to Training.

With this assumption, in December 2020 the new Campus InIt portal was placed in the production environment.

The goal of the portal, using tools such as training courses, virtual classrooms, digital library, is to train a user base of almost 35,000 employees of all the public administrations who use the accounting systems of the State General Accounting Office, from home as well as from the office, of their own Public Administration.

During 2021, users from 22 different administrations used the 24 training courses made available, with peaks of around 3,600 users connected per day.

11.12.3 WEB PLATFORMS

The activities aimed at disseminating information and services through web communication channels have as a fundamental prerequisite the creation and management of Internet sites and portals, Intranets and mobile solutions for institutional customers, as well as the preparation and coordination of the related publishing processes, also including the definition of development methodologies and guidelines and for the execution of usability and accessibility checks.

All the sites and portals created, characterised by a high information content, are of an institutional type and represent an effective communication system through which the Administration promotes initiatives, discloses information of an economic, financial, social and administrative nature and provides useful or essential services to carry out the duties of competence.

Through in-depth knowledge of the regulations in force, such as the Guidelines for the PA websites, the new Digital Administration Code (CAD) and the law 9 January 2004, no. 4 (Provisions to facilitate the access of disabled people to IT tools), we have created new generation web solutions, capable of fully responding to the expectations of the reference customers.

During the period characterised by the Covid-19 emergency, many sites and portals were the subject of numerous adaptation activities in relation to contingent information needs.

The 2020 activities focused on the following areas:

- Receipts Lottery website: The Receipts Lottery was launched on 1 February 2021 and the first monthly draw took place on 11 March. Throughout the year, the information site made available news, information, the calendar and results of the monthly and weekly draws as well as the possibility of accessing the reserved area dedicated to citizens;
- Revenue Agency website: during 2021, ad hoc profiles were implemented for each region to consult the analytics data of the regional directorates' pages only. A version of the cookie bar which complies with the new guidelines of the Italian Data Protection Authority has been created;
- MEF Portal: The MEF Portal constitutes the access point for citizens, businesses, the public administration and the media for information and services of the economic and financial administration, including agencies and in-house companies. During 2021, within the MEF portal, a section dedicated to the G20, led for the first time by Italy, was developed in collaboration with the Minister's staff. The Presidency programme was structured around the triple theme *People, Planet, Prosperity*. The main objectives pursued by the Italian Presidency in the *Finance Track* and the related achievements were shared in the specific section;
- Revenue Agency-Collection portal: with regard to the internet portal, an online guide has been created with the Newired product. Since 1 September the Riscossione Sicilia website has been integrated;
- Customs and Monopolies Portal: during 2021, the Agency's institutional portal was migrated to the new version of the infrastructure and its graphics and layout were revised to facilitate the use of content and make it compliant with AgID directives;
- Tax Justice Portal: in September 2021, the new graphic layout was released in order to make the user experience consistent with that of the other MEF departmental websites;
- Territorial Cohesion Agency Intranet website: at the end of June 2021, the new intranet portal of the Territorial Cohesion Agency was released for production, built on a Microsoft SharePoint 2016 platform, using a new graphic design and a navigation mode that allows Agency users to more easily find content and documents useful for their work;
- Revenue Agency WebApp: at the end of 2021, a web application was created and released, authenticated and usable also from mobile phones, to allow Revenue Agency employees to access certain work information, not from the internet;

- Sogei's corporate website: during 2021, work began on revising the 'Work with us' application;
- DAG portal: in early 2021, the so-called *Whistleblowing* solution provided for in anti-corruption legislation was made available. This function enables employees and external users to send anonymous reports of offences;
- State Property Agency and DVP institutional websites: in the course of 2021, both the graphics and the information architecture were revised to make it adhere to AgID guidelines.
- Presidency of the Council of Ministers Department of Instrumental tools and services intranet: during 2021 a joint round table was set up with the client to collect and analyse all the requirements of the various departments and structures of the PCM, also with a view to providing the intranet with an innovative and intuitive interface that better responds to the experience of all end users;
- Presidency of the Council of Ministers - Equal Opportunities Department website: In July 2021, the new website and back-office application for managing cases of assistance to victims of discrimination was released for production.

Below, for certain customers, the data on the use of the main portals in 2021.

Client	Visits	Pages Visited
MEF - Institutional Communication Director (DAG)/Minister's spokesperson	3,023,021	5,584,238
MEF - Department of General Administration, Personnel and Services	274,038	501,955
MEF - Treasury Department	1,467,849	3,085,334
MEF - State General Accounting Office	3,078,804	5,935,002
MEF - Department of Finance	3,101,616	20,437,549
Customs and Monopolies Agency	17,832,660	121,087,782
Revenue Agency	194,432,966	814,892,545
Revenue Agency-Collection	11,077,194	33,911,707
Court of Auditors	1,380,078	3,694,992
Financial Education	912,307	1,732,717
Electronic Invoicing	58,994,344	574,672,798

11.12.4 CRM

In the context of Digital Transformation, Sogei has equipped itself with increasingly innovative tools to meet the information and operational needs of citizens.

With regard to CRM - *Customer Relationship Management* - a technological platform in cloud mode was introduced, which enables the offer of new services for customers. The modular and scalable platform allows integrated management of multiple customer journeys, contact points and channels to offer innovative services to citizens in a deeply interconnected ecosystem.

The transformation project initiated allowed, during 2021, the achievement of multiple objectives in the various project areas:

- new self-service assistance models: chatbots implemented, or for which substantial evolutionary work has been carried out, for Revenue Agency - Invoices and Payments, Customs and Monopolies Agency- Receipts Lottery, Department of the State General Accounting Office - ERP INIT and Legit. Through these tools it is possible to improve relations with end users, transforming the relationship between citizen and PA from reactive to proactive; helping citizens to make the "best" choices with respect to their situation, simplifying and normalising, requesting and providing only the necessary information (once only);
- proactive communication: Campaign Management for Revenue Agency - Delivery of documents and applications, Department of the State General Accounting Office - AREA RGS portal. The goal is to collect feedback from the users on the services provided and to safeguard the continuity of operation of the operating machine through start-up plans that govern the transition from the old to the new with coexistence, experimentation, migration, evolution operations (*digital by default*);
- servicewith operator for the digital transformation of the multi-channel assistanceservice: services offered to users of the Finance Department, Presidency of the Council of Ministers - UNAR, Customs and Monopolies Agency - Receipts Lottery, Health, Ministry of Education - DAD, Revenue Agency - Electronic Invoicing and Payments, Department of the State General Accounting Office. Through these tools it is possible to enhance the dialogue with the interlocutors in a user-centred perspective (citizens, professionals, sector operators) through the standardisation of the services offered and the technological revision of the IT support tools, adopting methods that facilitate dialogue and the sharing of information.

11.12.5 MANAGEMENT SYSTEMS

Staff

The personnel management system is made up of applications integrated with each other that make it possible to represent the organisation of the agency and to support the offices in the

management of legal/administrative, economic and personnel development aspects for the Revenue Agency, the Customs and Monopolies Agency, the State Property Agency and Equitalia Giustizia.

In 2021, the Customs and Monopolies Agency was provided with a function allowing the control of the Green Pass for employees present in the office.

Below, the indicative data of the volumes managed in 2021 for certain customers are reported.

Main dimensions	Revenue Agency	Customs and Monopolies Agency (ADM)	State Property Agency	Equitalia Giustizia
Organisations	current 3,731	current 638	current 175	current 37
	closed 11,894	closed 3,565	closed 921	closed 71
Employees	in service 29,780	in service 9,249	in service 1,167	in service 324
	terminated 36,692	terminated 14,313	terminated 2,489	terminated 52
Supporting documents	4,896,545	1,436,016	185,881	--
Stamping	8,555,914	3,969,856	534,133	--
Average daily P/A processing	27,113	10,839	--	--
Incidental duties	190,666	253,374	--	--
Non-NoiPA payslips	--	1,189	--	--
Transfers	--	--	8,860	--
FUA Bonuses	33,949	--	--	--
Evaluation forms	3,177	13,387	1,125	324
Courses	37	15	--	--
Course enrolments	65,758	14,685	--	--
Assigned activities	206,953	--	--	--

Accounting, purchasing and sales

For the three Tax Agencies, numerous administrative and accounting processes are managed using the Oracle eBusiness Suite platform and other integrative applications

The accounting systems allow:

- the management of the purchasing cycle process with the related inventory phase of the assets identified by the Agencies themselves, in order to allow their logistical handling;
- the management of the accounting phase from the registration of the accounting document to its payment with the detection of the Agency's accounting events in the different supply sources;
- the fulfilment of tax obligations under current legislation;

- verification of the use of the budget allocated to the offices of the administration.
- the dialogue with the bank through the transmission of payment flows to suppliers and employees and the receipt of revenues (from 2021, also through the PagoPA system).
- the reception and processing of invoices payable in electronic format or, for sending to third parties, of invoices receivable.

To complement the accounting systems, there is a dedicated Business Intelligence for the control and monitoring of the administrative/accounting events.

Indicative data of the volumes managed in 2021 for certain Clients are provided below.

Main dimensions covered	Revenue Agency	Customs and Monopolies Agency (ADM)	State Property Agency
Payable documents	82,619	48,007	20,314
Payments	31,660	24,921	8,118
Salaries paid	397,496	128,485	14,946
Purchase Orders	10,732	7,951	4,634
Receivable documents	2,033	15,706	1,583
Sales orders	0	16,820	0
Revenues	1,956	58,228	987
Bursar's Office	4,042	4,678	1,587
Assets	1,279,159	573,806	38,747

Management control

The mission of the CoG area is to design and implement tools to support the Agencies' Management in carrying out planning, programming and corporate control activities, with the aim of making information available in the most suitable form for the user and enabling the Management to make decisions aimed at improving corporate operations

In particular, the budget/forecast systems are the tool used to support the processes of forming and negotiating the budget at the beginning of the year, revising it during the course of the year and determining the final forecast, in economic (supplies and expenses) and technical/physical (human resources and work production volumes) terms;

The Reporting system is the tool used to collect, from company systems, and organise economic and technical-physical information (such as analytical accounting, industrial accounting, budgets/forecasts, production, etc.) and to disseminate it to the various company levels in order to monitor the company's performance in a timely and punctual manner, through an accurate analysis of all those elements that are decisive for the achievement of its strategies.

The company's Planning and Control model is a cyclical and iterative process used by management to carry out the activities of:

- planning of long-term strategic objectives and related lines of action
- operational programming to translate strategic objectives into medium- to short-term operational plans, consistent with the actual capacities of the structures and the available resources, both human and financial
- preparation of the economic and financial budget to translate operational planning and programming into numerical terms
- performance measurement, monitoring and analysis of deviations to compare final and budget data in order to assess the performance of management against objectives and to identify necessary corrective actions.

The Management Control systems have reached a degree of maturity that has made it possible, in the course of the 2021 financial year, to characterise the interventions according to two main trends:

- interconnection with third party systems, managed both by the customer and by Sogei, in order to eliminate as much as possible the exchange of data (both master/dimensional and measures/metrics typical of planning) in off-line mode according to non-automated procedures; this has been implemented by favouring the adoption of web services and microservice technologies;
- re-engineering of some applications with the aim of making the user process smoother and adopting more up-to-date technological frameworks in order to improve performances.

The customers who will use the system in 2021 are listed below.

Applications	Client	# Users
Economic Forecast and Budget, Real Estate and Staff Programmes	State Property Agency	50
Strategic management reporting	State Property Agency	50
Economic and Technical-Physical Budget	Customs and Monopolies Agency (ADM)	300
Analytical Accounting	Customs and Monopolies Agency (ADM)	300
Annual account according to R.G.S. circulars	Customs and Monopolies Agency (ADM)	50
Accounting for work on business processes	Customs and Monopolies Agency (ADM)	300

Applications	Client	# Users
PA.RI.DE. - Survey and distribution of work on business processes	Revenue Agency	100

Governance of the planning and control process - SISP

The service concerns the management of the planning and programming of MEF objectives and includes functionalities available both to the MEF's Centres of Responsibility (CRA) and the SSEF, for the fulfilments related to the reporting of objectives and resources contained in the General Directive, and to the Independent Performance Evaluation Body (O.I.V.), for the analyses on the achievement of strategic objectives necessary for the monitoring and evaluation of the results achieved by each CRA.

There were 248 targets managed in 2021.

12. NATURAL CAPITAL

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

Environmental protection is an essential component of Sogei's way of operating. The activity is carried out in compliance with international agreements and standards, conforming to the national laws, regulations and policies on health, safety and the environment.

The management of environmental issues is based on the principles of prevention, protection, information and participation and has as its fundamental objectives the saving of natural resources, the reduction of pollution and consumption, the safety of persons and, in general, the minimisation of negative impacts on the environment itself. These objectives are achieved through the implementation of investment policies in research and innovation, with the adoption of the most advanced technologies for the creation of products and processes with the best characteristics of environmental compatibility, safety and health protection, pursuing continuous improvement of the reference targets.

Company policies also provide for interventions aimed at promoting eco-sustainable behaviours in Sogei's spheres of influence - in particular Customers, suppliers and personnel, in order to reduce the indirect impacts of our activities such as those related to employee travel for work and company mobility, internal separate waste collection and the responsible use of paper.

12.1 ENVIRONMENTAL SUSTAINABILITY FOR SOGEI

GRI 307-1

Sogei promotes sustainable practices by consciously managing its activities and adopting initiatives aimed at reducing the environmental impact of the goods and services used.

Taking into account the importance that the issue of workplace safety and environmental protection assumes in the Company and also considering the dimensions of the organisational structure of Sogei and its activities, the complexity of the legislation, the technologies that can be used, the procedures, as well as the evolution of the technical regulations in these matters, starting from 2011, a number of managers of the Company have been granted specific powers for the functions and responsibilities of the employer in matters of health and safety in the workplace, as well as for the responsibility of environmental protection and fire prevention. In this context, certain internal structures aimed at promoting the protection of the environment and safety in the workplace operate in synergy with the existing company management systems, through training, the provision of information and the preparation of actions with the goal of encouraging culture, quality, safety and respect for the environment.

In 2021, no non-compliance with environmental laws and/or regulations was detected which led to the application of pecuniary penalties and non-monetary sanctions.

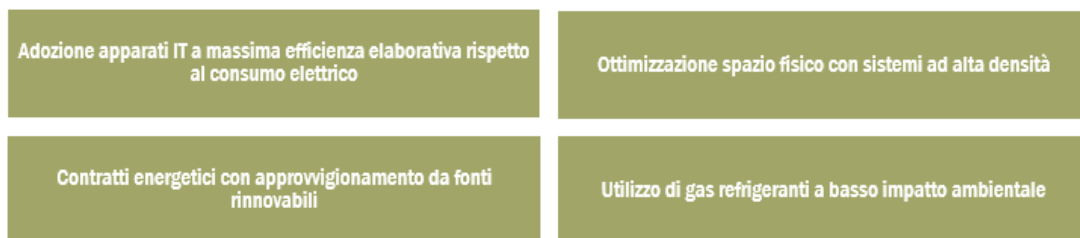
GRI 302-5

12.2 GREEN IT - CODE OF CONDUCT ON GREEN DATA CENTRES

Sogei has long since adopted the *Green IT* choice, for a sustainable and efficient approach in the adaptation and renewal of the infrastructure and technological systems, in order to contribute to the mitigation of the effects of climate change.

The choice of a sustainable IT infrastructure must also safeguard the high level of quality and reliability of the services - provided 24 hours a day for 365 days - that has always distinguished Sogei.

The reference criteria for this approach are highlighted below.



Sogei is constantly oriented towards *Green IT*, information technology, supporting the development of technological environments that are efficient from the point of view of energy consumption and with limited environmental impacts.

To ensure that Sogei's technological and plant evolution is in line with the Company's commitment to sustainability, Sogei refers to the framework of the *Code of Conduct on Green Data Centres*, an initiative of the European Commission, which aims to identify standards and best practices to support IT companies in defining a common eco-efficiency strategy for data centre management.

The purpose of the Code of Conduct is to define a European policy to reduce the environmental, economic and social impact of energy consumption and, at the same time, to provide an aid for better understanding and management of energy demand within the data centres, stimulating awareness on this issue and identifying best practices and energy efficiency enhancement objectives.

GRI 302-3
PUE

12.3 SUMMARY OF THE COMPOSITION OF THE SOGEI FARM SYSTEMS

In order to show a concise and significant overview of the parameters characterising the Sogei CED, a summary table with the main measures is shown to the side.

CED Parameters	2021	2020
CED PUE	1.70	1.73
Number of physical servers present	1,372	1,161
Number of virtual servers	9,654	6,967
Server consolidation report	7.04	6.0
Terabytes installed in the CED	49,700	32,000

The ratio between the total number of logical servers installed and the number of physical servers hosted in Sogei's Data Centres is 7.04 and is higher than last year's figure, following the merger of the RGS CED's servers into Sogei's CED. This value is obtained starting from the Sogei CMDB (Configuration Management Data Base) where, at the last survey (December 2021), it appears that the number of virtual servers is 9,654 and the number of physical servers is 1,372.

The PUE "Power Usage Effectiveness" - an internationally recognised index - is the main performance index for evaluating the effectiveness of energy use and the relative efficiency of a data centre infrastructure; it is defined as the ratio between the electrical power absorbed by the physical infrastructure serving the Data Centre (power supply, UPS systems - uninterruptible power supplies -, cooling, lighting, physical safety, fire protection, etc.) and the electrical load used by the IT (server, storage, switch, PC), according to the formula $PUE = (\text{Infrastructure load} + \text{IT load}) / \text{IT load}$.

The Sogei PUE was calculated on the annual average of the values detected by the monitoring and control system after having obtained the global annual electricity consumption (kWh/a) of the CED, separating the electricity consumption of the IT and the consumption of the electrical loads of the physical infrastructure equipment of the site. The PUE of the Sogei CED for the year 2021 was 1.70, a slight improvement on previous years. The PUE calculation includes the losses of all electrical and mechanical equipment that constitute the absorption items attributable to the Data Centre. This allows a high level of accuracy in PUE to be achieved.

12.4 ENERGY EMISSIONS AND CLIMATE CHANGES

The company is highly committed to limiting its energy consumption and, also thanks to the support of the Energy Manager, studies and implements continuous actions to rationalise and monitor consumption, both at the technological infrastructure and plant level, safeguarding the supply of highly reliable services. In addition, during 2021 it defined and released an internal Energy Management process, preparatory to a future ISO 50001 certification.

12.4.1 RENEWABLE ENERGY SOURCES

To meet its needs, also in 2021, Sogei purchased electricity produced exclusively from renewable sources, certified by the RECS (Renewable Energy Certificate System) certificate, confirming its commitment to reducing CO₂ emissions to mitigate the effects of climate change.

12.4.2 ENERGY CONSUMPTIONS

As in 2020, there was also an increase in electricity consumption related to data processing centres in 2021, albeit to a lesser extent than in the previous year. The increase was 0.5 GWh, or 1.67%.

Office complex A recorded a slight increase in electricity consumption compared to the previous year of 0.64%, while office complex B experienced a reduction of 7.74%.

As far as thermal consumption is concerned, in office complex A there was an increase of 13.85% while in office complex B there was a decrease of 12.83%.

The difference in natural gas consumption between the two complexes is partly explained by the different number of staff on the premises in different months of the year and partly by the different operation of the canteens.

The following table shows the overall consumption of electricity expressed in GWh and natural gas in standard cubic metres divided by the three main users: the data centres, the offices of complex A and the offices of complex B.

Total energy consumptions

		2021	2020
Electricity (GWh)	<i>CEI</i>	30.487	29.986
	<i>Offices</i>	3.738	3.714
	Building complex A	34.224	33.700
	Building complex B (Offices)	1.644	1.782
	Total (fully certified renewable)	35.868	35.482
Natural GAS (Sm ³)	Building complex A (Offices)	359,666	315,903
	Building complex B (Offices)	68,832	78,967

	2021	2020
Total (not renewable)	428,498	394,870

Below is a table showing the overall consumption of energy carriers used by Sogei (electricity and natural gas), both expressed in terms of Joules, as required by the GRI Standards.

It should be noted that the table expressed in GJ does not represent the primary energy but a direct conversion of the two vectors into Joules. In the case of natural gas, this conversion coincides with the primary energy as it is obtained from the product of the cubic meters consumed by the calorific value of the fuel.

Total energy consumptions in GJ

		2021	2020
Electricity (GJ)	<i>CED</i>	109,752	107,951
	<i>Offices</i>	13,456	13,370
	Building complex A	123,208	121,321
	Building complex B (Offices)	5,918	6,415
	Total (fully certified renewable)	129,126	127,736
Natural GAS (GJ)	Building complex A (Offices)	12,635	11,097
	Building complex B (Offices)	2,418	2,774
	Total (not renewable)	15,053	13,871

With regard to the two company sites in Via M. Carucci 99 (Building Complex A) and Via M. Carucci 85 (Building Complex B), the consumption in terms of electricity of the building complex A is approximately 95.4% of total consumption. This imbalance depends on the presence, within the Building Complex A, of the Data Processing Centres which alone in 2021 absorbed 85% of Sogei's overall electricity consumption, for powering of the IT equipment and related auxiliary equipment (refrigeration, UPS, etc.).

The analysis of the data shows an overall consumption of electricity 1.09% higher than 2020, against a 1.67% increase in consumption linked to the CEDs and at the same time a decrease in consumption of the office complexes by 2.08%.

12.4.3 ENERGY INTENSITY INDICES

In order to measure the average annual electricity requirement linked to the work activity of all the staff employed (employees and contract staff), the energy performance index called "Energy consumption per staff employed on site" is calculated, determined by the ratio between the total electricity consumption of the buildings (complexes of buildings A and B), net of consumption related to the Data Centres, and the personnel employed inside the buildings.

Electricity consumption includes the absorption of the refrigeration units used for the summer cooling of all buildings.

The index of electricity consumption by staff on site shows, for 2021, a further deterioration due to the very low staff attendance on site, obviously linked to the Covid-19 pandemic.

Energy consumption for staff employed on site (employees and contract staff)

		2021	2020
Staff employed on the sites	Annual average	235	483
<i>Office electricity consumptions</i>			
Office complex A	MW _{hel}	3,738	3,714
Office complex B		1,644	1,782
Total		5,382	5,496
Office complex A	GJ _{el}	13,456	13,370
Office complex B		5,918	6,415
Total	GJ _{el}	19,375	19,785
Office complex A and B	MW _{hel}	22.90	11.38
	GJ _{el} /p	82.44	40.96

Two energy performance indices were also identified for monitoring of the thermal energy used for office heating, called "Office Heating Intensity". For these energy performance indices, a more detailed level of measurement is available with respect to the consumption of electricity connected to the work activity; it was thus possible to separate the consumption of all the offices in complex A, dividing the consumption of the VAT building (Old Tax Register) from that of the NAT (New Tax Register), buildings built in different periods and also having different construction characteristics.

Looking at the data in the table below, it can be noted that in 2021 the reduction of thermal energy used for heating continued for building complex B. This can be observed both by normalising the consumption with respect to the surface area and by normalising it with respect to the degree days. For the offices in complex A, called VAT and NAT, an increase in consumption is observed, concentrated mainly in the VAT building. Observing the normalised values with respect to the degree days, there is an increase in percentage terms of more than 14.3% in the VAT offices and 11% in the NAT offices, while for the offices of complex B there is a decrease of about 21.4%. For the calculation, the "winter" degree day values were used, considering those referring only to the heating period for climate zone D, for which the switching on of the thermal systems for space heating is scheduled from 1 November to 15 April.

Offices Heating Intensity

DD - Degrees Day m² - square meters of office

Offices Heating Intensity	Unit	2021	2020
Building complex A- VAT OFFICES	GJ _{ter} /m ²	0.331	0.274
	GJ _{ter} /DD	3.03	2.65
Building complex A - NAT OFFICES	GJ _{ter} /m ²	0.316	0.269
	GJ _{ter} /DD	2.20	1.98
Building Complex B - OFFICES	GJ _{ter} /m ²	0.174	0.210
	GJ _{ter} /DD	1.36	1.73
Degrees Day	DD	1,594	1,508

12.4.4 INTERVENTIONS AND PROJECTS FOR THE REDUCTION OF ENERGY CONSUMPTIONS AND ENERGY NEEDS

GRI 302-4

In recent years, Sogei has implemented a monitoring and control system for electricity consumption, both of the systems serving the CED (i.e. cooling system, electrical continuity devices), and of the IT equipment, a system also used to calculate the PUE.

During 2020, an additional measurement system was installed, specifically dedicated to monitoring of the cooling energy produced by the CED cooling plant; high-precision water flow meters and additional temperature probes were included which make it possible to measure the cooling energy. This monitoring system makes it possible to evaluate the actual energy performance of the refrigeration units, providing useful information both for the evaluation of maintenance interventions and for the continuous improvement of the management logics implemented in the automatic control system, installed between 2018 and 2019.

In 2021, the technological renovation of the refrigeration plant continued, with the replacement of another old centrifugal refrigeration unit with a latest technology unit featuring a magnetic levitation centrifugal compressor. As the new refrigeration unit went into operation in the second half of December 2021, it has not yet been possible to see its positive effects on the PUE, which will presumably become apparent in the course of 2022.

At the beginning of 2021, additional instruments were installed to monitor the electricity consumption of the refrigeration plant in order to be able to count all absorption items individually; network analysers were added to the chilled water pumps, condenser pumps and individual evaporative towers.

In the second half of the year, work began on the design of new electrical panels for the cooling towers, which will house inverters to control the tower fans. This will lead to energy savings and the optimisation of the consumption of water from wells.

A study was also carried out for the replacement of the existing evaporative towers, which are expected to be replaced during 2022. Finally, a new system for the treatment of make-up and recirculation water, dedicated to the evaporative tower circuit, was installed.

In addition to the above, the study of further actions to reduce energy consumption related to the cooling of the Data Centre continued. In particular, there is a plan to create physical compartments to contain cold air in the Computer Rooms, as well as to implement new management logics for the CRAH systems and refrigeration units. In addition, work was consolidated on the design of a new redundant hydraulic distribution that takes into account aspects of energy efficiency, improving the distribution of loads on the refrigeration units and consequently optimising their operation.

Energy efficiency measures also continued in the thermal power stations of building complex A which will concern both the production methods and the methods of regulation and control of the same.

The renewal of the medium and low voltage electrical systems for powering the panels in the Computer Room continued.

12.4.5 EMISSIONS

CO₂ emissions can generally derive from direct emission sources and indirect emission sources.

The sources of indirect emissions derive in this case from the electricity, the refrigerant gases used in the refrigeration units and from the fire-fighting system. The contributions of the latter two sources can be considered null due to the absence of leaks in the refrigerant fluids and activations of the fire-prevention systems.

Direct emissions - For the direct emissions of greenhouse gases, connected to the combustion of natural gas for the winter heating of the offices and for the production of DHW (domestic hot water) for the four canteens distributed in the two building complexes, the emissions calculations were carried out using the emission factor for heat production indicated in the ISPRA reports, most recently the 317/2020 Report with the updated data for 2018 equal to 190.1 gCO_{2eq}/kWh. The calorific value taken as a reference for natural gas is 9.758 kWh/m³, reported in the table of national standard parameters published in the ISPRA report in 2017.

Emissions t CO ₂ eq	2021	2020
Natural gas in Sm ³	428,498	394,870
Natural gas in GJ	15,053	13,871
Scope 1 - CO ₂ in tons (Gas)	795	732
Electricity in kWh	35,868,370	35,482,275
Electricity in GJ	129,126	127,736
Scope 2 - CO ₂ in tons (Electricity)	-	-

Indirect emissions - Emissions related to the consumption of electricity can be assessed as zero, thanks to the purchase of RECS (Renewable Energy Certificate System), essentially certified energy obtained only from renewable sources.

For electricity, therefore, the value of avoided emissions is indicated, calculated using the emission factors published by ISPRA in its report 343/2021, which indicates a preliminary estimate of the emission factor for 2020 of 258.3 gCO₂/kWh. To ensure a consistent comparison, this value is applied to both the 2021 and 2020 consumptions, which are therefore different from those published in the previous report. The values used refer to electricity consumption and take into account the emissions originating within the national territory. They refer to the thermoelectric park including renewable energy production, net of pumping inputs.

The following table shows the values of indirect emissions avoided thanks to the purchase of renewable energy.

Indirect emissions AVOIDED t CO ₂ eq	2021	2020
Electricity in kWh	35,868,370	35,482,275
Electricity in GJ	129,126	127,736
Scope 2 - CO ₂ in tons (Electricity)	9,265	9,165

Emission intensity indices - With regard to the emissions performance index, it should be noted that since it refers to the consumption of methane specifically for winter heating, the consumption related to canteens was subtracted.

Intensity of Emissions for Heating of Office Buildings	Unit	2021	2020
Building complex A - VAT OFFICES	tCO ₂ eq/DD	0.160	0.140
Building complex A - NAT OFFICES	tCO ₂ eq/DD	0.116	0.105
Buildings Complex B	tCO ₂ eq/DD	0.072	0.091

The index of intensity of emissions for the heating of office buildings was divided for the three buildings, in consideration of the fact that each of them has different building characteristics and orientation; moreover, each of these has its own thermal power plant with a dedicated PDR. The index shows the trend of the normalised absolute value with respect to the degree days, thus subtracting the meteorological effect.

12.5 THE WATER RESOURCE

Water as a shared resource - The reporting standard for water resources (GRI 303) was updated in 2018 by the *Global Reporting Initiative*, with the aim of introducing best practices in water management into reporting practice. The standard is consistent with the SDGs/Sustainable Development Goals of the United Nations 2030 Agenda, in particular with Goal 6, which addresses the issues of drinking water, sanitation and hygiene, as well as the quality and sustainability of water resources around the world.

In Sogei, the planning of extractions and consumption of water resources follows a logic of reduction of the associated impacts and is part of an environmental policy of responsible use and consumption of resources.

Sogei's water uses mainly relate to water used in cooling towers associated with refrigeration units for the disposal of heat produced in condensers.

The other uses of water are related to civil uses consisting of toilets and canteens in the office complexes and irrigation of green areas.

The availability of water from wells, necessary to ensure the functioning of the Data Centre, allows Sogei to have its own independent source of supply, limiting the impacts on the aqueduct network which, in the event of an accentuation of situations of water stress, could generate levels of problematicity.

Water discharges - The water used by the condensation circuit of refrigeration units is dispersed by evaporation into the atmosphere, while the water for domestic use flows into the sewage systems.

The water extractions of Sogei, referred to in the following table, are recorded according to the origin by source of supply; water from the municipal aqueduct and water from wells on site, the first used for sanitary purposes, the second to satisfy industrial needs.

Water extraction by source (MI - Megalitres)³

	2021		2020	
	All areas	Water stressed areas	All areas	Water stressed areas
Surface waters				

³ The definition of freshwater/other types of water, adopted by the GRI Standards, is based on ISO 14046:2014 and on the USGS (United States Geological Survey) document, *Water Science Glossary of Terms*, water.usgs.gov/edu/dictionary.html, (accessed 1 June 2018) and on the WHO (World Health Organization) document *Guidelines for Drinking-water Quality of 2017*.

	2021		2020	
	All areas	Water stressed areas	All areas	Water stressed areas
Fresh water ($\leq 1,000$ mg/L Total Dissolved Solids)	-	-	-	-
Other types of water ($> 1,000$ mg/L Total Dissolved Solids)	-	-	-	-
<i>Total surface waters</i>	-	-	-	-
Groundwaters/Wells				
Fresh water ($\leq 1,000$ mg/L Total Dissolved Solids)				
Other types of water ($> 1,000$ mg/L Total Dissolved Solids)	-	51.4	-	56.0
<i>Total groundwaters/wells</i>	-	51.4	-	56.0
Sea water				
Fresh water ($\leq 1,000$ mg/L Total Dissolved Solids)	-	-	-	-
Other types of water ($> 1,000$ mg/L Total Dissolved Solids)	-	-	-	-
<i>Total sea water</i>	-	-	-	-
Water produced				
Fresh water ($\leq 1,000$ mg/L Total Dissolved Solids)	-	-	-	-
Other types of water ($> 1,000$ mg/L Total Dissolved Solids)	-	-	-	-
<i>Total water produced</i>	-	-	-	-
Third party water resources/Public aqueducts				
Fresh water ($\leq 1,000$ mg/L Total Dissolved Solids)		28.6		35.5
Other types of water ($> 1,000$ mg/L Total Dissolved Solids)	-	-	-	-
<i>Total third party water resources/Public aqueducts</i>	-	28.6	-	35.5
Total water extraction	-	80.0	-	91.5

As required by the GRI 303-3 notice, the extraction data are reported in Mega Litres (1 cubic meter = 0.001 Mega litres). The table also shows the extractions in relation to the characteristics of the water, which is divided into: a) fresh water, i.e. water with a concentration of total dissolved solids equal to or less than 1,000 mg/l, or b) other types of water, which have a concentration of total dissolved solids greater than 1,000 mg/l.

Water Stress - Water stress refers to the ability, or inability, to meet the demand for water, both human and by ecosystems as a whole. Water stress can refer to the availability, quality or accessibility of water.

During the summer of 2017, the city of Rome was affected by an event of water scarcity and drought, which made it necessary to ration the water conveyed by the aqueducts. These situations did not repeat themselves over the following years. However, the geographical area

of Rome, where Sogei is based, is classified as at risk of medium-high water stress⁴. See the map below.



Source: *Aqueduct Water risk Atlas*

It is not believed that the uses of the water resource by Sogei to meet industrial needs have significant impacts on the availability of water for the reference area, but, in the table of extractions, they have been classified as having been carried out in areas with water stress.

12.6 WASTE

GRI 306-2

Responsible waste management, governed by a set of European Community and national regulations, represents a distinctive value for Sogei and provides evidence of Sogei's contribution towards a circular economy, which makes it possible to significantly reduce the environmental impact and bring benefits in terms of saving natural and financial resources.

Sogei's involvement, further stimulated by EU regulations on the Circular Economy, is increasingly directed towards the adoption of virtuous behaviours that are in line with the 2030 Agenda in the context of sustainable development objectives, and in particular with Goal 12: Ensuring sustainable patterns of production and consumption, point 5 of which recommends

⁴ As a tool for assessing water stress areas, reference was made to the **Aqueduct Water Risk Atlas** <https://www.wri.org/aqueduct> of the **World Resources Institute**. Water stress refers to the ability or inability to meet the demand for water, both human and by ecosystems as a whole. Water stress can refer to the availability, quality or accessibility of water.

by 2030 the substantial reduction of waste generation through prevention, reduction, recycling and reuse.

The European waste strategy, adopted by Sogei, establishes a hierarchical preference for different waste management options, based on the effects each has on the environment, such as:

- reduction in waste production;
- recycling, composting and anaerobic digestion;
- energy recovery (waste-to-energy);
- controlled landfill;

Bearing in mind that, by way of example, it takes one tonne of paper to produce it:

- from the raw material: 17 trees, 440,000 litres of water and 7,600 kW of electricity;
- from recycled paper: 0 trees, 1,800 litres of water and 2,700 kw of electricity

and to produce a glass bottle:

- from the raw material: 400 grams of sand, 100 grams of soda ash, 90 grams of diesel and 100 grams of limestone;
- from recycled glass: only 10 grams of diesel.

in addition to assessing the impact of the natural degradation times of waste (e.g. paper handkerchief 3 months, newspapers and magazines, if shredded, about 3 months, if stacked, more than 10 years, plastics in general, 100 to 1,000 years, polystyrene, more than 1.000 years), it can be seen that Sogei's virtuous path towards environmental sustainability is based on the study and research of further measures to be introduced that will enable it to adopt an economic system that is increasingly able to sustain itself, to reuse materials after their use and to minimise waste.

In carrying out its business activities, Sogei mainly generates two categories of waste: waste that can be assimilated to urban waste and special waste, which in turn is classified as hazardous and non-hazardous.

Waste similar to urban waste - Sogei collaborates with AMA, the Municipal Environment Company of Roma Capitale, to implement separate waste collection within the company sites, through dedicated containers for each type of waste. A part of this waste (e.g. paper, plastic) is directly sent for recovery through operators authorised to manage special waste, following the same requirements as for special waste. For this reason Sogei benefits from reductions in taxes and tariffs established by the regulations in force.

Special waste - The largest share of this type of waste is non-hazardous waste (e.g. waste from paper, cardboard, plastic packaging, wooden pallets, etc.). Occasionally, waste may be generated that falls into the category of special hazardous waste (e.g. lead batteries). Special waste, in line with the provisions of the Consolidated Environmental Law, is sent for recovery and/or disposal thanks to contracts that the Company stipulates with authorised companies, in compliance with the requirements relating to the handling and traceability of waste (e.g. forms, loading/unloading register, MUD - Single Environmental Declaration Model).

In addition to the separate collection and disposal of waste, Sogei gives priority to the acquisition of environmentally friendly products, and requests clauses in its acquisition contracts requiring suppliers to take back packaging and scrap goods, or clauses obliging suppliers of plant and building maintenance services to dispose of waste material. Furthermore, with a view to reducing food waste, the supplier must submit a report on the management of food surpluses every six months in the catering service supply contract.

Finally, Sogei, where possible, uses a contract that values certain disposals of recyclable materials or reusable components.

The volumes of waste disposed of during the year are shown below.

Waste (Kg)	2021	2020
Non-hazardous waste	380,845	555,117
disposal	0.0%	0.04%
recovery	100.0%	99.96%
Hazardous waste	62,259	64,147
disposal	0.2%	0.2%
recovery	99.8%	99.8%
Total	443,104	619,264

During 2022, the General Services Promotion and Information Plan will be implemented, a process of information and dissemination, to raise users' awareness of sustainability issues and green policies and, thus, enable an improvement in terms of separate collection and reduction in waste production.

In addition, the '*working smart*' project, adopted in 2021, will be implemented, which envisages a paradigm shift in the concept of the workstation and from which, through the digitisation of documents, anonymisation and elimination of the traditional employee workstation will lead to a significant improvement in waste management in the coming years.

12.7 SOGEI INTERNAL PROJECTS

12.7.1 SUSTAINABLE MOBILITY

GRI 305-5

Sustainability is now the new overall driver for the entire global ecosystem, from politics to economics, from social life to technological evolution.

In this context, sustainable mobility is one of the main actions to achieve the country's green objectives, as confirmed by various government decrees or by the NRP itself.

In particular, the year 2021 saw the consolidation of the role of the Mobility Manager who, as envisaged by the various regulatory measures, has taken on a central and cross-cutting role for the implementation of sustainable mobility, welfare and agile work policies as well as for the health and safety of workers. This occurs as part of the measures to combat the spread of the pandemic, especially for transport management in the area of home-work and home-school travel, one of the main problems in containing Covid-19 infections.

Sogei thus confirmed its position at the forefront of mobility management. In fact, as early as 2016, the travel and mobility management group was set up with the aim of optimising and managing all factors related to corporate mobility in an integrated and green manner, including through the digitisation of the processes.

Over the years, the results have been excellent, with the dematerialisation of about 80% of the paper documents, 40% of virtual traffic generated by e-mail, the revision of the low environmental impact travel policy, the consolidation of the collective transport service in sharing mode that has limited the use of private vehicles and significantly reduced emissions due to travel to and from work, incentives for the use of the LPT, and other actions resulting from the annual Home-Work Travel Plan approved by the Mobility Agency of Roma Capitale.

As in the previous year, 2021 was strongly characterised by the pandemic that caused the limited presence of workers on the premises through the use of agile working, which is one of the main actions of Sustainable Mobility, as confirmed by the working tables coordinated by Roma Mobilità, which saw the consolidation of the primary role of Sogei in the network of Mobility Managers.

Thanks to the updating of the travel policy, with the introduction of guidelines and security measures for travel management, it has been possible to gradually restart corporate travel, which had been subject to a freeze due to travel restrictions in 2020, an action that is also an incentive for the recovery of business travel, one of the sectors most affected by the pandemic.

GRI 302-5

12.7.2 DISPOSAL OF ELECTRONIC EQUIPMENT

In 2021, 467 devices were decommissioned and 392 new devices installed in the various data centres, according to the table below.

From the point of view of the overall nominal electrical power, the decommissionings led to a reduction of 352,636 Watts of power, 1,035 Amps and 1,198,469 BTUs, while the new installations account for 551,358 Watts, 2,025 Amps and 1,867,503 BTUs, with an overall increase of 198,722 Watts, 990 Amps and 669,034 BTUs.

Site	Decommissionings	Installations
Sogei	467	378
DR	-	12
Mastai	-	2
Total	467	392

13. OUTLOOK FOR THE FINANCIAL YEAR 2022

The new lifestyles, working and learning patterns imposed by the pandemic have raised awareness that the path to sustainable development also includes the use of ICT products and services as enablers for inclusive development. Digital infrastructures, which are increasingly necessary to ensure that everyone can benefit from the advantages and opportunities they offer, must go hand in hand with digital training, which is needed both in the public sector (schools and public administration) and in the private sector (households and businesses) to promote real inclusive development. On all these fronts, Sogei is strongly committed to playing a leading role in a constantly evolving macroeconomic scenario.

Until a few weeks ago the positive effects of the vaccination campaigns underway, both in Italy and globally, made it possible to hypothesise, through a progressive reduction of the various restrictive measures imposed by the Authorities during 2021, a substantial normalisation of the general economic context. However, starting from the second half of 2022, the Ukrainian crisis, which precipitated on 24 February last with the invasion of Russian troops and the outbreak of a war involving, albeit not with a military commitment, the Western and in particular European economies, has drastically worsened the global climate, rapidly overshadowing even the pandemic crisis. As things stand at present (March 2022), it is difficult to say how the macroeconomic framework will change after the invasion, as the evolution of many key variables that condition the scenario remains undefined. The channels through which war affects economies are multiple: energy, trade, financial markets, confidence/expectations, refugee flows. Each of these is influenced by the duration of the crisis, the resulting political-military outcome and the consequential effects of the sanctions. All these elements are shrouded in uncertainty.

However, analysts have made initial estimates for Europe in particular, which is most directly affected by the effects of the conflict. According to these assessments, the growth rate of the Euro area in 2022 would fall, compared to pre-war assumptions, in a range of 0.3-1 percentage points, depending on the turn of events. Due to the higher exposure to Russian gas, it can be assumed that the downward revision for Italy would be higher, although not by much. Applying these corrections to the pre-war scenario, European (and Italian) growth is reduced to 3.7-3% this year; there would then be a skim in 2023 as well. These estimates are based on the assumption that the conflict will essentially impact between Q1 and Q2, with a worst-case scenario cancelling out the post-Covid wave rebound that was expected in the spring.

In this context, Sogei currently confirms, for 2022, also due to the nature of the business in which it operates (more than 95% through in-house outsourcing), the medium-term guidelines set out in the latest 2021-2023 Business Plan, presented in March 2021, (digital transformation of its Customers, improvement of service quality through creativity, innovation, functional

supervision of the PA, development of skills and investments in new technologies and digitisation), which envisages significant investments. These, on the one hand, aim to consolidate infrastructures, networks and plants, including cybersecurity and disaster recovery components, to strengthen the capacity to support the physiological growth of services and users, and, on the other hand, take into account the process of transition to the cloud to improve scalability and response times to the growing number of new customer requests.

Within this reference framework, the production and operating assumptions consolidated in the valuation of the 2022 Budget, will allow the Company's positioning with respect to Institutional Customers to be strengthened, through effective, efficient and innovative solutions, instrumental to achieving the strategic objectives of the plan and our Customers, maximising the forecast of expected revenues; they will also allow the activities related to the New Customers identified by the provisions of law (Article 51 of Legislative Decree no. 58/1998) to be enhanced. Urgent fiscal provisions and for urgent needs), also in the light of the recent regulatory changes (art. 7, Law Decree 152/2021) that have aimed, on the one hand, also to guarantee the provision of cloud services by #NoidiSogei to our Administrations Customers, and on the other hand, to continue to provide the extra-house perimeter with the services envisaged by the specific regulations according to the end-to-end technology partner model.

In 2022, there will also be a strong emphasis on evolution and research projects aimed at understanding and testing new approaches and methodologies that not only facilitate change management, but also solve everything related to innovation in a unique and original way.

Also in 2022, Sogei will be involved in the participation, as part of a temporary consortium, in the open procedure for the awarding, through a public-private partnership contract, of the construction and management of the National Strategic Hub, which aims to provide the PA, through a dedicated infrastructure at the forefront of performance and security, with Cloud technologies and infrastructure that can benefit from the highest guarantees of reliability, resilience and independence.

These actions will be supported by a strengthening of the *People Value* strategy through the generational turnover process deriving from the implementation of the Generational Value Plan and the recruitment and resignation plan, increasing the efficiency of the current workforce, optimising their allocation to activities that are remunerative and/or of added value for the Company, the implementation of internal mobility processes that favour the improvement of business activities, as well as the coverage of different roles within specific professional upskilling and reskilling paths and, lastly, continuous technological and methodological training to constantly align internal requirements, counteracting the obsolescence of job profiles and maintaining high company competitiveness.

Sogei also confirms, also for 2022, sustainability as one of the main strategic pillars, strengthening its governance through a path of consolidation of internal sustainability and the

introduction, already started in 2021, of a new Model of Digital Ethics and Sustainability in the service delivery model, and commitment through a process of enrichment of its Articles of Association with objectives of common benefit (Benefit corporation) and the acquisition of BCorp certification, as a concrete commitment to work over time to improve its impact.

With regard to climate change, Sogei will continue to work to reduce its carbon footprint through investments in energy efficiency initiatives and the consolidation of supply from renewable sources (now already at 100%), as well as through the launch of experimental projects aimed at measuring the impact of digital solutions and infrastructure (cloud, hybrid cloud) on consumption and the environment.

Based on the scenario described and the results achieved so far, Sogei expects 2022 revenues to grow by around 9% compared to the previous year and an EBITDA margin of around 14%, a profit of around 34 million Euro, investments of around 133.2 million Euro (+155% compared to 2021) and finally a cash flow value of around 19 million Euro.

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