2023 Sustainability Report



Almaviva

The **Almaviva Sustainability Report** provides a detailed overview of the actions undertaken and the progress made by the Group in the field of sustainability.
The focus is on ethical business management, the well-being of individuals, and environmental protection – objectives that the Group pursues through its activities centered on promoting an inclusive digital transition, which ensures participation and opportunities for all, in line with the United Nations' Principle of "leaving no one behind."



2023
Sustainability Report

Why you should take the time to read it

The document highlights Almaviva's commitment to combining digital innovation – a strategic pillar of this century and a key driver of progress – with environmental protection and the safeguarding of human rights. It demonstrates how a digital transition can be achieved while respecting sustainability principles.

What you can expect to find in the document

The Report's introduction begins with a message to stakeholders, followed by an analysis of the key data and events that shaped Almaviva's activities in 2023. It then explores the company's business model, the Group's ecosystem, and Almaviva's approach to fostering a responsible digital transition.

The **first chapter** focuses on Almaviva's sustainability **vision** and its commitment to sustainable development – from defining its sustainability model to the commitments outlined in the Group's Sustainability Plan.

The following chapters cover the areas of sustainability identified as most important to the Group: **Governance** (Chapter 2), **People** (Chapter 3), and **Environment** (Chapter 4).

After the **Conclusion** (Chapter 5), the **annexes** provide in-depth methodological notes, correlation and performance tables, definitions, and references to the reporting standards used – the Global Reporting Initiative Standards, along with a declaration letter from the independent auditor.

Almaviva



Letter to the stakeholders

GRI 2-22

Sustainability is an opportunity that we integrate into our corporate mission and solutions to create value, foster innovation, and lead a responsible digital transition. Together with our stakeholders, we intend to make a positive impact on people, organizations, and society.

Dear Stakeholders,

I am pleased to present the third edition of our Sustainability Report, a document that reflects our commitment to sustainable and responsible growth, in line with the values that have long defined us as a global company and a leader in Italy's digital transformation of businesses and public administrations.

In a world where technology plays a crucial role in shaping the future, we firmly believe that it is just as important to incorporate robust and progressive environmental, social, and governance practices into our daily operations to make a positive impact on people, organizations, and society.

Over the past 40 years, Almaviva has grown into a business supported by more than 40,000 people worldwide – a strong enterprise rooted in Italian technological excellence, yet now recognized and established as an international Group, all while staying true to our cultural and industrial values. Every day, we strive to create innovative solutions that combine the quality of Italian craftsmanship with global execution capabilities, meeting the expectations of both local and international customers.

Given the Group's entrepreneurial spirit, we are strongly committed to a medium- and long-term vision, allowing us to adopt a more flexible, proactive approach and make swift, well-informed decisions. In this context, we are building a future where sustainability is not just a guiding principle but a source of value,

opportunity, and innovation. We integrate ESG criteria into both our product and service offerings and our business operations to drive a responsible digital transition. Once again this year, we transformed our approach into tangible results across various levels of the Group. Environmentally, the share of renewable energy covering our energy needs has steadily increased, rising from 50% in previous years to nearly 100% by 2024. Additionally, through the development of the become project – which is at the heart of the Group's people strategy and is supported by a hybrid flexible-working model – we continue to reduce employee commuting, delivering positive impacts on local ecosystems and services.

We also completed the migration to sustainable cloud infrastructures, strengthening our Environmental and Energy Management System (SFASGE), which has been certified for sustainability (ISO 14001) and energy management (ISO 50001) for over 10 years. In terms of governance, women now represent 33% of the Board of Directors at the parent company Almaviva, a figure that rises to 43% when considering the Boards across all Group companies.

Within the Boards of Directors, we prioritized raising awareness of ESG topics through dedicated training programs, and these efforts have been further strengthened by introducing sustainability criteria into the compensation policies for top management. More broadly, our commitment is also reflected in obtaining sector-specific certifications for social responsibility (SA8000), gender equality (UNI PdR 125:2022), occupational health and safety (ISO 45001), and diversity and inclusion (ISO 30415).

Alongside the legally required indicators used to prepare the Sustainability Report, the Almaviva Group adopted an additional evaluation framework in 2023, launching a major initiative to analyze its business projects. The results of this work demonstrated that Almaviva has positively contributed to the Sustainable Development Goals through its activities, achieving the target set in its Sustainability Plan ahead of schedule.

Originally set for 2025, the target focuses on expanding the range of innovative solutions designed to improve ESG impacts. We would like to thank all of our stakeholders for their trust and collaboration. We invite you to view this Report as a reflection of our unwavering commitment to fostering the growth of the communities and environments in which we operate, helping to build a more sustainable, inclusive, and responsible world.

Marco Tripi

Chief Executive Officer
of the Almaviva Group

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Key events 2023



Almaviva S.p.A. acquires **60% of B.M. Tecnologie Industriali and 60% of 2F Water Venture**, expanding its expertise in the water utilities sector and water resource management.



A **Letter of Intent** was signed between Almaviva and **Italian State Railways** to form a consortium that will develop digital solutions for transport and logistics, promoting efficiency and sustainability.



Almaviva's revenues are growing in the Public Administration sector, with projects related to the National Recovery and Resilience Plan (PNRR) and contracts in strategic areas such as Social Security, Defense, and Telemedicine.



Almaviva's Cybersecurity division is being strengthened to develop the market and maximize opportunities from Framework Agreements for Public Administration security.



Strengthening in the Finance sector with the integration of the banking division into **ReActive S.r.l.**



Almaviva expands its international presence with the establishment of **ALMAVIVA USA CORP.** and **ALMAVIVA EAU LIMITED**, consolidating foreign subsidiaries and forming strategic partnerships.



Formation of Brita S.A., a Brazilian company based in São Paulo, with **99.5% of the capital held by Almaviva S.p.A.** and the remaining 0.5% by Almaviva do Brasil S.A.



The Data Appeal Company S.p.A. has completed the acquisition of **70% of the share capital of Mabrian Technologies S.L.,** focused on the development and marketing of solutions in Travel and Destination Intelligence, with a focus on data analytics and decision intelligence.

The Almaviva Group

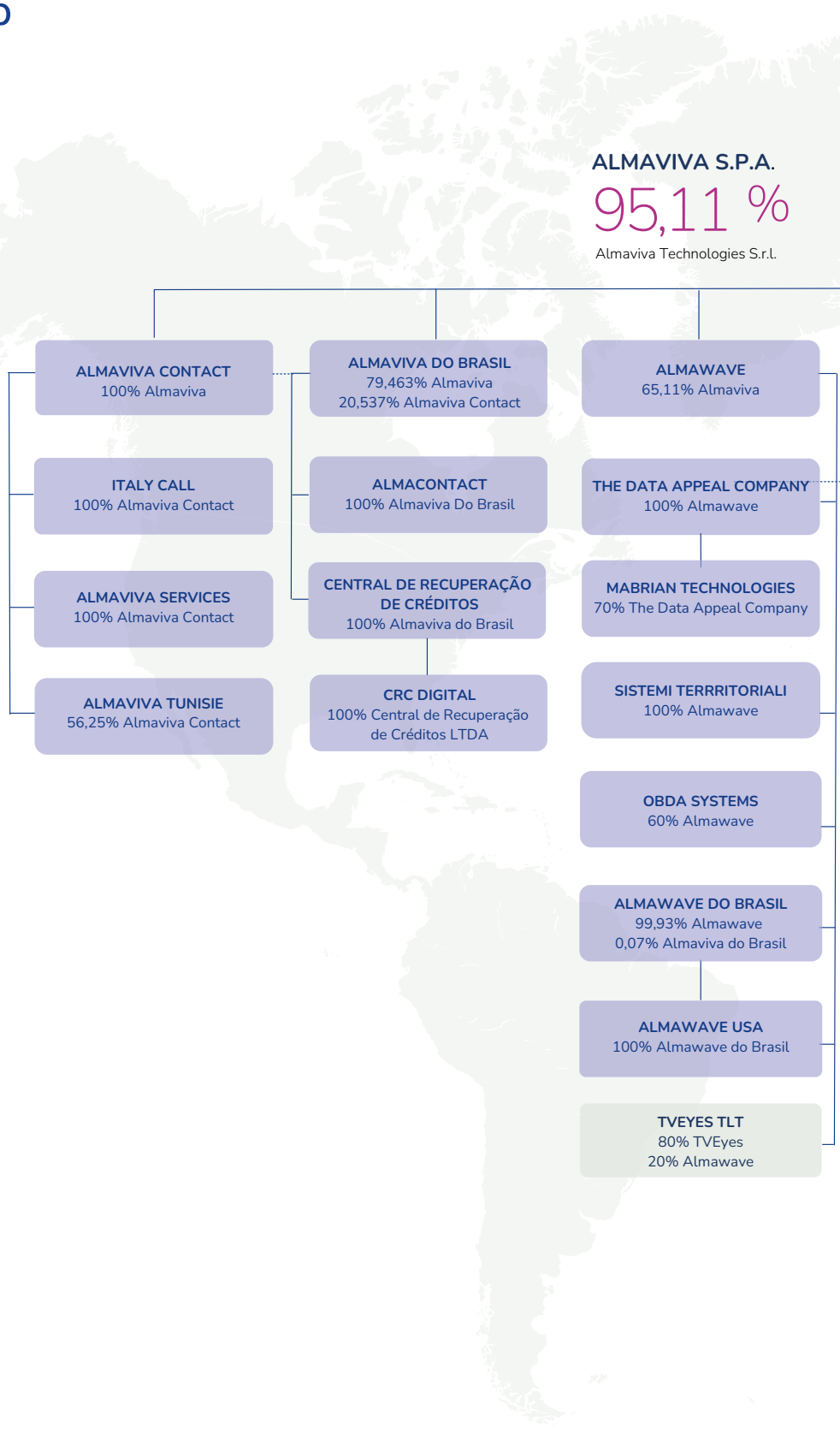
GRI 2-1, 2-6

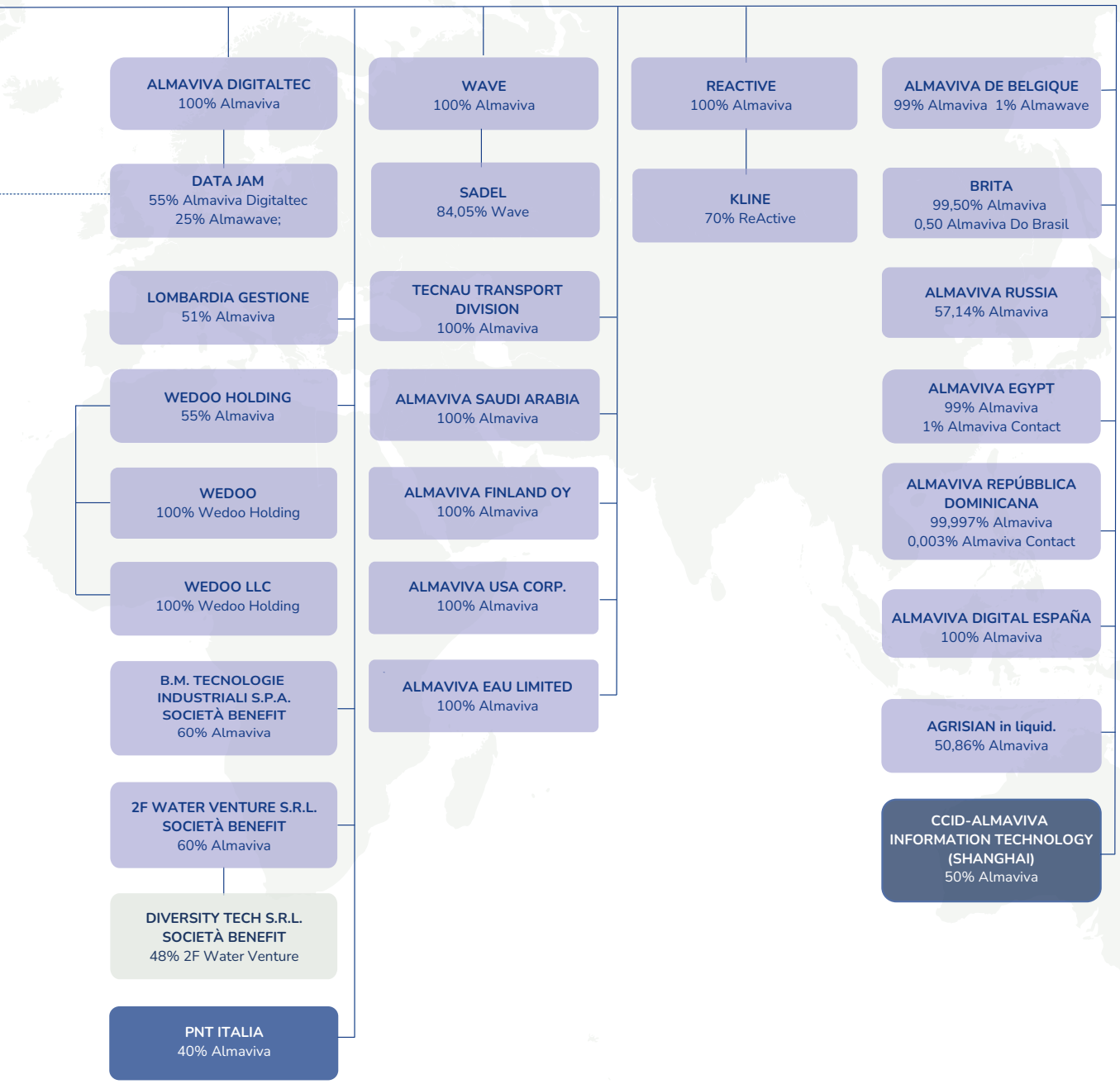
Our Group and Its History

Almaviva is synonymous with digital innovation Consolidated experience, unique skills, continuous research, and a deep understanding of various public and private market sectors make us Italy's leading group in Information & Communication Technology.

Almaviva guides growth processes in the country by taking up the challenge that enterprises must face to remain competitive in the digital age, innovating their business models, organization, corporate culture and ICT. An Italian presence remains valuable for Almaviva, which brings each and every day a business culture based on a focus on people, observance of shared ethical principles and transparent compliance with rules.

Building on strong Made in Italy expertise, Almaviva has established a global network comprising 30 companies and 79 offices, with 44 in Italy and 35 abroad. It has a significant presence in LATAM (Brazil, Colombia, Dominican Republic), in addition to the United States, Belgium, Spain, Finland, Russia, Saudi Arabia, the United Arab Emirates, Egypt, and Tunisia. With 45,000 employees – 6,000 in Italy and 39,000 overseas – Almaviva is the third-largest private Italian group in the world in terms of workforce, with total sales of Euro 1,185 million in 2023.




ALMAVIVA DIGITALTEC
100% Almaviva
DATA JAM
55% Almaviva Digitaltec
25% Almawave;
LOMBARDIA GESTIONE
51% Almaviva
WEDOO HOLDING
55% Almaviva
WEDOO
100% Wedoo Holding
WEDOO LLC
100% Wedoo Holding
B.M. TECNOLOGIE INDUSTRIALI S.P.A. SOCIETÀ BENEFIT
60% Almaviva
2F WATER VENTURE S.R.L. SOCIETÀ BENEFIT
60% Almaviva
DIVERSITY TECH S.R.L. SOCIETÀ BENEFIT
48% 2F Water Venture
PNT ITALIA
40% Almaviva
WAVE
100% Almaviva
SADEL
84,05% Wave
TECNAU TRANSPORT DIVISION
100% Almaviva
ALMAVIVA SAUDI ARABIA
100% Almaviva
ALMAVIVA FINLAND OY
100% Almaviva
ALMAVIVA USA CORP.
100% Almaviva
ALMAVIVA EAU LIMITED
100% Almaviva
REACTIVE
100% Almaviva
KLINE
70% ReActive
ALMAVIVA DE BELGIQUE
99% Almaviva 1% Almawave
BRITA
99,50% Almaviva
0,50 Almaviva Do Brasil
ALMAVIVA RUSSIA
57,14% Almaviva
ALMAVIVA EGYPT
99% Almaviva
1% Almaviva Contact
ALMAVIVA REPÚBBLICA DOMINICANA
99,997% Almaviva
0,003% Almaviva Contact
ALMAVIVA DIGITAL ESPAÑA
100% Almaviva
AGRISIAN in liquid.
50,86% Almaviva
CCID-ALMAVIVA INFORMATION TECHNOLOGY (SHANGHAI)
50% Almaviva

Our history

1983

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

2005

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

2007

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

2013

- **Lombardia Gestione** is founded: the company manages infrastructure, processes, and operations for Lombardy's regional ICT systems thanks to an innovation model that is capable of transforming the activities of regions across Italy.
- Almawave acquires **PerVoice**: a spin-off of the Bruno Kessler Foundation research laboratories, PerVoice is the first Italian company to offer a comprehensive portfolio of Automatic Speech Recognition solutions.

2002

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

2006

- **Almaviva do Brasil** is founded: the technology partner operates in the advanced management of Customer Care services in Latin America. The company is Brazil's third-largest operator and one of its leading Business Process Outsourcing providers.
- **Almawave** is founded by Almawave Consulting: a company established to develop Artificial Intelligence solutions for the Almaviva Group. Almawave is now a leading company in AI and the analysis of natural, written, and spoken language thanks to its cutting-edge proprietary technologies.

2010

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

2014

- **Almawave USA** is founded: the company aims to bring "Made in Italy" solutions to the American market in the fields of Customer Experience, Voice of the Customer, and Monitoring.
- **Almacontact** is founded: the Colombian Digital Relationship Management company serves the Spanish-speaking countries of Latin America, exporting the fruits of the collaboration between Almaviva Contact and Almaviva do Brasil.
- **Almaviva de Belgique** is founded: the IT consultancy services company provides production and commercial services to EU institutions and European enterprises.

2016

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

2017

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

2018

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

2019

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

2020

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

2021

- **Almawave** debuts on the Euronext Growth Milan market.
- Almawave acquires **OBDA Systems**, an innovative startup founded by La Sapienza University of Rome, to broaden its spectrum of proprietary solutions relating to language and Big Data technologies.
- **Kline** is founded: the new Group company combines Almaviva's Trustee department with Kline S.r.l., the perfect partner to support the transformation of the FinTech, Wealth Management, and RegTech sectors.
- **Almaviva Saudi Arabia** is founded: the company is dedicated to the business development and operations management of the Middle East's Transportation sector.
- **Almaviva Egypt, Almaviva Russia and Almaviva República Dominican**a are founded: the companies oversee the enhanced management of entry visa issue services to Italy, acting as an authority on behalf of Italy's embassies.

2022

- **ReActive** is founded: the company is a spin-off of Almaviva's finance division. It guides the digital transformation of the finance world and its mission is to oversee and develop Almaviva Group products for the banking, insurance, and new financial operators market.
- Almawave acquires **The Data Appeal Company**: a developer of vertical AI analytics solutions and a Tourism, Fintech and Location Intelligence leader.
- Almawave acquires **SisTer Sistemi Territoriali**: the company develops Data Science solutions and projects, with a focus on Open Data Analytics, Spatial Intelligence, and Decision Support System platforms for the Multiutilities and Government sectors.
- **Almaviva Finland** is founded, a Finnish-registered company wholly owned by Almaviva S.p.A., which will operate mainly in the IT segment, Transportation sector.
- Almaviva S.p.A. has completed the acquisition of the entire share capital of **Tecnau Transport Division S.r.l.**, a Trezzano sul Naviglio (MI)-based company involved in the supply and integration of technological systems for rail and metropolitan transportation, airports, industries, and the water/sewage sector.
- Almaviva do Brasil acquires the Brazilian company **CRC,** along with its subsidiary **CRC Digital,** which is involved in CRM Finance and credit management. The acquisition allows Almaviva do Brasil to consolidate its position in its target market.

2023

Acquisition of **B. M. Tecnologie Industriali,** an engineering company supporting water utility companies, and **2F Water Venture**, a company that develops innovative solutions to detect leaks in water networks within the Integrated Water Service sector. The transaction involved the Almaviva Group acquiring 60% of B.M. Tecnologie Industriali and 60% of 2F Water Venture.

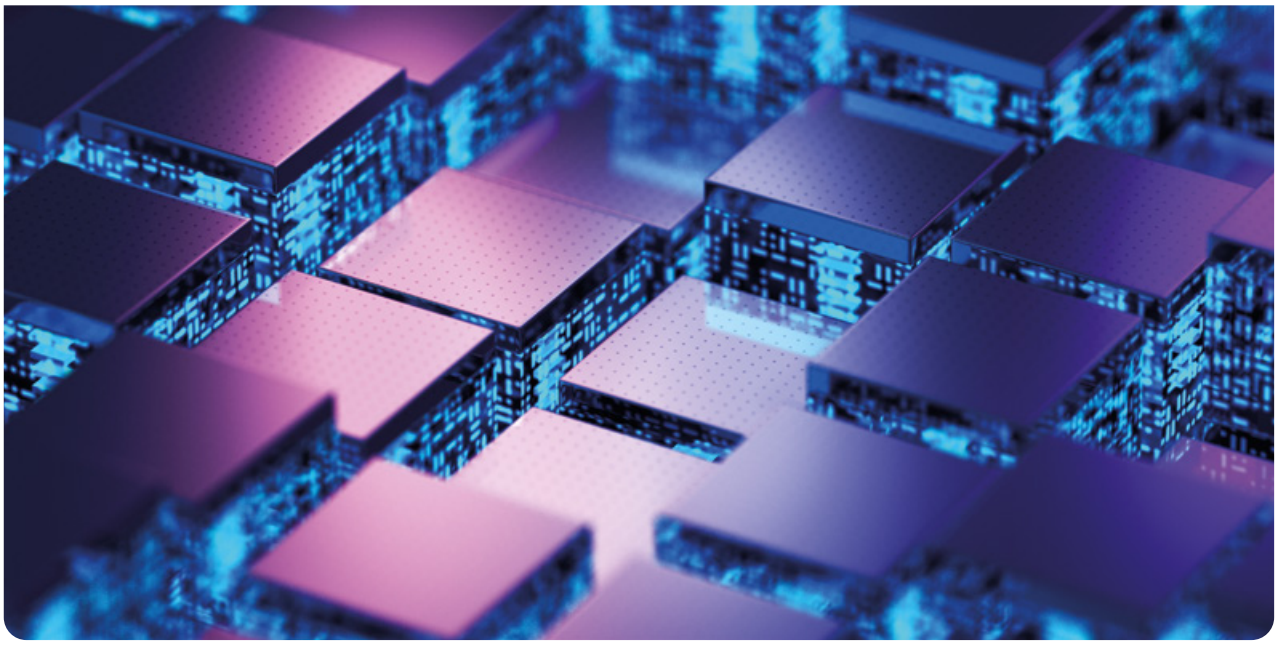
Our Business Model

Almaviva's business model is based around six strategic areas, through which the Almaviva Group operates in constant harmony to integrate technological and business expertise among its companies, offering solutions, platforms, and services tailored to meet customer needs.

This synergy drives the continuous expansion of the Group's expertise, which is strengthened by an ecosystem of partnerships with major technology players in the market and evolves through ongoing research and innovation efforts.

20.77
million €
investments in R&D

In 2023, the Almaviva Group invested Euro 20.77 million in this sector (+43% on 2022), successfully achieving the target outlined in the Sustainability Plan for increasing investments in R&D.



Almaviva's Business Model

DIGITAL TRASFORMATION

VERTICAL EXPERTISE

Distinctive expertise in different markets, offering innovative solutions tailored to the target industry

- Government
- Transport
- Financial services
- Manufacturing
- Telco & Media & Utilities

TECHNOLOGY DOMAINS

The various technological capabilities that underpin the digital transformation

- Internet of Things
- Blockchain
- GIS & Remote Sensing
- Artificial Intelligence
- AI & NLU For customer transformation
- Smart interaction
- Natural Language Processing
- Enterprise Application Integration
- Mixed & Virtual Reality
- Cyber Security
- Salesforce
- Service Management
- Application Performance Monitoring
- DevOps
- Digital Experience
- Cloud Services
- Data Center Infrastructure

PARTNERSHIP & CERTIFICATIONS

Agreements concluded for technological development and awards achieved for responsible resource management

Partnerships
- Technological partners
- Agreements
- Specific market alliances

Certifications
- Quality
- Information security
- Business Continuity
- IT Service Management
- Social responsibility
- The Environment
- Energy

PRACTICE & DIGITAL SOLUTION SERVICES

IT solutions form the basis of digital transformation

- Digital Solution Services
- IoT & Emerging Technologies
- Cloud
- Managed Services
- Security

PROPRIETARY PLATFORMS & SOLUTIONS

Proprietary technologies to create increasingly advanced integrated solutions.

- Iride
- Moova
- Giotto
- Sem
- Almaviva Agrifood
- R2D
- Joshua
- Audioma
- FlyScribe
- Verbamatic
- AlmaToolBox

SERVICES

Services offered for digital and technological innovation

- Managed Operations
- Digital
- Consulting
- Application management

INNOVATIVE SOLUTIONS

The different elements of the business model enable innovative solutions to be offered to the community.

A responsible digital transition

Digital transformation has a wide-reaching and profound impact on people and society. The Almaviva Group is committed to leading a responsible and inclusive digital transition, seeking to improve collective well-being through a multidisciplinary approach focused on three strategic directives: **Digital Change, Digital Relationship Management, People Centered Technologies**.

BUSINESS AREAS	Digital Change	Digital Relationship Management	People Centered Technologies
	IT solutions for 4.0 enterprises and administrations looking to seize the opportunities created by the ongoing transformation	A new global vision scale to achieve the highest quality of customer experience management	AI-driven technology based on natural language to evolve Customer Interaction and Knowledge Management processes
2023 TURNOVER	€ 806 mln	€ 300 mln	€ 57 mln
PEOPLE	5,000 employees	almost 40,000 employees	390 employees
COUNTRIES	ITALY SAUDI ARABIA BELGIUM EGYPT FINLAND DOMINICAN REPUBLIC RUSSIA STATI UNITI EMIRATI ARABI	BRAZIL COLOMBIA TUNISIA	ITALY BRAZIL USA SPAGNA
COMPANY	Almaviva, Almaviva Belgium, Almaviva Saudi Arabia, Almaviva Digitaltec, Almaviva Egypt, Almaviva Finland, Almaviva República Dominicana, Almaviva USA, Almaviva Russia, Almaviva EAU, Reactive Almaviva Group, Kline, Lombarda Gestione, Sadel, Tecnau, QBM, Wedoo, data jam, 2F, MEA	Almaviva do Brasil, Almacontact, Almaviva Tunisie, CRC	Almawave, Almawave do Brasil, Almawave USA, sister, The Data Appeal Company, abda Systems, Mabrian
PRODUCTS & SERVICES OFFERING	• Cloud Computing & Consulting • Digital Change • Knowledge of Everything • System Integration • Cyber Security • PIS solutions & devices • Virtual & Augmented Reality • Real Time CGI	• In-and outbound services • Multi-channel solutions • Back-office docuemnt management • Consulting and process reengineering • Advanced analytics • Process automation	• AI Core Technologies • Cognitive Cloud PaaS and vertical AI applications • Speech and text (>35 language) • Conversational Platform • Enterprise Knowledge Graphs and Knowledge Management • Open Data Analytics
SECTORS	• Transportation • Public Administration • Finance • Utilities and Smart Water management • Industry, Energy • Healthcare, Tourism • Others	• Telco & Media • Transportation • Utilities • Government • Finance • Retail • Others	• Telco & Media • Automotive & Transportation • Government • Finance • Utilities, Energy & Smart Water Managemnt • Healthcare & Tourism • Others

Our activities, as outlined below, contribute directly and positively to the Sustainable Development Goals (SDGs). The following sections detail this impact across each area of activity.



Digital Change

Almaviva **drives the digital transformation of its customers** across various market sectors, combining its business and technology expertise to evolve their business models.

↘ CENTRAL AND LOCAL PUBLIC ADMINISTRATIONS

Almaviva is a key player in the digital transformation of the Public Sector, helping governments capitalize on the opportunities offered by the National Recovery and Resilience Plan (PNRR) to make Italy more modern, inclusive, and sustainable.

The digital solutions offered not only improve the efficiency of public services but also promote accessibility, transparency, and simplification, contributing to a fairer society and improving interactions between institutions and citizens. We ensure compliance with AgID guidelines and support public data management in accordance with security and privacy principles, as set out by the GDPR regulations. Almaviva's approach to digital transformation aligns with the principles of Open Government, promoting responsible and transparent management of public processes, thereby strengthening trust between citizens and institutions.

↘ HEALTH

Almaviva's goal is to shift the focus from 'treatment' to 'care', and from prevention to the management of acute and chronic conditions. This moves beyond the reactive concept of healthcare towards a OneHealth model of personal well-being, which encompasses physical, biological, psychological, social, and environmental health.

Almaviva proposes an innovative Connected Health model that places the patient at its core, creating an integrated ecosystem that connects healthcare facilities, central, and local authorities. This system ensures unified data and real-time availability, promoting a decentralized and digital healthcare approach. Digital technology enables a new era of healthcare, driven by data, interoperability, and rapid access to services for citizens. Almaviva places the citizen at the center of an interconnected ecosystem, shifting away from a hospital-centric model to one focused on the patient. By focusing on prevention and the proactive management of chronic conditions, the goal is to reduce hospitalization and improve health outcomes.

Technologies such as **AI, IoT, Cloud, and Blockchain** are revolutionizing clinical and organizational processes, freeing up resources, and improving the efficiency of the healthcare system. Almaviva promotes the adoption of telemedicine, the creation of electronic health records, and predictive models for diagnosis, logistics, and healthcare data management.

OUR PROJECTS

National Telemedicine Platform

In 2023, the Almaviva Group, in collaboration (RTI) with Engineering, was awarded the AGENAS concession for the design, implementation, and management of the National Telemedicine Platform. This national platform will enable better integration between regional healthcare services, improving both the quality of care and access for individuals across the country, in line with the objectives set out in the National Recovery and Resilience Plan (PNRR) for Digital Healthcare.

By connecting the Central Administration with local administrations, the platform's main goal is to provide centralized governance and oversight of telemedicine processes adopted at the regional level. It will help reduce hospitalizations, enhance the quality of local care, bridge gaps in local healthcare provision, address regional disparities, and improve clinical quality and service accessibility.



AGRICULTURE

Almaviva is driving the transition towards Agriculture 5.0 with solutions that promote efficiency, sustainability, and waste reduction.

This is made possible through unique expertise in Italy as a technology partner of the MIPAFF (Ministry of Agricultural, Food, and Forestry Policies) and AGEA (Agency for Payments in Agriculture).

In this context, we support processes such as supply chain traceability, land monitoring, integration of land registry maps with high-resolution aerial and satellite images, land use mapping with on-site inspections, and remote sensing. For instance, through the Rural to Digital (R2D) platform, we assist agricultural businesses in their ongoing improvement journey by integrating different ecosystems, leveraging public data, and promoting the Made in Italy brand.

CULTURE, TOURISM, AND SPORTS

Almaviva envisions a world in which citizens, users, tourists, and people in general are at the center of an ecosystem where facilities, services, tools, and information are constantly accessible and interconnected. The National Recovery and Resilience Plan (PNRR) foresees a significant revitalization of the sector, encouraging a digital and sustainable approach to historical and cultural sites, including lesser-known areas: **Almaviva works alongside administrations to help them seize these opportunities**. In the cultural sector, Almaviva partners with the Public Administration to digitalize cultural heritage, manage archives, and integrate cataloging systems, while also adopting augmented and virtual reality solutions to offer immersive experiences without physical or cultural barriers. In tourism, the Group develops digital solutions to help local authorities adopt sustainable tourism practices, monitor tourist flows, analyze sentiment, reduce overtourism, and showcase rural villages, often using AI-driven solutions. In sports, Almaviva offers solutions that enhance the experience for spectators and eventgoers, while supporting sports tourism initiatives. The company has also developed a platform that integrates the organization of sporting events with tourism and mobility services, making it easier to match supply with demand while providing insights into visitor flows across regions.

TRANSPORT AND LOGISTICS

With distinctive expertise rooted in the railway sector, the Almaviva Group is Italy's leading provider of Information **Technology solutions in the Transportation and Logistics sector**, establishing itself as an increasingly prominent player on the international stage. These solutions enable the adoption of business models that meet the growing demand for speed and flexibility in the sector.

Almaviva's MOOVA platform is at the heart of this offering, integrating various modes of transport into a unified technological system that facilitates the management and monitoring of mobility. This tool provides accurate, timely information to both operators and users, covering the entire transport and logistics process. The adoption of MOOVA by national and international

customers brings numerous benefits, including streamlined and digitalized mobility services, enhanced safety for infrastructure and individuals, reduced energy consumption, and support for the transition to more eco-friendly transportation modes. Additionally, the platform contributes to social inclusion by improving access to transportation services for people with limited mobility through tailored digital solutions.

Almaviva's offering in the transport sector is enhanced by the specialized expertise of Group companies like Sadel, which focuses on Passenger Information Systems, and Tecnau, acquired in 2022, which provides railway traffic control and SCADA systems along with command-and-control solutions for facilities and production processes in critical infrastructure for both public and private organizations. This approach contributes to energy efficiency and promotes safer, more sustainable mobility. In 2024, Tecnau invested in upgrading and improving its hardware and software solutions for tunnel safety, working towards RFI certification, and completed the integration of its Device Manager into the MOOVA platform, further strengthening transportation infrastructure.

OUR PROJECTS

The MOOVA Academy

The **MOOVA Academy is an e-learning initiative** created to help transportation professionals build expertise in integrated and sustainable mobility, aligning with the principles of the MOOVA platform. Launched in 2022, the MOOVA Academy_ A Talent Revolution program focuses on training recent graduates and students, with a particular emphasis on sustainability in both passenger and cargo transport. Following five successful editions in Italy – leading to the hiring of over 80 talented individuals from around the world – the program expanded its reach in 2024 with a new edition in Cairo, offering tailored training to support the region's integrated mobility projects.

With a comprehensive knowledge base, the MOOVA Academy actively partners with academic institutions through seminars and workshops, enriching the education of students nearing the end of their studies. Recently, the Academy



introduced an international Executive program focused on innovations in mobility and eco-friendly transportation. The Academy has delivered over 42,000 hours of training, with nearly 21,000 hours in 2023 alone, and boasts approximately 1,100 registered users – demonstrating its commitment to educating and equipping professionals for the evolving challenges of the transportation sector.

OUR PROJECTS

The Smart Station Project

Almaviva's Smart Station project – which encompasses around **140 active stations and the management of 40,000 technology systems along with over 1,900 digitalized civil systems** – is designed to optimize railway infrastructure management. This initiative significantly reduces the need for on-site inspections by external staff, leading to lower operational costs and decreased CO2 emissions associated with travel. It also improves response times in the event of system failures, enabling more efficient maintenance of elevators and escalators and improving accessibility for people with reduced mobility. The project's innovative real-time monitoring of electrical consumption enables rapid interventions to correct anomalies and minimize energy waste. In addition, the project allows for the centralized management of civil systems from a unified regional control room and provides continuous monitoring of key environmental parameters within stations – such as CO2 levels, lighting, temperature, humidity, and volatile organic compounds – ensuring a safer and more sustainable environment.

↘ FINANCIAL SERVICES AND INSURANCE

For over 30 years, Almaviva has been leading the digital transformation in the financial sector, supporting the growth of major market players with innovative solutions. **ReActive**, a member of the Almaviva Group, is dedicated to strengthening and expanding offerings for banks, insurance companies, and new financial operators, promoting products and services that meet the needs of a sector constantly advancing in technology and processes. Founded in 2021, **Kline** specializes in **FinTech, Wealth Management, and RegTech**.

The Almaviva Group **supports banks**, insurance companies, SIMs, SGRs, and new financial operators in accelerating the adoption of new business models and optimizing existing ones. For example, we collaborate with banks to innovate services and products by designing secure, open platforms and managing complex technology transformation projects. In the insurance sector, we help industry players adopt multichannel solutions to enhance customer experience and improve operational efficiency. All of this is achieved while ensuring regulatory compliance and leveraging cutting-edge technologies like **Blockchain for back-office operations** and trading and managing digital assets (NFTs and Security Tokens).

↘ DEFENSE AND SECURITY

In a rapidly changing geopolitical landscape, Almaviva is a strategic partner in the Defense and Security sector, working closely with the military and law enforcement agencies. The Almaviva Group provides advanced information systems designed and developed using cutting-edge technology. Almaviva's offerings range from biometric identification technologies to mission-planning command and control systems, advanced territorial surveillance solutions, and behavioral analysis devices. Almaviva also develops certified systems for operational communication between command centers and air-naval platforms, investigative solutions, Identity & Access Management systems via smart cards, and integrated border surveillance systems. Additionally, Almaviva is committed to establishing robust Cyber Security strategies and providing Managed Security Services (MSS), offering a fully integrated approach to information security.

ENERGY AND UTILITES COMPANIES

Almaviva supports industry operators with an innovative approach that incorporates cutting-edge technologies, best-of-breed platforms, and proprietary solutions to enable smart energy management and enhance customer engagement processes. In the area of environmental and regional sustainability, Almaviva provides digital solutions designed to help achieve goals set by the Ministry of Environment and Energy Security. Collaborating with public entities and administrations, Almaviva works to improve climate impact forecasting, mitigate hydrogeological risks, and strengthen regional resilience. In addition, Almaviva is committed to promoting sustainable water resource management, ensuring safety and efficiency throughout the entire water supply chain and life cycle.

TELCO AND MEDIA

The Almaviva Group also develops cutting-edge customer experience solutions, using advanced platforms for multichannel engagement, real-time interaction analysis, and monitoring tools to enhance compliance and optimize business processes. These solutions enable industry players to efficiently manage customer interactions through a unified interface, automate back-office tasks, and analyze both structured and unstructured data to enhance the quality of the customer experience and improve operational performance.

OUR PROJECTS

Smart Water Management

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

Smart Energy Management (SEM)

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

Digital Relationship Management

Digital Relationship Management has become essential in fostering business-customer relationships, allowing companies to gain detailed consumer insights through large-scale data analysis. This translates into a competitive advantage and the ability to deliver tailored services. Market liberalization, along with globalization and rising competition increasingly demonstrate that digital customer relationships are proving to be a crucial asset for business growth, prompting companies to transform their customer engagement and interaction strategies. In response, Almaviva has created a global network that harnesses the cultural, intellectual, and professional diversity within the Group to provide innovative solutions that enhance and enrich interactions between customers and service providers, leveraging innovative technologies like artificial intelligence. Almaviva's expansion in **Digital Relationship Management** now extends beyond **Tunisia, Brazil,** and **Colombia to Southeast Asia**, where strategic alliances with local partners provide cutting-edge Digital Relationship Management services and solutions.

People Centered Technologies

Through its subsidiary Almawave, a Group company specializing in artificial intelligence, Almaviva delivers innovative technological solutions that transform user experiences, business processes, and business models for over 400 customers across various industries. With a global team spanning Italy, Brazil, Spain, and the USA, and supported by international scientific partnerships, Almawave leverages proprietary AI technologies to interpret text and voice in more than 30 languages, enabling seamless multichannel and multimodal interactions and data analysis that enhance knowledge and optimize automation. In the healthcare sector, Almawave collaborated with a leading Italian hospital and research institute (IRCCS) to develop a tool that improves the interpretation of medical records, enriching the information available to doctors and supporting more accurate diagnoses and prognoses. Almawave has also developed automated conversational tools to provide IT support to the social security and welfare sector, improving citizens' access to information. These efforts were recognized with ISO 13485 certification for medical device quality and MDR compliance certification for DevAIce, an innovative AI-based medical device developed by Almawave.

Almawave's integrated model leverages various forms of Artificial Intelligence, including Machine Learning, Data Science, Big Data, and conversational platforms, to improve human-machine interactions and support decision-making processes. Reflecting its commitment to sustainable AI development and applications, Almawave has established an AI Usage Committee to oversee generative AI solution testing and drafted an AI Usage Policy for the entire Almaviva Group.

For further details on Almawave's initiatives, refer to the **2023 Almawave Sustainability Report.**

The creation of value for stakeholders

|GRI 2-29, 201-1|

The Almaviva Group is committed to developing a resilient business model focused on creating value for all stakeholders. We recognize that long-term success relies on a strategy that benefits not only shareholders, but all stakeholders, including customers, employees, and the community.

This all-round approach to corporate value is essential to our vision of sustainable, responsible growth. We are dedicated to maintaining a balance between profit and positive impact, ensuring that every decision reflects our commitment to ethics and integrity.

+1,192
million €
economic value

In 2023, approximately Euro 1,192 million was generated in terms of economic value, up 8% on the previous year. Of this value, 89%, or Euro 1,056.8 million, was distributed among the following stakeholders:

- suppliers received Euro 498.4 million (47% of the distributed value);
- employees received Euro 494.7 million (47% of the distributed value) in the form of wages, social contributions, and benefits;
- the public sector received Euro 27.8 million (3% of the distributed value) in taxes;
- capital providers received Euro 34.8 million (3% of the distributed value) through interest payments;
- the local community received contributions through sponsorships and donations. Key beneficiaries of these contributions include the Sant'Egidio Community, the non-profit ASPHI, Clarions Events Limited, The European House, and the Cortina Foundation. The total value of its charitable payments to the community is Euro 1.2 million (0.1% of the value generated).

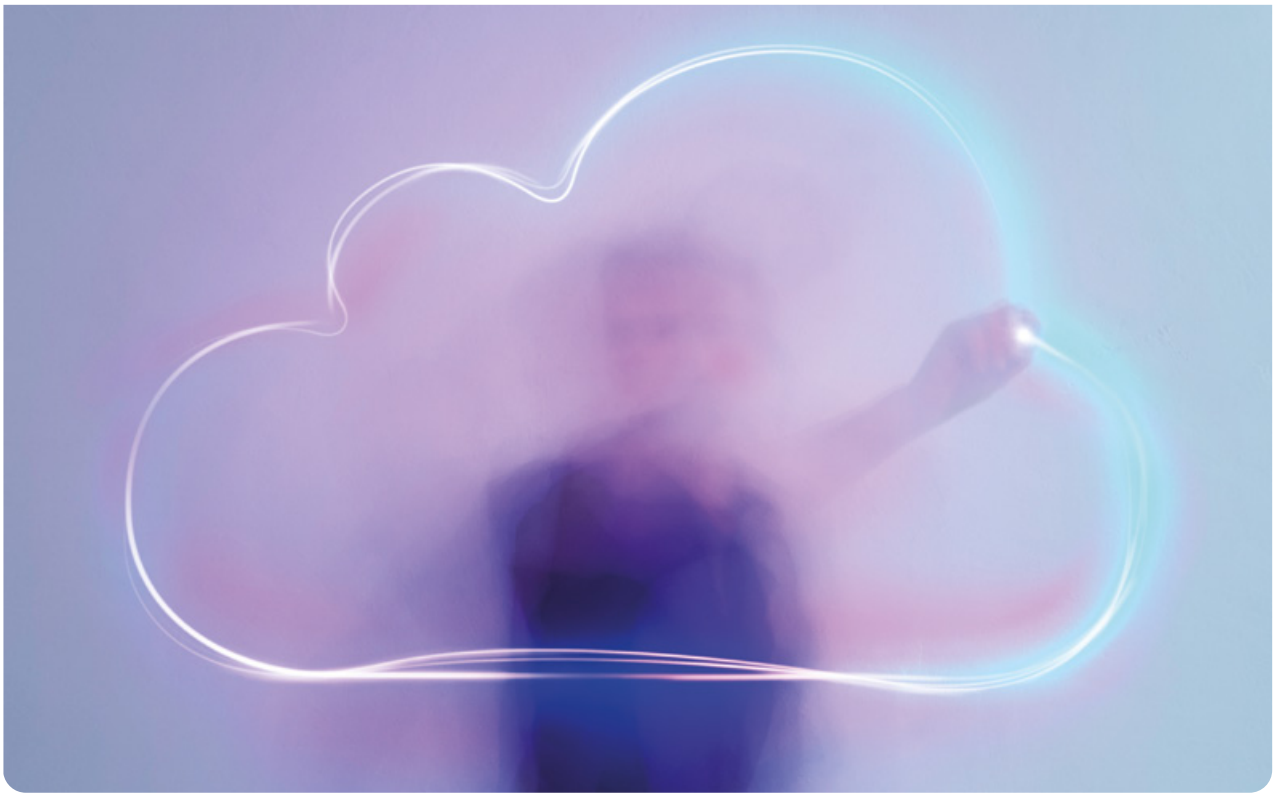
The value distributed increased in absolute value by Euro 68.3 million, remaining stable in percentage terms on the value generated.

FOCUS

Our Tax Policy

The Almaviva Group recognizes the importance of taxes as a tool for the fair and responsible **redistribution of resources within society**, contributing a portion of the created value to support the economic and social development of the countries in which it operates. The Group is also committed to responsible tax management, acting according to the values of fairness, impartiality, loyalty and transparency. With this in mind, the Group ensures the correct fulfillment of its tax obligations in compliance with applicable regulations, practices and generally accepted accounting principles.

The Almaviva Group makes a significant contribution to the economies of the countries where it operates, primarily through two categories of taxes: personal income taxes, paid as an employer or withholding agent, and corporate income taxes. The total amount of taxes paid by the Almaviva Group in 2023 was Euro **201.5 million**, of which Euro 184.7 million used for the payment of social security charges and contributions, while Euro 16.9 million was paid for income taxes. In line with local regulations, approx. Euro 158.1 million was paid in Italy (of which Euro 150.2 million related to social security charges), with the remaining Euro 43.5 million allocated overseas (of which Euro 34.5 million related to social security charges).



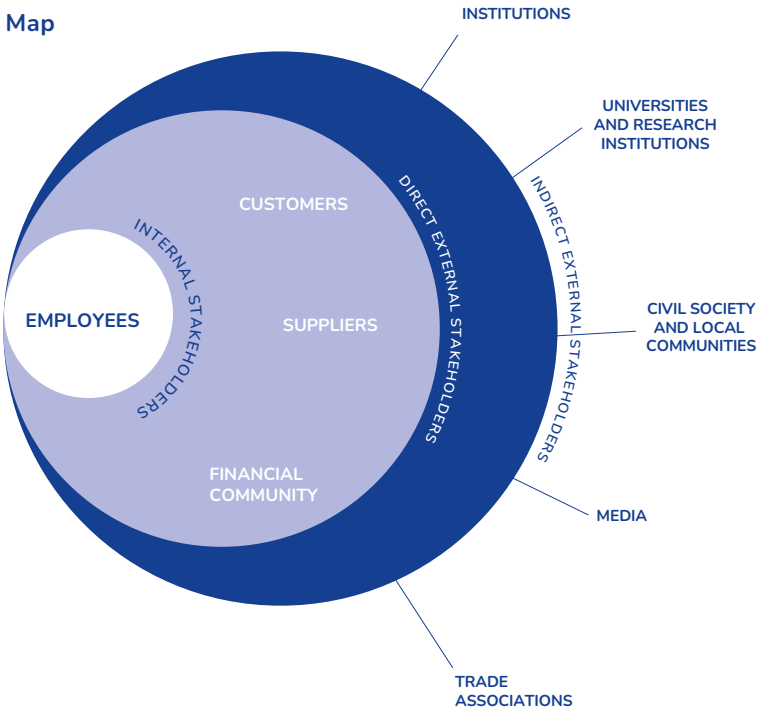
FOCUS

Stakeholders include the individuals, groups, or organizations that play a direct or indirect role in our success, such as employees, customers, business partners, and the communities where we operate.

For us, listening, engaging, and collaborating with them is essential to fully understand their needs and expectations. Identifying our stakeholders is just the beginning; through open and ongoing dialogue, we work to build strong, mutually beneficial relationships.

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

The Almaviva Group's Stakeholder Map (Venn Diagram)



Employees

- We dedicate a range of activities and tools to enhancing employee engagement and fostering a shared corporate culture.
- Hybrid work environments: creation of workspaces that combine physical and digital elements to support a flexible (Smart) working model based on trust, collaboration, autonomy, and accountability.
- Ongoing corporate dialogue: maintaining constant communication between employees and the company to align personal and organizational values, including training updates and discussions on company policies and major changes.
- Interactive Intranet platform: management and development of a co-designed channel with employees, offering daily news updates and feedback spaces to drive improvements in business processes and internal communication.

Employees	• **Initiatives against online harassment:** leading communication campaigns to combat online aggression and promote awareness that the virtual world is real, emphasizing the value of personal relationships in evolving work settings. • **Corporate storytelling projects:** highlighting employees' stories to showcase the people behind the Almaviva Group's innovation. • **Support for vulnerable situations:** partnering with specialized organizations to provide informational resources and support for employees caring for individuals in vulnerable situations. • **Health and wellness days:** organizing events to promote healthcare prevention, offering information sessions and diagnostic screenings. • **Employee social programs**: providing recreational, social, sports, cultural, and charity activities to enrich the company community and foster a positive workplace culture.
Customers	The Group involves its customers in analyzing satisfaction levels so that it can continuously monitor and improve the products and services it offers. Conferences and public presentations, email contact, and in-person meetings are designed to improve the business approach focused on customer needs and satisfaction, and raise awareness of issues such as privacy and health and safety.
Suppliers	**Sharing principles and values:** openness to the market is a core component of Almaviva's strategic growth. Through a dedicated portal, all suppliers wishing to establish or maintain a relationship with the Group must prove that they meet specific technical-economic requirements over time, in full compliance with the principles of Social Responsibility.
Financial community	Frequent meetings with investors in order to discuss the results and future objectives for the Group, with a view to ongoing dialogue and meetings. Specifically, meetings are planned on a quarterly basis to share the operating and financial results for the period.
Civil society and local communities	Participation in local and global events and the development of initiatives in collaboration with associations and third-sector organizations to promote the company's mission and vision. Specifically: • **Environmental conservation projects:** supporting initiatives to protect ecosystems, such as organizing clean-up days and reforestation projects, including marine reforestation, to reduce the carbon footprint and combat climate change • **Digital education for families:** developing educational programs to promote the safe and responsible use of digital devices among children and teenagers • **Gender balance promotion:** joining business networks committed to gender equality and inclusive culture, with ongoing training and awareness initiatives

FOCUS

Civil society and local communities	• **Support for inclusion of people with disabilities:** partnering with organizations that advocate for rights and promote a new narrative around disabilities • **Charity partnerships:** contributing to organizations such as the Associazione Italiana Contro Leucemie, Linfomi e Mieloma by providing digital support and participating in fundraising events, and partnering with I Bambini Delle Fate Association to support initiatives for individuals with autism spectrum disorders • **Sport for Good:** organizing national sports tournaments – including five-a-side football, tennis, and padel – in collaboration with Sport Senza Frontiere, sharing its goals of social inclusion, health advocacy, reducing school dropout rates, preventing youth delinquency, and fostering a culture of inclusivity and respect for diversity • **Health awareness events:** participating in events like Race for the Cure by Komen Italia to support breast cancer awareness, and Fitwalking AIL to raise awareness around blood cancers. • **Holiday charity initiatives:** organizing charity markets to support the third sector and promote a spirit of solidarity within the company
Universities and research institutions	Relationship and networking with universities, higher education centers and the research community through Group programs; organization of conferences and events, participation in seminars, events and workshops in order to increase public awareness of issues related to digital innovation and smart mobility in particular.
Trade associations	Through the work of its top and senior management teams, the Almaviva Group nurtures an ongoing relationship with the industry bodies that interact with its companies, giving constant impetus to project collaboration and conversation.
The media	Promotion, through the corporate Media Relations department, of the Group's identity, its distinctive role, and the evolution of its activities, consolidating the corporate reputation under the banner of digital innovation in strategic areas for the country, sustainability, and inclusion.
Institutions	Through a dedicated department, Almaviva ensures the continuity and stability of its relationships with institutions and public bodies. Almaviva also systematically monitors the relevant regulatory framework and analyzes the evolving dynamics of public decision-making on important sector issues. By doing so, the Group is able to monitor how its role is represented to public stakeholders in a consistent, timely, and fair manner.

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

Almaviva pursues a customer-centric approach, using **sophisticated methodologies to effectively capture, analyze and respond to customer needs**. This commitment creates a virtuous cycle of design, delivery, and monitoring that leverages the latest technologies to ensure every solution is precisely tailored to customer expectations. Direct interaction with customers is essential: by actively participating in the various development stages, customers provide feedback that enables Almaviva to refine its products and services and anticipate emerging needs.

With the goal of maintaining high levels of quality and customer satisfaction, in 2023, Almaviva standardized its quality and satisfaction assessment systems across all business areas, meeting its target two years ahead of schedule.

Customer satisfaction is measured using two complementary methods: an indirect evaluation that examines the intrinsic quality of the product or service against contractual standards, and a direct evaluation that captures customer perceptions and opinions. This dual approach gives Almaviva a holistic overview of customer satisfaction, encompassing both technical aspects and the user experience.

Almaviva has developed a range of initiatives to monitor and enhance customer satisfaction, including detailed surveys and regular feedback sessions. These tools yield valuable insights that guide the Group in developing targeted improvements and developing new strategies to elevate service levels. Customer satisfaction extends beyond minimizing defects; it involves exceeding expectations and strengthening the relationship between the customer and the company.

For Almaviva, customer satisfaction is more than just a target – it is a core principle that drives innovation and continuous improvement, ensuring that the customer remains central to the company's philosophy.



Almaviva: the world through the eyes of tomorrow

|GRI 2-23|

The digital sector plays a pivotal role in promoting the resilience and sustainability of economies and communities.

By adopting innovative technologies, consumption and production models can be transformed, making them more efficient and less harmful to the environment. In addition, digital developments create new job opportunities by fostering employment in emerging sectors and promoting the development of future skills.

At the same time, the digital transformation brings significant challenges, including safeguarding against cyber threats and protecting privacy. In today's fast-paced landscape, it is essential to balance the impact of automation on the job market and effectively manage situations where reliance on technology may raise questions around reliability. Finally, the digital divide risks excluding those with limited technology skills, emphasizing the need for safe and inclusive strategies.

1.1 Sustainability at Almaviva

Almaviva acknowledges the complex relationship between technological innovation and sustainability, recognizing both the opportunities and challenges it presents. To address this dual aspect of progress, Almaviva has made sustainability a cornerstone of its corporate strategy, emphasizing the importance of technological development that is both responsible and mindful of environmental and social implications.

The Group is committed to doing business sustainably and seeks to positively influence its socio-economic environment, promoting innovations that benefit

FOCUS

Technological Innovation and Sustainability: A Pathway to Sustainable Progress

Digital transformation is increasingly recognized as a key driver for achieving the United Nations 2030 Agenda Sustainable Development Goals (SDGs), as highlighted by recent World Economic Forum analyses. Integrating digital technologies into society can improve access to education, optimize energy use, stimulate economic growth, make industries more sustainable, transform cities into more livable environments, promote responsible consumption, monitor climate change, and strengthen institutions.

This positions the digital sector as crucial for global economic recovery, with Europe investing substantial financial resources – through initiatives like React EU and Next Generation EU – to speed up the digital transition among its member states.

In Italy, the digital sector has generally performed well over recent years, going against the general trend of the national economy. Investing in new digital technologies and accelerating the digital transformation of businesses and the public administration is part of the solution to the limitations of our productive base.

society while respecting the social and environmental ecosystem. This commitment is embodied in Almaviva's **concept of 'absolute digital'**, which means going beyond technology alone to create a meaningful, positive impact through digital solutions for people, organizations, and the environment.

Looking to the future, Almaviva is dedicated to driving change that is both sustainable and inclusive, aware that today's decisions will shape tomorrow. Against this backdrop, adopting new work models that fully harness the potential of digitalization is essential to optimizing processes, boosting competitiveness, and creating added value for customers and society as a whole.

As evidence of the Group's strong focus on sustainability, in 2023, Almaviva joined the **Fondazione per la Sostenibilità Digitale**, the first recognized research foundation in Italy dedicated to investigating the issues of digital sustainability, which is inspired by and is recognized in the **Manifesto for Digital Sustainability**. The Manifesto sets out the principles on whose basis it proposes to direct technological development to contribute to satisfying the needs of today's generation without compromising the ability of tomorrow's generations to meet their own.

OUR PROJECTS

Giotto Digital Ecosystem and Giotto OnChain Notarization SaaS

Almaviva's **Giotto Digital Ecosystem** is a dynamic system based on modular and interoperable platforms specializing in areas like cloud and cybersecurity. This ecosystem is designed to integrate both innovative and established technologies, in addition to various Group products, to deliver tailored solutions that meet specific business needs. With clear, measurable performance indicators (KPIs), the Giotto Digital Ecosystem continuously evolves, leveraging internal observatories, participation in research networks, and its own Academy to improve operational efficiency across all market sectors, ensuring both technological progress and regulatory compliance.

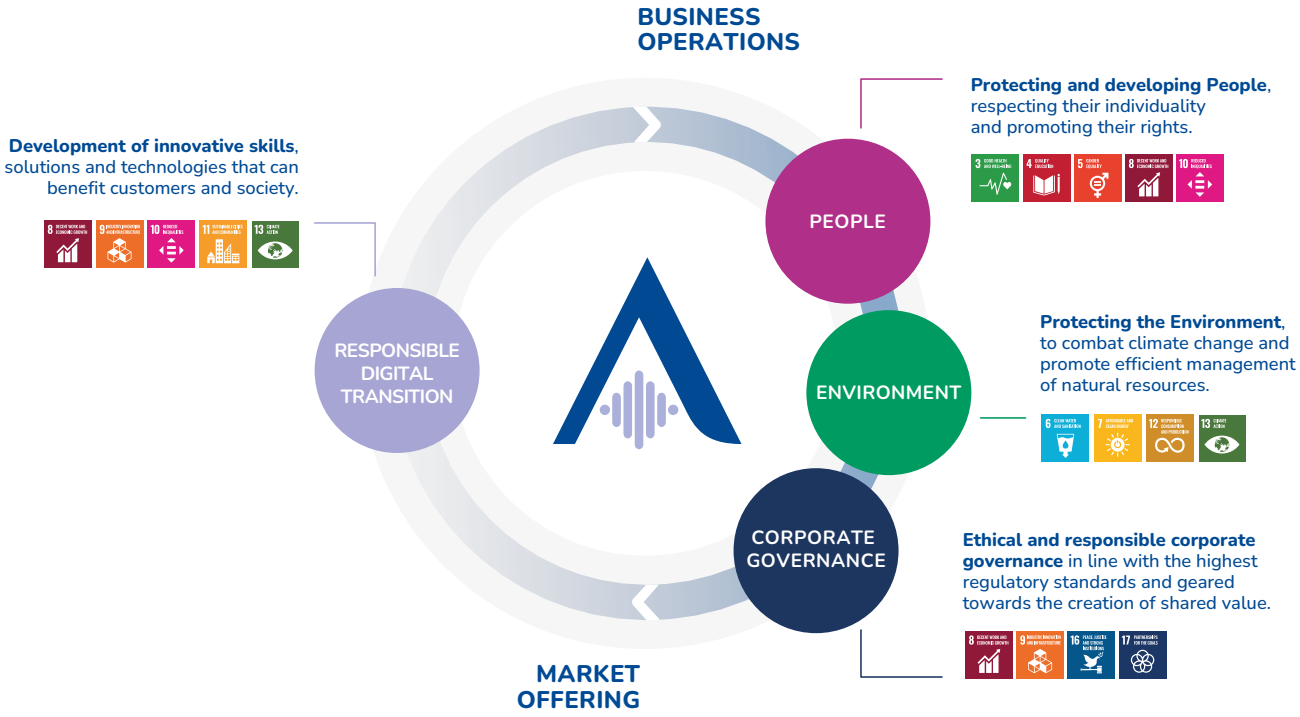
The Giotto Digital Ecosystem is actively committed to promoting sustainability by developing solutions that integrate sustainable development goals (SDGs) from the design phase, seeking to optimize resource use, minimize environmental impact, and improve energy efficiency. In 2023, Almaviva expanded the Giotto Digital Ecosystem by establishing the Giotto ESG & SUSTAINABILITY Insight Hub, a network of observatories and laboratories focused on strategic digital topics. This Hub explores and enhances the positive impact of Clean Tech and Green Cloud technologies on corporate sustainability, especially in the design, production, and management of software and IT solutions.

The **Giotto OnChain Notarization SaaS** is a cutting-edge service that uses blockchain to certify the authenticity and integrity of digital assets. This SaaS platform reduces the impact of energy-intensive technologies through optimization algorithms developed by Almaviva. The service plays a crucial role in carbon footprint certification, helping Almaviva and its customers pursue ESG goals in line with the European Green Deal. In 2023, it was recognized as one of the 20 most innovative use cases by the European Blockchain Regulatory Sandbox, a European Commission initiative to foster innovation and legal certainty in blockchain technology.

1.1.1 Our sustainability model

Almaviva's sustainability approach blends social, environmental, and governance factors, both in terms of the marketing of products and services and business operations, allowing the Group to foster an ethical, inclusive digital transition, with a reduced environmental impact. This integrated model allows Almaviva to create shared social, economic and environmental value by focusing on four main pillars: Responsible Digital Transition, Governance, People and Environment.

ALMAVIVA'S SUSTAINABILITY MODEL



- Through its activities, Almaviva is pursuing a **responsible digital transition,** contributing to the development of communities, organizations and infrastructures, accompanying society towards a more responsible and digital future, through the application of transversal skills, new technologies and custom solutions, and constant improvements to service and product quality and customer satisfaction. The Group plays a crucial role in **providing the community and market with innovative solutions** that are guaranteed to improve the lives of people and their environment, generating multiple positive effects:

Supporting Italy's digitalization process	**Simplifying the relationships** between different players	**Automating organizational and business processes**	**Improving company efficiency, productivity, and safety** (e.g. by carrying out dangerous activities remotely)
Enhancing data and information	**Supporting "intelligent" decision-making**	**Embracing inclusion,** transparency, and accessibility	**Reducing environmental impacts** (e.g., avoiding travel and monitoring energy consumption to identify areas for improvement)

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

- At the same time, Almaviva guides its operations toward a more sustainable business model to create **shared economic value, develop human capital, and protect natural heritage**.
- Guiding the Group's conduct and actions towards its stakeholders is a corporate **governance** system that integrates ethical principles into its business strategy to guarantee transparency and trust. The values that guide the Group also inspire its system of policies and procedures, which has been defined in compliance with the highest regulatory standards to prevent conflicts of interest, in accordance with regulations.
- Almaviva's **People** are its most important resource, which is why it is committed to protecting the diversity and uniqueness of each person, caring for their physical and mental integrity and development through training and the search for the best talent. The focus on social impact extends to the entire value chain from suppliers, through customers, to communities.
- **Environmental** protection is defined by a specific Environmental Management System, with the goal of minimizing Almaviva's impact on the Planet, climate and natural resources. The Group monitors its emissions and energy consumption, promotes the use of renewable energy and looks for ways to minimize waste and negative environmental externalities, and guarantee efficiency and sustainability according to the principle of the circular economy.

By adopting this approach, Almaviva is firmly committed to achieving the United Nations' Sustainable Development Goals, as defined in the 2030 Agenda and signed in 2015 by 193 United Nations countries, including Italy.

1.1.2 The Sustainability Plan

The Almaviva Group decided to make its commitments to sustainable development concrete by outlining a plan with specific objectives and targets for each pillar of its sustainability model. The strategy was also defined in consideration of the financial market's various demands and an in-depth benchmarking study of comparable companies in the ICT sector. The objectives were shared with company departments, which will be responsible for pursuing and achieving them.

	MATERIAL TOPIC	OBJECTIVE	TARGET	STATUS 31/12/2023
Governance	Governance system	Ensure fair representation on the BoD in terms of gender, age, independence, minority appointments, and other categories	Increase female Board membership to 33% by 2025 [2]	↗
		Top Management remuneration linked to ESG goals	Define and integrate ESG aspects into Group top management remuneration policies in 2023	✓
		Maintain high levels of ethics and compliance in the conduct of business	Reach 100% of employees who have completed training on Ethics & Compliance in 2025	↗
		Develop transparent and accountable sustainability governance	Launch of training courses on ESG topics for the Board in 2023	✓
			Obtain ISO 37001 certification for Almaviva S.p.A. in 2025	↗
	Business continuity and cybersecurity	Minimize the risk of IT system disruptions and cyber attacks	In 2023 record low levels of Service interruptions in software and IT services provided to customers	✓
People	Valuing human capital, attracting talent	Support staff professional development and engagement, monitoring and improving training	Increase in average training hours per capita by 2025	↗
		Increase initiatives dedicated to talent development and enhancement	Intensification of talent attraction initiatives	✓
	Diversity and inclusion	Ensure fair representation at the company in terms of gender, age, minority appointments, and other categories; Increase the presence of women in managerial positions	Expand initiatives to encourage women's participation in STEM education and increase their presence in the company in the following sectors: Digital Change and People Centered – Technology	↗
	Responsible supply chain	Increase the number of suppliers involved in the evaluation process through ESG criteria	Standardization of the supplier evaluation system through ESG criteria for the entire Group by 2025	✓
Environment	Energy consumption and combating climate change (Sustainability team)	Increase the use of renewable electricity	100% renewable electricity consumed (differentiated by country) by 2030	↗
		Reduce direct and indirect emissions to achieve Group-wide Net Zero emissions by 2030	Halve emissions (Scope 1 and Scope 2) compared to 2021 in 2029	↗
			Calculate Group-wide Scope 3 emissions by 2024	↗
	Circular waste management (Sustainability and quality team)	Increase the percentage of waste directed to recovery	100% separate waste collection Group-wide in 2025	✓
Responsible digital transition	Innovation	Continued investment in advanced technologies and development of innovative projects that contribute to improving customers' ESG impacts (e.g. community and inclusion, sustainable mobility, clean tech, digitalization and business process efficiency, etc.)	Increase the number of innovative projects that contribute to improving ESG aspects in 2023	✓
			Increase research and development expenditures for continued innovation	✓
			Scale up partnerships with research institutions/universities	✓
	Digital solutions for customer sustainability and digitalization	Offer the market innovative solutions that contribute to improving and monitoring customers' ESG impacts	Expand the range of innovative solutions that help improve ESG impacts by 2025	✓
	Customer satisfaction and product and service quality	Maintain high levels of quality and customer satisfaction	Standardization of quality and satisfaction assessment systems differentiated by business area by 2025	✓
	Privacy and data protection	Minimize the risk of information privacy breaches and the number of related complaints	No substantiated complaints received concerning breaches of customer privacy in 2023	✓
			Extension of ISO 27001 certification to all relevant Group Companies by 2025	✓

2 The target was reached in 2024.

Also through work relating to the introduction of its Sustainability Plan, Almaviva translates its commitment to achieving the 2030 Agenda's Sustainable Development Goals (SDGs) into action, focusing specifically on the goals most closely related to the four areas of sustainability. Specifically:

- **Responsible digital transition:** SDG 8 "Decent work and economic growth"; SDG 9 "Industry, innovation & infrastructure"; SDG 10 "Reduced inequalities"; SDG 11 "Sustainable cities and communities".
- **Governance:** SDG 16 "Peace, justice and strong institutions"; SDG 17 "Partnerships for the goals".
- **People:** SDG 3 "Good health and well-being"; SDG 4 "Quality education"; SDG 5 "Gender equality"; SDG 8 "Decent work and economic growth"; SDG 10 "Reduced inequalities".
- **Environment:** SDG 7 "Affordable and clean energy"; SDG 13 "Climate action"; SDG 12 "Responsible Production and consumption"

Analysis of Almaviva orders in relation to thE SDGs

In 2023, Almaviva undertook a major initiative to assess its corporate projects in relation to the Sustainable Development Goals. The analysis was carried out on the entirety of Almaviva's orders, and the initiative involved numerous resources within the company, promoting the spread of sustainability awareness and the goals of the 2030 Agenda.

The results of the project demonstrated that, for more than 96% of its projects, Almaviva's solutions were able to effect change and generate positive results in contributing to the Sustainable Development Goals. The analysis underscored the Group's ability to operate as a responsible and proactive player in building a sustainable future.

Among its various goals, Almaviva's solutions were particularly effective in terms of SDG 9 'Industry, Innovation, and Infrastructure', SDG 11 'Sustainable Cities and Communities', and SDG 12 'Responsible Consumption and Production', demonstrating the driving force of Almaviva's solutions in sustainable innovation.

These results allowed Almaviva to make progress in achieving the target outlined in its Sustainability Plan: Expand the range of innovative solutions that help improve ESG impacts by 2025.

SDG	Good Health and Well-being	Quality Education	Gender Equality	Clean Water and Sanitation	Affordable and Clean Energy	Decent Work and Economic Growth	Industry, Innovation, and Infrastructure	Reduced Inequalities	Sustainable Cities and Communities	Responsible Consumption and Production	Climate Action	Peace and Justice Strong Institutions	Partnerships for the Goals
Impact	12.83%	0.24%	0.70%	4.30%	1.36%	11.46%	41.74%	7.53%	18.27%	19.05%	7.25%	6.48%	1.38%

1.2 Our Sustainable 'Ecosystem'

Almaviva recognizes that combining the strengths of various stakeholders can amplify individual efforts and accelerate the transition towards sustainable practices. Through strategic partnerships with other companies, institutions, non-profits, and communities, Almaviva is committed to sharing knowledge, resources, and innovations to address the environmental and social challenges of our time. Establishing these collaborations enables the development of more effective sustainable solutions, influences public policies, and promotes positive change in the economic and social fabric.

1.2.1 Our partnerships for sustainable development

Over the years, Almaviva has woven a network of strategic alliances and partnerships, creating an ecosystem of collaborations that has made value creation and the initiation of a virtuous cycle possible for the entire community. At the heart of this dynamic network are **Research and Development activities**, which involve integrating the most innovative technologies into the Group's solutions. The use of research activities and the transfer of specialized expertise from academia to industry are amplified by targeted initiatives that promote the integration of talent into R&D teams, ensuring a continuous flow of innovation and expertise.

By intensifying collaboration with research institutions and universities, in 2023 Almaviva achieved the target outlined in its Sustainability Plan.



These include:

A2A	Istituto Superiore di Sanità (Italian National Institute of Health)	Thales Alenia Space
ABDAM - Autorità di bacino distrettuale dell'Appennino meridionale	Kore University of Enna	Turin Polytechnic
ARC	Leonardo	Tuscia University
Bari Polytechnic	LUISS	Università degli Studi Mediterranea
Bio4Dreams	Lutech	Universities and research institutions
Businesses	Marche Polytechnic	University of Bologna
Ca' Foscari University	Martel Innovate	University of Brescia
Cefriel	Milan Polytechnic	University of Cagliari
Cybernetica	Milan Polytechnic	University of Cagliari
Delphy (NL)	Motorways	University of Cassino and Southern Lazio
El ITA Instituto Tecnologico De Aragon (ES)	OGS - Istituto Nazionale di Oceanografia e di Geofisica Sperimentale	University of Florence
Enea	Parthenope University of Naples	University of Genoa
ENI - Eni Plenitude	Pirelli	University of Lodz (Poland)
EURAC - Eurac Research	Poste Italiane	University of Milan (La Statale)
FNM Group	Queen Mary University of London	University of Milano-Bicocca
Fondazione CF - Fondazione Francesco Cannavò	Roma Tre University	University of Naples Federico II
FSI – Ferrovie dello Stato Italiane	Rome Biomedical Campus University	University of Padua
Hellenic Republic National and Kapodistrian University of Athens	Sapienza University of Rome	University of Palermo
Hitachi	Snam	University of Parma
INFN – Istituto Nazionale di Fisica Nucleare (National Institute for Nuclear Physics)	Synelixis	University of Pisa
Intesa SanPaolo	Technische Universitat Berlin	University of Rome Tor Vergata
	Tecnova	University of Salerno

OUR PROJECTS

Almaviva's Partnerships: Integration between Academia and Industry for Research and Development

Almaviva S.p.A. has established partnerships with prestigious Italian and European universities and renowned research institutes to jointly develop projects in the field of Research, Development, and Innovation (R&D&I), aligning with various research programs sponsored by the European Commission. Additionally, the Group has strengthened collaborations with leading national universities over time, maintaining a productive and consistent exchange of research and innovation.

Key projects active in 2023 include:

- **OncologIA project** – through its Almawave and Almaviva Digitaltec divisions, the Almaviva Group is actively contributing to technological progress in healthcare by participating in the OncologIA research initiative. This project was a central feature of the Laboratorio Sanità 20|30 Campania health event at Città della Scienza in Naples. Almaviva's commitment to the OncologIA project highlights the potential of technological innovations in medicine. Funded by the Puglia Region and the European Union, OncologIA seeks to improve the precision of oncological treatments using artificial intelligence and machine learning. The advanced diagnostic system developed as part of the project – integrating AI, machine learning, and Digital Twin technology and accessible via a Cloud platform – is designed to assist local oncology networks and support doctors in selecting personalized treatments, predicting possible complications, and defining optimal follow-up strategies, in line with local healthcare resources.
- **Multi Urban Sustainability Action (MUSA)** – Almaviva is a key partner in MUSA (Multilayered Urban Sustainability Action), an innovative project supported by the Ministry of University and Research (MUR) under Italy's National Recovery and Resilience Plan (PNRR). MUSA focuses on the ecological, social, and governance (ESG) transition, seeking to develop a new public-private cooperation model for sustainability that can be applied both nationally and internationally. As part of the Big Data – Open Data in Life Sciences initiative, Almaviva collaborates with prestigious academic institutions such as Bocconi University, the Polytechnic University of Milan, and the University of Milan. The goal is to transform Milan into a hub of sustainable innovation and urban regeneration, focusing on renewable energy, sustainable mobility, and the use of big data. Almaviva contributes its technological expertise to Big Data, IoT, Cloud, Mobile, Cybersecurity, and Blockchain, offering a suite of innovative solutions: from Digital Twin technology for healthcare scenario simulations to platforms supporting worker well-being and safety, in addition to advanced digital technologies based on decentralized data lakes for clinical and pharmaceutical diagnostics. Almaviva's role extends beyond healthcare, contributing to the entire MUSA ecosystem through participation in the MUSA Hub of the Riccagioia 5.0 Foundation, of which Almaviva is a founding member.
- **TEADAL** - Trustworthy, Energy-Aware federated Data Lakes along the computing continuum – Almaviva plays a key role in the international Horizon Project 'TEADAL - Trustworthy, Energy-Aware federated Data Lakes along the computing continuum'. The primary objective of TEADAL is to explore and develop cutting-edge technologies to create a trustworthy federation of data lakes, distributed along the cloud-edge continuum and across multi-cloud environments, optimizing data and computation sharing while maximizing energy efficiency. Almaviva is responsible for integration, testing, and validation for the six pilots to be launched in various European cities.

OUR PROJECTS

- **Agri Data Value** – This European project, funded by the Horizon program, focuses on leveraging agricultural data to increase sustainability and efficiency in farming. The project seeks to promote smarter, more sustainable agricultural practices, optimize resource management, and increase productivity through technological innovation and cooperation among different sector players.
- **Sadel and collaboration with the University of Bologna** – Sadel's close connection to academia is reflected in its collaboration with leading universities. Specifically, recent years have seen the company partner with the School of Higher Education in Systems Engineering for Integrated Mobility, part of the Department of Electrical Engineering and information at the University of Bologna. To provide the knowledge and skills required by engineering companies, research centers, companies operating in the transportation sector and administrations, the teaching approach deals with topics including future-use ICT technologies and methodologies, modern railway signaling principles, design and maintenance of railway infrastructure and rolling stock, integrated mobility, and soft skills. Sadel offers trainees the opportunity to connect with their companies and develop ad hoc pathways, university dissertations, internships and post-graduate internships.



- **DMO Monitor** – Launched in 2023 and developed in 2024 by The Data Appeal Company and IULM University in Milan, this project focuses on in-depth research to understand how Italian destinations approach sustainability and sustainable tourism. Known as a desk survey, this research involves a selection of Italian destinations from a database of nearly 300 DMOs (Destination Management Organizations), with the goal of gathering direct insights from these locations. Through this survey, the project seeks to analyze their policies and best practices in sustainable tourism, with a particular focus on balancing the needs of local residents and tourists. Complementing this traditional survey, digital data collected by The Data Appeal Company will be integrated to evaluate whether the actions taken by destinations have yielded concrete and measurable results. This will be assessed using the Destination Sustainability Index, an exclusive methodology developed by the Almaviva Group's subsidiary. What makes this methodology unique is its ability to combine a traditional survey-based statistical approach with advanced big data and online sentiment analysis. This hybrid approach provides a comprehensive and tangible view of the impact of sustainable practices adopted by the destinations.

- **MOST – (National Centre for Sustainable Mobility)** - Almaviva is a partner of MOST (the National Centre for Sustainable Mobility), which seeks to support the green and digital transition towards modern, sustainable, and inclusive solutions. MOST, conceived by the Polytechnic University of Milan and granted funding of Euro 320 million (41% for Southern Italy) by Ministerial Decree No. 3138 of 16 December 2021, brings together 49 participating entities, including 24 universities, the National Research Council (CNR), and 24 large enterprises. It was established as a foundation on June 9, 2022, with a Hub & Spoke governance structure featuring 14 themed spokes.

  The objectives of MOST, achievable through specific programs and research and innovation activities, are:

1. To make the mobility system greener by promoting 'sustainable mobility', providing new lightweight solutions, new propulsion systems, hydrogen and electric power systems;
2. To make the mobility system safer;
3. To strengthen industrial skills and national/regional policies, supporting institutions by identifying priorities and strategies for parallel and symbiotic development of research and industrial application.



- **RETURN - multi-Risk sciEnce for resilienT commUnities undeR a chaNging climate** – Proposed by the University of Federico II and granted funding of Euro 115 million by Ministerial Decree No. 341 of March 15, 2022, RETURN was established as a foundation on September 22, 2022 and includes 26 participating entities, including six companies, with a Hub & Spoke governance structure, featuring six spokes. Almaviva participates as an Affiliate. The partnership - comprising universities, research centers, and private companies in the transport and innovation sectors - conducts fundamental and/or applied research on the impact of multi-risk related to climate change to ensure greater resilience of infrastructure and communities. The main scientific objectives are to improve understanding of environmental, natural, and human-induced risks, along with their interrelation with the effects of climate change; to enhance risk forecasting and methodologies for prevention, adaptation, and mitigation; and to develop new methodologies and technologies for monitoring. RETURN's goal is to strengthen key skills, technology transfer, and knowledge, in addition to Italy's governance in disaster risk management, by enhancing expertise for practical and technological applications, involving all stakeholders.

1.2.2 Almaviva's participation in sustainable development initiatives

GRI 2-28

In line with this direction, Almaviva has decided to initiate various forms of collaboration with the following organizations:

- The **Foundation for Digital Sustainability** is the first recognized Research Foundation in Italy for digital sustainability, which already includes 13 Italian universities and leading companies in their respective fields. Through research, communication, training and advocacy, the Foundation seeks to contribute to achieving the 2030 Agenda objectives regarding sustainability, with the goal of making technology a tool to service sustainability, and to develop a structured reflection on how digitalization should be introduced on the basis of sustainability criteria. The Foundation has drawn up a **Manifesto** centering on ten points which outline the role of digital technology as a sustainability tool, highlighting its central function in building the sustainable development models within the 2030 Agenda framework. Joining the Foundation allows Almaviva to **pool values, skills and experience for shared goals and projects**.
- The **Foundation for Sustainable Development** is an authoritative reference point for the main sectors and leaders of the green economy internationally. With its participation, Almaviva wants to contribute to the Foundation's wealth of experience, knowledge and credibility, through **initiatives capable of creating a more favorable environment for the development of enterprises in the "green economy", supporting the ever-improving quality of organizations operating from this perspective, and improving dealings with the institutions**.
- In 2022, Almaviva joined **Valore D**, a business association that has been active in Italy for over ten years, promoting gender balance and an inclusive culture within organizations across the country. Committed to gender equality, Almaviva reinforces its efforts to support the values of equal opportunities and inclusion, opposing all forms of discrimination, in the belief that in society and in companies, greater diversity brings greater capacity for innovation and creativity and helps to successfully meet the challenges posed by a market undergoing profound transformation.
- Almaviva has joined as a co-founding partner the **Venice World Capital of Sustainability Foundation**. Through its membership of the foundation, Almaviva intends to contribute to the mission of **creating sustainable value for Venice and its metropolitan area** through the use of advanced digital processes aimed at revitalizing the local socio-economy, while ensuring the protection and preservation of the environmental, historical and cultural heritage, as well as strengthening the local community.
- In 2015, Almaviva signed up to (and, in 2023, renewed) the **United Nations Global Compact**, a voluntary initiative based on the commitments made by more than 22 thousand participants (business and non-business) globally in the implementation of practices and goals in the area of sustainability.
- Almaviva participates in the **ESG Observatory,** focused on the topic of sustainability supported by technology. The goal of the observatory is to support

and create new offerings on the market by leveraging emerging technologies such as Artificial Intelligence, Blockchain, Big Data, and IoT, combined and also integrated with existing ecosystems of IT services and solutions to create added value in the area of sustainability, while also tapping into the opportunities related to the National Recovery and Resilience Plan.

- Almaviva participates in the **Gaia-X Consortium**, a multi-country initiative to create a federated and secure European data infrastructure that promotes the efficient and responsible use of digital resources, supporting the development of innovative solutions that can help reduce environmental impacts and foster a more eco-friendly, resilient economy.

1.3 Awards and Acknowledgements

Almaviva's sustainable approach has earned prestigious awards, highlighting its commitment to responsible environmental, social, and economic practices. These accolades celebrate the integration of sustainability into Almaviva's corporate strategy and reinforce its position as a leader promoting a more sustainable future in the technology sector. These recognitions not only celebrate the achievements made but also strengthen the Group's commitment to pursuing excellence in sustainability, inspiring others in the industry to follow its example.

- **Diversity Leader 2024**: Almaviva was recognized as one of the top companies in Europe for Diversity & Inclusion by the Financial Times and Statista. The analysis was based on an independent survey of over 100,000 employees, with a particular focus on ratings from women, older adults, and minorities, in addition to key diversity performance indicators such as pro-diversity corporate communications and the presence of women in leadership roles.
- Almaviva also received the **EcoVadis Bronze** certification, a prestigious recognition that highlights the company's sustainability achievements since 2022. This assessment, conducted by the renowned EcoVadis rating platform, evaluated Almaviva in four key areas: environment, employment practices and human rights, ethics, and sustainable procurement. This recognition reaffirms, once again in 2023, the Almaviva Group's commitment and effective approach to sustainability, acknowledged at an international level.
- **LinkedIn Talent Awards Italia**: In March 2023, Almaviva was a finalist in two categories: Best Talent Acquisition Team and Talent Insights Pioneer. The recognition received highlights the progress made during this significant period of growth for the Group.
- **SAP Gold Partner:** an award that enhances Almaviva's position within the SAP ecosystem, confirming its leading role in digital transformation journeys and reflecting the high quality levels that Almaviva offers to companies using SAP solutions.
- **AWS (Amazon Web Services) Premier Services Partner:** a certification that demonstrates the Group's expertise and notable success in helping customers design, build, migrate and manage their applications and related workloads on AWS. To become an AWS Premier Services Partner, companies must complete a rigorous approval process through accreditations and certifications, demonstrate a long-term investment in their relationship with AWS, and have extensive experience implementing customer solutions with AWS.

Governance



Governance is a key pillar of sustainability.

This pillar encompasses the principles, rules, and procedures related to the management and governance of a company, shaping its identity and conduct. The integration of social and environmental concerns into companies' operations and their relationships with stakeholders makes governance crucial for advancing sustainability and bringing it into practice.

2.1 Corporate Governance

GRI 2-9, 2-10, 2-11, 2-17, 2-18, 2-19, 2-20

Almaviva's governance focuses on a long-term vision that seeks to respond effectively to emerging challenges and combine technological development with sustainability goals.

The governance structure follows the traditional Italian model in which, without prejudice to the roles assigned to the Shareholders' Meeting, the Board of Directors is responsible for corporate strategy, while the Board of Statutory Auditors performs supervisory functions.

The Board is composed of 12 members, including three women and three Independent Directors. The Directors possess diverse and specialized expertise related to the ICT sector and their professional backgrounds.

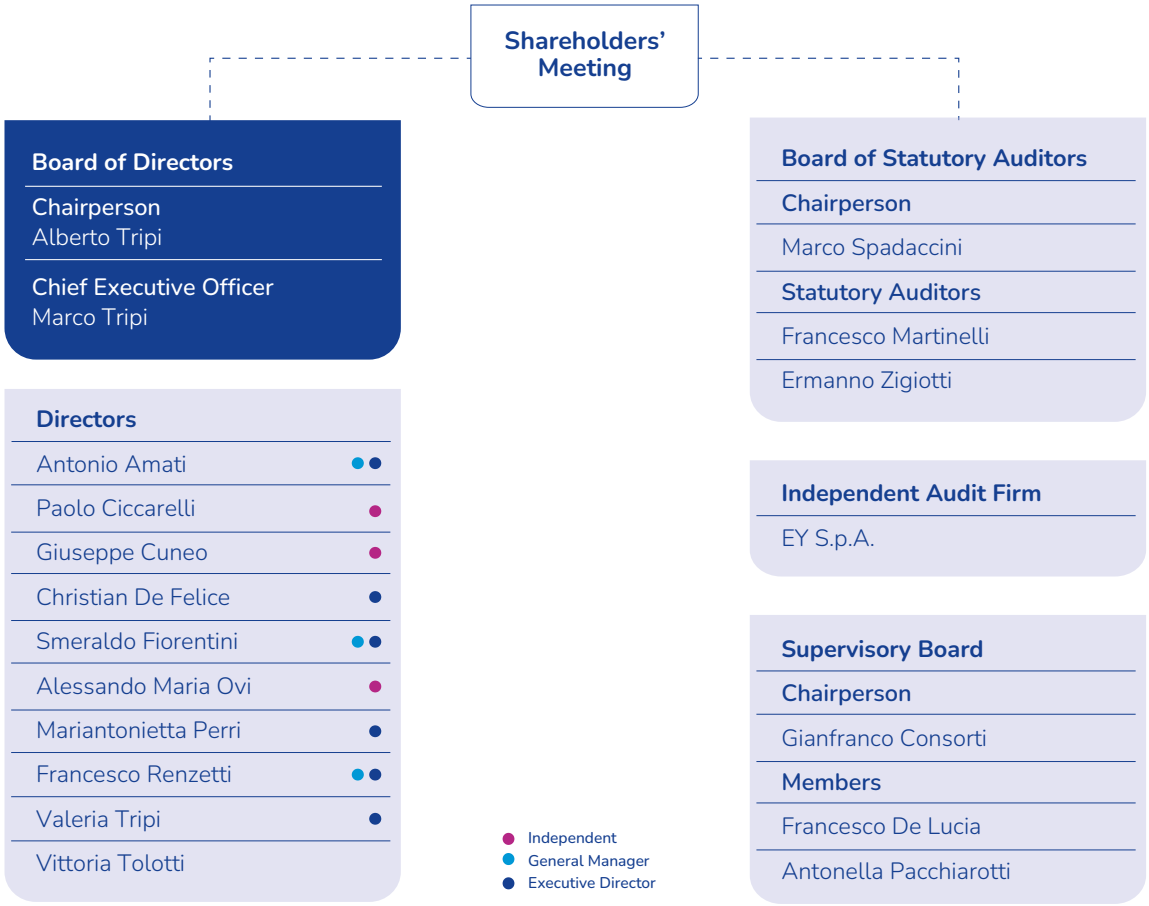
Additionally, to ensure solid, responsible, and transparent governance that is increasingly prepared for and attentive to sustainability topics,

In 2023, the Group launched training courses dedicated to ESG topics, specifically aimed at the Board.

The Board of Statutory Auditors, composed of three standing members and two alternates, oversees compliance with legal and statutory regulations, adherence to sound management principles, and the adequacy of organizational, administrative, and accounting structures, in addition to their correct functioning.

The Shareholders' Meeting sets the remuneration of the Board members, in addition to which the Board of Directors determines the compensation for Directors with specific roles, after consulting with the Board of Statutory Auditors. EY S.p.A. is entrusted with auditing the accounts.

Composition of the administration and control boards as at May 2023

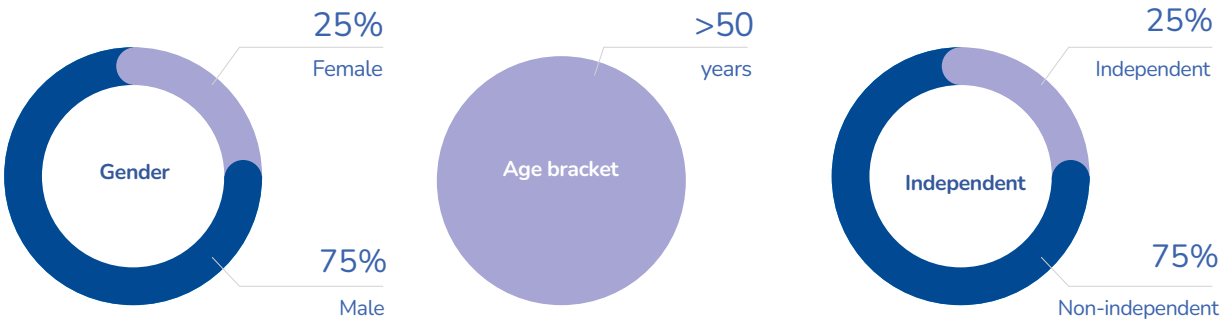


Sustainability targets in top management remuneration

Starting in 2023, to strengthen its commitment to sustainable governance, the Almaviva Group has **integrated ESG criteria into its compensation policies for top management, establishing a sustainability-based Management by Objectives (MBO) program**. This initiative chiefly seeks to incentivize responsible corporate behavior, promoting an organizational culture that values sustainability issues. This approach is not only designed to improve environmental and social performance, but also to ensure long-term sustainable growth by aligning the interests of management with those of all stakeholders.

Additionally, in 2021, certain key figures in the Company were included in the 2021-2023 Stock Grant Plan, granting them the right to receive a certain number of shares in the subsidiary Almawave S.p.A. free of charge upon meeting performance targets for the financial years 2021, 2022, and 2023, respectively. This Plan served as an incentive and retention tool for Top Management, with a view to aligning them towards achieving the Group's long-term strategic objectives.

Composition of the Board



In 2024, the composition of the Board of Directors was updated with the addition of a female Director, replacing a male Director. This allowed Almaviva to achieve its target of 'Increasing female board membership to 33% by 2025', as outlined in the Sustainability Plan, one year ahead of schedule.

Responsibilities of the Board of Almaviva SpA





2.2 Sustainability Governance

GRI 2-9, 2-10, 2-12, 2-13, 2-14

The Almaviva Group has developed a robust Sustainability Governance system, designed to provide informed and strategic decision-making support to the Board of Directors. This model is structured to ensure that business decisions align with sustainability goals and reflect the organization's ethical values. Through this system, Almaviva intends to fully integrate sustainability into its business practices, ensuring transparency, accountability, and a continuous commitment to improvement across all its operations.

Almaviva's sustainability governance system is distinguished by the establishment of an **internal Sustainability Committee** in 2023, tasked with:

- assisting the Board of Directors with investigative, propositional, and advisory functions;
- promoting sustainable corporate success by supporting the Board in assessments and decisions related to environmental, social, and governance topics;
- fostering the continuous integration of national and international sustainability best practices into corporate strategies.

The Board's Sustainability Committee collaborates with the ESG Management Committee. Established in 2022, this committee supports the CEO in activities:

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

The Management Committee, also responsible for planning environmental, social and governance sustainability initiatives and their ongoing oversight, consists of the heads of the following business functions:

- Purchasing and General Services Department;
- Administration, Financial Statements and Tax Department;
- Operating Control Department;
- Communications and Institutional Relations Department
- HR Department;
- Chief Information Security Officer (CISO) & Group Security IT Policy
- Internal Audit and "231" Compliance Department
- Corporate Affairs Department;
- Innovation Committee Coordinator
- The Sustainability Department, reporting directly to the Parent Company's Chief Executive Officer.

The Board of Directors retains responsibility for analyzing and approving the annual Sustainability Report, which makes public Almaviva's strategies and performance in environmental, social, and economic areas, ensuring transparency in the company's commitment to its obligations.

2.2.1 Values, Policies, and Operational Tools for a Sustainable Future

GRI 2-15, 2-23, 2-24, 2-25, 2-26, 2-27

Almaviva places values such as fairness, impartiality, loyalty, excellence, customer focus, and innovation at the heart of its corporate culture, with a strong commitment to upholding current laws and international standards. Transparency, fair competition, and the appreciation of individuals are core principles that steer the Almaviva Group towards sustainable success. The Group's Code of Ethics reflects these values, promoting integrity and honesty in all business relationships and actively combating corruption through training and communication.



FOCUS

Organizational changes in 2024

At the beginning of 2024, the ESG and Quality & Customer Satisfaction area, led by Stefano Andrea Capelli, will take on the following structure:

- **ESG Area** – Headed by Stefano Andrea Capelli as Chief Sustainability Officer (CSO), this area is responsible for overseeing all ESG-related matters, managing Assessment and Rating activities, and developing, defining, and adopting the Group's sustainability strategies. It is also responsible for ensuring coordination, monitoring and ESG reporting and prepares the Sustainability Report for the various Group companies.
- The **Quality & Customer Satisfaction Are**a - Led by Giuseppe Aloia as Chief Quality Officer (CQO), this area is responsible for:

– Managing governance and guidelines for Quality Certifications for the Group's companies

– Ensuring the maintenance of corporate certifications, in line with major international principles (UNI, EN, ISO) for the Group's companies in Italy

– Helping companies extend certifications

– Managing Integrated Management System documentation

– Developing the Customer Satisfaction System.

The area is divided into the following departments:

- **Environment and Energy**, led by Daniela Barnabei, responsible for managing and maintaining related certifications, including ISO 14001 - Environmental Management System, ISO50001 - Energy Management Systems, ISO14064 - Greenhouse Gas Assessment, Management, and Certification
- **Health, Safety, and Social**, temporarily led by Giuseppe Aloia, responsible for managing and maintaining related certifications, including ISO45001 - Occupational Health and Safety Management Systems, SA8000 - Social Accountability, PDR125 - Gender Equality, ISO30415 - Diversity and Inclusion, ISO13485/ MDR - Quality Management for Medical Devices
- **IT and Customer Satisfaction**, led by Grazia Diotallevi, responsible for managing and maintaining related certifications, including ISO9001 - Quality Management Systems, ISO/ IEC 27001 - Information Technology - Security Techniques - Information Security Management Systems, ISO/IEC 20000 - Information Technology – IT Service Management, ISO22301- Business Continuity. Additionally, they ensure the Customer Satisfaction system and oversees Risk Management.

Giuseppe Aloia is also assigned the role of Management Representative for **SA8000** (Social Accountability 8000), and the Integrated Quality Management System.

Reporting to the area head is Daniela Barnabei, as the contact for internal and external **Group Policies**, in addition to **Procedures** and **Waste Management**. Support is provided to various business areas for the review of policies and processes, defining related procedures, ensuring proper waste disposal, and managing quality-related content within the Sustainability Report.

FOCUS

Our values

The industrial strategy and development of the Almaviva Group are built on a set of core principles outlined in the Group's Charter of Values, a shared foundation that unites the four generations currently working within the Group.

INTEGRITY
Fairness, loyalty, and impartiality are fundamental principles for Almaviva when conducting business, in line with current legislation and the highest international standards. Transparency is the defining characteristic of Almaviva's communication with the market, investors, and various communities.

INNOVATION
Innovation is central to the Almaviva Group's business. It drives research, offerings, and organizational structure, translating into the design and delivery of unique products and services, high-value technological solutions, and business models that promote the well-being of societies that are ethical, inclusive, and sustainable in modern countries open to competition and global challenges.

IT – ITALIAN TECHNOLOGY
In the certainty that technology and digital are more than mere tools, but rather enablers that can transform people's lives and support territorial and national development, providing the key to addressing complex challenges.

PEOPLE
Group personnel are crucial to Almaviva's growth, making a key contribution to developing the company's culture and design.

SKILLS AND RELATIONSHIPS
Rather than representing a static professional figure, at Almaviva, personal skills constitute a valuable asset to be bolstered and developed as part of an inclusive and change-oriented corporate community.

INCLUSIVITY
An approach that focuses on respect, inclusion and promoting the uniqueness of each individual. This in turn means that leading talent can be attracted, developed, inspired and rewarded, creating an environment that is equitable, heterogeneous, open, balanced, and capable of generating innovation, enabling people to grow and express themselves to the fullest.

SUSTAINABILITY
For Almaviva, being a leader in the Italian IT sector means being aware of and spreading the meanings of digital transformation. These have become ever more closely linked to sustainability, acting as a driver to support a model of innovative development that safeguards our shared future.

In close connection with the company's Code of Ethics, Almaviva's **Organization, Management and Control Model** (231 OMCM) serves as an operational tool to transform ethical values and conduct principles into concrete business practices.

The model ensures that the Group's activities are carried out in full compliance with current regulations, reflecting Almaviva's commitment to operating with integrity, accountability and transparency. The Model works alongside an effective **whistleblowing system**, enabling secure, confidential reporting of any suspected wrongdoing or non-compliance with the rules of the 231 OMCM, while also ensuring that whistleblowers are protected and that an ethical and transparent work environment is promoted. The whistleblowing system thus acts as a key safeguard in maintaining the integrity and accountability standards outlined in the 231 OMCM.

In order to direct its activities toward sustainable practices, the Almaviva Group has also introduced a sophisticated system of internal regulations. This system comprises a set of carefully structured **policies and procedures** based around the **four basic pillars of the Group's sustainability model**. These documents are drafted to ensure that every aspect of the company's operations aligns with social, environmental and economic responsibility objectives, thereby ensuring that the Group's commitment to sustainability is concrete and measurable.

PILLAR	
Governance	**Policies and procedures related to the 231 Organization and Management Model**: this is a set of behavioral norms, processes, procedures and Policies that are required to create an integrated control system, drawn up in accordance with Legislative Decree No. 231/2001 (the 231 Model). It sets out procedures and monitoring activities to prevent unfair competition, corporate offenses, and both active and passive corruption. **Almaviva Group Integrated Policy:** this is based on principles that are universally recognized in international law, setting out the values that the Group embodies. The Group's commitment is to contribute to sustainable development by means of inclusive technologies that respect human dignity, individual freedom and personal well-being, and the ecosystem in which the Group operates. **Anti-Corruption Policy**: this is based on the principles and values of the Group's Code of Ethics and Conduct and the Organization, Management and Control Model pursuant to Legislative Decree No. 231/2001 ("231 Model") approved by the Boards of Directors of the Almaviva Group companies. The Policy provides a systematic framework on the prohibition of corrupt practices for members of the Corporate Bodies of Group companies, management, all personnel at Group companies and anybody who, permanently or temporarily, establishes a relationship with the Almaviva Group. **Supplier Code of Conduct**: defines the benchmark ethical principles and behavioral guidelines that the Almaviva Group requires its suppliers (of goods, services and work) to apply. These principles comply with all applicable national and international laws and regulations and respect the rules of conduct set out in the ILO's core Conventions.
People	**Health and Safety Policy**: this brings together the principles and commitment that the Almawave Group embodies. In enacting this Policy, the Group commits to a program of continuous improvement to assess achievements and review the actions taken so that they remain consistent with and appropriate for the company's business environment. **Policy on Human Rights, Diversity, Gender Equality, Slavery and Human Trafficking**: based on principles that are universally recognized in international law, this policy seeks to communicate the values embodied by the Group, namely: respect for and appreciation of the uniqueness of all people and equal opportunities irrespective of an individual's social, cultural, ethnic or national origins, religious beliefs, political or sexual orientation, gender identity, nationality, ethnicity, social or trade union membership, marital status, disability, age or any other personal, cultural or professional status.
Environment	**Environmental Policy**: this policy formalizes the Group's commitment to improving environmental performance and developing solutions that enable customers to manage their businesses sustainably. The environmental policy draws on the following elements: the Environmental Management System used to measure environmental performance and impacts, enact plans and action for improvement; the spread amongst employees of a culture of environmental protection; collaboration with customers to support them in reducing their impacts; evaluation of supplier environmental and energy performance; compliance with environmental obligations.
Responsible digital transition	**Information Security Policy**: brings together the technological and organizational measures in place to protect stakeholders' information assets. As part of the policy, the Group has introduced an Information Security Management System (ISMS). This is designed to ensure information confidentiality, prevent the alteration or loss of information assets, guarantee information and service availability, ensure certainty regarding the origin of information, establish procedures to detect and manage incidents, and ensure compliance with international guidelines.

FOCUS

The new AI policy

In 2023, Almaviva invested significant resources in developing the AI Policy, a Group Policy that outlines principles and guidelines for the ethical and responsible use of Artificial Intelligence tools in work activities. The Policy is set to be introduced in H2 2024.

Almaviva has also adopted an **Integrated Management System (IMS)**. This constitutes the fundamental mechanism for integrating sustainability into operations and effectively enacting the company's sustainability policies.

To ensure that AI is effectively and safely utilized, Almaviva has established an AI Utilization Committee. This is a standing body comprising technology experts from various business divisions. The committee is responsible for drafting, updating and validating guidelines, in addition to overseeing the adoption of AI tools and promoting informed and safe practices. The committee's monitoring and validation work ensures that AI use at Almaviva always meets the highest ethical and industry standards, and is constantly ready to adapt to new regulations to protect human rights and the environment.

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

Management system	Certification	Company
Quality	ISO 9001	Almaviva S.p.A. Almaviva Digitaltec Data Jam ReActive Kline Almawave S.p.A. OBDA System Lombardia Gestione Sadel Wedoo Almaviva Contact SisTer Sistemi Territoriali PNT Italia 2f Water Venture B. M. Tecnologie Industriali
Railway organizations	ISO 2163	Sadel
Information security with application of the ISO/IEC 27017 and ISO/IEC 27018 Guidelines	ISO/IEC 27001	Almaviva S.p.A. Almaviva Digitaltec Almawave S.p.A. ReActive Kline Lombardia Gestione 2f Water Venture B. M. Tecnologie Industriali
Corruption prevention	ISO 37001	2f Water Venture B. M. Tecnologie Industriali

Management system	Certification	Company
Information security	Cloud Security Alliance (CSA) STAR Certification	Almawave S.p.A.
Business Continuity	ISO 22301	Almaviva S.p.A. ReActive
IT Services	ISO/IEC 20000-1	Almaviva S.p.A.
Quality – requirements for aeronautical, space, and defense organizations	EN 9100	Wedoo
Social responsibility	SA8000	Almaviva S.p.A. Almaviva Digitaltec Almawave S.p.A. 2f Water Venture B. M. Tecnologie Industriali
The environment	ISO 14001	Almaviva S.p.A. Almawave SisTer Sistemi Territoriali PNT Italia Wedoo 2f Water Venture B. M. Tecnologie Industriali
Greenhouse gas emissions	ISO 14064-1 (guidelines)	Almaviva S.p.A. 2f Water Venture B. M. Tecnologie Industriali
Energy management	ISO 50001	Almaviva S.p.A. 2f Water Venture B. M. Tecnologie Industriali
Occupational health and safety	ISO 45001	Almaviva S.p.A. 2f Water Venture B. M. Tecnologie Industriali
Gender equality	UNI Pdr125	Almaviva S.p.A. Almawave S.p.A. 2f Water Venture B. M. Tecnologie Industriali
Diversity, Equity & Inclusion	ISO 30415	Almaviva S.p.A. Almawave S.p.A. 2f Water Venture B. M. Tecnologie Industriali
Road safety	ISO 39001	2f Water Venture B. M. Tecnologie Industriali
Medical equipment	ISO 13485/MDR	Almawave S.p.A.

The systems are structured and certified in line with internationally recognized standards and serve as a bridge between strategic sustainability goals and their practical application as part of day-to-day operations. Using carefully structured and monitored processes, management systems ensure that every aspect of the company's operations comply with the principles of environmental, social and economic responsibility, integrating sustainability policies into every company function and at every organizational level.

FOCUS

SA8000

Almaviva commits to **conducting its business with integrity and responsibility, integrating ethical principles into its strategic vision and proactively managing social and ethical impacts**. The SA8000 certification it obtained in 2007 is testament to the Group's continued compliance with high standards of labor conduct, extending these practices to all affiliated companies. This is confirmed by Almaviva's acquisition of PdR 125 certifications on gender equality and ISO30415 regarding diversity and inclusion. Almaviva is dedicated to respecting workers' rights, strengthening partnerships with suppliers and pursuing customer satisfaction by ensuring compliance with international laws and requirements. This commitment finds concrete application in continuous monitoring and improvement of the Management System, in line with the policies and certifications obtained by the Group.

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



2.3 Our sustainable action

Almaviva sees business continuity, cybersecurity, protection of intellectual property and supply chain management as pillars of its sustainability strategy.

- **Business continuity** guarantees the resilience of business operations, making them resilient and allowing the company to recover quickly in the face of disruptions, minimizing the impact on customers and stakeholders.
- **Cybersecurity** is crucial in protecting IT assets and data, preserving their integrity and fostering stakeholder trust in Almaviva's digital ecosystem.
- **Protecting intellectual property** promotes innovation and ensures that technological progress contributes to meeting environmental and social challenges, while also making sure that the benefits of innovation are shared equally.
- Finally, a **sustainably managed supply chain** reflects a commitment to fair and environmentally sound business practices and supply chain risk management, strengthening sustainability and corporate social responsibility.

These four elements are therefore considered an integral aspect of Group governance, broadly understood as the set of structures, policies and actions designed to ensure operational excellence that enables a safer, more sustainable future.

2.3.1 Business continuity

In 2023, service interruptions due to infrastructure or application issues - for both internal systems and IT systems provided to customers - reached values close to zero.

Ensuring business continuity means having the skills required to continually deliver essential services to predetermined and satisfactory standards, even in the face of events that could jeopardize stability.

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

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

The use of advanced **technological tools** and their continuous evolution, **company policies**, the activation of appropriate communication channels, and ongoing staff **training and awareness** activities are key elements for the Group's effective management of Business Continuity. The Organization uses

the **"Almaviva Integrated Management System**" to ensure the effectiveness of its Business Continuity solutions, in terms of specific policies. The Business Continuity Management System (BCMS) implements **ISO 22301 management system specifications (Social Security – Business Continuity – management systems – Requirements**).

2.3.2 Cybersecurity

GRI 418-1

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

For Almaviva, security is about guaranteeing the certainty and reliability of company processes and IT business services by ensuring the confidentiality, integrity, and availability of IT assets managed on behalf of customers or the Group itself; Information Security protection covers several aspects:

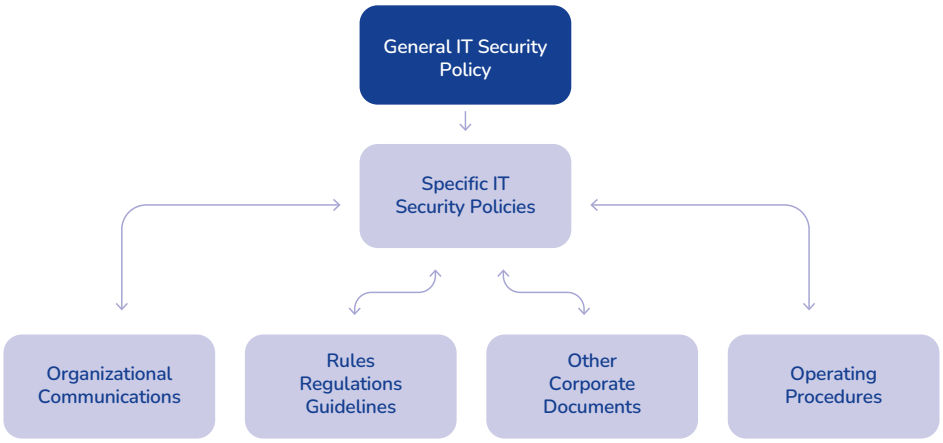
- **Organizational security:** includes documents and procedures that protect IT resources and data by defining governance models, processes, roles and responsibilities, and skills;
- **Logical security:** includes equipment, software products, services, and related documentation that protect IT resources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

To meet the highest standards of security, the Group has defined methods to identify risks, and the relevant mitigation measures, and has adopted an **"Information Security Management System**", for which Almaviva is certified according to the international standard **ISO/IEC 27001:2022.**

Roles and responsibilities within the **"Information Security Management System"** are defined at company level. All operational staff involved and the entire corporate population are given periodic training on Information Security issues.

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

Company's "It Security System" document Structure



The **General IT Security Policy** is made up of Specific IT Security Policies, which, as indicated in the figure, refer to or are referenced by other documents, in which the **IT Security Operating Procedures** enable the policies to be implemented. The **Corporate Documents** include all documentation produced to manage business processes. Responsibility for the production and maintenance of such documents is distributed among various organizational units, according to the nature of each document.

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

Demonstrating Almaviva's commitment to privacy protection, there were no complaints concerning breaches of customer privacy in 2023.
Furthermore, ISO/IEC 27001 certification was extended to significant Group companies, enabling Almaviva to meet the related target in its Sustainability Plan.

In 2023, activities related to the ongoing **"Security enhancement"** plan of strengthening security continued, which includes preventive actions aimed at raising the level of protection from attacks in general and, specifically, from malware and identity theft. Specifically, the use of Multi Factor Authentication5 for access via VPN was made mandatory for all system administrators, SSL6 (Secure Sockets Layer) inspection was implemented for the secure browsing tools, and the perimeter of information systems (applications and e-mail) was provided with the ability to create offline backup copies and using alternative technologies to protect data in the event of ransomware attacks.

In 2023, Almaviva consolidated its role in the Cybersecurity sector by expanding and refining a comprehensive range of next-generation services, technologies and products, while also investing in training and strengthening its specialist teams, particularly in Cyber Threat Intelligence.

The company's growth in this sector is confirmed by significant milestones:

- the launch of work on the Consip framework agreement "Remote Security", relating to the provision of security services for Central Public Administrations;
- the central role played as part of the National Telemedicine Platform (Piattaforma Nazionale di Telemedicina - PNT), a strategic initiative for the country that sees Almaviva responsible for ensuring the security of data and how it is accessed;
- the panel of assets and services in Cybersecurity expands to include the Fraud Management component;
- the growth of projects and services delivered by Cybersecurity involves more than 100 professionals specializing in a variety of areas, from consulting to the operational oversight of the Computer Security Incident Response Team (CSIRT).

FOCUS

Privacy and data protection

Almaviva **places great importance on protecting personal data**, not only to comply with regulations such as the GDPR and the Personal Data Protection Code, but also because it considers data security an indispensable component of its corporate culture. Almaviva is therefore committed to complying with applicable laws and customer requirements, taking all necessary measures to ensure proper the processing of personal data regarding workers, partners, service users - particularly in the Digital Relationship Management sector - and all stakeholders.

Protecting IT assets is essential for Almaviva, as any compromise could have serious repercussions for both the company and the community. As such, Almaviva strives to achieve a responsible digital transition that harnesses the potential of technology to the benefit of the community. Within its European scope, Almaviva Group companies have appointed a single Data Protection Officer.

Personal data held by the Group is processed for the sole purpose of business management, including personnel recruitment and selection, administration, and the information system. Almaviva does not manage the personal data of end users of the services provided to customers as a data controller; instead, it operates as a data processor or sub-processor on behalf of the customers themselves, who are typically Data Owners.
The personal data protection strategy that Almaviva has adopted focuses on the technical and organizational measures required to ensure compliance with legislative principles such as fairness and transparency, limitation and minimization, accuracy, integrity and confidentiality.

Almaviva has adopted a formalized privacy process that includes the designation of a Group Data Protection Officer (DPO) in Europe, centralized coordination of privacy policies, staff training, and verification of compliance through internal and external audits. The ISO/IEC 27001-certified Information Security Management System (ISMS) is an integral part of the company's policy and is designed to ensure the confidentiality, integrity and availability of information, in addition to the security of cloud services.

The Almaviva Information Security Management System also applies the requirements of the ISO/IEC 27701:2019 (Privacy Information Management System) guideline as a data controller.

Almaviva's commitment to protecting data and privacy is reflected in its goal of extending ISO/IEC 27001 certification to other Group companies beyond those already certified. This will further strengthen information security and confirm the Group's dedication to data confidentiality.

OUR PROJECTS

Almaviva's Proprietary Solutions for Cybersecurity

JOSHUA CybeRiskVision - an innovative all-in-one Cyber Threat Intelligence solution to define, monitor, analyze and mitigate cyber risks. It uses artificial intelligence and embedded automation to monitor an organization's exposed digital surface and supply chain, detect threats, identify vulnerabilities, and proactively and continuously improve security:

- It helps identify, assess, monitor, and respond to cyber threats to mitigate risks and increase resilience to attacks.
- It provides a preventive, context analysis-based approach to cyber risk management and cost optimization.
- It provides a detailed list of exposed digital assets, assessing vulnerability to attack and possible compromise.
- It helps organizations effectively meet stringent and complex regulatory compliance requirements.

SOFIA CybeRiskVision - an advanced artificial intelligence (AI)-based solution to support anti-fraud specialists, covering the entire fraud management cycle. This solution specializes in using unsupervised algorithms to detect fraud where there are large amounts of data and little information regarding anomalies.

It enables the best unsupervised algorithm to be dynamically selected on the basis of data type. It also allows this choice to be continuously reevaluated and optimized where there is a degradation in the catch rate, thereby ensuring high efficiency in fraud detection.

Main features:

- Universal platform
- Unsupervised algorithms
- Learning abilities
- Versatile applicability

JIANO CybeRiskVision - a modular, adaptable and comprehensive Identity and Access Management solution to manage enterprise accounts and system access permissions.

This solution provides all functionality for managing User accounts, Groups, Entitlement, Policies and Web Resources and comprises two main services:

JIANO Identity Manager (JIM): to manage the lifecycles of digital identities, i.e., individuals and system accounts.

JIANO access manager (JAM): for access control.

Main features:

- Centralized lifecycle management for identities, roles, and access profiles.
- Advanced Authentication, with potential integration of JOSHUA CybeRiskVision.
- Mobile integration.
- Identity oversight.
- Segregation of duties.
- Business role management.
- Automatic provisioning and reconciliation.

GDPR Compliance Privacy - this solution offers a centralized framework to audit and optimize all processes related to data processing in compliance with the GDPR. It provides support for the path to regulatory compliance, automating processes to support Compliance and improving accountability levels.

The framework simplifies the DPO's work by centralizing specific operational aspects, including the effective management of the Processing Log, which is critical for supervision and risk analysis.

Distinctive features of the solution:

- Effectiveness and efficiency in managing the new European Regulation compliance process.
- Fully customizable solution.
- Powerful ability to extract and use available data.
- Use of highly specialized Teams.

2.3.3 Protecting intellectual property

Protecting intellectual property is a crucial aspect of responsible business management, recognizing and protecting the innovations and intellectual creations that form the basis of a company's value proposition.

For companies like Almaviva operating in knowledge-intensive sectors such as technology and innovation, safeguarding patents, trademarks, copyrights, and trade secrets is critical in maintaining a competitive advantage and stimulating investment in research and development.

Protecting intellectual property not only incentivizes innovation, but also preserves brand integrity and authenticity, helping to develop a solid reputation in the market. By enacting effective intellectual property management strategies, Almaviva can safeguard its most valuable assets and promote a corporate culture that values and respects creativity and ingenuity. To protect its intellectual property, the Almaviva Group carefully manages the following:

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

The Group's intellectual portfolio includes: **107 trademarks, 8 patents, 13 SIAE filings; 2 trademarks** were filed in 2023.

2.3.4 Responsible supply chain

GRI 2-6, 308-1, 414-1

The Almaviva Group recognizes the importance of ensuring a clear and responsible procurement process, paying close attention to social and environmental effects to safeguard the interests of its stakeholders. The parent company therefore requires that potential new suppliers complete the Environmental, Social and Governance Questionnaire and make a formal commitment by signing the Environmental, Social and Governance Commitment. Online questionnaires are also used to encourage continuous improvement in the sustainability of the entire corporate network, and compliance with the Group's 231 Model, Code of Ethics and Supplier Code of Conduct is required. This process will also be gradually extended to the other international subsidiaries.

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

Recognizing the fundamental importance of monitoring the indirect impacts of its

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

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

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

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

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

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

The adoption of a specific Supplier Code of Conduct, as adopted by the Almaviva Group, is testament to the Group's focus on creating a responsible supply chain. This document defines the benchmark ethical principles and behavioral guidelines that the Almaviva Group requires its suppliers to apply. These principles comply with applicable national and international laws and regulations and respect the rules of conduct set out in the ILO's core Conventions. They are also consistent with the Group's Integrated Management System, which aligns with the highest international quality standards and certifications held by the Group.

This Code represents a commitment to operating ethically and sustainably, complying with the laws and regulations of the countries in which it operates; it is based on the principles set out in the "231" Organizational Model, the Group's Code of Ethics and Internal Control System and other corporate policies that protect people's fundamental rights, health and safety, transparency and sustainable development.

Almaviva is also committed to contributing to sustainable development through innovative technologies that have a positive impact on the planet and people, undertaking to:

- ensure the health and safety of employees and contractors at workplaces;
- verify customer, supplier and partner compliance with health and safety regulations;
- minimize pollution and negative impacts created by the activities it carries out;
- pursue the highest standards in processing the personal data of all stakeholders with whom the Group works, while respecting the fundamental rights and freedoms and the dignity of all those involved, and to ensure the confidentiality, integrity, and availability of information and its safeguarding from possible attacks or unauthorized use;
- play a responsible role in safeguarding the personal dignity, individual freedom and well-being of the people with whom the Group works;
- improve environmental and energy performance and develop solutions that enable customers to sustainably manage their businesses and transform themselves into enterprises of the future.

The principles contained in the Supplier Code of Conduct - which are indispensable elements - cover child labor and forced labor, working conditions, diversity and equal opportunity, freedom of association, quality, the environment, health and safety, conflicts of interest, confidentiality obligations, information security, ethics and reporting.

To qualify suppliers, the following documents must be completed and signed:

- Social Accountability, Environmental Sustainability, and Energy Efficiency Questionnaire;
- A signed commitment to legal, ethical, social, and environmental standards.

In 2023, 95.87%[2] of new suppliers were screened using environmental and social criteria.

2 We note that the figure for new suppliers evaluated according to ESG criteria refers to the following companies: Almawave S.p.A.; Sister Sistemi Territoriali; Almaviva S.p.A; Almaviva Digitaltec; Almaviva Contact; Reactive, Kline, Tecnau; Sadel; Almaviva do Brasil; Central de Recuperacao de Creditos; CRC Digital

A vendor evaluation platform came into operation in cooperation with The Data Appeal Company at the end of 2023. This first phase saw a questionnaire administered to Group suppliers in order to give them an ESG rating; the response rate was 50%. In 2024 and the following years, these questionnaires will be managed together using an online platform linked to the specific section of the Almaviva Supplier Register.

A Supplier's qualification is preparatory to its inclusion on the Group's Supplier Register, and is managed by Almaviva's Global Procurement and General Services Department. Specifically, this work is carried out by Almaviva's Purchasing Functions, in compliance with the requirements of the "231" Organizational Model and the Almaviva Group's policies regarding the sustainability principles defined in the Group's Supplier Code of Conduct.

The process involves the following steps:

1. **Activation of the qualification process:** at the request of the Purchasing Function, the relevant Divisions/Departments/Companies or upon a Supplier's spontaneous application;
2. **Provider registratio**n on the dedicated intranet site;
3. Supplier prequalification: analysis of the supplier's documentation based on certain criteria outlined in the procedure and notification of the outcome to the supplier by e-mail;
4. **Supplier qualification:** changes from "Prequalified" to "Qualified" if at least one order has been issued to the supplier within a one-year time frame and at least one positive feedback has been give[3];
5. **Vendor rating:** designed to monitor the degree to which the service rendered by the vendor meets the requirements. This takes into consideration organization (proactivity, ability to establish a climate of trust and collaboration, use of a methodological approach and/or appropriate and consistent tools for the activities assigned); skills (knowledge, experience, availability and distribution within the work team that allows for overall reliability and interchangeability of resources); results.

Actions taken against company suppliers, following the analysis of data related to SA8000 requirements, potentially involve collaboration with certifying bodies, non-governmental associations, and SA8000-certified Group customers. The goal is to protect and advocate for workers, with a particular focus on child labor.

With this in mind, the Almaviva Group intends to contribute to the development of a responsible and resilient supply chain while reducing environmental and social damage at the global level and increasing the number of suppliers involved in the evaluation process through ESG criteria.

Specifically, Almaviva made a commitment to standardize its supplier evaluation system through ESG criteria for the entire Group, achieving this target two years early.

3 The Qualification process excludes suppliers of food and/or frequent consumer goods such as stationery, online subscriptions, magazines, etc., in addition to occasional suppliers who receive volumes within the limit of Euro 20,000 per year.

People



3.1 Almaviva Personnel

GRI 2-7, 2-8, 401-1, 405-1

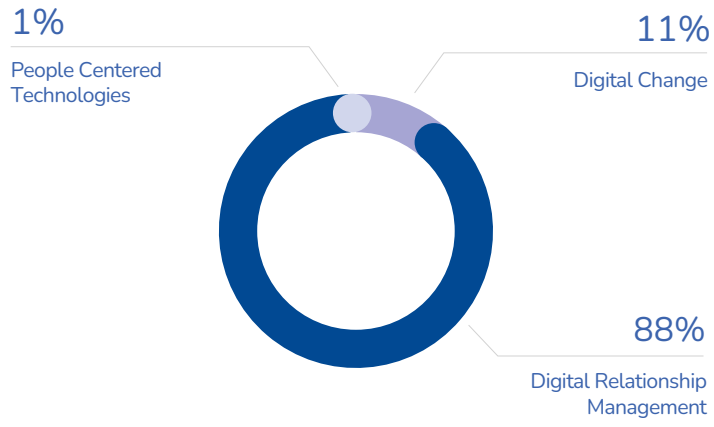
At December 31, 2023, the Almaviva Group employed **44,960 workers** and **110 temporary agency workers**.

The end of the year saw a slight decrease (-2%) in Group-wide headcount compared to the close of 2022.

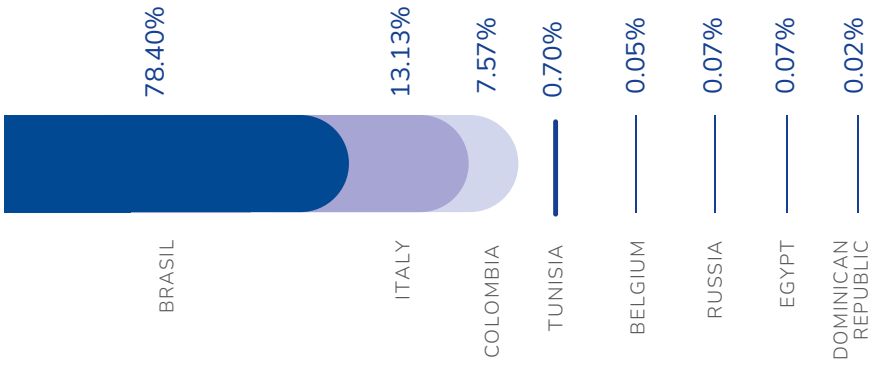
Temporary agency workers by business area



Employees by business area



Employees by country 2023

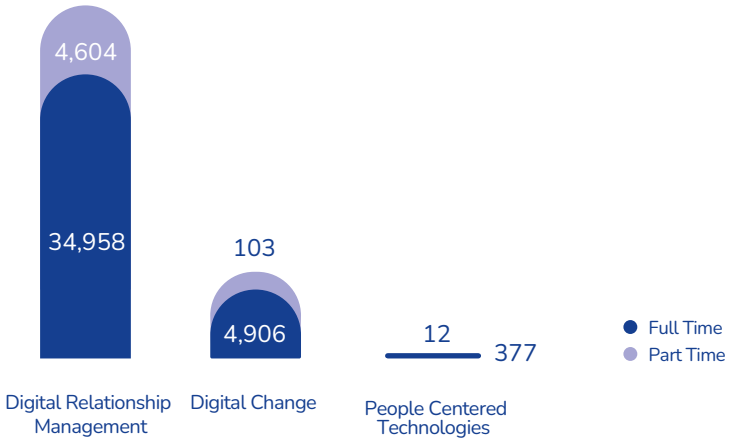


Employees by contract type

At the Group level, in 2023, **permanent employment contracts account for 98%**, in line with previous years, confirming Almaviva's desire to maintain solid, long-term relationships with its staff.

90% of employees are on full-time contracts.

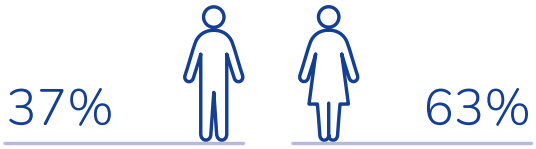
Employees by contract type and business area (headcount)



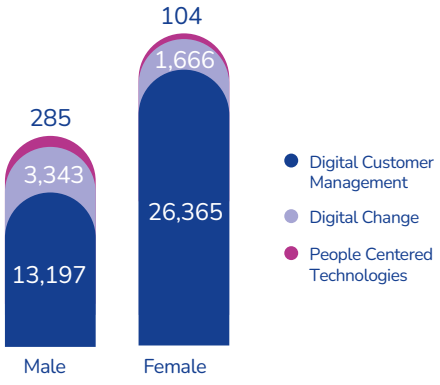
Employees by gender

63% of the Group workforce is female, a figure that varies significantly by business area. In the Digital Relationship Management area there is in fact a clear majority of female employees, while in the Digital Change and People Centered Technologies areas, the majority is male. The figures are in line with the IT sector, which feature a low presence of female STEM subject graduates.

Employees by gender (headcount) 2023



Employees by gender and business area 2023



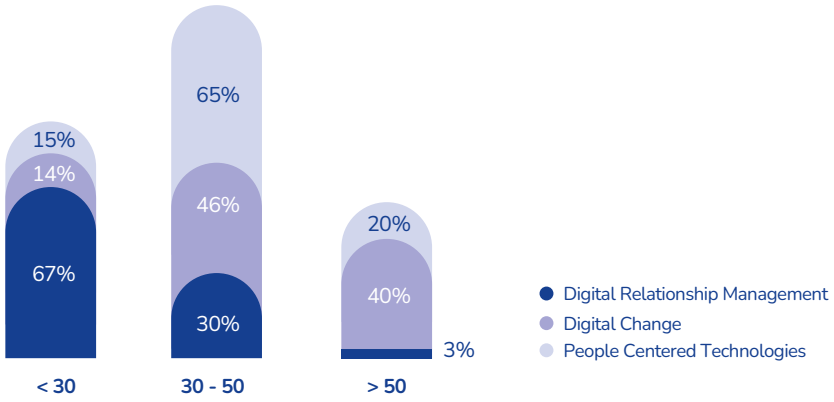
Employees by age group (headcount) 2023



Employees by age group

Approx. **60% of the Group workforce is under 30 years old**, while only 7% is over 50 years old. This figure also varies significantly among the various business areas: while the Digital Relationship Management area has a strong younger component, operational staff in the Digital Change and People Centered Technologies areas tend to be older. This is mainly due to the differing business needs: the Digital Change and People Centered Technologies business areas, unlike Digital Relationship Management as they are highly specialized, require in-depth knowledge and experience in the relevant fields.

Employees by age group and business area 2023



Hires

2023 saw a slight decrease in headcount.

There were a total of 32,409 hires and 33,055 departures during the reporting year[4].

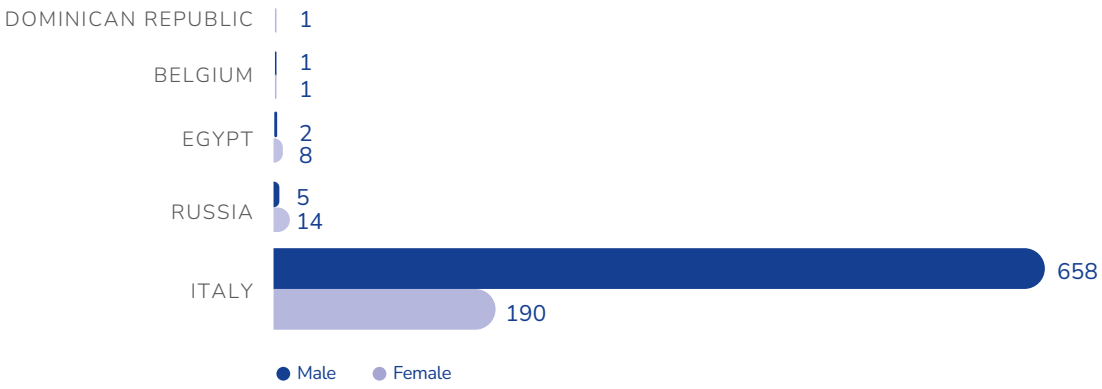
The business area with the most hires (31,408) is Digital Relationship Management, where new employees were mainly female (64%) and under the age of 30 (68%).

In the Digital Change and People Centered Technologies areas, on the other hand, hires were mainly men, aged between 30 and 50, and in Italy.

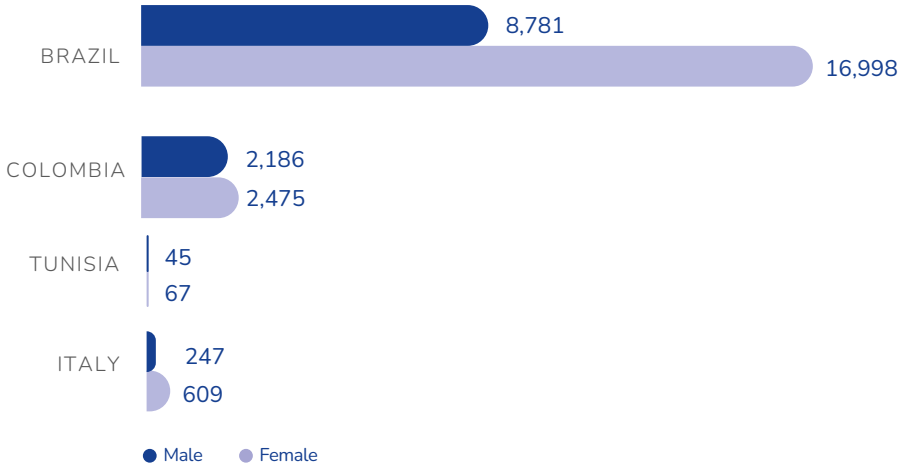
4 Hiring and departure figures present slight discrepancies when compared to the 2022 and 2023 workforce; this relates to the inclusion within the scope of BM Tecnologie Industriali and 2F Water Venture, acquired in 2023.

New hires by gender, age group, country and business area 2023 (headcount)

Digital Change by country and gender

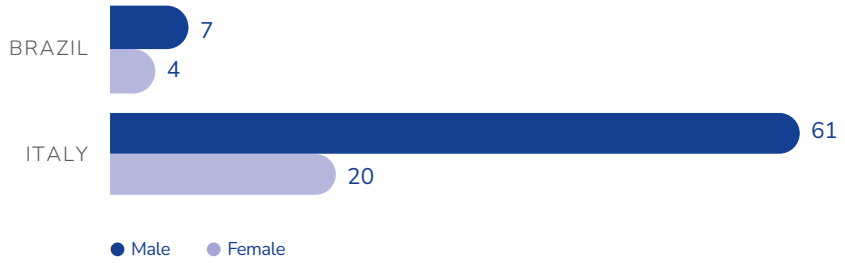


Digital Customer Management by country and gender

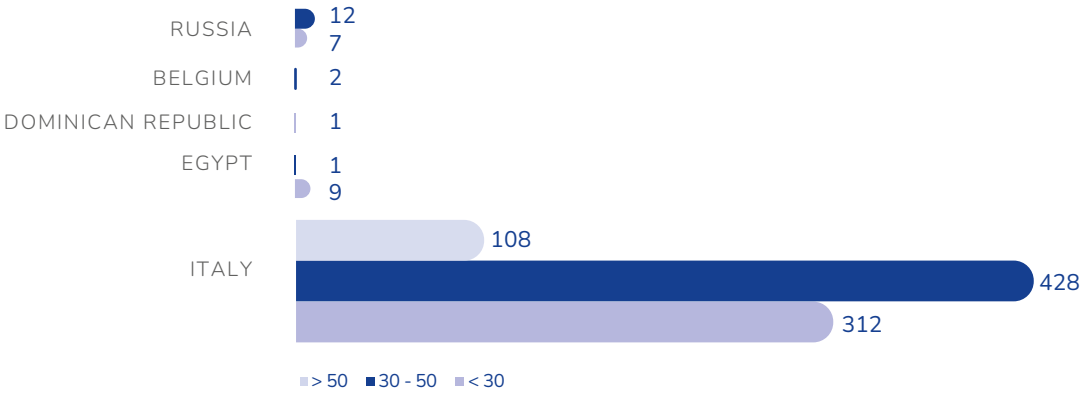




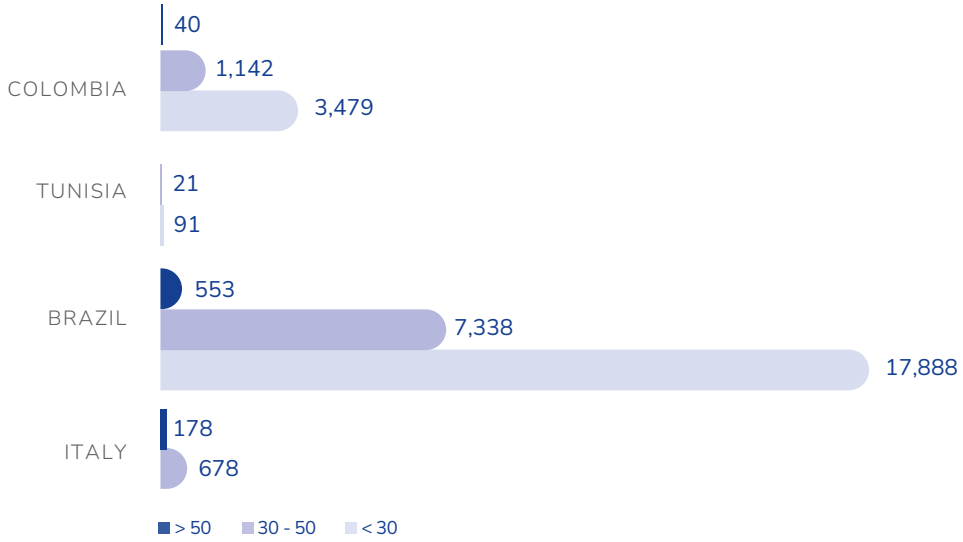
People Centered Technologies by country and gender



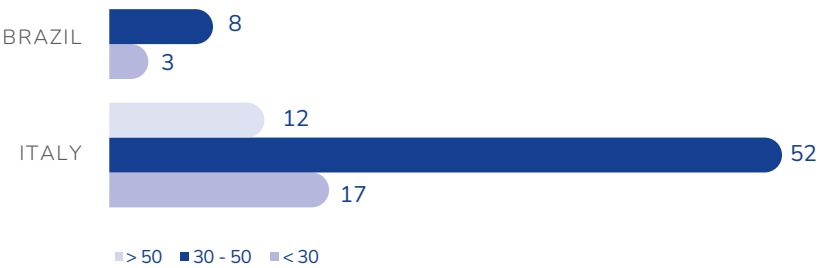
Digital Change by country and age group



Digital Customer Management by country and age group



People Centered Technologies by country and age group



3.2 The centrality of the individual

The Almaviva Group formalizes its commitment to safeguarding and recognizing the value of its staff, strengthening their abilities and promoting continuous development, while also safeguarding their physical and mental well-being. It is also dedicated to supporting inclusiveness and promoting diversity.

This approach finds form in the integration of ethical principles into the corporate strategic framework. This seeks to ensure proactive management of social and ethical issues in and around the organization's sphere of influence. Against this backdrop, the Almaviva Group works tirelessly to promote a corporate culture which prioritizes respect for the individual and compliance with shared ethical standards, continuing on a path of operational and social excellence.

Become: Almaviva's people strategy

In 2021, the **Almaviva Group adopted the Almaviva People Strategy, called "Become."** The objective of this strategy is to give a key role to information technology professionals by integrating both physical and digital workspaces that foster trust, collaboration, autonomy, and responsibility, with a strong focus on efficiency and achieving results.

The Group financed the project in Italy in the pilot business areas (Digital Change and People Centered Technologies) with an investment of approx. Euro 4 million in 2023, in addition to the 4.5 million disbursed in 2022. These figures add to the amount disbursed from 2020 onwards to launch the project.

The People Strategy is a framework based on five pillars, each of which saw the introduction of various measures in 2023 to ensure continuity with the strategy streams.



In 2023, the Human Resources Department, headed by Marina Irace, was given the name “Group Human Resources Department.” There was also a change in its organizational structure, which sought to better integrate it with the company’s strategy and business.

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

An HR Lead has been identified within the department. In line with the industrial and strategic objectives defined by the General Manager/Chief Executive Officer of the relevant Division/Company and the guidelines formulated by the Group HR Department, this figure is responsible for enacting HR policies and processes within the reference scope, coordinating, among other matters, the HR Business Partners (HRBPs) and Talent Acquisition activities (recruiting and selection). HR Lead coordination is functional.

For all Almaviva Group companies, the social aspects of the Company’s organization, from occupational safety to the protection of human rights, diversity and freedom of association, are monitored by Almaviva’s Social Performance Team (SPT) according to Social Accountability Standard 8000 (SA8000). This international standard is based on international conventions: the United Nations Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child, and the International Labour Organization (ILO) Conventions.

Since 2014, the SA8000 standard has been applied to all Almaviva personnel, from employees to suppliers, involving the entire value chain in a virtuous cycle of social responsibility that monitors specific requirements relating to the following areas:

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

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

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

In addition to the usual HRBP or whistleblowing channels, Workers have access to the SA8000 reporting tool, which allows them to make suggestions or report opportunities for improvement and/or anomalies regarding the Standard's principles or occupational safety. Since 2014, they can also use the Social Performance Team (SPT), which meets every six months, to:

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

3.2.1 A new way of working

1 OPERATING MODEL

Almaviva continues to employ the hybrid working model introduced in 2021, considering the appreciation that employees have demonstrated in feedback.

The model seeks to create a digital work environment where people can communicate, collaborate and socialize without temporal or physical constraints. However, the model recognizes the importance of in-person interactions in fostering long-lasting relationships and maintaining a sense of belonging within the Group. For this reason, in-person office days are scheduled for specific activities or meetings. This combination of flexibility and balance helps employees better manage their work and private life and develop trust between coworkers. For new hires, the beginning of hybrid work depends on their role and working experience.

To ensure the model works effectively and to mitigate potential risks, such as health and safety, data loss, or operational continuity, the company provides employees with guidelines, innovative technologies, and cutting-edge tools. These measures ensure that remote workstations are just as effective and secure as the office environment.

The new operating model is bases on four pillars:

	ORGANIZATIONAL MODEL	FLEXIBILITY	TECHNOLOGICAL EQUIPMENT	RECONFIGURATION OF OFFICES
Description	An organizational model which values individual contribution to business results, guided by principles of trust, collaboration, autonomy, responsibility, and efficiency	Flexibility and autonomy in choosing when and where to work, linked to full accountability for goals and results	Innovative, state-ofthe-art technological equipment provided to every employee to ensure efficiency and data security	Reconfiguration of spaces in relation to security requirements and in line with the specific needs of different business functions
Initiative	▪ Hybrid smart working, involving 50% of staff on site and on a rotating basis ▪ Enhanced collaboration and communication using innovative new tools	▪ Integratedphysical/digital environment ▪ Encouraging collaboration and organizational well-being ▪ Work-life balance	▪ Replacement of alldesktop PCs with laptops and supply to all employees without one ▪ Secure and interconnected corporate smartphones and SIMs	▪ Right sizing and space reconfiguration ▪ Workplaces bookable through an App ▪ Precaution and prevention rules and guidelines ▪ Going beyond the idea of a fixed assigned location
Impact on Sustainability	▪ People ▪ Responsible Digital Transition	▪ People ▪ Environment	▪ Governance ▪ Responsible Digital Transition ▪ Environment	▪ Environment
Benefits	▪ Develop working relationships that are based on trust, cooperation and autonomy ▪ Valuing people ▪ Increased efficiency	• Reduced energy consumption and emissions	▪ 25% reduction in average obsolescence of individual equipment ▪ Data protection and ecurity guaranteed by protection software and targeted training courses	▪ Paper materials sorted and sent for certified disposal ▪ Streamlining, reuse and repurposing for social purposes of office furniture

While the new operating model currently involves only the Digital Change and People Centered Technologies business areas, the Digital Relationship Management area also offers its staff the possibility of working remotely through a hybrid approach in line their specific working requirements.

3.2.2 Personnel development

GRI 404-1, 404-2

Almaviva is committed to attracting and developing talent and helping staff to reach their potential through training courses, skills management tools, and performance appraisal and recognition mechanisms.

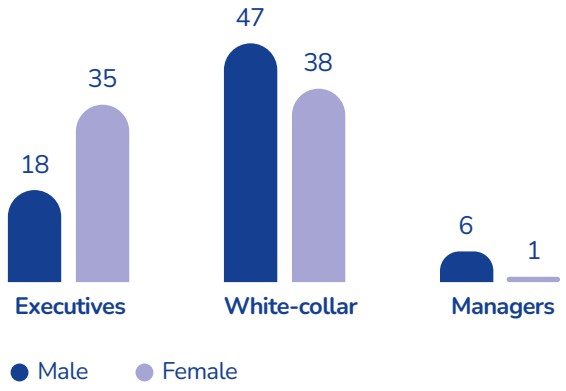
Hours of training

Collectively, the employees received approximately **1,751,159 hours of training in 2023**, down on 2022. An average of 39 hours was provided to each employee in 2023, a decrease on the previous year.

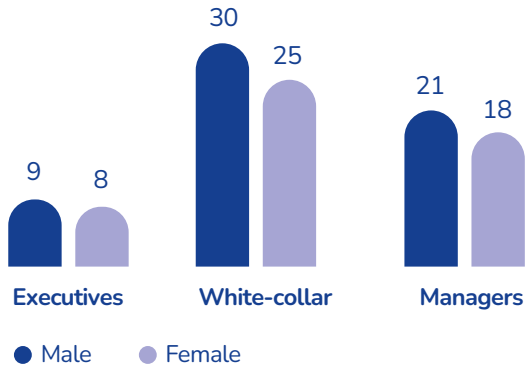
Average training hours delivered by job category and business area

In terms of the average number of hours by employee category, white-collar workers received the most hours on average (40), followed by middle managers (17 hours) and executives (10 hours). The values vary from business area to business area. The Digital Relationship Management area reported a decrease on 2022, though its average was higher than in other business areas again in 2023. This is due to the considerable presence of young people (under 30) in the workforce, and the need to constantly refresh knowledge of the various customers managed, and their products and services. The Digital Change business area reports a slightly higher average training hour figure than in 2022, in line with the ongoing evolution of the industry, while the figures for People Centered Technologies remained stable compared to 2022.

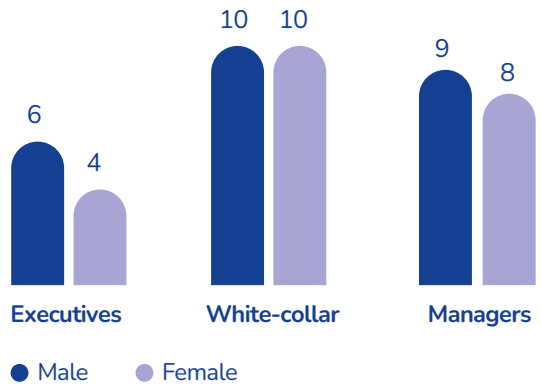
Digital Relationship Management



Digital Change



People Centered Technologies



2 SKILLS MANAGEMENT SYSTEM

On the basis of its People Strategy framework, Almawave has maintained the Skills Management System launched in 2019, which includes a Skills and Standard Job Profile Dictionary that outlines professional and career development paths. The project was inspired by the most recognized international skills certification methodologies in the IT sector, and was tailored to Almaviva through the involvement of six working groups of staff identified as reference figures for the various roles considered.

More specifically, the system adopted seeks to:

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

The Almaviva Group's skills system includes three sets of competencies:

- **Technical:** specific skills needed to carry out the work involved in the "profession."
- **Transversal:** soft skills required across the entire corporate population;
- **Managerial:** skills relating to human resource management, required only of managers.

The Digital Change business area workforce currently has a professional system, which consists of:

- IT sector, involving **40 technical skills** and **45 professional roles**;
- Corporate sector, involving **77 technical skills** and **44 professional roles**.

These areas are continuously monitored and updated as required, based on evidence reported by managers or organizational needs.



3 PERFORMANCE MANAGEMENT

Following a review and improvement process, the **Performance Management System** was refined in 2023. This is an ongoing evaluation and comparison process that involves sharing feedback and suggestions regarding skills, strengths and areas for improvement. The rest of the workforce is appraised on the basis of qualitative objectives, assessments of which involve aspects of both technical and soft skills. Open dialogue between manager and worker may lead to the identification of room for improvement. The objective is to “accompany” people on a path of steady, clear growth shared with their managers.

2023’s edition of Performance Management (PM) involved the Group’s IT companies, with take-up close to 100%. A survey was then administered to anonymously gather comments and suggestions for improvement regarding a number of essential aspects of the process. The results of the survey and the outcome of the process that preceded it were the subject of a focus group that involved both managers and employees. The Working Group identified priority focus areas to optimize both the process and the application for 2024’s PM. The main expectations for improvement were in the application’s user experience and in feedback, which should be made more fluid and recurring.

The survey found that approximately 80% of respondents rated the experience as positive and the process as clear and comprehensive.

In February 2024, a new Performance Management process was launched. All employees hired up to September 2023 will undergo performance evaluation for 2023 and goal setting for 2024, while those hired after October will only participate in the goal-setting phase.

The process has undergone significant changes since last year:

- the Professional System has been extended to corporate roles, with skills and profiles for staff areas designed;
- the IT Professional System has been updated, refining existing profiles and adding new ones based on feedback collected;
- the structuring of process steps has been improved based on skills and performance feedback at the end of Performance Management in 2022;
- performance targets and development objectives have been assigned;
- the Goal Setting mechanism has been improved, with a focus on the assignment of performance goals through the introduction of a specific library for each professional role;
- the user interface and user experience have been updated to facilitate navigation and the evaluation process;
- a new mechanism has been introduced to evaluate skills-development goals.

4 TOTAL REWARDING

The Almaviva Italia Group plans to develop dynamic career paths for the business areas of Digital Change and People Centered Technologies, across different roles and seniority levels, in order to stimulate engagement, motivation and the skills development of its people. At the same time, it has adopted a transparent, recognizable and precise recognition management process, whose guidelines have been presented to and shared with all company management. This system was also created based on the results of the Performance Management mechanism.

Since 2022, Almaviva has made two stages of the **Total Rewarding** process systematic:

- The Executive review, to choose leaders who will guide the future company;
- The Compensation review, to recognize distinctive skills and reward top performance.

5 CAREER PATH AND JOB GRADING

The **Career path** model has also been finalized. This is the set of career paths which may be vertical, within a professional family, or horizontal, between different professional families.

This is closely related to **Job grading**, a role classification system that provides clear visibility of possible job roles, the skills needed to hire for a given job role, and growth opportunities.

In the interests of continuous monitoring and improvement, the foundations have been laid for a become Evolution of the People Strategy, which complements the previous People Strategy.

2023 saw the definition of a **Become Management Model.** In this model, the “expected” leader accompanies the Group’s strategic and organizational path in line with the business plan.

Defining the model involved:

- 2 Focus Groups, with staff representing the Group;
- A survey administered to all employees;

The model was then validated by top management.

Alongside this, the corporate population was segmented based on specific criteria to identify the pool that would be used to begin the talent management system.

This system involves a process to evaluate Potential, using Development centers delivered by a specialized provider.

The first Development Center cycle for “Young Managers”, defined as professionals under the age of 45 with at least one year of work experience, was launched between September and November 2023. This was considered a priority for the Executive Review process.

3.2.3 Attracting top talent

The Almaviva Group is committed to creating an attractive work environment for talent. It believes in young people and in the educational value of school and academic institutions, with which it maintains long-term collaborations. In 2023, Almaviva achieved its Sustainability Plan target regarding the intensification of talent attraction initiatives.

AWARDS

- **BEST TALENT ACQUISITION TEAM AND TALENT INSIGHTS PIONEER:** in 2023 a major award was received in the two categories mentioned of the LinkedIn Talent Awards Italy.

INITIATIVE

- **COLLABORATIONS WITH ENTITIES AND UNIVERSITIES:** thanks to the creation of a virtuous ecosystem between leading local academia and businesses, talents are identified in circles where innovation and research are founding elements. With this in mind, international partnerships have been launched with various research institutions and universities of excellence. Specifically, the Group participated in 61 recruiting events with institutions and universities, twice as many as in 2022.



PROJECTS

Talent attraction digital change area

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

- **WORK EXPERIENCE:** 2023 saw the continuation of the School Work Experience Project launched in 2014, which has involved over 250 students. Almaviva has dedicated highly innovative technological means and extremely qualified experts to the School-Work Experience Project, helping children to develop both specific and transversal skills, as well as highly innovative projects. Five apprentices were hired in 2023.
- **SCHOOL-BUSINESS SYSTEM:** furthermore, since 2019, the "School-Business System" Project *(Progetto Sistema Scuola Impresa)* has continued in partnership with 30 other Italian companies of the ELIS Consortium. This seeks to provide guidance to educational institutions on cultural transformation and adapt training and educational programs to meet the rapidly changing demands of the world of work. The project involves training and career orientation meetings to foster dialogue and collaboration between schools and the business world, particularly in terms of female representation through the testimony of corporate Role Models. In 2023, 10 female workers participated as Role Models.
- **ACADEMY:** Almaviva has run its Academy since 2019 to support young professionals in their development. This is a six-week training program focusing on relevant technology topics run with the companies with which Almaviva collaborates, dedicated to recent STEM graduates under 30. Upon completion of the program, selected candidates who pass a final test are offered a 30-month apprenticeship in the team that best suits their skillset, based on individual strengths identified during the training and final interviews. In 2023, Almaviva ran training programs for back-end and full-stack developers, resulting in the recruitment of 40 young people.

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

- **EVOLUTIONARY TEAM:** This initiative involved around 60 managers from the Transportation division in November 2023. Its goal was to apply what was learned during the 2022 Evolutionary Leadership process regarding awareness of changing intelligences and the most effective way to unleash potential to underlying levels.

Talent attraction people centered technologies area

The **People Centered Technologies** business area continued to attract young talent, although it focused more on research and development and the selection of senior figures with the technological skills necessary to face the challenges of such an innovative and competitive market. For this reason, 65% of new hires were between 30 and 50 years old.

- Almawave uses a multichannel recruitment process to select the very best talent. Once hired, and in line with Group level guidelines, new hires follow a three-step structured onboarding procedure involving: their welcoming, mentor allocation, and integration within the Company.

The company has participated in various skills acquisition initiatives for talented youths. Among these are STEM skills training initiatives in collaboration with the ELIS consortium and the creation of the Academy program.

3.3 Well-being and health and safety

3.3.1 Well-being

GRI 401-2

Almaviva emphasizes the crucial role that staff play in driving innovation and setting the company apart in a highly competitive market.

Employee satisfaction and well-being are critical to the company, which is committed to open dialogue in order to understand and meet employee needs. The objective is to create a positive and motivating work environment where every employee feels valued and considers themselves an integral part of the Group's development.The Welfare Plan is structured on the basis of the following macro areas:



HEALTHCARE ASSISTANCE

All Group workers in the Italy area have access to:

- "Metasalute" supplementary health care paid for by the company;
- occupational and non-occupational injury coverage;
- reimbursement of Assidai medical expenses;
- Kasko insurance policy.

Almaviva also has a dedicated worldwide insurance policy for working abroad. In addition, Executives benefit from a life insurance policy and an occupational and non-occupational insurance policy.

DISCOUNTS AND VOUCHERS

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

WORK-LIFE BALANCE

- **Working with the Italian Association of Almaviva Employees (AIDA)**, Almaviva has launched an **intranet section called PER NOI ("FOR US")**, making available both physical and digital spaces for the promotion of recreational, social, sporting and cultural activities accessible to all employees. To promote socialization and

well-being, various competitive cups, in sports such as skiing, sailing, football, tennis, padel and beach volleyball, have had considerable success over the years. All employees can offer proposals through the PER NOI intranet. Of these, those that best target a wide and diverse audience are selected. These proposals include activities such as yoga, tai chi and other forms of exercise that work to improve posture, breathing, relaxation, and concentration.

- The collaboration between Almaviva and **ASPHI** (a non-profit organization with decades of experience in IT and disability), has resulted in the creation of the **ABCCare: sportello delle fragilità platform.** This platform serves as an online resource, offering advice and tools to address the growing societal need to support families caring for elderly relatives in vulnerable situations.
- In addition, starting from 2015, the Group has granted employees who are in registered civil partnerships or marriages conducted abroad the opportunity to take an exceptional leave period of 15 consecutive days. Additionally, the Company provides three days of paid leave in cases of a partner's death or severe illness. The decision to implement this policy was inspired by the principles of equal rights and respect for individual freedom, which emerged from daily interactions with employees and their stories and complex social situations.



FOCUS

Supplemental benefits

- **Wedoo** has established a flexible work day, with entry from 8 to 10 am, a one to two-hour lunch break, and proportionate clocking-off time. Wedoo also provides various on-site social spaces, including a five-a-side football pitch and a communal kitchen. The Company has also adopted a pet-friendly policy, helping employees manage difficult pet-care situations by allowing them to bring their pets to work with them.

In early 2023, the Auto Policy was validated. This applies to all Almaviva Group companies and fully replaces the previous policy, taking effect as of February 01, 2024.Specifically, this provides for three allocation brackets, with a certain economic threshold:

- Band 1: for Top Management (Almaviva Chief Executive Officer and General Managers; Chairpersons and Chief Executive Officers of Group Companies).
- Band 2: for Group Executives.
- Band 3: for Middle Managers and in exceptional circumstances for white-collar employees in significant business roles or who have special business significance, or who travel frequently because of the work they carry out.

Each beneficiary can choose a car from the Car List whose rental fee, including optional extras, does not exceed the economic threshold for the bracket they are in.

- In the Digital Relationship Management business area, in the belief that productivity is closely linked to employee **well-being, Almaviva do Brasil** has entered into various partnerships to promote the well-being and health of its employees. Among these partnerships is one with Gympass, which offers all-in-one subscriptions for fitness, nutrition and mental health services.
- **Almaviva Tunisie** has adopted an integrated management model to promote its employees' physical and mental well-being. The company recognizes that organizational success depends to a significant extent on the health and satisfaction of its staff. As such, Almaviva Tunisie has introduced a series of initiatives designed to create a peaceful and productive work environment. Notable among these are the introduction of scheduled work breaks every two hours to allow employees to recharge mentally and physically, and a longer break every four hours. Motivation and teambuilding sessions are also regularly organized. These seek to boost morale and cohesion between colleagues while increasing engagement and a sense of belonging. To proactively address work stress, Almaviva Tunisie also offers the support of a specialized psychologist, who is available for individual counseling. This professional helps workers manage stress and develop effective strategies for maintaining a work-life balance.
- In the People Centered Technology area, Almawave confirmed its commitment to the well-being of its people by extending **benefits** to part-time and fixed-term employees. Key benefits provided include health insurance for executives, white-collar employees, and managers, while life insurance is available exclusively for managers. Disability or invalidity protection is extended to executives, middle managers, and white-collar employees; the pension plan is for all employees. The Cometa Fund, which supports severance pay and additional contributions, is open to all employees on a voluntary basis. Additionally, flexible working hours and remote working options are offered.

3.3.2 Occupational health and safety

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9

For Almaviva, employee well-being and safety are a key priority, going being mere legal obligations to become deeply rooted in the corporate culture.

The company's commitment to health and safety is tireless and manifests itself through awareness-raising and cooperation between all workers to effectively manage and minimize risks.

The **Occupational Health and Safety Management System ("OHSMS")** defines the principles and identifies the appropriate tools to ensure worker health and safety in the workplace, adapting to specific activities. The System is in line with best practices and the highest national and international regulatory standards in the field, and is certified to the ISO 45001 standard (for Almaviva S.p.A.).

In 2023, Almaviva devoted resources to developing a new Health and Safety Policy, which was officially introduced in early 2024. This policy reflects the values and standards of both Almaviva and its affiliates in terms of occupational health and safety. In committing to a process of continuous improvement, the Group seeks to periodically evaluate the progress made and review the strategies introduced to ensure that they remain up-to-date and appropriate for the work environment.

In Italy, health and safety objectives are integrated into the OHSMS through the definition of a dedicated organizational structure that includes roles, responsibilities, procedures, processes and resources to guarantee the principles set out in the corporate Policy.

The policy takes into account that the work activities carried out in Almaviva Group companies, with limited exceptions, are of an intellectual and typically office nature, and, therefore, subject to low risk.

In terms of the reference framework, the Group is committed to:

- **CONTINUOUSLY MONITORING WORKER HEALTH AND SAFETY**
  To tackle emergencies and ensure safe evacuation of personnel, the Group has established procedures that comply with legal requirements. These procedures are made more effective through constant monitoring of regulations and safety standards, in addition to a professional training and refresher program for workers.

- **PREVENTING WORK-RELATED ILL HEALTH THROUGH HEALTH MONITORING**
  As part of its prevention policies, Almaviva ensures that its workers undergo preventive health checks upon arrival at the company, in addition to periodic medical examinations or at the worker's request. Medical examinations are also provided after health-related absences exceeding 60 days. While the company does not have access to worker medical records, it strictly follows the guidance provided by the company doctor, which may include prohibitions or limitations regarding fitness for a specific task.

- **ANALYZING RISKS AND IDENTIFYING OPPORTUNITIES FOR IMPROVEMENT**
  By periodically inspecting workplaces and carrying out detailed analyses of various tasks, the Group is able to identify possible hazards. Reports made by workers and employee health and safety representatives (EHSRs) are a key element in this process, contributing significantly to identifying risks and analyzing injuries and near misses. Since 2021, the Almaviva Group has utilized a ticketing system within its Service Portal, which is established in addition to the reporting function already available on the company intranet. This enables employees to efficiently report any anomalies or dangerous situations.

- **ENSURING THE TRAINING, ENGAGEMENT AND AWARENESS OF WORKERS IN MATTERS OF OCCUPATIONAL HEALTH AND SAFETY**
  The Almaviva Group encourages the acquisition of occupational health and safety (OSH) skills, not only through the mandatory courses required by regulations, but also through targeted training where required. These training programs are designed to share essential occupational health and safety (OSH) information across every organizational level, including knowledge of the company's OSH structure, adoption of safe work conduct, procedures to follow in the event of an emergency, and use of reporting tools.

In 2023, basic, new-hire onboarding, five-year refresher training courses were delivered via e-learning. Furthermore, the company Intranet has a dedicated occupational health and safety section, which includes a "work safety" organizational chart of the Group's companies, emergency procedures for various company sites, general codes of conduct, detailed resources on key safety aspects, links to official websites, and more.

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

In 2023 there were a total of 119 injuries (including 43 commuting injuries) relating to employees, down approximately 36% on 2022.

The few injuries occurring in the workplace were not due to specific activities, but accidental situations. The frequency rate of total recordable injuries (TRIR) shows a clear decrease compared to previous years (1.38 in 2023; 2.69 in 2022), as does the injury rate, excluding commuting injuries, which stands at 1.01 in 2023, and 1.19 in the previous year; while the rate of work-related injuries with serious consequences is 0.59, up from the previous year, when it stood at 0.04. The fatality rate remains constant, i.e. 0 for the entire three-year period 2021-2023. The data therefore confirm the commitment made by Almaviva Group to introduce measures to continuously improve its OHSMS.

FOCUS

Health and safety in south america

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

Almaviva do Brasil

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

Almaviva do Brasil also possesses an **ISO 9001 Quality Management System,** which documents the Occupational Health and Safety process. This process is subject to internal audits as well as external certification audits. Furthermore, as per the requirements of Ordinance No. 3,214 of June 8, 1978 of the Brazilian Regulatory System, Almaviva do Brasil has introduced a formal Occupational Health and Safety System. All employees (and third parties) are covered by the Occupational Health and Safety Management System adopted by the Company and follow the guidelines provided by the Organization.

The company also enacts a **Risk Management Program (RMP)**, which focuses on **improving workers' conditions through systematic and multidisciplinary action, with a focus on continuous improvement**. The Risk Management Program comprises the occupational risk inventory, encompassing stages for hazard identification and risk assessment, as well as an action plan, which outlines preventive measures to eliminate, reduce, or control occupational risks.

With the aim of improving health and safety training, the Company created instructional videos covering topics such as ergonomics, home office practices, fire safety, occupational health, work-related injuries, and safety regulations. Additionally, training materials are available to employees through the Company's online platform.

In January 2023, the company's Human Resources department also promoted the **White January campaign,** an initiative dedicated to raising awareness of the importance of **mental health**. The month saw a range of action focusing on employees' psychological well-being, promoting activities that encourage reflection, dialogue and seeking emotional support. The initiative seeks to create an environment in which everyone feels comfortable talking about their emotions and asking for help when needed, reinforcing the commitment to the overall health of our employees.

Almacontact Sas

In Colombia**, Almacontact Sas** carried out initiatives during the year to improve compliance with its internal policies to prevent work-related ill-health and injury. The company has introduced two specific policies, which are shared and made available to all employees: **the Road Safety Policy (Politica de Seguridad Vial)** and the **Mental Health Policy (Programa de Salud Mental)**. Special attention is paid to prevention and employee education, with work that goes beyond mandatory training, including interviews and group meetings, with physical and mental exercises. Thanks to its commitment to following national occupational health and safety standards, Almacontact Sas received a compliance rating of 94% with the minimum standards required by the Ministry of Labor, according to ARL COMENA.

3.4 Inclusion, respect and valuing the uniqueness of individuals

Almaviva is committed to respecting the principles of its Code of Ethics and all the relevant policies updated and published as of early 2024; these include the Integrated Group Policy, the Health and Safety Policy, the Policy on Human Rights, Diversity, Gender Equality, Slavery, and Human Trafficking, and the Almaviva Group Supplier Code of Conduct.

The relationships that Almaviva builds with employees and collaborators are based on fairness and respect for individual freedoms. This commitment translates into the promotion of the right to freedom of association and the recognition of equal social dignity for all, excluding all forms of discrimination related to nationality, language, sex, race, religion, health conditions, political and trade union opinions. The Group is committed to protecting the rights of every individual, applying these principles in every aspect of its business and complying with the highest international standards. It also extends this commitment throughout the value chain and to compliance with local, national and international regulations protecting human rights.

As part of the initiatives with partner Parole O Stili following the signature of the Manifesto of Non-Hostile Communication - which sees the Group commit to promoting the ten principles to improve online communication style and making the Web a safer, more respectful place - Almaviva is leading the participatory communication project **“SMART WORKING CON STILE” (SMART WORKING WITH STYLE)**. In this case, the goal is to promote awareness that “virtual is real.” This focuses on interpersonal relationships, analog and digital relationships within changing work environments, featuring the widespread use of collaboration platforms.

Almaviva is also dedicated to creating an inclusive work environment, which is reflected in its hiring of foreign workers, demonstrating its openness and support for diversity.

Valuing the uniqueness of every individual finds concrete form in targeted action, particularly to safeguard gender diversity, disabilities, and differing cultures.



The Group is committed to ensuring the freedom to report any human rights violations through the following channels:

- **A whistleblowing system**, which ensures the whistleblower's anonymity and the confidentiality of the report content, in addition to the legal protections provided by national best practices and regulations, specifically Legislative Decree No. 24 of 2023 and Legislative Decree No. 231 of 2001. The Almaviva Group's Whistleblowing Procedure protects those who report wrongdoing from any retaliation or discrimination which may affect their working conditions, whether directly or indirectly related to the report. To facilitate reporting, several channels are available to all stakeholders including employees, suppliers, contractors, third parties and stakeholders: an online platform on the company website, specific e-mail addresses, postal service or internal mail, for which a sealed envelope marked "confidential/personal" should be used. This range of options ensures that the reporting system is always accessible.
- **The SA8000 reporting system**, through which any employee can raise issues related to social responsibility and workplace safety with the SA8000 Workers' Representative (EHSR) and the Social Performance Team (SPT). Complete anonymity of the reporter is also guaranteed for this channel.

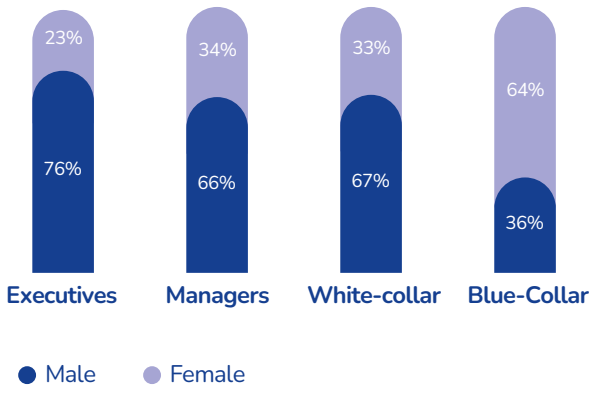
3.4.1 Countering gender discrimination

The Almaviva Italia Group is firmly committed to promoting gender equality, integrating this principle into its corporate culture. This means promoting equal opportunities for women and men in training, professional growth, and access to leadership roles, from the moment they join the company up to and including management positions.

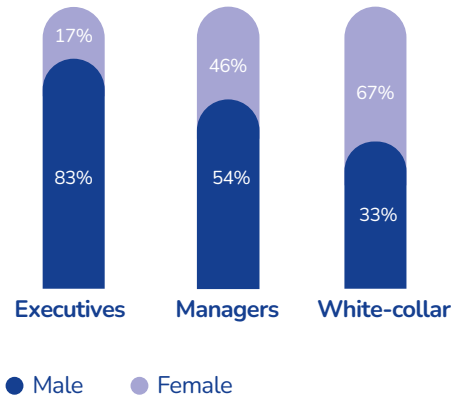
Female representation on Group companies' Boards of Directors stands at 25%. Overall, women make up approximately 63% of the Group's workforce, maintaining a strong and continuous presence over the years.

The gender equality data varies significantly between business areas. In the Digital Relationship Management area, there is a clear female employment majority (67%), whereas, in the Digital Change and People Centered Technologies areas, as in the sector market, there is a male majority, equal to 66% and 73%, respectively.

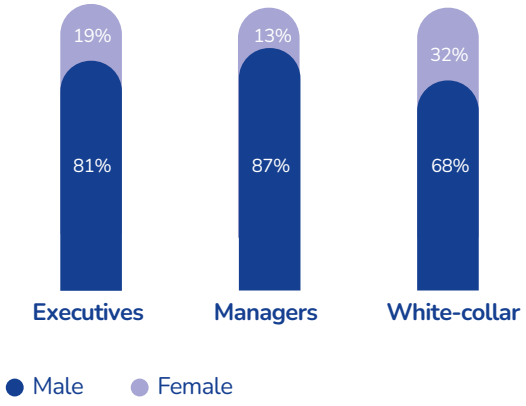
Digital Change **33%**



Digital Relationship Management **67%**



People Centered Technologies **27%**



Almaviva understands that companies are responsible for integrating and spreading a culture that values Gender Inclusion in the belief that greater diversity leads to greater potential for innovation and creativity.

Membership of Valore D, which the Group joined in early 2022, expands its commitment to supporting female talent and seeking gender balance, including through training projects, awareness raising, role modeling, and engaging female figures in STEM disciplines. In this area, Almaviva works to break down social barriers in education and promote a working environment that values diversity and inclusion, all with the objective of reducing the professional gender gap.

The Group is particularly dedicated to initiatives that target female empowerment and gender equality, improving access to the labor market and career and leadership prospects, especially in technological sectors.

In the field of Artificial Intelligence, the Group company Almawave emphasizes the importance of gender diversity as central to its mission. Valeria Sandei, Almawave CEO, was recognized among the Women Leaders of Conversational AI, demonstrating the positive impact that women can have in the technology sector.

Almawave has also taken part in recruitment events focused on women pursuing university studies in these fields. The Group supported Valore D's **#ValoreD4STE**M campaign for the **International Day of Women and Girls in Scienc**e on February 11, 2023. The campaign seeks to reduce the gender gap in STEM subjects by making them more appealing to women, and by supporting upskilling and reskilling efforts for female employees.

As testament to its commitment, the Almaviva Group is listed among the 2024 Diversity Leaders, gaining recognition from the Financial Times and Statista as one of Europe's top companies for Diversity, Equity & Inclusion.

In 2023, in line with its own principles and initiatives, both the parent company Almaviva and Almawave achieved certification of the Corporate Gender Equality Management System in accordance with the **UNI/PdR 125:2022** Reference Practice. This milestone, along with Almaviva S.p.A.'s **ISO 30415** certification on Diversity, Equity and Inclusion, testifies to the Group's commitment to gender equality and its work to create a fair and inclusive working environment.

In terms of gender equality, Almaviva Do Brasil organized several activities in 2023 to celebrate and value women who are part of the company. These included two-way meetings with women within the company, recognizing the positive impact of diversity in the work environment. Brazil also hosted the annual **Lilac** August campaign, dedicated to raising awareness and combating violence against women. In the month of August, the campaign works to raise awareness of the importance of preventing and addressing all forms of female violence by holding a series of two-way meetings.

The Group not only protects gender equality, but also extends its commitment to the rights of LGBTQ+ communities. In 2014, Almaviva S.p.A. set itself apart by granting marriage leave for civil unions. In this regard, it was a pioneer among Italian companies.

3.4.2 Supporting people with disabilities

The Almaviva Group pays particular attention to issues relating to disability. The company has for a number of years been actively engaged in developing innovative technologies designed to facilitate the daily lives of people with disabilities, promoting their inclusion in the world of work and supporting initiatives to promote and protect their rights.

Among the initiatives to protect rights and all types of diversity, we highlight the Almaviva Group's membership of the **Disability Pride Network (DPN)**, an informal network that promotes the civil rights of people with disabilities and seeks to encourage their full social inclusion.

In September 2023, Almaviva, Almawave, and Pervoice took part in the eighth edition of Disability Pride as digital partners. The event gives a voice to people with disabilities, their families, and friends, and promotes a new way of living, perceiving, and appreciating disability. Demonstrating how technology is an important tool for breaking down the barriers that prevent inclusion, empowerment, and the exercise of the rights of people with disabilities.

The event was accompanied by a subtitling system provided by Pervoice's technology. This is an example of how technology can be a useful tool for breaking down the barriers that prevent inclusion, empowerment, and exercise of the rights of people with disabilities.

In addition to its commitment to improving the daily lives of people with disabilities, Almaviva also recognizes that it can play a decisive role in offering inclusive employment, encouraging the entry into the Group of people affected by Asperger's syndrome and helping them find their place in the working world.

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



3.4.3 Commitment to the inclusion of vulnerable people

The Almaviva Group's foreign subsidiaries, including Almaviva Contact SAS, Almaviva do Brasil and Almaviva Tunisie, are aware of the disparities that exist in their respective operating environments and, therefore, have taken specific measures to combat discrimination against vulnerable communities.

- **Almaviva Tunisie** has adopted an inclusive and targeted approach in its recruitment procedures, adopting positive discrimination policies designed to promote fairness and diversity in the labor market. The company is actively committed to facilitating access to employment for people of color, a minority often underrepresented in the local professional environment, and for individuals from the LGBT community, who are often marginalized by society. These initiatives address the need to create a fairer, more inclusive work environment, where differences contribute to a corporate culture that respects all ethnicities and genders.
- **Almaviva Contact SAS** is committed to creating safe and discrimination-free work environments, promoting respect for and appreciation of individual diversity. To promote inclusion, the company is also dedicated to establishing partnerships with NGOs and foundations that maintain databases of job seekers who are considered vulnerable. In collaboration with Cuso Internacional Colombia, it has defined an inclusion policy has been set out to guide the recruitment and selection processes in favor of migrants and vulnerable people.
- Since 2019, **Almaviva do Brasil** has had a **Comitê de atuação** exclusiva (Exclusive Action Committee), which develops initiatives to reinforce the company values of respect, inclusion, uniqueness and fairness. The committee consists of employees from different areas and locations, chosen for their representativeness and commitment, and has formulated an **Inclusion and Diversity Policy** that sets out guidelines to combat discrimination and promote inclusive practices. This commitment also extends to the company CRC, acquired by Almaviva do Brasil in March 2022. In order to ensure a healthy and productive work environment for all, the company has also scheduled workshops with management and those in managerial positions, to be held every six months. These meetings provide anti-harassment and discrimination training and an opportunity to discuss any specific cases, to improve the approach to any critical issues that may arise in the working environment.

The various initiatives carried out by the Committee include:

- **The Black Tie Mentorship Project:** Designed to offer Black professionals an acceleration package, empowering them to enhance their skills and advance their careers within Almaviva, with the goal of being promoted to management positions. This process takes place through a four-month mentoring program with the participation of a specialized mentoring consultancy company. To date, the project has resulted in promotions for 29% of all mentors involved.
- **LID - Diverse and Inclusive Leadership:** A program to raise awareness and train the leadership team on diversity and inclusion issues.
- **Café com Diversidade:** Meetings organized to share the actions and objectives of the Exclusive Action Committee with the people of Almaviva do Brasil, and to gather information on the topic of inclusion and diversity from a bottom-up perspective, in order to better understand priority areas and potential improvement actions.

Environment



4.1 The Almaviva Group for environmental sustainability

In line with the Code of Ethics and Group Policy, Almaviva is progressively ramping up its dedication to environmental concerns and addressing the challenges linked to climate change. In this regard, the Group constantly monitors its emissions and energy consumption, promoting the use of renewable energy and looking for ways to reduce waste and negative environmental externalities through a circular economy approach. In order to promote mitigation and adaptation to climate change, the Group is also committed to implementing good practices and carrying out projects and initiatives in compliance with the Principles of the Rio de Janeiro Declaration of 1992.

Against this backdrop, the Group is committed to achieving enhanced environmental and energy efficiency by implementing an Environmental and Energy Management System (SGA-SGE).

To ensure that this System is effective, an organizational structure has been outlined. This includes the definition of roles, responsibilities and tasks and clarifies interactions between personnel who manage, execute and verify transactions affecting the environment. It also includes the allocation of resources required to establish, enact, sustain and refine the system. It is crucial that every organizational level commits to the day-to-day implementation of the directives set within the environmental and energy policy, since environmental protection is considered an integral element of all company activities. The monitoring process involves the monthly collection of data, which are then compared with the targets set, and analysis of any discrepancies to identify and correct their underlying causes.

Almaviva's main sites are certified to the International Standards **ISO 14001, ISO 50001 and ISO 14064-1**, relating to the Environmental Management System, Energy Management System and greenhouse gas (GHG) emission calculation respectively. The manuals, policies, and procedures for these management systems have been adopted by all Group companies and sites.

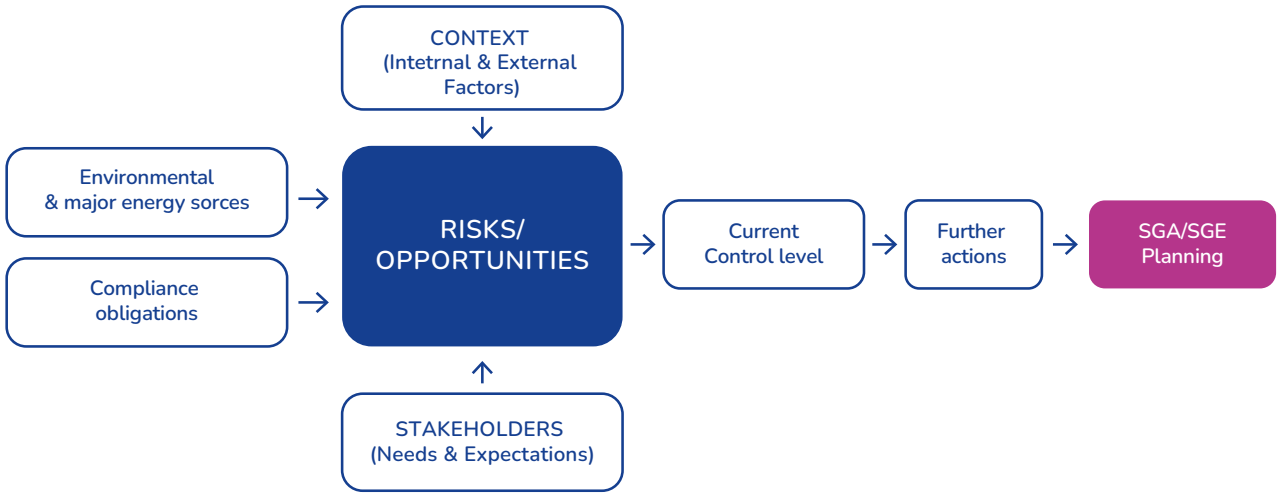
4.2 Almaviva's environmental impacts

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

4.2.1 Management and control of environmental risks

Identifying environmental and energy risks and opportunities, and planning activities and objectives for the Environmental Management System-SGE Model, involves a process based around several phases. Firstly, context analyses are carried out regarding compliance obligations and significant environmental and energy aspects, in addition to the needs of stakeholders. Assessment of the significance of risks and opportunities allows the company to define which of these should be tackled to prevent them or mitigate their impacts. Subsequently, the effectiveness of these targeted measures is periodically assessed and reviewed.

Risk/opportunity analysis diagram and Environmental/Energy Management System planning



The environmental/energy risk analysis process can therefore be broken down into six distinct stages:

1. **Compliance obligations:** identification of environmental and energy regulations applicable to the Group, in addition to other compliance obligations deriving from the sector in which it works (the results of this assessment influence assessments of the level of severity of each environmental and energy aspect, and the related risks and opportunities);

2. **Qualitative analysis** of the environmental and energy aspects of site activities, products and services;

3. **Final quantification** of the environmental and energy aspects;

4. **Evaluation of the relevance** of the environmental and energy aspects, using a semi-quantitative methodology;

5. **Recording of the analysis** of the environmental and energy aspects;

6. **Monitoring** of the **identified risks** and **opportunities** for improvement.

4.2.2 Significant environmental aspect

The Almaviva Group has identified the following significant material environmental topics: energy consumption and climate action, circular economy for electronic devices, and water resource management.

By means of an environmental and energy analysis activity at all its sites, Almaviva has identified the environmental aspects with the most significant impacts. These are energy consumption, waste generation and water consumption.

This assessment is carried out considering direct and indirect environmental impacts. Each impact is assigned a score according to which they are classified as acceptable impacts, environmental impacts that require attention, and critical impacts.

Energy consumption, for example, is under the direct control of the Almaviva Group. The main associated risk relates to overconsumption due to equipment failure or improper application of company policies. Constant consumption monitoring activities are therefore conducted in this area.

In terms of **waste**, there is the risk of improper sorting and management of the waste generated. Direct and third-party inspections are carried out at the sites that generate the largest quantities of waste (Rome and Milan) and a Dangerous Goods Safety Advisor (D.G.S.A.) is appointed; at the other sites, third-party inspections are carried out to check for anomalies.

Consumption of water from the water supply network is under the direct control of the Almaviva Group. Among the main risks in this area are circuit leaks and system failures. To manage this aspect, the Group constantly monitors its two main sites to prevent any anomalies, while at the Group's other sites these checks are conducted based on size and the service provided.

4.2.2.1 Energy consumption and emissions

GRI 302-1, 305-1, 305-2

Energy consumption is a key issue that Almaviva is committed to addressing. Consumption mainly derives from **the company vehicle use, energy used for heating**, and from **electricity for offices purchased from the grid**.

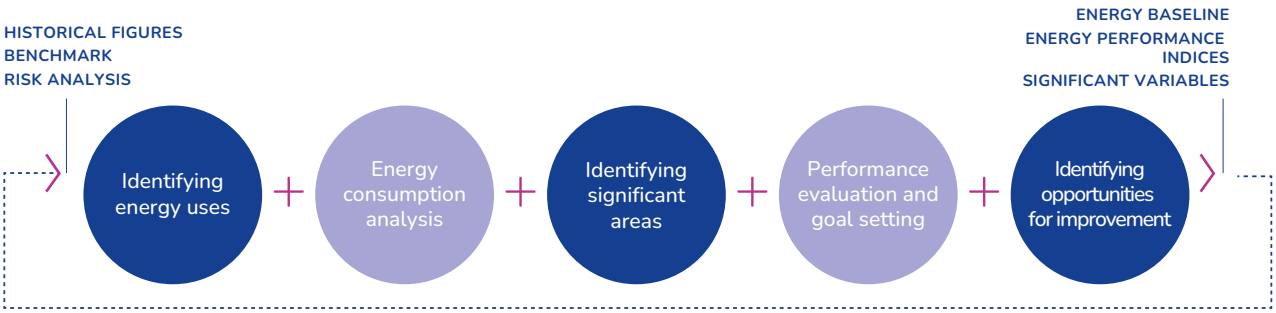
Consumption management involves:

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



Energy Planning Process

Since 2010, the Group has enacted an Energy Planning Process, which allows it to identify an action plan to improve energy performance, starting with the analysis of activities that affect consumption. This process has **five main phases:** it begins by identifying and analyzing historical energy use data. This is followed by benchmark and risk analyses. Next is the identification of the most significant consumption areas, which then leads to performance evaluation, goal setting, and identification of opportunities for improvement.



Total energy consumption 2023

Due to the use of fuels for the company vehicle fleet and the purchase of electricity, **total energy consumption** in 2023 was **approx. 211,090 GJ**, a slight increase (3.37%) compared to previous years (204,203 GJ in 2022 and 213,641 GJ in 2021).

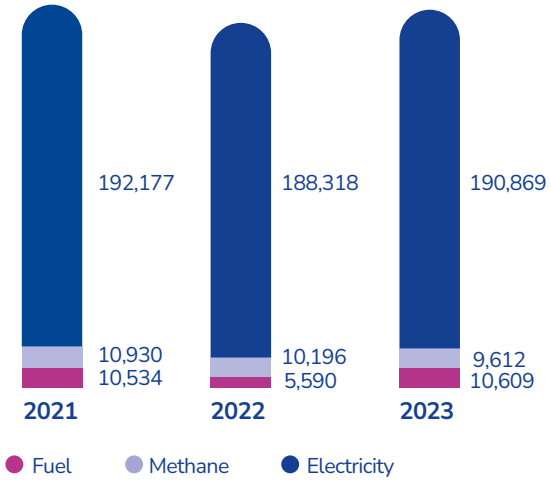
Compared with the previous reporting period, the Almaviva Group's consumption fluctuated. The reasons for this are described below. 2023 saw the acquisition of the benefit companies BM Tecnologie Industriali and 2F Water Ventur; fuel and electricity consumption for these companies were included in the Almaviva Group's total figure. This inclusion led to an increase in fuel and electricity consumption for the Group's Italian perimeter.

The Almaviva Group's Italian companies (Almaviva S.p.A., Almaviva Digitaltec, Almawave S.p.A., Kline, Reactive, Almaviva Contact Italia, Sadel, Sis.Ter Sistemi Territoriali, The Data Appeal Company, Lombardia Gestione, Tecnau, Data Jam) reported increases in gasoline consumption for the vehicle fleet and an increase in electricity consumption for the vehicle fleet compared to 2022.

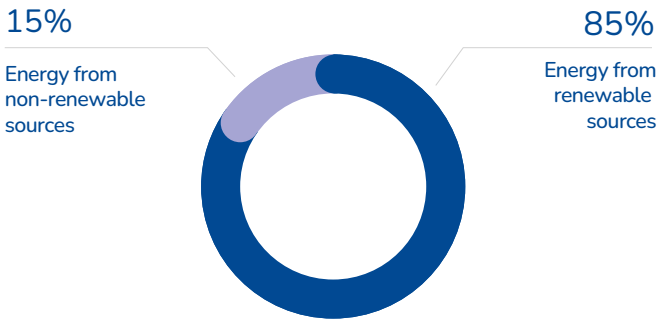
In 2023 the companies Central de Recuperacao de Creditos and CRC Digital were also included in the energy and emissions data reporting scope, generating an increase in electricity and diesel consumption at Group level. Specifically, Central de Recuperacao de Creditos generated an increase in consumption - and related emissions - at the Group level after a malfunction in the electrical system required intensive use of diesel generators to ensure that business activities continued normally.

In addition, some Group companies (such as Almaviva Tunisie, Almaviva do Brasil, Almacontact Colombia, and Almawave do Brasil) reported an increase in fuel and electricity consumption.

Energy consumption by source type (2021 – 2022 -2023)



Energy purchased by Brazil by type (GJ) in 2023



49%
total electricity
renewable sources

At the Group level, approximately **49% of the total electricity consumption comes from renewable sources**. This is primarily attributed to Almaviva do Brasil, which accounts for **85%** of the company's total electricity purchase and sources its energy from certified renewable sources with a guarantee of origin. The company Central de recuperação de créditos also acquires 88% of its energy purchases from renewable sources.

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

Direct (Scope 1) emissions originate from Group operations and are produced by sources owned or managed by the Group itself.

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

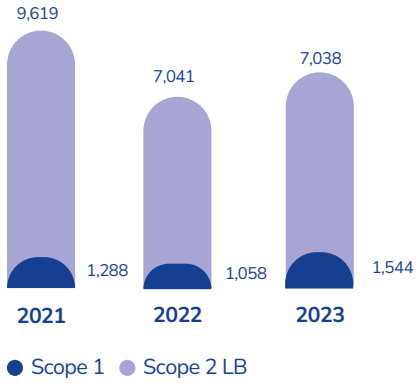
- **Scope 2:** Emissions from the production of purchased electricity, steam, heat or cooling;

- **Scope 3:** Emissions from other sources not directly controlled by Group companies.

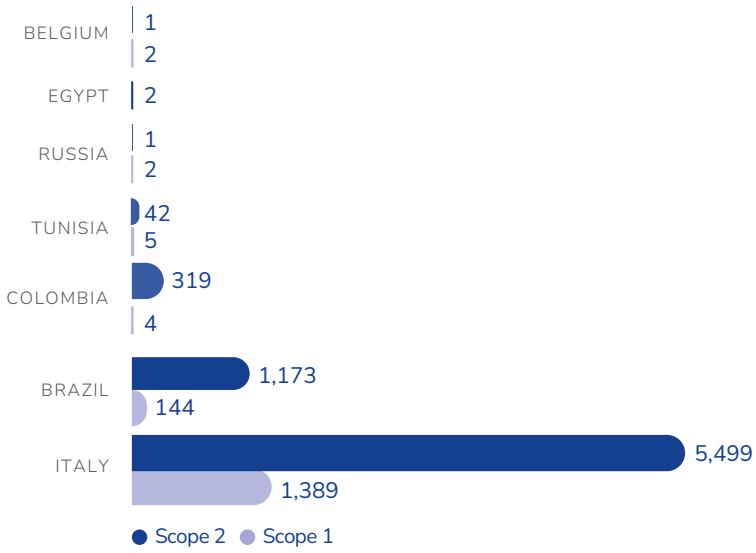
For the Almaviva Group, this document reports Scope 1 and Scope 2 emissions, while Scope 3 emissions are partially calculated (only those related to business travel and employee commuting are considered).

Total emissions (Scope 1 and Scope 2 location-based) from the Group's activities amount to **8.582 tons of CO2eq**.
In 2023, energy consumption **increased slightly** compared to previous years.

CO2eq emissions divided into Scope 1 and Scope 2 (location-based)



CO2eq emissions by country, divided into Scope 1 and Scope 2 (2023) (location-based) [tCO2e]



As depicted in the graph, Italy generated the most emissions (Scope 1 and Scope 2) in 2023. This is primarily attributed to the high volume of business and the number of sites, along with the country's unique energy mix.

Regarding purchased electricity (Scope 2 - location-based), Brazil stands out as the country with the most significant reduction in emissions. In 2023, Brazil recorded Scope 2 emissions of 1,173 tCO2eq, marking a 9% reduction compared to 2022 (1,288 tCO2eq in 2022). This reduction can be attributed to the purchase of certified energy from renewable sources and a decrease in energy consumption. Thanks to its reduced electricity consumption, Tunisia also reported a 24% decrease in emissions compared to 2022.

Significant environmental activities for the Almaviva Group include business trips[5] (scope 3 business travel, category 6), which in 2023 contributed to emitting a total of **2,638 tCO2eq,** subdivided into trips:

- **by air**, for a total of **4,237,370 km**, corresponding to **approximately 504 metric tons of CO2eq** (compared to 3,097,061 km travelled in 2022, corresponding to approximately 725.1 metric tons of CO2eq);

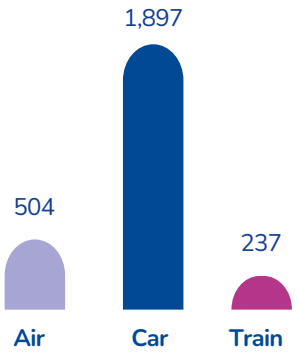
5 Business trips refer to the following companies in the Italy scope: Almaviva S.p.A., Almaviva Contact, Almaviva Digitaltec, Almawave, Kline, Reactive, Sadel, Sister, The Data Appeal Company

- **by car**, for a total of **9,357,741 km**, corresponding to 1,897 metric tons of CO2eq (up from 1,846,346 km in 2022, corresponding to 192.53 metric tons of CO2eq);
- **by train**, where **6,665,882 km** were travelled, which contributed **approximately 237 metric tons of CO2eq** (up from 5,273,871 km in 2022, corresponding to 187 metric tons of CO2eq).

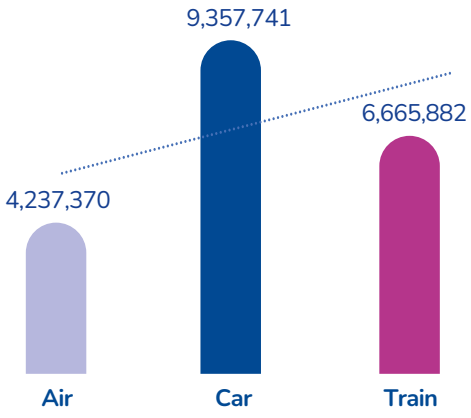
In addition, Group employee commuting of course involves the emission of climate-altering gases. Almaviva has calculated this effect, which totals 3,844 tons of CO2eq, based on a total commuting distance of **18,280,529 km**.

The substantial increases reported for all trip types compared to 2022 are due to an increase in international activities.

GHG emissions from business travel in 2023 by vehicle type [Ton CO2eq]



2023 business trip distance by vehicle type (km)



In an effort to reduce **the environmental impact of employee travel**, Almaviva conducted a **sustainable mobility survey** in 2022. The survey involved 6,500 Group employees in different locations. The results showed that the car is the preferred method of traveling to the office. The survey also highlighted the poor efficiency of public transport and the difficulties involved in using bicycles due to the lack of cycle paths or excessive distances between home and work.

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

The results of the investigation were incorporated into the **2024 Commuting Plan,** which lists ongoing and planned actions to develop an efficient, intelligent, and sustainable company mobility system. The plan came into effect from March 2024 and will be monitored annually by reporting findings in the PSCL 2025 plan.

The 2024 Commuting Plan, adopted in the Via di Casal Boccone and Via dello Scalo Prenestino offices in Rome, provides for the introduction of a series of initiatives and concrete measures to facilitate employees in adopting more

efficient and less environmentally impactful transportation options for travel to and from work. This plan complies with the provisions of Decree-Law No. 34 of May 19, 2020[6].

To enact the plan, the Group has allocated a budget to introduce initiatives designed to:

- discourage individual private car use by introducing a company shuttle service, shared use of company cars by reservation, the creation of apps and systems to manage company carpooling, and the establishment of "transport vouchers" for employees using more sustainable means of transportation;
- promote the use of public transport by calling for the improvement of local public transportation (LPT) routes that serve the company and reaching agreements with LPT companies to offer discounts or free passes;
- encourage circular mobility and micromobility, installing bicycle parking and dedicated areas for electric scooters, setting up electric charging stations, purchasing company bicycles that are available by reservation, and agreements with bikesharing and shared micromobility companies to provide dedicated or subsidized services to employees;
- reduce the need for travel, creating a plan that promotes smart working and co-working in locations close to employees' homes. Various initiatives are also planned to increase employee awareness of sustainable mobility, including specific training courses.

Almaviva has also introduced a **Car Policy**, which determines how employees should manage and use company cars. The policy provides that employees, depending on their job category, can choose a car from the car list. In order to limit environmental impacts, this list contains only cars with hybrid, plug-in or electric powertrains.

FOCUS

Almaviva joins the "M'illumino di Meno" initiative

As part of the National Energy Conservation and Sustainable Lifestyles Day, Almaviva joined the "M'illumino di Meno" ("Less Light") initiative, an energy-saving awareness campaign. The initiative encourages private citizens, public agencies, companies and associations to reduce electricity consumption for a day by turning off unnecessary lights and reducing the use of electronic devices. By doing so, "M'illumino di Meno" encourages the adoption of responsible behavior. Joining the initiative highlights the Almaviva Group's approach to social responsibility, environmental protection and effective governance, which is designed to promote an ethical and sustainable digital transformation. The Group's business model seeks to create value for people, customers, and the environment by enacting and collaborating in digitalization initiatives relating to employee well-being, environmental impact reduction, and corporate governance. This commitment translates into circular economy practices and the use of renewable energy, while hybrid and flexible working improves work-life balance, aligning business operations with a vision of a sustainable future.

6 Decree-Law No. 34 of May 19, 2020, known as the "Relaunch Decree," converted into Law No. 77 of July 17, 2020, which includes "Measures to incentivize sustainable mobility". The Almaviva Group abides by the "Guidelines for the Preparation and Implementation of Commuting Plans by Mobility Managers", approved on August 4, 2021 by the Ministry for Ecological Transition and the Ministry for Sustainable Infrastructure and Mobility.

FOCUS

Tailored initiatives to reduce energy consumption

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

- Over the years, **Wedoo** has adopted an employee information policy to reduce waste and limit its environmental impact. Electricity consumption, given the nature of the Company's work, is the primary contributor to its energy consumption. To address this, Wedoo has replaced all lighting sources at its facility with energy-efficient LED lights. In some instances, it has also installed lighting systems with photocell control along its corridors. In addition, automatic switch-off and switch-on timers have been provided for common equipment where possible.
- **Almaviva do Brasil:** The company acquires a portion of its energy (approx. 85%) from certified renewable sources (I-REC). With a view to minimizing energy consumption, several measures have been adopted: For example, maintenance and Facilities Managers carry out night checks to make sure computers, air conditioning systems and lighting are turned off outside of opening hours, in order to reduce energy consumption; obsolete machines are replaced and materials are collected to be recycled. All employees and operational staff are guided by communication campaigns to turn off their computers and monitors every day at the end of work.
- In 2023, **Almaviva Tunisie** took various actions to save energy. These included using and replacing light fixtures with LED lighting technology, purchasing energy-efficient IT equipment, and installing thermostat systems to efficiently regulate room temperatures year-round, both in summer and winter. It also introduced new air conditioners based on inverter technology, a system that modulates the power delivered in proportion to the actual demand for heat or cold, thus decreasing energy bills even further. The Company has continued its efforts to promote a corporate culture that is geared toward energy conservation and sustainability. Procedures based on digital solutions have been introduced in order to decrease dependence on physical media and thus contribute to making a positive environmental impact.
- **Almacontact SAS Colombia** has replaced conventional light bulbs in buildings with LED bulbs. The company population was informed of correct ways to charge electronic equipment, turn it off at the end of the day, and remove it from sockets if it did not need recharging or had reached the recommended charge level.

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

- **The installation of electric and plug-in hybrid vehicle charging stations** to promote the use of eco-friendly vehicles in Italy:
- the adoption of a decarbonization strategy involving the PROGRESSIVE **increase in the procurement of energy from renewable sources**:
  In 2023, the goal of purchasing 100% green energy in Italy, Brazil and Colombia was achieved; in the other countries, where we have a significantly smaller presence, the process is ongoing;
- the selection of new **buildings contracted by the group with the requirement of a high energy efficiency class and the absence of gas installations.**

4.2.2.2 Circular waste management

GRI 306-3, 306-4, 306-5

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

The **waste management** process is regulated by a specific **Waste Management Procedure.**

The Group's work and commitment to properly managing waste led, in 2023, to the achievement of the 2025 target of 100% separate waste collection throughout the entire Group.



The waste management process involves:

- **planning of operational and disposal activities**, assigning process roles and responsibilities;
- **stipulating clauses** relating to waste management in general contract conditions in the supplier selection phase, whether the suppliers carry out specific waste management activities, maintenance activities of site equipment, or ancillary services, and in the templates for the formalization of purchase orders. Through specialized, state-of-the-art facilities, some of the Group's partners and suppliers

contribute to recovering and using waste electrical and electronic equipment (WEEE), turning it into new resources and thus limiting waste. To compliance with the Group's ethical principles and sustainability goals, the general conditions of contracts and frameworks for purchase orders include specific clauses for waste management, ensuring that the corporate Code of Ethics and the principles set forth in the Group Policy are respected;
- **waste sorting**, supported by awareness campaigns and the **reuse of furnishing materials** and the recycling of (non-obsolete) electronic equipment within the business, in the voluntary sector, or in the local community.

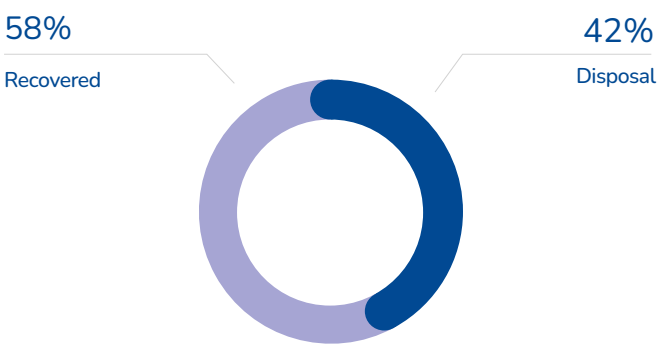
Almaviva has also appointed a **Waste Management Officer** at Group level, who is supported by individual employees at each site, in order to oversee waste management in an even and uniform manner. It has also defined a detailed list of the types of waste produced directly and indirectly at Almaviva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

From the Annual Report, prepared in compliance with the legal obligations of the DGSA22, it emerged that, in 2023, in relation to the handling and transport of hazardous special waste, no incidents causing damage to people, goods or the environment occurred such as to require the drafting of a specific incident report.

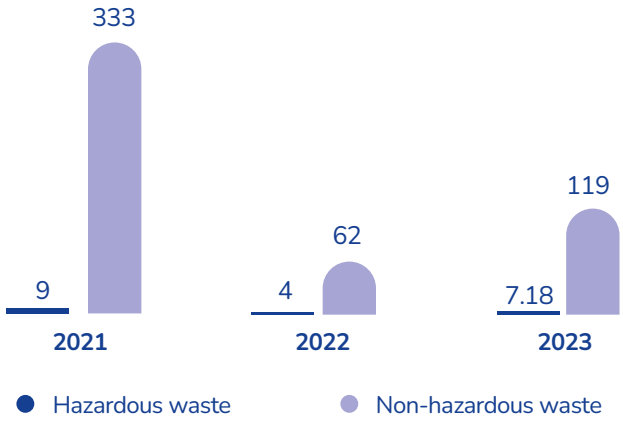
The waste produced in 2023 amounted to approximately **127 metric tons**, up from the previous year (approximately 67 thousand tons in 2022). The increases in waste produced result mainly from the inclusion in the reporting scope of Almaviva Tunisie and Almacontact Colombia (companies that were not included in the 2022 scope) totaling about 41 and about 3 metric tons, respectively. In addition, figures amounting to approximately 11 metric tons were also included for the newly acquired Benefit Company BM Tecnologie Industriali.

In 2023, the Almaviva Group entrusted most of the disposal of electronic equipment to partners that embrace the recovery strategy and the values of transparency, efficiency, and sustainability.

Waste generated in 2023 by destination [Tons]



Hazardous and non-hazardous waste generated in the 2021-2023 three-year period [Tons]



FOCUS

Almaviva and Ogyre collaborate to collect 1 ton of waste from the sea in 3 months

The collaboration between Almaviva and Ogyre was born out of the goal to **protect the Blue Planet.** The marine waste collection campaign in Italy and Brazil began on December 1, 2023. This **"Fishing for litter"** activity is a means of recovering plastic waste from marine waters. It sees fishermen from the countries involved play a central role. The waste collected is stored and brought ashore. Once in port, it is cataloged and disposed of properly, in line with circular economy principles. This partnership enshrines Almaviva's concrete commitment to marine conservation, involving the collection of 1,000 kilograms of marine waste in three months. In doing so, the Group contributes to Goal 8 (decent work and economic growth), Goal 12 (responsible consumption and production) and Goal 13 (climate action) of the Sustainable Development Goals (SDGs).



FOCUS

Customized waste reuse and disposal iniitiatives

Group companies pay particular attention to the reuse and disposal of waste. The following are some examples of best practices and initiatives that have been introduced in this area.

- **Wedoo** has always adopted a circular approach to minimize potential waste. After intensive usage, high-performance computers begin to become obsolete and are replaced with more up-to-date, better-performing models. Wedoo then delivers them to users who do not need such high performance levels. Subsequently, if the computer is still functional, it is repurposed as an emergency backup system. Alternatively, it is donated to public institutions such as hospitals or schools, which can make use of it based on its specific capabilities. As a last resort, it may be sold, either as a whole unit or in individual components. This system is also used for cell phones and other items such as furniture and lighting, leading to a significant reduction in the amount of electronic waste produced, allowing it to be reused in one way or another.
- In 2022, **Sadel** adopted a policy to raise awareness on environmental topics, specifically encouraging its suppliers of packaging materials for its products to use environmentally sustainable materials over plastic. This took the form of replacing plastic with cardboard or pressed paper used in the packaging of products for international orders.
- The highest impact waste generated by **Almaviva do Brasil** is paper, non-recyclable waste, and electronic waste. These are subjected to collection and recycling processes, preventing improper disposal in the environment. In particular, electronic devices must be properly documented and stored in designated containers. In 2022, the Company began a process that, for all non-working computers (both monitors and PCs), sees electronic materials recycled by a qualified and certified company that provides for certified disposal. With a view to reducing waste and the production of recyclable and non-recyclable waste items, the Company has worked hard to guarantee proper waste sorting at all its sites.
- The management of waste-related impacts is also crucial for **Almaviva Tunisia**. Several measures have been introduced to ensure efficient collection of paper and plastic bottles. These included partnering with specialized recycling companies to collect paper and plastic bottles, and collecting plastic lids for donation to an association that provides wheelchairs for people with disabilities, thereby minimizing the amount of waste produced.

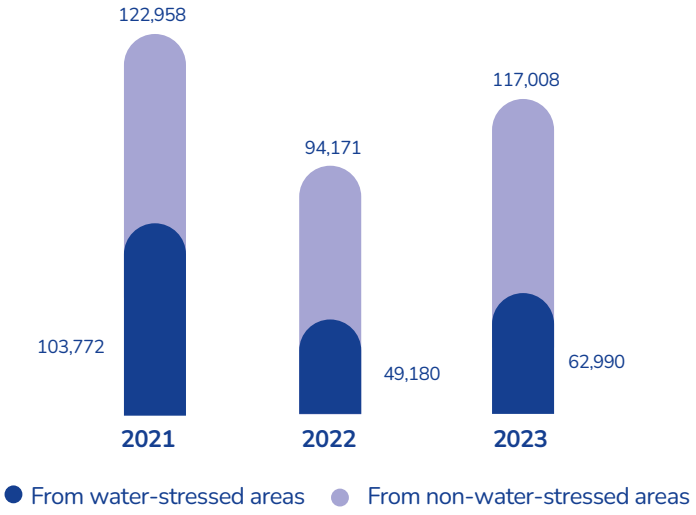
For the company based in Colombia, Almacontact SAS has set up eco-friendly collection points for plastic bottles and paper waste. On a monthly basis, the Company delivers waste produced to the Planet Foundation, which guarantees its processing and utilization. Furthermore, in order to increase the life cycle of products, the equipment used by Almacontact SAS is leased, and so the final destination of the equipment falls under the responsibility of the relative owners.

4.2.2.3 Water management

GRI 303-3

The water consumption of all of the most significant sites is included in the Environmental Management System, which is certified to ISO 14001.
The Group's water consumption mainly involves **withdrawals from municipal aqueducts** for use mainly in offices, some of which is withdrawn from water-stressed areas. The main Casal Boccone site is monitored in real time via Smart Energy Management (SEM) platform; since 2018, this site has no longer used groundwater for garden irrigation.

Water withdrawals [m3]



Compared to 2022, there was a 25% increase in withdrawals during the year. In 2023, 179,998 m³ of freshwater was used, of which 62,990 m³ came from water-stressed areas.

Of the total water withdrawals, 90.95 m³ came from aqueducts (third-party water resources), 2,918 m³ from groundwater (wells) and 86,985 m³ from surface water. The year-on-year increase in water withdrawal is the result of a number of factors. First, the two newly acquired benefit companies, BM Tecnologie Industriali and 2F Water Venture (which contributed 1,056 m3), are included in the 2023 reporting scope. The water withdrawn by Almacontact Colombia - a company acquired in 2022 but for which water withdrawal data was not available for the previous year - was also included in the water withdrawal figure. This company contributed more than 24 thousand m3 of water withdrawals from aqueducts in 2023.

Finally, for some companies in the Group's Italian scope that use communal on-site consumption, water withdrawal has been estimated. Total water withdrawal at the Group's Italian companies therefore increased by approx. 16 thousand m3.

The Group engages in awareness-raising projects that seek to reduce water consumption, including the **Acqua Chiara (Clear Water) project**. This saw bottled water vending machines replaced with plastic-free dispensers. A **responsible water use campaign** was also launched, involving significant communication activities and the use of posters and the company intranet. The key goal of the campaign was to rationalize water resource use in all locations and the most significant sites also saw the launch of campaigns to identify and eliminate leaks.

Almaviva, Almawave, Sis.Ter. and Tecnau, together with BM Tecnologie Industriali and 2F Water Venture, the two newly acquired instrumental engineering companies, participated in industry events during the year. These included the November 2023 Ecomondo Fair, where the Group presented itself among the market leaders in water cycle management, thanks to unique skills and an ecosystem of innovative, digital, Made in Italy technologies that are strengthened by Group synergies.

Conclusion

The Almaviva Group takes a forward-looking approach, making a strong commitment to continuing the path it has begun toward a responsible digital transition.

Active collaboration with customers and stakeholders is an indispensable factor in this journey, creating a positive and lasting impact. The Group's objective is to ensure that the technology solutions we develop contribute to a fair transformation that is both environmentally and socially friendly, supporting value creation for all stakeholders.

As the focus on ESG criteria intensifies, transparency and accountability become key elements in meeting the challenges of an increasingly complex and regulated market. At the foundations of this are data management and privacy, areas which are already a strategic focus to manage, and the importance of which will only grow in the future.

The publication of the **Sustainability Report** is a crucial step in promoting and developing the set of initiatives undertaken within the broader scope of social responsibility. ESG criteria will also be increasingly important in investors' and financial institutions' decision-making processes; these groups are increasingly using ESG parameters to assess a company's sustainability and long-term profitability. The trend will accelerate with the introduction of the Corporate Sustainability Reporting Directive (CSRD): from 2025, this will expand the pool of companies required to prepare a Sustainability Report while also introducing new parameters for analysis and evaluation.

This regulatory development will give organizations an opportunity to present themselves even more transparently and responsibly, both in terms of the environment and society.

Annexes



6.1 Methodological note

6.1.1 Reporting principles and criteria

Standards, guidelines and recommendations

Almaviva's 2023 Sustainability Report, drawn up on an annual basis, aims to illustrate material sustainability impacts for Almaviva and its main stakeholders, considering the entire value chain, and describing the management trend of non-financial aspects, policies, activities and main results achieved during the year, in addition to future commitments, in relation to the activities of Almaviva and its subsidiaries.

July 27, 2023 saw the dual acquisition by Almaviva S.p.A. of the companies B. M. Tecnologie Industriali, an engineering company supporting water utilities, and 2F Water Venture, a company that develops innovative solutions to detect leaks in water networks within the Integrated Water Service sector. The transaction involved the Almaviva Group acquiring 60% of B.M. Tecnologie Industriali and 60% of 2F Water Venture.

The document was approved by the Almaviva's Board of Directors on October 17, 2024 and published on October 21, 2024. It has been prepared in accordance with the Global Reporting Initiative's (GRI) "GRI Sustainability Reporting Standards" (adopting the latest GRI Standards published in 2021), according to the "In accordance" option, in order to provide an accurate and quantitative overview of the Company's performance. The "GRI Content Index" section contains the list of GRI indicators reported and a reference to the section in the document containing the information associated with them.

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

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

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

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

- **Accuracy:** The level of detail of the contents reported in this Sustainability Report is adequate for understanding and assessing Almaviva's sustainability performance in the reporting period;
- **Clarity:** the choice of clear and accessible language and the use of tables to represent the Company's performance make this Sustainability Report usable and easy to understand for stakeholders;
- **Comparability:** the indicators set out in the Sustainability Report refer to the three-year period 2021-2023, and their performance over the years is always notated so as to allow comparison and comparability of Almaviva's performance over time;
- **Balance:** The contents of this document report Almaviva's performance in the reporting period in a balanced manner;
- **Timeliness:** the information contained in this document is made available in a timely manner to enable users to factor that data into their decision-making processes;
- **Verifiability:** information has been collected, recorded, compiled, and analyzed in such a way that it can be examined to establish its quality.

SCOPE

The information and data reported in the report refer to Almaviva S.p.A. and to the companies included in the consolidation scope at December 31, 2023, unless otherwise specified.

Some organizational governance processes refer to Almaviva Group procedures, which are implemented in all companies.

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

PERFORMANCE INDICATORS

Unless otherwise specified, the data and performance indicators refer to the year ended December 31, 2023, and 2022 and 2021 data are also provided for comparative purposes. Any restatements of the comparative data previously published, for 2022 and 2021, are clearly indicated as such.

The process to gather the data and information reported in the Sustainability Report, which were selected based on a materiality analysis that identified the sustainability issues most relevant to the Group (for more details see section "6.1.2 The materiality analysis process on sustainability topics"), involved the various corporate functions of the relevant companies in the Almaviva Group.

Data were processed by point extractions, aggregations and calculations and - where specifically indicated - involved the use of estimates. The reporting process has been enhanced with the introduction of a dedicated platform for reporting the Group's ESG performance. This tool has made data collection more systematic, improving the reliability and consistency of information. A traceable

data collection and approval workflow has also been introduced for both qualitative and quantitative KPIs, in accordance with GRI reporting standards. No specific activities were excluded from reporting. There were no significant changes in the nature of the business in the reporting year.

To ensure historical comparability of performance, the values for the reporting year (2023) were compared with those for the previous two years using graphs and tables. The calculation methods used to determine the indicators are set out in the section "Calculation methodology".

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

For any questions regarding this Sustainability Report, please contact the Investor Relations Department by e-mail at: investor.relations@almaviva.it



6.1.2 The materiality analysis process on sustainability topics

Almaviva carried out a materiality analysis process in order to identify the most relevant topics on which to focus the content of the Report. In accordance with the requirements of the "GRI Standards 2021" reporting standards, in 2022, Almaviva updated its materiality analysis for the reporting of non-financial information, identifying material topics that constitute the most relevant positive and negative impacts that the Group has (actual) or could have (potential) on the economy, environment, and people, including impacts on human rights. The process provides for the identification of topics linked to the most significant positive and negative, actual and potential impacts organizations have on the economy, the environment, and people, including their human rights. This perspective, which takes into consideration the impacts generated or likely to be generated by Almaviva, is defined as Impact Materiality. The process of identifying material topics for Almaviva involved the following key steps:

1. **Analysis and understanding of the organization's context:** before identifying Almaviva's impacts, the Group took the initial step of understanding its activities, business relationships, stakeholders, and the sustainability context in which it operates. The Group therefore performed a benchmark analysis on comparable companies in the sector and analyzed the external context to gain insights into the main trends and relevant factors pertaining to sustainability within the sector in which Almaviva operates.

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

3. **Evaluation of the significance of impacts:** the impacts identified were thoroughly evaluated to determine their significance, considering key factors such as severity and likelihood of occurrence. Stakeholder Engagement activities involved eight categories of stakeholders: Top Management, Employees, Suppliers, the Financial Community, Customers, Universities and Research Bodies, Sector Associations, and the Media;

4. **Prioritization of topics based on impact assessments:** In line with the requirements of the new 2021 GRI Universal Standard, the results of Almaviva's impact assessments were reworked to create a prioritized list of material sustainability topics. These topics were categorized based on the Group's four sustainability guidelines.

The Almaviva Group's materiality analysis was updated in 2023. The findings confirmed the significance of material topics associated with GRI indicators, except for the assessment of topics not associated with GRI indicators, which were excluded from reporting.

"Valuing human capital and attracting talent" emerges as highly relevant. Dedicating attention to people and their professional growth is a core element of the technology sector, where having highly qualified and specialized personnel is crucial for achieving business success. "Creating Shared Value" and "Privacy

and Data Protection" are two additional key aspects for Almaviva. These areas seek to promote the generation of value for all stakeholders while prioritizing the security and protection of sensitive information. The topics of "Well-being, occupational health and safety," "Responsible supply chain," "Diversity and inclusion," "Human rights," and "Energy consumption and combating climate change" were also confirmed as significant once again in 2023.

Material topics 2023		Significance		
		Very High	High	Medium High
Governance	Creating shared value			
	Responsible supply chain			
People	Valuing human capital, attracting talent			
	Well-being, occupational health and safety			
	Diversity and inclusion			
	Human rights			
Environment	Energy consumption and combating climate change			
Responsible digital transition	Privacy and data protection			

6.1.3 Calculation methodology

KPI	Methodology
Governance	
Economic value	Economic value generated represents the wealth created by the Company in the execution of its activities. A significant portion of this value is then distributed (distributed economic value), in the form of operating costs, wages and salaries for employees, payments to providers of capital, and governmental payments. The economic value generated that is not distributed constitutes retained economic value. All the components of these indicators are calculated with reference to the individual items reported in the tables of Almaviva's Consolidated Financial Report.
Training on preventing corruption	**E-learning** for staff in areas of low/medium/high corruption risk. **General workshop:** classroom training events for staff in areas of high corruption risk. **Job-specific training:** classroom training events for professional areas at high risk of corruption.
People	
Industrial relations	**Employees Covered by Collective Bargaining:** means those employees with an employment relationship governed by collective bargaining contracts or agreements, whether national, industry-, company- or site-based.
Training hours	Hours provided to Almaviva employees through training courses (in person and at a distance) and also by independent learning and on-the-job training. Average training hours are calculated by dividing total training hours by the total number of employees.
Turnover rate	**Positive:** Ratio of the number of hires, by gender and age group, to employment, by age group, in the previous year. **Negative:** Ratio of the number of departures, by gender and age group, to employment, by age group, in the previous year.
Security	**TRIR:** frequency rate of total recordable injuries (work-related injuries with days off, medical treatment or work restriction). Numerator: number of total recordable work-related injuries; denominator: hours worked in the same period. Ratio result multiplied by 1,000,000. **Rate of work-related injuries with serious consequences:** work-related injuries leading to more than 180 days of absence or resulting in total or permanent disability. Numerator: number of work-related injuries with serious consequences; denominator: hours worked in the same period. Ratio result multiplied by 1,000,000.

KPI	Methodology
Security	The activities that Almaviva carries out are of an intellectual and typically office nature, and therefore are considered to have a low injury risk. The main hazards to workers mainly relate to accidents while commuting. **Hours worked:** We note that the hours worked figure for Almaviva do Brasil for the two-year period 2021-2022 has been restated, since the methodology for reporting the figure for all Group companies has been aligned. As a result, the injury rate data for the 2021-2022 two-year period (recordable, excluding commuting injuries, and serious injuries with serious consequences) have undergone a restatement following the adjustment of the methodology used to calculate hours worked for the same reporting years.
Gender pay gap	With reference to GRI indicator 405-2, we note that the ratio of the average base salary of women to men at Almaviva S.p.A. was determined by dividing the average salary of women by the average salary of men. This approach differs from the previously used methodology. The same methodological change was also applied to the calculation of the ratio of women's average remuneration to men's average remuneration.
Environment	
Energy consumption	The conversion factors used for fuels and electricity come from the UK Department for Environment, Food and Rural Affairs (Defra) database, updated annually in 2021, 2022, and 2023.
GHG emissions	**Scope 1 emissions:** emissions directly generated by the Almaviva Group's assets. Direct GHG emissions include the following gases: CO2, CH4 and N2O. The emission factors used come from the Defra database, updated annually in 2021, 2022 and 2023. **Scope 2 - Location-Based Emissions:** these are indirect greenhouse gas (GHG) emissions, resulting from energy consumption, measured in metric tons of CO2eq, based on geographical location. The emission factor used for electricity purchased from the grid under the location-based methodology comes from the ISPRA 2023 database (for Italy), the factors published on the Ministry of Science, Technology, and Innovation website (for Brazil), and from Terna's 2019 International Comparisons data for the other overseas companies within the scope (Tunisia, Colombia, Belgium, Egypt, Dominican Republic and Russia). **Scope 2 - Market-Based Emissions:** these are indirect greenhouse gas (GH) emissions resulting from energy consumption, measured in metric tons of CO2eq, based on the market. The following emission factors were used for this approach: The 2023 Residual Mix published by the Association of Issuing Bodies (AIB) (for Italy), the factors published by the Ministry of Science, Technology, and Innovation (for Brazil), and Terna's 2019 International Comparisons data for the other overseas companies within the scope (Tunisia, Colombia, Belgium, Egypt, Dominican Republic and Russia) Scope 3 Emissions: Category 6 business travel: emissions generated outside the organization, both upstream and downstream. Specifically, Category 6 emissions are the indirect emissions related to fuel consumption from business travel and are part of the emissions produced upstream of the organization. The emission factors used are from the Defra database, updated to 2023, considering the various means of transport. **Scope 3 Emissions: Category 7 employee commuting:** emissions generated outside the organization, both upstream and downstream. Specifically, Category 7 emissions are the indirect emissions related to fuel consumption from employee travel to and from work and are part of the indirect emissions produced upstream of the organization. The emission factors used are from the Defra database, updated to 2023, considering the various means of transport and the fuel used.
Waste	**Waste destination:** waste data is indicated using the European Waste Codes (EWC), whereby "R" is waste destined for recycling, and "D" is waste destined for disposal. We note that the data on waste generated by Almaviva do Brasil in the two-year period 2021-2022 have been restated, restatement since the methodologies for reporting the figure for all Group companies have been aligned. Data is only reported for special waste produced which cannot be disposed of in urban residual waste, the collection, recovery and disposal of which are managed by the public service engaged by the local government where the site is located.
Water	**Water withdrawals:** data on water withdrawals refer to the total water, in m3, withdrawn by Group companies, broken down by source (groundwater, surface water and third-party water). The proportion of withdrawals from water-stressed areas is also specified. The definition of a "water-stressed area" refers to that provided by the CEO Water Mandate in the document Corporate Water Disclosure Guidelines 2014. As such, water-stressed areas have been identified as those classified by the Aqueduct Water Risk Atlas, issued and edited by the World Resources Institute, which are classified as extremely high risk (Aqueduct Water Risk Atlas (wri.org)).

6.2 Definition of material topics

Cluster	Topic	Description	Impacts	SDGs
Governance	Creating shared value	Create value for all stakeholders (shareholders, employees and suppliers, etc.), generating well-being for the community and new wealth for the country by involving all stakeholders	**Positive impact:** Contribution to the development of the economy, and the well-being of stakeholders and the community, through the generation and distribution of value by the organization in the conduct of its business	
People	Valuing human capital, attracting talent	Create and maintain stable and qualified employment and encourage employees' educational growth, stimulating their professional development. Attract top talent and retain staff by promoting a goal-oriented, agile approach to work. Create an ecosystem in conjunction with universities and research institutions, promoting membership in academic startups. Enhance collaboration with academia to create virtuous partnerships between academia and business.	**Positive impact:** Increased employee well-being and growth, fostering their loyalty and innovative potential through welfare and training programs designed to align with their expectations, enhance their talents, and develop their skills; promotion of collaborations with the academic world to establish beneficial partnerships between academia and business, thus increasing education levels and well-being within the community. **Negative impact:** Reduced job satisfaction, motivation, productivity, and quality of work performed by employees due to outdated training programs and inadequate welfare plans, with consequent negative effects on company turnover; poor dialogue and collaboration with universities and research institutes, which could result in a reduced ability to attract new talent.	
	Well-being, occupational health and safety	Promote a working environment that is welcoming, stimulating and which positively affects staff well-being, ensuring working conditions that guarantee full respect for the right to health, in addition to elevated health and safety standards.	**Negative impact**: Damage to health, potential injuries, and employee dissatisfaction due to a lack of attention to work-life balance, resulting in loss of efficiency and productivity.	
	Diversity and inclusion	Foster an inclusive work environment designed to ensure equal opportunity and encourage diversity as a driver of organizational innovation by promoting a female leadership model. Discourage all forms of discrimination and encourage generational, religious, sexual, cultural and gender diversity as a driver of innovation and corporate competitiveness.	**Negative impact:** Incidents of discrimination in the recruitment process or personnel management (due to generational, religious, sexual, cultural, or gender diversity) that create inequality and discontent in the workplace.	

Cluster	Topic	Description	Impacts	SDGs
People	Responsible supply chain	Ensure that sustainability is not merely limited to the Company's operations but that it extends to suppliers by evaluating their service, cost, technical support and social impact in addition to quality.	**Positive impact:** Contribution to the development of a responsible and resilient supply chain, reducing environmental and social damage globally. **Negative impact:** Contribution to the generation of damage to the environment or third-party workers due to a failure to adequately monitor supplier practices.	
	Human Rights	Ensure respect for human rights along the entire value chain and in Almaviva's business operations, the fundamental freedoms of association and labor rights, and the elimination of modern slavery, child labor and human trafficking.	**Negative impact:** Human rights violations along the entire value chain due to an inefficient monitoring system.	
Environment	Water resource management	Ensure efficient management of the water resources used in the various activities carried out within the organization.	**Positive impact:** Decreased water usage in office spaces and the sole operational data center achieved through awareness campaigns and efficiency measures. **Negative impact:** Ineffective water utilization in regions facing significant water scarcity concerns, potentially exacerbating water shortages.	
	Circular economy of electronic devices	Using circularity logic to reuse and dispose of electronic and non-electronic waste to minimize environmental and social risks.	**Negative impact:** Contributing to resource shortages due to wastage and inefficient use of natural resources throughout the value chain. **Positive impact:** Reducing the use of material resources through responsible consumption and waste management, using business practices and processes to maximize recycling and recovery	
	Energy consumption and combating climate change	Promote efficiency and reduce energy consumption within the organization, to also enable the reduction of climate-altering gas emissions from business activities.	**Negative impact:** Generation of climate-altering emissions due to business activities, and along the entire value chain due to a lack of strategic monitoring plans to reduce them.	

Cluster	Topic	Description	Impacts	SDGs
Responsible digital transition	Innovation	Investing in research and development to support the harmonious integration of technology and people, putting the latter at the center to support them in developing targeted solutions with strong social impact.	**Positive impact:** Provision of innovative products and solutions that effectively handle the complexities of cutting-edge technologies, ensuring their seamless integration into everyday business processes. This simplifies the human-machine interaction, enhancing the well-being of the community.	
	Privacy and data protection	Protect the privacy of customers' sensitive personal data, operating responsibly in managing this data in accordance with national and European regulations.	**Negative impact:** Alteration, destruction, loss (including accidental), or unauthorized access and processing of data, with the potential use of data in breach of national or international laws and consequent violation of the privacy rights of citizens and users.	



6.3 Performance tables

GOVERNANCE

GRI 201-1: Direct economic value generated and distributed

Economic value	Unit	2021	2022	2023
Economic value generated	**Euro millions**	**979.6**	**1,100.5**	**1,191.7**
Economic value distributed	**Euro millions**	**883.5**	**988.5**	**1,056.8**
Operating costs	Euro millions	392.5	466.9	498.4
Value distributed to employees	Euro millions	442.3	466.2	494.7
Value distributed to providers of capital	Euro millions	33.9	32.5	34.8
Value distributed to Public Sector	Euro millions	14.3	22.1	27.8
Value distributed to the community	Euro millions	0.5	0.8	1.2
Economic value retained	**Euro millions**	**96.2**	**112.0**	**134.9**

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

Board of Directors by gender and age	Gender	Age	Unit	2021	2022	2023
Members of the Board of Directors at December 31	Female	< 30	number of employees	0	0	0
		30 - 50	number of employees	0	0	0
		> 50	number of employees	3	3	3
	Total female Directors		**number of employees**	**3**	**3**	**3**
	Male	< 30	number of employees	0	0	0
		30 - 50	number of employees	0	0	0
		> 50	number of employees	9	9	9
	Total male Directors		**number of employees**	**9**	**9**	**9**
	Total		**number of employees**	**12**	**12**	**12**

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

Supervisory Board by gender and age group	Gender	Age	Unit	2021	2022	2023
Members of the Supervisory Board at December 31	Female	< 30	number of employees	0	0	0
		30 - 50	number of employees	0	0	0
		> 50	number of employees	1	1	1
	Total female members		**number of employees**	**1**	**1**	**1**
	Male	< 30	number of employees	0	0	0
		30 - 50	number of employees	1	1	1
		> 50	number of employees	1	1	1
	Total male members		**number of employees**	**2**	**2**	**2**
	Total		**number of employees**	**3**	**3**	**3**

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

Board of Statutory Auditors by gender and age group	Gender	Age	Unit	2021	2022	2023
Members of the Board of Statutory Auditors at 31 December	Female	< 30	number of employees	0	0	0
		30 - 50	number of employees	0	0	0
		> 50	number of employees	0	0	0
	Total female statutory auditors		**number of employees**	**0**	**0**	**0**
	Male	< 30	number of employees	0	0	0
		30 - 50	number of employees	0	0	0
		> 50	number of employees	3	3	3
	Total male statutory auditors		**number of employees**	**3**	**3**	**3**
	Total		**number of employees**	**3**	**3**	**3**

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

Incidences of declared corruption	Unit	2021	2022	2023
Total number and nature of confirmed incidents of corruption	no.	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	no.	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	no.	0	0	0

GRI 206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Unit	2021	2022	2023
Number of pending lawsuits concerning anti-competitive behavior and violations on anti-trust or monopoly laws	no.	0	0	0
Number of completed lawsuits concerning anti-competitive behavior and violations on anti-trust or monopoly laws	no.	0	0	0

RESPONSIBLE DIGITAL TRANSITION

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

Complaints	Unit	2021	2022	2023
Total number of complaints received concerning customer data breaches and losses of customer data	no.	0	0	0
of which received from external parties	no.	0	0	0
of which from supervisory bodies	no.	0	0	0
Theft or loss	**Unit**	**2021**	**2022**	**2023**
Total number of customer data thefts or losses identified	no.	0	0	0

PEOPLE

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

Worker category	Type of contract	Gender	Unit	2021	2022	2023
Employees with employment contracts at December 31, 2023	**Permanent**	female	number of employees	29,260	29,843	27,523
		male	number of employees	15,327	15,671	16,479
		Total	**number of employees**	**44,587**	**45,514**	**44,002**
	Fixed-term	female	number of employees	1	95	586
		male	number of employees	14	68	372
		Total	**number of employees**	**15**	**163**	**958**
	Employees with zero-hours contracts	female	number of employees	0	0	0
		male	number of employees	0	0	0
		Total	**number of employees**	**0**	**0**	**0**
	Total employees		**number of employees**	**44,602**	**45,677**	**44,960**



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

Worker category	Type of contract	Region	Unit	2021	2022	2023
Employees with employment contracts at December 31, 2023	**Permanent**	Brazil	number of employees	32,962	36,466	34,632
		Italy	number of employees	7,696	6,215	5,881
		Colombia	number of employees	2,695	2,352	3,261
		Romania	number of employees	961	116	0
		Tunisia	number of employees	254	279	138
		Belgium	number of employees	19	24	23
		Saudi Arabia	number of employees	0	11	0
		Egypt	number of employees	0	22	30
		Russia	number of employees	0	23	30
		Dominican Republic	number of employees	0	6	7
		Total permanent	**number of employees**	**44,587**	**45,514**	**44,002**
	Fixed-term	Brazil	number of employees	0	0	616
		Italy	number of employees	15	12	22
		Colombia	number of employees	0	151	142
		Tunisia	Number of employees	0	0	175
		Russia	number of employees	0	0	3
		Total fixed-term	**number of employees**	**15**	**163**	**958**
	Total employees		**number of employees**	**44,602**	**45,677**	**44,960**

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

Worker category	Type of contract	Region	Gender	Unit	2021	2022	2023
Employees with employment contracts at December 31, 2023	**Full-time**	Belgium	female	number of employees	7	13	14
			male	number of employees	12	11	9
			Total	**number of employees**	**19**	**24**	**23**
		Brazil	female	number of employees	2,995	6,492	21,092
			male	number of employees	1,227	3,365	10,123
			Total	**number of employees**	**4,222**	**9,857**	**31,215**[7]
		Colombia	female	number of employees	1,533	1,310	1,848
			male	number of employees	1,162	1,019	1,526
			Total	**number of employees**	**2,695**	**2,329**	**3,374**
		Italy	female	number of employees	1,650	1,609	1,647
			male	number of employees	3,136	3,237	3,601
			Total	**number of employees**	**4,786**	**4,846**	**5,248**
		Romania	female	number of employees	535	38	0
			male	number of employees	143	10	0
			Total	**number of employees**	**678**	**48**	**0**
		Tunisia	female	number of employees	133	158	261
			male	number of employees	94	106	52
			Total	**number of employees**	**227**	**264**	**313**
		Dominican Republic	female	number of employees	0	5	6

7 We note that the discrepancy in employee categories for Brazilian companies between 2022 and 2023 (full-time and part-time contracts) stems from a change at the methodological level related to the classification under local legislation.

Worker category	Type of contract	Region	Gender	Unit	2021	2022	2023
Employees with employment contracts at December 31, 2023	**Full-time**		male	number of employees	0	1	1
			Total	**number of employees**	**0**	**6**	**7**
		Russia	female	number of employees	0	13	23
			male	number of employees	0	7	8
			Total	**number of employees**	**0**	**20**	**31**
		Egypt	female	number of employees	0	10	19
			male	number of employees	0	11	11
			Total	**number of employees**	**0**	**21**	**30**
		Saudi Arabia	female	number of employees	0	4	0
			male	number of employees	0	7	0
			Total	**number of employees**	**0**	**11**	**0**
			Total full-time employees	**number of employees**	**12,627**	**17,426**	**40,241**
	Part-time	Brazil	female	number of employees	20,114	19,106	2,691
			male	number of employees	8,626	7,503	1,342
			Total	**number of employees**	**28,740**	**26,609**	**4,033**[8]
		Colombia	female	number of employees	0	75	18
			male	number of employees	0	99	11
			Total	**number of employees**	**0**	**174**	**29**
		Italy	female	number of employees	2,054	1,027	490
			male	number of employees	871	354	165

8 We note that the discrepancy in employee categories for Brazilian companies between 2022 and 2023 (full-time and part-time contracts) stems from a change at the methodological level related to the classification under local legislation.

Worker category	Type of contract	Region	Gender	Unit	2021	2022	2023
Employees with employment contracts at December 31, 2023	**Part-time**		**Total**	**number of employees**	**2,925**	**1,381**	**655**
		Romania	female	number of employees	224	66	0
			male	number of employees	59	2	0
			Total	**number of employees**	**283**	**68**	**0**
		Tunisia	female	number of employees	16	8	0
			male	number of employees	11	7	0
			Total	**number of employees**	**27**	**15**	**0**
		Dominican Republic	female	number of employees	0	0	0
			male	number of employees	0	0	0
			Total	**number of employees**	**0**	**0**	**0**
		Russia	female	number of employees	0	3	0
			male	number of employees	0	0	2
			Total	**number of employees**	**0**	**3**	**2**
		Egypt	female	number of employees	0	1	0
			male	number of employees	0	0	0
			Total	**number of employees**	**0**	**0**	**0**
			Total part-time employees	**number of employees**	**31,975**	**28,251**	**4,719**
			Total employees	**number of employees**	**44,602**	**45,677**	**44,960**

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

Worker category	Region	Unit	2021	2022	2023
Temporary agency workers	**Brazil**	number of employees	0	596	0
	Italy	number of employees	87	282	79
	Colombia	number of employees	0	0	31
	Total temporary agency workers	**number of employees**	**87**	**878**	**110**

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

	Unit	2021	2022	2023
Number of employees covered by collective bargaining agreements	No.	44,595	45,677	44,960
Percentage of employees covered by collective bargaining agreements	%	99.98%	100.00%	100%[9]

GRI 401-1: Hires and new hire rate for Italy (excluding BM Tecnologie Industriali and 2F Water Venture, companies acquired in 2023)

Employees	Country	Gender	Age	Unit	2021	2022	2023	Positive turnover 2023
New employees hired from January 1 to December 31, 2023	**Italy**	Female	< 30	number of employees	46	66	68	12%
			30 - 50	number of employees	75	92	617	21%
			> 50	number of employees	15	15	134	5%
		Total women hired		**number of employees**	**136**	**173**	**819**	**13%**
		Male	< 30	number of employees	148	223	261	47%
			30 - 50	number of employees	271	266	541	18%
			> 50	number of employees	48	67	164	6%
		Total men hired		**number of employees**	**467**	**556**	**966**	**16%**
		Total hires Italy		**number of employees**	**473**	**603**	**1,785**	**39%**

9 As of 2023, the actual percentage of employees covered by collective bargaining agreements is 99.52%, due to the recent acquisitions of companies with figures close to 100%. The company is actively working to achieve 100% full coverage for all employees.

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

Employees	Country	Gender	Age	Unit	2021	2022	2023	Positive turnover 2023
New employees hired from January 1 to December 31, 2023	**Brazil**	Female	< 30	number of employees	7,726	7,971	11,610	38%
			30 - 50	number of employees	6,132	6,961	5,045	17%
			> 50	number of employees	1,506	2,324	347	1%
		Total women hired		**number of employees**	**15,364**	**17,256**	**17,002**	**51%**
		Male	< 30	number of employees	2,821	2,846	6,281	21%
			30 - 50	number of employees	2,312	3,208	2,301	8%
			> 50	number of employees	600	892	206	1%
		Total men hired		**number of employees**	**5,733**	**6,946**	**8,788**	**29%**
		Total new hires (Brazil)		**number of employees**	**21,097**	**24,202**	**25,790**	**85%**

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

Employees	Country	Gender	Age	Unit	2021	2022	2023	Positive turnover 2023
New employees hired from January 1 to December 31, 20233	**Colombia**	Female	< 30	number of employees	1,677	1,653	1,846	98%
			30 - 50	number of employees	493	429	606	102%
			> 50	number of employees	10	13	23	128%
		Total women hired		**number of employees**	**2,180**	**2,095**	**2,475**	**99%**
		Male	< 30	number of employees	1,241	1,356	1,633	86%
			30 - 50	number of employees	342	303	536	90%
			> 50	number of employees	7	15	17	94%
		Total men hired		**number of employees**	**1,590**	**1,674**	**2,186**	**87%**
		Total hires (Colombia)		**number of employees**	**3,770**	**3,769**	**4,661**	**186%**

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

Employees	Country	Gender	Age	Unit	2021	2022	2023	Positive turnover 2023
New employees hired from January 1 to December 31, 2023	**Tunisia**	Female	< 30	number of employees	25	34	56	58%
			30 - 50	number of employees	19	24	11	7%
			> 50	number of employees	5	3	0	0%
		Total women hired		**number of employees**	**49**	**61**	**67**	**24%**
		Male	< 30	number of employees	18	24	35	36%
			30 - 50	number of employees	14	15	10	6%
			> 50	number of employees	3	2	0	0%
		Total men hired		**number of employees**	**35**	**41**	**45**	**16%**
		Total hires (Belgium)		**number of employees**	**84**	**102**	**112**	**40%**

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

Employees	Country	Gender	Age	Unit	2021	2022	2023	Positive turnover 2023
New employees hired from January 1 to December 31, 2023	**Belgium**	Female	< 30	number of employees	1	2	0	0%
			30 - 50	number of employees	3	2	1	5%
			> 50	number of employees	0	0	0	0%
		Total women hired		**number of employees**	**4**	**4**	**1**	**4%**
		Male	< 30	number of employees	1	1	0	0%
			30 - 50	number of employees	0	1	1	5%
			> 50	number of employees	1	0	0	0%
		Total men hired		**number of employees**	**2**	**2**	**1**	**4%**
		Total hires (Belgium)		**number of employees**	**6**	**6**	**2**	**8%**

GRI 401-1: Hires 2023 (Italy) (BM Tecnologie Industriali and 2F Water Venture, companies Acquired in 2023)

Employees	Country	Gender	Age	Unit	2023
New employees hired from January 1 to December 31, 2023	**Italy**	Female	< 30	number of employees	2
			30 - 50	number of employees	5
			> 50	number of employees	0
		Total women hired		**number of employees**	**7**
		Male	< 30	number of employees	11
			30 - 50	number of employees	11
			> 50	number of employees	0
		Total men hired		**number of employees**	**22**
		Total hires Italy		**number of employees**	**29**

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

Employees	Country	Gender	Age	Unit	2022	2023	Positive turnover 2023
New employees hired from January 1 to December 31, 2022	**Egypt**	Female	< 30	number of employees	11	7	32%
			30 - 50	number of employees	0	1	100%
			> 50	number of employees	0	0	0%
		Total women hired		**number of employees**	**11**	**8**	**36%**
		Male	< 30	number of employees	12	2	9%
			30 - 50	number of employees	0	0	0%
			> 50	number of employees	0	0	0%
		Total men hired		**number of employees**	**12**	**2**	**9%**
		Total hires (Egypt)		**number of employees**	**23**	**10**	**45%**

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

Employees	Country	Gender	Age	Unit	2022	2023	Positive turnover 2023
New employees hired from January 1 to December 31, 2023	**Russia**	Female	< 30	number of employees	15	5	24%
			30 - 50	number of employees	1	9	450%
			> 50	number of employees	0	0	0%
		Total women hired		**number of employees**	**16**	**14**	**61%**
		Male	< 30	number of employees	6	2	10%
			30 - 50	number of employees	1	3	150%
			> 50	number of employees	0	0	0%
		Total men hired		**number of employees**	**7**	**5**	**22%**
		Total hires (Russia)		**number of employees**	**23**	**19**	**83%**

GRI 401-1: Hires and new hire rate (Dominican Republic)

Employees	Country	Gender	Age	Unit	2022	2023	Positive turnover 2023
New employees hired from January 1 to December 31, 2023	**Dominican Republic**	Female	< 30	number of employees	5	1	17%
			30 - 50	number of employees	1	0	0%
			> 50	number of employees	0	0	0%
		Total women hired		**number of employees**	**6**	**1**	**17%**
		Male	< 30	number of employees	1	0	0%
			30 - 50	number of employees	0	0	0%
			> 50	number of employees	0	0	0%
		Total men hired		**number of employees**	**1**	**0**	**0%**
		Total hires (Dominican Republic)		**number of employees**	**7**	**1**	**17%**

GRI 401: 1 Departures and turnover (Italy) (excluding BM Tecnologie Industriali and 2F Water Venture, companies acquired in 2023)

Employees	Country	Gender	Age	Unit	2021	2022	2023	Negative turnover 2023
Employees leaving employment from January 1 to December 31, 2023	**Italy**	Female	< 30	number of employees	55	38	23	4%
			30 - 50	number of employees	390	1,055	601	20%
			> 50	number of employees	40	471	173	6%
		Total women		**number of employees**	**485**	**1,564**	**797**	**13%**
		Male	< 30	number of employees	125	127	244	44%
			30 - 50	number of employees	362	897	232	8%
			> 50	number of employees	40	441	107	4%
		Total men		number of employees	527	1,465	**583**	**9%**
		Total departures		**number of employees**	**1,012**	**3,029**	**1,380**	**22%**

GRI 401-1: Departures and turnover rate (Brazil)

Employees	Country	Gender	Age	Unit	2021	2022	2023	Negative turnover 2023
Employees leaving employment from January 1 to December 31, 2023	**Brazil**	Female	< 30	number of employees	7,510	8,351	12,402	41%
			30 - 50	number of employees	6,009	7,115	6,311	21%
			> 50	number of employees	1,501	2,377	419	1%
		Total women		**number of employees**	**15,020**	**17,843**	**19,129**	**63%**
		Male	< 30	number of employees	3,072	2,916	5,854	19%
			30 - 50	number of employees	2,470	3,500	2,656	9%
			> 50	number of employees	616	958	198	1%
		Total men		number of employees	6,158	7,374	**8,702**	**28%**
		Total departures Brazil		**number of employees**	**21,178**	**25,217**	**27,835**	**92%**

GRI 401-1: Departures and turnover rate for Colombia

Employees	Country	Gender	Age	Unit	2021	2022	2023	Negative turnover 2023
Employees leaving employment from January 1 to December 31, 2023	**Colombia**	Female	< 30	number of employees	1,541	1,992	1,482	78%
			30 - 50	number of employees	430	234	501	84%
			> 50	number of employees	5	17	15	83%
		Total women		**number of employees**	**1,976**	**2,243**	**1,998**	**80%**
		Male	< 30	number of employees	1,060	1,475	1,334	71%
			30 - 50	number of employees	300	224	412	69%
			> 50	number of employees	4	19	17	94%
		Total men		**number of employees**	**1,364**	**1,718**	**1,764**	**70%**
		Total departures (Colombia)		**number of employees**	**3,340**	**3,961**	**3,761**	**150%**

GRI 401-1: Departures and turnover rate (Russia)

Employees	Country	Gender	Age	Unit	2023	Negative turnover 2023
Employees leaving employment from January 1 to December 31, 2023	**Romania**	Female	< 30	number of employees	3	14%
			30 - 50	number of employees	2	100%
			> 50	number of employees	0	0%
		Total women		**number of employees**	**5**	**22%**
		Male	< 30	number of employees	0	0%
			30 - 50	number of employees	1	4%
			> 50	number of employees	0	0%
		Total men		**number of employees**	**1**	**4%**
		Total departures (Romania)		**number of employees**	**6**	**26%**

GRI 401-1: Departures and turnover rate Tunisia

Employees	Country	Gender	Age	Unit	2021	2022	2023	Negative turnover 2023
Employees leaving employment from January 1 to December 31, 2023	**Tunisia**	Female	< 30	number of employees	10	35	24	25%
			30 - 50	number of employees	8	8	7	4%
			> 50	number of employees	2	3	0	0%
		Total women		**number of employees**	**20**	**46**	**31**	**11%**
		Male	< 30	number of employees	7	25	15	16%
			30 - 50	number of employees	4	5	5	3%
			> 50	number of employees	1	1	0	0%
		Total men		**number of employees**	**12**	**31**	**20**	**7%**
		Total departures (Tunisia)		**number of employees**	**32**	**77**	**51**	**18%**

GRI 401-1: Departures and turnover rate Belgium

Employees	Country	Gender	Age	Unit	2021	2022	2023	Negative turnover 2023
Employees leaving employment from January 1 to December 31, 2023	**Belgium**	Female	< 30	number of employees	0	0	0	0%
			30 - 50	number of employees	2	0	0	0%
			> 50	number of employees	0	0	0	0%
		Total women		**number of employees**	**2**	**0**	**0**	**0%**
		Male	< 30	number of employees	1	0	0	0%
			30 - 50	number of employees	1	1	2	10%
			> 50	number of employees	0	0	0	0%
		Total men		**number of employees**	**2**	**1**	**2**	**8%**
		Total departures (Belgium)		**number of employees**	**4**	**1**	**2**	**8%**

GRI 401-1: Departures (Italy) (BM Tecnologie Industriali and 2F Water Venture, companies acquired in 2023)

Employees	Country	Gender	Age	Unit	2023
Employees leaving employment from January 1 to December 31, 2023	**Italy**	Female	< 30	number of employees	2
			30 - 50	number of employees	2
			> 50	number of employees	0
		Total women		**number of employees**	**4**
		Male	< 30	number of employees	5
			30 - 50	number of employees	5
			> 50	number of employees	0
		Total men		**number of employees**	**10**
		Total departures		**number of employees**	**14**

GRI 401-1: Departures and turnover rate (Egypt)

Employees	Country	Gender	Age	Unit	2022	2023	Negative turnover 2023
Employees leaving employment from January 1 to December 31, 2023	**Egypt**	Female	< 30	number of employees	0	1	5%
			30 - 50	number of employees	0	1	100%
			> 50	number of employees	0	0	0%
		Total women		**number of employees**	**0**	**2**	**9%**
		Male	< 30	number of employees	1	2	9%
			30 - 50	number of employees	0	2	100%
			> 50	number of employees	0	0	0%
		Total men		**number of employees**	**1**	**4**	**18%**
		Total departures (Egypt)		**number of employees**	**1**	**6**	**27%**

GRI 401-1: Departures and turnover rate (Dominican Republic)

Employees	Country	Gender	Age	Unit	2022	2023	Negative turnover 2023
Employees leaving employment from January 1 to December 31, 2023	**Dominican Republic**	Female	< 30	number of employees	0	0	0%
			30 - 50	number of employees	1	0	0%
			> 50	number of employees	0	0	0%
		Total women		**number of employees**	**1**	**0**	**0%**
		Male	< 30	number of employees	0	0	0%
			30 - 50	number of employees	0	0	0%
			> 50	number of employees	0	0	0%
		Total men		**number of employees**	**0**	**0**	**0%**
		Total departures Dominican Republic		**number of employees**	**1**	**0**	**0%**



GRI 403-9: Work-related injuries (Almaviva Group)[10]

Employees	Unit	2021	2022	2023
Hours worked	no.	68,516,970[11]	68,766,7002[12]	86,524,065
Total number of recordable work-related injuries, including deaths	no.	158	185	119
Injuries (excluding commuting injuries)	no.	89	82	87
of which injuries during commute (only if transportation was arranged by the Company and travel occurred during working hours)	no.	69	103	43
of which work-related injuries leading to an absence of 1 to 3 days	no.	2	103	3
of which work-related injuries leading to an absence longer than 3 days	no.	6	74	97
Total number of work-related injuries with serious consequences (> 6 months' absence), excluding deaths	no.	11	3	51
Total number of deaths as a result of work-related injury	no.	0	0	0
Work-related injury rate	-	2.31	2.69	1.38
Work-related injury rate (excluding commuting injuries)	-	1.30	1.19	1.01
Rate of work-related injuries with serious consequences	-	0.16	0.04	0.59
Death rate	-	0.00	0.00	0.00

10 The injury rate data for the 2021-2022 two-year period have undergone a restatement following the adjustment of the methodology used to calculate hours worked for the same reporting years. The injury rate is calculated by relating the number of injuries to the total hours worked and multiplying by 1,000,000.
11 The hours worked figure for Almaviva do Brasil for the 2021 has been restated, since the methodology for reporting the figure for all Group companies has been aligned.
12 The hours worked figure for Almaviva do Brasil for the 2022 has been restated, since the methodology for reporting the figure for all Group companies has been aligned.
13 Training hours refer to all Almaviva Group Companies, with the exception of BM Tecnologie Industriali and 2F Water Venture, for which data are not available. We also note that the companies Almaviva Services, Almaviva Russia and Almaviva Republica Dominicana did not provide training in 2023.

GRI 404-1: Hours of training per employee on average[13] (Almaviva Group total)

		2021			2022			2023		
Training hours by employment category	Unit	per capita male	per capita female	per capita total	per capita male	per capita female	per capita total	per capita male	per capita female	per capita total
Training hours provided to managers	h	13	14	13	7	9	7	10	10	10
Training hours provided to executives	h	26	18	23	12	4	8	18	14	17
Hours of training provided to white-collar workers	h	52	51	51	52	52	52	44	38	40
Total hours of training provided to employees	**h**	**50**	**51**	**51**	**49**	**50**	**50**	**42**	**37**	**39**

GRI 405-1 (b): Diversity of governance bodies and employees by gender (Almaviva Group total)

Employees by job category and gender			2021		2022		2023	
			Donne	Uomini	Donne	Uomini	Donne	Uomini
Employees with employment contracts at December 31	Executives	number of employees	64	209	75	218	54	189
	Managers	number of employees	325	607	863	937	427	813
	White-collar	number of employees	28,870	14,524	28,969	14,611	27,626	15,807
	Blue-collar	number of employees	2	1	2	2	28	16
Total		**number of employees**	**29,261**	**15,341**	**29,909**	**15,768**	**28,135**	**16,825**

GRI 405-1 (b): Diversity of governance bodies and employees by age group (Almaviva Group total)

Employees by job ategory and age group		Unit	2021			2022			2023		
			< 30	between 30 and 50	> 50	< 30	between 30 and 50	> 50	< 30	between 30 and 50	> 50
Employees with employment contracts at December 31	Executives	number of employees	4	109	161	4	147	201	2	105	136
	Managers	number of employees	17	363	556	27	494	774	18	610	612
	White-collar	number of employees	19,748	18,434	5,207	22,436	16,614	4,976	27,479	13,588	2,366
	Blue-collar	number of employees	0	1	2	0	0	4	15	21	8
Total		**number of employees**	**19,769**	**18,907**	**5,926**	**22,465**	**17,255**	**5,955**	**27,514**	**14,324**	**3,112**

GRI 405-2: Ratio of basic salary of women to men (headquarters: Almaviva S.p.A.) [14]

Employee category	Unit	2021	2022	2023
Executives	Average female salary / average male salary	0.83	0.84	0.81
Managers		1.00	1.00	1.00
White-collar		1.00	1.01	1.01
Blue-collar		-	-	-
Average		**0.93**	**0.94**	**0.95**

GRI 405-2: Ratio of women's base pay to men's base pay (Headquarters: Almaviva S.p.A.) [15]

Employee category	Unit	2021	2022	2023
Executives	Average female salary/ Average male salary	0.83	0.84	0.81
Managers		0.95	0.96	0.95
White-collar		1.00	1.0	1.01
Blue-collar		-	-	-
Average		**0.94**	**0.95**	**0.96**

14 Data for 2021 and 2022 have been recalculated following an update of the calculation methodology from previous years. For further details regarding the methodology used, reference should be made to section 6.1.3 Calculation methodology

15 Data for 2021 and 2022 have been recalculated following an update of the calculation methodology from previous years. For further details regarding the methodology used, reference should be made to section 6.1.3 Calculation methodology

GRI 406-1: Incidents of discrimination and corrective actions taken (Almaviva Group total excluding 2F Water Venture and BM Tecnologie Industriali)

Incidents of discrimination	Unit	2021	2022	2023
Total number of incidents of discrimination during the reporting period	no	0	12	7[16]
Incidents examined by the organization		0	0	1
Action plans enacted		0	1	1
Action plans that have been enacted, with results verified through routine internal management review processes		0	0	0
Incidents no longer subject to action		0	0	0

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

The scope of the indicator includes the following Group Companies: Almawave S.p.A.; Sister Sistemi Territoriali; Almaviva S.p.A; Almaviva Digitaltec; Almaviva Contact; Reactive, Kline, Tecnau; Sadel; Almaviva do Brasil; Central de Recuperacao de Creditos; CRC Digital

Suppliers	Unit	2021	2022	2023
Total number of new suppliers	no.	396	457	363
Number of new suppliers assessed according to environmental criteria	no.	157	432	348
Percentage of new suppliers assessed according to environmental criteria	%	40%	95%	96%[17]

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

The scope of the indicator includes the following Group Companies: Almawave S.p.A.; Sister Sistemi Territoriali; Almaviva S.p.A; Almaviva Digitaltec; Almaviva Contact; Reactive, Kline, Tecnau; Sadel; Almaviva do Brasil; Central de Recuperacao de Creditos; CRC Digital

Type	Unit	2021	2022	2023
Total number of new suppliers	no.	396	457	363
Number of new suppliers screened using social criteria	no.	157	432	348
percentage of new suppliers screened using social criteria	**%**	**40%**	**95%**	**96%[18]**

16 We note that there were 7 incidents of discrimination at Almaviva do Brasil during the reporting period; however, legal action was deemed necessary in only one of these cases. For further details, see section 3.4.1 Countering gender discrimination.

17 We note that the calculation includes all new suppliers of the companies Almawave S.p.A.; Sister Sistemi Territoriali; Almaviva S.p.A; Almaviva Digitaltec; Almaviva Contact; Reactive, Kline, Tecnau; Sadel; Almaviva do Brasil; Central de Recuperacao de Creditos; CRC Digital. The value reported was calculated considering only new suppliers whose order totals in 2023 exceeded the threshold of Euro 20,000. The Qualification process excludes suppliers of food and/or frequent consumer goods such as stationery, online subscriptions, magazines, etc.

18 We note that the calculation includes all new suppliers of the companies Almawave S.p.A.; Sister Sistemi Territoriali; Almaviva S.p.A; Almaviva Digitaltec; Almaviva Contact; Reactive, Kline, Tecnau; Sadel; Almaviva do Brasil; Central de Recuperacao de Creditos; CRC Digital. The value reported was calculated considering only new suppliers whose order totals in 2023 exceeded the threshold of Euro 20,000. The Qualification process excludes suppliers of food and/or frequent consumer goods such as stationery, online subscriptions, magazines, etc.

GRI 302-1: Energy consumption within the organization (Almaviva Group total)[19]

Direct consumption within the organization from renewable and non-renewable energy sources	Unit	2021	2022	2023
Diesel	GJ	88	299	1,755
Methane	GJ	10,930	10,196	9,612
Diesel (vehicle fleet)	GJ	7,201	3,121	5,334
Gasoline (vehicle fleet)	GJ	2,926	2,048	3,381
LPG (vehicle fleet)	GJ	319	121	139
Electricity (vehicle fleet)	GJ	86	278	354
Methane (vehicle fleet)	GJ	0	0.05	0
Electricity purchased	GJ	192,091	188,139	190,515
Total energy consumption	**GJ**	**213,641**	**204,203**	**211,090**

GRI 305-1: Direct (Scope 1) GHG emissions (Almaviva Group total)[20]

Direct emissions – Scope 1	Unit	2021	2022	2023
Diesel	tCO_2eq	6	21	148
Methane	tCO_2eq	560	523	619
Diesel (vehicle fleet)	tCO_2eq	507	277	450
Gasoline (vehicle fleet)	tCO_2eq	196	217	305
LPG (vehicle fleet)	tCO_2eq q	19	14	0
Methane (vehicle fleet)	tCO_2eq	0	5	16
F-Gas	**tCO_2eq**	0	0	6
Total Scope 1	**tCO_2eq**	**1,288**	**1,058**	**1,544**

19 We note that energy consumption data relate to all companies in the Almaviva Group except Almaviva Services, which, as a company with no physical locations, consumed no energy. Compared with the previous reporting period, the scope of the figure also includes the two newly acquired benefit companies BM Tecnologie Industriali and 2F Water Venture. Also included in the reporting scope were the companies Central de Recuperacao de Creditos and CRC Digital, acquired in 2022 and reported in full from 2023 only.

20 We note that Scope 1 emissions data relate to all companies in the Almaviva Group except Almaviva Services, which, as a company with no physical locations, did not contribute to GHG emissions. Compared with the previous reporting period, the scope of the figure also includes the two newly acquired benefit companies BM Tecnologie Industriali and 2F Water Venture. Also included in the reporting scope were the companies Central de Recuperacao de Creditos and CRC Digital, acquired in 2022 and reported in full from 2023 only.

21 Scope 2 emissions data relate to all companies in the Almaviva Group except Almaviva Services, which, as a company with no physical locations, did not consume any electricity that generated GHG emissions. Compared with the previous reporting period, the scope of the figure also includes the two newly acquired benefit companies BM Tecnologie Industriali and 2F Water Venture. Also included in the reporting scope were the companies Central de Recuperacao de Creditos and CRC Digital, acquired in 2022 and reported in full from 2023 only.

22 The companies Almaviva Services, Almaviva Digitaltec, Data Jam, Kline and Lombardia Gestione produced no waste in 2023. Furthermore, data could not be collected for the foreign companies Almaviva Egypt, Almaviva Russia, Almaviva de Belgique, Almaviva Republica Dominicana or 2F Water Venture. The increases in waste produced result mainly from the inclusion in the reporting scope of Almaviva Tunisie and Almacontact Colombia (companies that were not included in the 2022 scope as data were not available). In addition, data were also included for the newly acquired Benefit Company BM Tecnologie Industriali. Data for 2021 and 2022 have been recalculated following an alignment of the calculation methodology from previous years. For further details regarding the methodology used, reference should be made to section 6.1.3 Calculation methodology Almaviva do Brasil also produces special waste such as electrical and electronic equipment and batteries. This type of waste cannot be quantified by weight but only in terms of units of waste produced. As such, these data are not displayed in the table. This type of waste totals: 9,467 units of electrical and electronic equipment and 150 units of batteries in 2023.

GRI 305-2: Energy indirect (Scope 2) emissions (Almaviva Group total)[21]

Indirect emissions - Scope 2	Unit	2021	2022	2023
Emissions from electricity consumption (location-based method)	tCO_2eq	9,619	7,048	7,038
Total - Scope 1 and 2 (Location-based)	**tCO_2eq**	**10,907**	**8,106**	**8,582**
Emissions from electricity consumption - Market-based	tCO_2eq	13,988	9,999	10,861
Total - Scope 1 and 2 (Market-based)	**tCO_2eq**	**15,277**	**11,057**	**12,405**

GRI 306-3: Waste generated by category. Waste data refer to the Companies in Italy, Brazil, Tunisia and Colombia.[22]

Waste generated	Unit	2021	2022	2023
Total waste generated	(tons)	**342**	**67**	**127**
Hazardous waste:		**9**	**4**	**8**
Bulky		0	0	0
Paper		0	0	0
Electrical and electronic equipment		9	2	2
Septic tank sludge		0	0	0
Metals		0	0	0
Construction/demolition materials		0	0	0
Mixed packaging		0	0	0
Plastics		0	0	0
Unsorted municipal waste		0	0	3
Toner		0	0	0
Batteries		0	0	0
Biomass		0	0	0
Other		0	3	3
Non-hazardous waste:		**333**	**62**	**119**
Bulky		156	20	34
Paper		78	18	11
Electrical and electronic equipment		36	12	21
Septic tank sludge		36	0	0
Metals		13	5	11
Construction/demolition materials		0	0	0
Mixed packaging		5	0	0
Plastics		7	7	2
Unsorted municipal waste		0	0	0
Toner		1	0	0
Batteries		0	0	0
Biomass		0	0	35
Other (includes wood, glass, etc.)		1	0	4

GRI 306-4; 306-5: Hazardous and non-hazardous waste[23]

Waste destination	Unit	2021	2022	2023
Total waste generated	(tons)	**342**	**67**	**127**
Hazardous waste:		**9**	**4**	**8**
Recovery		9	2	3
Disposal		0	2	5
Non-hazardous waste:		**333**	**62**	**119**
Recovery		297	62	71
Disposal		36	0	49

GRI 303-3: Water withdrawals. Data refer to the Companies to the Companies in the countries Italy, Tunisia, Brazil and Colombia.[24]

Water withdrawals by source	Unit	2021		2022		2023	
	(m^3)	From all areas	From water-stressed areas	From all areas	From water-stressed areas	From all areas	From water-stressed areas
Third-party water resources (aqueduct)		**115,026**	**103,772**	**52,449**	**49,180**	**90,095**	**62,990**
of which fresh water (≤1,000 mg/l total dissolved solids)		115,026	103,772	52,449	49,180	90,095	62,990
of which other water types (> 1,000 mg/l total dissolved solids)		0	0	0	0	0	0
Groundwater (wells)		**0**	**0**	**0**	**0**	**2,918**	**0**
of which fresh water (≤1,000 mg/l total dissolved solids)		0	0	0	0	2,918	0
of which other water types (> 1,000 mg/l total dissolved solids)		0	0	0	0	0	0
Surface waters		**111,704**	**0**	**90,902**	**0**	**86,985**	**0**
of which fresh water (≤1,000 mg/l total dissolved solids)		111,704	0	90,902	0	86,985	0
of which other water types (> 1,000 mg/l total dissolved solids)		0	0	0	0	0	0
Total		**226,730**	**103,772**	**143,351**	**49,180**	**179,998**	**62,990**
of which fresh water (≤1,000 mg/l total dissolved solids)		**226,730**	**103,772**	**143,351**	**49,180**	**179,998**	**62,990**
of which other water types (> 1,000 mg/l total dissolved solids)		**0**	**0**	**0**	**0**	**0**	**0**

23 The companies Almaviva Services, Almaviva Digitaltec, Data Jam, Kline and Lombardia Gestione produced no waste in 2023. Furthermore, data could not be collected for the foreign companies Almaviva Egypt, Almaviva Russia, Almaviva de Belgique, Almaviva Republica Dominicana or 2F Water Venture. The increases in waste produced result mainly from the inclusion in the reporting scope of Almaviva Tunisie and Almacontact Colombia (companies that were not included in the 2022 scope as data were not available). In addition, data were also included for the newly acquired Benefit Company BM Tecnologie Industriali. Data for 2021 and 2022 have been recalculated following an alignment of the calculation methodology from previous years. For further details regarding the methodology used, reference should be made to section 6.1.3 Calculation methodology Almaviva do Brasil also produces special waste such as electrical and electronic equipment and batteries. This type of waste cannot be quantified by weight but only in terms of units of waste produced. As such, these data are not displayed in the table. This type of waste totals: 9,467 units of electrical and electronic equipment and 150 units of batteries in 2023.

24 Almaviva Services has no physical locations; as such, it withdrew no water in 2023. Furthermore, data could not be collected for the foreign companies Almaviva Egypt, Almaviva Russia, Almaviva de Belgique or Almaviva Republica Dominicana. The increase in water withdrawals from 2022 is the result of several factors: addition to the scope of the two newly acquired benefit companies, BM Tecnologie Industriali and 2F Water Venture; addition to the scope of the data for Almacontact Colombia, which was acquired in 2022 but for which no data was available in the previous reporting period. Finally, for some companies in the Group's Italian scope where water use is communal, water withdrawal has been estimated based on the square meters occupied.

6.4 GRI Content Index

Declaration of use	Almaviva has published this report in accordance with the GRI Standards for the period from January 1, 2023 to December 31, 2023
GRI 1 used	GRI 1: Foundation - 2021
GRI Sector Standard(s) applicable	N/A

GRI Standard/ other source	Disclosure	Document and section reference	Omissions	Note
GRI 2: General Disclosures 2021	2-1 Organizational details	II. The Almaviva Group		
	2-2 Entities included in the organization's sustainability reporting	6.1.1 Reporting principles and criteria		
	2-3 Reporting period, frequency and contact point	6.1.1 Reporting principles and criteria		
	2-4 Restatements of information			Compared to the previous year, there have been no restatements of data or information reported within the Sustainability Report
	2-5 External assurance	6.5 Independent Auditors' Report		
	2-6 Activities, value chain and other business relationships	II. The Almaviva Group		
		1.2.1 Our Partnerships for Sustainable Development		
		2.3.4 Responsible supply chain		
	2-7 Employees	3.1 Almaviva Personnel		
		6.3 Performance tables (Personnel)		
	2-8 Workers who are not employees	3.1 Almaviva Personnel		
		6.3 Performance tables (Personnel)		
	2-9 Governance structure and composition	2.1 Corporate Governance		
		2.2 Sustainability governance		
		6.3 Performance tables (Governance)		
	2-10 Nomination and selection of the highest governance body	2.1 Corporate Governance		
	2-11 Chair of the highest governance body	2.1 Corporate Governance		
	2-12 Role of the highest governance body in overseeing the management of impacts	2.1 Corporate Governance		
		2.2 Sustainability governance		

GRI Standard/ other source	Disclosure	Document and section reference	Omissions	Note
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	2.1 Corporate Governance		
		2.2 Sustainability governance		
	2-14 Role of the highest governance body in sustainability reporting	6.1.1 Reporting principles and criteria		
	2-15 Conflicts of interest	1.1.1 Our sustainability model		
		2.3.4 Responsible supply chain		
	2-16 Communication of critical concerns			There were no particular criticalities during the reporting period compared to that which would be apparent in ordinary business operations
	2-17 Collective knowledge of the highest governance body	I. Letter to the stakeholders		
		2.1 Corporate Governance		
		2.2 Sustainability governance		
	2-18 Evaluation of the performance of the highest governance body	2.1 Corporate Governance		
	2-19 Remuneration policies	2.1 Corporate Governance		
		6.3 Performance tables (Personnel)		
	2-20 Remuneration determination process	2.1 Corporate Governance		
	2-21 Annual total compensation ratio			Data omitted for reasons of confidentiality
	2-22 Statement on sustainable development strategy	I. Letter to the stakeholders		
	2-23 Policy commitments	2.2.1 Values, Policies, and Operational Tools for a Sustainable Future		
	2-24 Embedding policy commitments	2.2.1 Values, Policies, and Operational Tools for a Sustainable Future		
	2-25 Processes to remediate negative impacts	6.2 Definition of material topics		
	2-26 Mechanisms for seeking advice and raising concerns	2.2.1 Values, Policies, and Operational Tools for a Sustainable Future		
		3.2 The centrality of the individual		
		3.4 Inclusion, respect and valuing the uniqueness of individuals		

GRI Standard/ other source	Disclosure	Document and section reference	Omissions	Note
	2-27 Compliance with laws and regulations			No significant cases of non-conformity with laws or regulations were identified during the reporting period.
	2-28 Membership associations	1.2.1 Our Partnerships for Sustainable Development		
	2-29 Approach to stakeholder engagement	iv. The creation of value for stakeholders		
	2-30 Collective bargaining agreements	6.3 Performance tables (Personnel)		
Material topics				
GRI 3: Material topics 2021	3-1 Process to determine material topics	1.5 Material sustainability topics		
	3-2 List of material topics	1.5 Material sustainability topics		
Creating shared value				
GRI 3: Material topics 2021	3-3 Management of material topics	iv. The creation of value for stakeholders		
GRI 201: 2016	201-1 Direct economic value generated and distributed	iv. The creation of value for stakeholders		
		6.3 Performance tables (Governance)		
Energy consumption and combating climate change				
GRI 3-3: Material topics 2021	3-3 Management of material topics	4.2.1 Management and control of environmental risks		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	4.2.2.1 Energy consumption and emissions		
		6.3 Performance tables (Environment)		
GRI 305: Emissions 2016	305-1 - Direct (Scope 1) GHG emissions	4.2.2.1 Energy consumption and emissions		
		6.3 Performance tables (Environment)		
	305-2 - Direct (Scope 2) GHG emissions	4.2.2.1 Energy consumption and emissions		
		6.3 Performance tables (Environment)		
Water resource management				
GRI 3-3: Material topics 2021	3-3 Management of material topics	4.2.1 Management and control of environmental risks		

GRI Standard/ other source	Disclosure	Document and section reference	Omissions	Note
GRI 303 Water and effluents 2018	303-3: Water withdrawal	4.2.2.3 Water management		
		6.3 Performance tables (Environment)		
Circular economy of electronic devices				
GRI 306: Waste 2020	3-3 Management of material topics	4.2.1 Management and control of environmental risks		
		4.2.2.2 Circular waste management		
	306-3 Waste generated	4.2.2.2 Circular waste management		
		6.3 Performance tables (Environment)		
	306-4 Waste diverted from disposal	4.2.2.2 Circular waste management		
		6.3 Performance tables (Environment)		
	306-5 Waste directed to disposal	4.2.2.2 Circular waste management		
		6.3 Performance tables (Environment)		
Valuing human capital, attracting talent				
GRI 3-3: Material topics 2021	3-3 Management of material topics	3.2.3 Attracting top talent		
		3.3.1 Well-being		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	3.2.3 Attracting top talent		
		6.3 Performance tables (Personnel)		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.3.1 Well-being		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	3.2.2 Personnel development		
		6.3 Performance tables (Personnel)		
	404-2 Programs for updating employee skills and providing assistance in reassignment	3.2.2 Personnel development		
Well-being, occupational health and safety				
GRI 3: Material topics 2021	3-3 Management of material topics	3.3.2 Occupational health and safety		

GRI Standard/ other source	Disclosure	Document and section reference	Omissions	Note
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system	3.3.2 Occupational health and safety		
	403-2 Hazard identification, risk assessment, and incident investigation	3.3.2 Occupational health and safety		
	403-3 Occupational health services	3.3.2 Occupational health and safety		
	403-4 Worker participation, consultation, and communication on occupational health and safety	3.3.2 Occupational health and safety		
	403-5 Worker training on occupational health and safety	3.3.2 Occupational health and safety		
	403-6 Promotion of worker health	3.3.2 Occupational health and safety		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.3.2 Occupational health and safety		
	403-9 Work-related injuries	3.3.2 Occupational health and safety		
		6.3 Performance tables (Personnel)		
Diversity and inclusion				
GRI 3: Material topics	3-3 Management of material topics	2.1 Corporate Governance		
		3.1 Almaviva Personnel		
		3.4 Inclusion, respect and valuing the uniqueness of individuals		
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	2.1 Corporate Governance		
		6.3 Performance tables (Governance)		
		3.1 Almaviva Personnel		
		3.4.1 Countering gender discrimination		
		6.3 Performance tables (Personnel)		
	405-2 Ratio of basic salary and remuneration of women to men	6.3 Performance tables (Personnel)		
Human rights				
GRI 3: Material topics	3-3 Management of material topics	3.4 Inclusion, respect and valuing the uniqueness of individuals		
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	6.3 Performance tables (Personnel)		

GRI Standard/ other source	Disclosure	Document and section reference	Omissions	Note
Responsible supply chain				
GRI 3: Material topics	3-3 Management of material topics	2.3.4 Responsible supply chain		
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	2.3.4 Responsible supply chain		
		6.3 Performance tables (Personnel)		
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	2.3.4 Responsible supply chain		
		6.3 Performance tables (Personnel)		
Customer privacy				
GRI 3: Material topics 2021	3-3 Management of material topics	2.3.2 Cybersecurity		
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and loss of customer data	2.3.2 Cybersecurity		
		6.3 Performance tables (Responsible digital transition)		

Topic standards not associated with material topics

GRI Standard/other source	Disclosure	Reference section
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	6.3 Performance tables (Governance)
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	6.3 Performance tables (Governance)

6.5 Independent Auditors' Report

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Building a better working world

Independent auditors' report on the Sustainability Report 2023

(Translation from the original Italian text)

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

We have been appointed to perform a limited assurance engagement on the Sustainability Report 2023 of Almaviva Group S.p.A. (hereinafter "the Almaviva Group" or "the Group") for the year ended on December 31, 2023.

Responsibilities of the Directors for the Sustainability Report

The Directors of Almaviva S.p.A. are responsible for the preparation of the Sustainability Report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative ("GRI Standards"), as described in the section "Methodological note" of the Sustainability Report 2023.

The Directors are also responsible for that part of internal control that they consider necessary in order to allow the preparation of the Sustainability Report that is free from material misstatements caused by fraud or not intentional behaviors or events.

The Directors are also responsible for defining the commitments of the Group regarding sustainability performance as well as for the identification of the stakeholders and of the significant matters to report.

Auditors' independence and quality control

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

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

Auditors' responsibility

It is our responsibility to express, on the basis of the procedures performed, a conclusion about the compliance of the GRI Disclosure of the Sustainability Report with the requirements of the GRI Standards. Our work has been performed in accordance with the principle of "International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (hereinafter "ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. This principle requires the planning and execution of procedures in order to obtain a limited assurance that the Sustainability Report is free from material misstatements.

Therefore, the extent of work performed in our examination was lower than that required for a full examination according to the ISAE 3000 Revised ("reasonable assurance engagement") and, hence,

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it does not provide assurance that we have become aware of all significant matters and events that would be identified during a reasonable assurance engagement.

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

In particular, we have performed the following procedures:

1. analysis of the process relating to the definition of material aspects included in the Sustainability Report, with reference to the criteria applied to identify priorities for the different stakeholders' categories and to the internal validation of the process outcomes;
2. comparison of economic and financial data and information included in the paragraph "The creation of value for stakeholders" and in the paragraph "Performance tables" of the Sustainability Report with those included in the Group's consolidated financial statement for the year ended on December 31, 2023;
3. understanding of the processes that lead to the generation, detection and management of significant qualitative and quantitative information included in the Sustainability Report. In particular, we have conducted in person interviews at the administrative headquarter of Almaviva S.p.A. and we have performed limited documentary evidence procedures, in order to collect information about the processes and procedures that support the collection, aggregation, processing and transmission of non-financial data and information to the department responsible for the preparation of the Sustainability Report.

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

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

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Sustainability Report of Almaviva Group and its subsidiaries for the year ended on December 31, 2023 has not been prepared, in all material aspects, in accordance with the requirements of the GRI Standards, as described in the paragraph "Methodological note" of the Sustainability Report 2023.

Rome, October 18, 2024

EY S.p.A.
Signed by:
Mauro Ottaviani
(Auditor)

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

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