“Let’s simplify the life of us citizens”

We support the innovation of the Public Administration, for a better and more sustainable future, convinced that in order to generate lasting change, it is necessary to create and share value with the entire context around us

Andrea Quacivi – Chief Executive Officer
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Dear stakeholders,

In the last year, marked by change and a strong discontinuity, Sogei has reached important goals, confirming the strategic and brand leadership, guaranteeing the continuity of the essential services provided for the country, thanks to the support of its people and technological and IT resources.

What happened in 2020 taught us a lot: We designed and managed change, adopting a model of continuous training and System thinking, and we have contributed to the creation and sharing of value, constantly updating the content in line with the technological and social evolution. Thanks to continuous investments in technologies and innovation, we have been able to promote and develop solutions to answer effectively and promptly to the needs of our customers, citizens, businesses and institutions.

The implementation of our hiring plan has expanded the management team with the entry of 6 new managers, and has allowed us to recruit 133 new colleagues among experts, new graduates and undergraduates; a further 282 new recruits are expected in 2021.

We have managed an ever increasing complexity, maintaining commitments made with customers and the market, but also carrying out institutional collaborative projects and initiatives, extending the platforms realized and the strategic projects beyond the ordinary forecast. Therefore, we have supported MEF, Tax Agencies and all customers, as a
digital provider of solutions to guarantee the country specific and functional answers, also in the emerging situation of the pandemic period, developing at the same time new areas and services for new customers.

The great commitment made during the pandemic, has ensured the possibility of agile work for more than 40,000 users of the Financial Administration, with a contribution in terms of personal protection of employees without loss of operational efficiency; all achieved thanks to targeted investments and rapid action. The central focus of cyber security and data protection has also been a distinctive feature: We have also, in order to protect citizens, strengthened the entire cyber security chain in an organic way and strengthened our collaboration with the DIS (Department of Security Information), within the cybernetic national security perimeter. As well as participating in projects and initiatives – including CyberKit4SME and the AGID sharing platform for PEC – as a significant example of the value of public-private collaboration that will benefit a broad audience of users, citizens and businesses.

Our purpose “Let’s simplify our life, the citizens” is part of our DNA and identity. We have a true “antifragility” feature and we are focused on continuous improvement, we are constantly looking for innovation and the commitment to diffusion of digital experience have been further realized through the “Manifesto Repubblica Digitale”, with the SNA, Web aware and Open Innovation training courses (this year the first edition has properly reached its end). Among the strategic approaches adopted by the Company, more and more importance has assumed the Customer eXperience Management (CXM) model, a model entirely adopted in the context of the project Lotteria degli Scontrini.

The year 2020 closed with a value of production of 626 million euros (+8.6% compared to the previous year) and a net profit of 27 million euros, which is fully consigned to the Shareholder for its public finance purposes. The results of an economic and financial nature allow us to understand the economic and patrimonial identity of the company and its strategic orientation, the validity of the chosen model and the company positioning in a framework of factors that define the social and economic context within which we carry out our activities.

We want to continue our journey as protagonists of the digital transformation, with a clear vision dell’of the evolution of the country and through the monitoring of all the steps of the Digital Value Chain - from conception and design to operation and maintenance - as well as of the evolution in progress in the European context, thanks to the successful access, as a day-one member, to the strategic initiative Gaia X, in which European governments are promoting the federated adoption of a European Cloud platform.

This point of view, born from a constant confrontation with our shareholder and from a sharing of future scenarios, is the basis of our strategy for the next three years (To BE the BOOSTER) and focuses on three objectives: Digital innovation, increase in scalability and industrialization, transition to an increasingly oriented citizen eXperience. These objectives are based on five
strategic pillars, which are based (1) on the introduction of innovative and technologically advanced solutions, (2) on the development of a technological innovation plan aimed at increasing company capabilities and assets in the main areas of digital transformation, (3) in the development of the provision of services and procurement models, (4) in the development of a new operational model combined with continuous training and the strengthening of internal competences, (5) in the introduction of the digital ethics model and in consolidation of sustainability as an essential element of the service delivery model. The real challenge, in fact, will be to make action sustainable, a real driver of development and value creation for customers and for the whole Country System.

A new challenge awaits us and it is still too soon to be able to assess the economic and social impacts of what is happening but, as we do, we will look to the future with determination and ensure the health and safety of our people and their families, our suppliers, consultants and partners maintaining leadership, employment and service levels and credibility gained on the field, which are fundamental not only for Sogei and its ecosystem, but also in the context of the national economy and the country system.

#NoidiSogei will continue to work promptly and proactively, with our infrastructure, our professionals, our services and continue to support and fight together with citizens and the country.

A duty and true thanks to all those who have made this possible.
2. SOGEI IN BRIEF

Business:

- Revenues: 626.0 M€
- Profit: 27.0 M€
- EBITDA/revenues: 13.9%
- Investments: 47.2 M€
- Operating Cash Flow: 61.6 M€
- Net financial position: -4.7 M€
- Indicator of prompt payments: -0.67 dd

Persons:

- Employees: 2,210
- Men: 61%
- Women: 39%
- Training days: 6,377
- New hires: +142 of which:
  - New graduates/Undergraduates: 114
  - Experts: 22
  - Managers: 6

Environment:

- Energy from renewable sources: 100%
- Power consumption: 35.5 million kWh
- Water consumption: 92 Mega litres
- Power Usage Effectiveness (PUE): 1.73

Technology:

- Physical and Virtual Servers: 8,128
- Disk Memory: 32 Petabytes
- Mainframe: 4
- Mainframe Memory: 2 Petabytes
- Million Instruction per second (MIPS): 36,800
- Peripheral networks: 2,870

Covid Period:

Increased delivery

- APP Immuni
- Platforms for restart
  - Non-repayable grants
  - Bonus 110% + Sisma Bonus
  - TS system (new services)
- 95% agile work

New hires:

- + 142 in 2020
- + 282 Budget 2021:

New customers

- Presidency of the Council
- Ministry of the Environment
- Ministry of Education
## Services

### Entatel:
- 353,446 registered users
- 36M transmissions/year
- 182M Documents

### NoiPA:
- 2M monthly coupons

### Fisconline:
- 9.5M users
- 14M transmissions/documents per year

### SDI:
- 4M issuers
- 29M PA invoices/year
- 2B Private invoices

### TS Healthcare:
- 474,774 Doctors
- 19,709 Pharmacies
- 781M Prescriptions/year
- 24,2M Disease certifications/year

### AIDA:
- 29M Customs declarations/year
- 2.4M Summary declarations/year

### Sister:
- 346,260 Users
- 2.4M Recorded acts
- 45M Mortgage audits
- 46.6M Company registration reports
- 407,000 Pregeo
- 1.8M DOCFA

### Accounting and Public Finance:
- 15,000 Budget institutions
- 38,000 Companies for trade receivables
- 15 Ministries and bodies of constitutional imp.

### Games:
- 58,423 Registered merchants/operators
- 10B Transactions/year
- 350,000 Equestrian and sporting events
## Data

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<th>Tax:</th>
<th>PA expense:</th>
<th>Healthcare:</th>
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| • 45M taxpayers  
• 46M Income declaration/year | • 2.6M annual expenditure titles | • 60M Patients  
• 34M Consents Electronic File |

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<th>Customs:</th>
<th>Land registry:</th>
<th>National application platforms:</th>
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| • 459,832 Operators  
• 83.2M Shared files | • 75M Urban real estate units  
• 41M Real estate  
• 23.3M Landowners  
• 85.7M Land plots | • 7,186 Municipalities in ANPR  
• 60.5M Residents in ANPR  
• 2M Users in NoiPA |

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<th>Budget and Public Finance:</th>
<th>Games:</th>
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| • 30,350 Buildings  
• 57.1B Value of buildings | • 57,000 Final balance sheets  
• 226,000 Public works | • 7.6M Gaming accounts (open)  
• 317,415 AWP and VLT devices  
• 1.2B Registered betting tickets/year  
• 6.5B plays on numerical games/year |
3. BUILT-IN REPORT PRESENTATION – METHODOLOGICAL NOTE

The Report on Management is part of Sogei's Built-In Report. The objective is to provide, through a single document, a vision of Sogei's strategy, operating and governance model and the results achieved, that is, its ability to create a sustainable and shared value for its stakeholders over time. This capacity derives from interdependencies and from the integrated management of the relevant economic-financial, productive, intellectual, human, environmental aspects and from the social and relations context within which Sogei carries out its activity and pursues its objectives.

3.1 DOCUMENT STRUCTURE AND METHODOLOGICAL REFERENCES

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

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

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

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

The performance indicators selected are those provided by the adopted reporting standards, representative of the specific sustainability areas analysed and consistent with the activity carried out by Sogei and the impacts produced by Sogei. The selection of these indicators was carried out on the basis of an analysis of their relevance, as described in the paragraph “The impacts of Sogei” (Chapter 6).
The topics identified are consistent with the IIRC guidelines, which define materials that significantly affect the ability of an organization to create value in the short, medium and long term.

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

**Other field and activity indicators** – In order to improve the information content of the Integrated Report, some additional indicators specific to the requirements of the GRI Standards have been identified for reporting performance on material issues (See detail in Chapter 17 – Index of GRI Standards Indicators and other Indicators). As reference methodological sources, industry studies, internal analyses and principles contained in the *Software IT Services Standard 2018* document published by the SASB – *Sustainability Accounting Standard Board* have been used.

**BES indicators** - the Integrated Report was also drawn up taking into account the principles of Fair and Sustainable Well-being (BES, Benessere Equo e Sostenibile) indicators, drawn up by a dedicated Committee set up at the ISTAT, with representatives from the Ministry of Economy and Finance and the Bank of Italy, and introduced with the reform of the Government budget (Law N. 163/2016). With this law, the BES has entered the process of defining economic policies, to consider their effect also on specific aspects related to the quality of life.

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

### 3.2 The Drafting and Approval Process

The reporting scope of the data, qualitative and quantitative information contained in the Integrated Report refers to Sogei's performance in the year 2020. In order to allow the comparison of data over time and performance evaluation of Sogei's activities, the data related to previous year are presented for comparative purposes.

It should be noted that Sogei does not fall within the application scope of Legislative Decree N. 254 of 30 December 2016 which, in implementation of Directive 2014/95/EU, envisaged that public-interest entities exceeding certain quantitative thresholds are obliged to draft a Non-Financial Declaration as from the financial year 2017. Information of a non-financial nature is therefore presented in this document on a voluntary basis.
The Integrated Report's preparation process involved the managers of various functions and corporate departments in order to define the content, the policies practised, the projects implemented and the relative performance indicators.

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

The Financial Statements for the year 2020 were approved by the Board of Directors of Sogei S.p.A. on 30 March 2021.

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

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

**Board of Directors** (from 3 August 2018 until approval of the 2020 Budget):
- President: *Biagio Mazzotta*
- Chief Executive Officer: *Andrea Quacivi*
- Counsellor: *Valentina Gemignani*

**Board of Auditors** (from 3 August 2018 until approval of the 2020 Budget):
- President: *Barbara Filippi*
- Standing Auditors: *Delia Guerrera, Benito Di Troia*
- Substitute Auditors: *Antonio Di Carlo, Cinzia Vincenzi*

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

**Auditing firm**:
TREVOR S.r.l

**Supervisory body**:
- President: *Carlo Longari*
- Members: *Diana Strazzulli, Maurizio Olmeda*

**Director responsible for drawing up accounting and corporate documents**:
*Cristina Barbaranelli*

**Responsible for “Anti-Corruption and transparency”:**
*Maurizio Olmeda*

**Holder of the substitute power for civic access:**
*Sabrina Galante*

**Responsible person for similar functions as an independent evaluation body:**
*Sabrina Galante*

**Data Protection Officer:**
*Fabio Lazzini*

**Chief Security Officer:**
*Fabio Lazzini*

**Supervisor Digital Transition:**
*Paolino Iorio*

**Chief Ethic Officer:**
*Giovanni Tarquini*
5. THE SOGEI MODEL: INNOVATION – SUSTAINABILITY

5.1 SOGEI’S ROLE

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

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

- Realization, development, maintenance and technical management of the fiscal Information System for Financial Administration;
- Any other activity directly or indirectly related to what mentioned above, including the support, assistance and advice to the Financial Administration for carrying out the related State functions;
- Realization of IT activities related to State, pursuant to Legislative Decree N. 414 of 1997, and subsequent implementing measures, including support, assistance and consultancy activities related to these activities;
- Development and management of computer systems and any other computer-related activities in areas of competence of the Ministry of Economy and Finance.

Sogei also has as its object the carrying out, in compliance with current legislation, of any activity of IT nature on behalf of the Central Public Administration, including:

- Activities of the Ministry of the Interior – the design, implementation and management of the National Register of the Resident Population (ANPR), as well as all related and instrumental activities;
- The activities referred to in paragraph 4-ter of Article 33-septies of Legislative Decree N.179, of 18 October 2012, converted with amendments by Law No. 221 of 17 December 2012, related to the creation of a National Strategic Centre (PSN, Polo Strategico Nazionale) for the implementation and management of projects and data management, applications and infrastructure of central administrations of national interest, as provided in the Triennial Plan for the EDC rationalization of Public Administrations.

Sogei may also carry out activities provided on the basis of laws and regulations, on behalf of regions, local authorities, publicly-owned companies, including indirect companies, bodies and entities carrying out activities of public interest or relevant in the public sector, as well as
international and supranational institutions and foreign public administrations, including activities towards the Agenzia per l’Italia digitale.

In order to achieve the maximum efficiency of its action, Sogei will be able to carry out applied research and can proceed to the realization and development of products in every area open by computer technology.

Subject to the authorization of the Finance Department, Sogei will be able to assume shareholdings in other companies directly used for the activity carried out and, in any case, for the measure and object of participation, without modifying the company object.

Under a specific Agreement, Sogei makes use of Consip S.p.A., as the central procurement body, for purchasing of goods and services.

Revenues for the year 2020 amount to Euro 625.7 million.

5.2 THE CONTRACTUAL RELATIONSHIP WITH PA

Sogei carries out its activity on the basis of specific contracts and agreements signed with the entrusted Administrations, which can be divided according to the different areas in which the Company works. In particular, the activities carried out for the Fiscal Information System (SIF, Sistema Informativo della Fiscalità) ruled by the Framework Services Contract (CSQ, Contratto di Servizi Quadro) and its executive contracts, for MEF Departments and the Court of Auditors governed by the MEF-Cdc Convention, as well as for other Public Administrations governed by the related Contracts and Conventions.

Below, there are the most important evidence related to the contractual relations in place.

5.2.1 FRAMEWORK SERVICE CONTRACT

The contractual relationship for maintenance, development and operation of the Fiscal Information System (SIF) is ruled by the Framework Service Contract, which expired on 31 December 2011, then extended until 29 February 2012 and currently extended pursuant to Law Decree N. 16, of 2 March 2012, containing "Urgent provisions on tax simplifications, efficiency and strengthening measures of the assessment procedures", as well as the executive contracts stipulated with the Organizational Structures of the Administration.

5.2.2 MEF-CDC AGREEMENT

Relationships between Sogei, the MEF and the Court of Auditors are pursued on the basis of the Agreement signed on 3 September 2013, which was extended to 31 December 2017, and currently extended pursuant to Article 1, paragraph 1126 of Law N. 205 of 27 December 2017, setting out the "State Budget for the financial year 2018 and the multi-annual budget for the
2018-2020 three-year period", which laid down the extension of the contractual terms governing the service relationship between the Ministry of Economy and Finance and Sogei pending the completion of procedures underway for the conclusion of a new regulating agreement.

5.2.3 Regulations for the Management of Infrastructure and the Provision of IT Services of the Department of General Accounting Office

In relation to the provisions of Article 1, paragraph 588 of the Law N 160 of 27 December 2019 establishing the "State budget for Financial year 2020 and multi-annual budget for the 2020-2022 three-year period", on November 26, 2020, the Procedural Guideline concerning management of infrastructures and provision of IT services has been signed with the Department of General Accounting Office, with the aim of creating an innovative model for development, evolution and management of the Information System of the General Accounting Office.

The Procedural Guideline shall be valid from 1 January 2021 until 31 December 2025.

5.2.4 Evolution of the Contractual Relationship with MEF Structures

Article 1, paragraph 297 of Law N. 190 of 23 December 2014, setting out the "Provisions for the formation of the annual and multi-annual State budget" (2015 Stability Law), established that Sogei S.p.A. and the Department of General Administration, Personnel and Services (DAG) of the Ministry of Economy and Finance, jointly for all the Ministry's Organisational Structures, would have to enter into a specific non-regulatory Framework Agreement by 30 June 2015 in order to regulate the services provided and set the associated costs, rules and monitoring mechanisms.

Activities required prior to the definition of the non-regulatory Framework Agreement continued in 2020.


This provision provides that each department of the Ministry of Economy and Finance, with the exception of the Department of Finance for Fiscal Information System, will enter into a special agreement with Sogei, by 31 December 2021, for the design, development and operation of infrastructure, computer systems and solutions, connectivity and provision of connected services.
The same regulation provides that the Department of Finance will enter, in agreement with the Tax Agencies and the other tax entities, into a new regulation with Sogei for the tax information system by 31 December 2021.

Until the conclusion of the new regulatory act, the contractual institutions that govern the service relationship between the Financial Administration and Sogei Spa will continue to be in force.

### 5.2.5 Other contracts

Following the adoption of specific laws and regulations, during 2019 and 2020, in particular with Article 51, paragraphs i 1 and 2 of Decree Law N. 124/2019, converted into Law, with modifications, by Article 1, paragraph 1, Law N. 157/2019, the Company has defined specific contracts and agreements with some central public administrations, which are affected by the above mentioned regulations.

Below, it is possible to find the activities started during 2020, with an indication of the administrations involved.

**Presidency of the Council of Ministers**

On 1 May 2020, the Framework Agreement for the design, development and operation of the information systems of the Presidency of the Council of Ministers and its departments, offices and structures was signed, in compliance with the provisions of Article 51, paragraph 2, letter a), Decree Law N. 124/2019, converted into law, with modifications, by Article 1, paragraph 1, Law N. 157/2019, according to which the Presidency of the Council of Ministers, in order to complete and accelerate the digital transformation of its organization, ensuring the security, continuity and development of the IT system, can make use of Sogei. The Convention has a three-year duration until 30 April 2023.

For what concerns the Framework Agreement, in 2020, the following implementing acts were signed with the Departments and Offices of the Presidency of the Council of Ministers:

- On 30 October 2020, with deadline 31 March 2021, the Executive Agreement has been signed, related to the Framework Agreement with the National School of Administration (SNA, Scuola nazionale dell'Amministrazione) for the implementation of the assessment activities on processes and on the current information system of SNA;

- On 5 November 2020, with deadline 30 June 2021, the Executive Agreement has been signed for the EDC implementation of assessment and management activities and preparation of the IT infrastructure migration plan of the Presidency of the Council of Ministers;
- On 18 November 2020, with deadline 28 February 2021, the Executive Agreement was signed for the implementation of support activities for phase 1 of the Presidency of the Council of Ministers’ digital transition;
- On 22 December, with deadline 30 June 2023, the Executive Agreement was signed with the National Office for Racial Anti-discriminations (UNAR, Ufficio Nazionale Antidiscriminazioni Razziali) of the Presidency of the Council of Ministers for the implementation of development activities, the management of the UNAR site and practical management.

Within the framework of the activities carried out for the Presidency of the Council, activities have continued in favour of the Department for Family Policies under the Convention signed on 27 November 2019 for management of Family Card provided according Article 3, paragraph 6, of the Decree of the Minister for Family and Disability, in agreement with the Minister of Economy and Finance, establishing the criteria and procedures for the issuance of the Family Card, adopted on 27 June 2019. In relation to this Agreement, an additional act was signed on 5 June 2020 in order to adapt its applications to the amendments introduced by Article 30 of Decree Law N. 9 of 2 March 2020, which amended and extended the criteria and procedures for issuing the Charter provided in the Decree of 27 June 2019.

**Ministry of Education**

On 29 December 2020, it was signed, in accordance with Article 51(1)(f-bis) of Law Decree N. 124 of 26 of October 2019, converted into law, with modifications, by Article 1, paragraph 1, Law N. 157 of 19 December 2019 a Framework Agreement with the Ministry of Education concerning the activities related to the management and development of the Ministry’s information system, also for the needs of state educational and school institutions and for legal and economic management of the related staff.

The specific activities to be provided by Sogei will be defined in specific implementing Agreements.

**Ministry of Infrastructure and Transport**

On 19 February 2020, the “Agreement for management of the child seat bonus pursuant to Article 8 of the Decree of the Minister of Infrastructure and Transport, in agreement with the Minister of Economy and Finance, laying down criteria and procedures for granting the contribution for purchase or reimbursement of the anti-abandonment devices”. The Agreement regulates the relationship between the Ministry and Sogei from the date of signature and until 31 December 2020 extended to 28 February 2021 with additional act to the Agreement signed on 3 December 2020.

On 5 January 2021, with a deadline of 30 June 2021, a new Agreement has been signed with the aforementioned Administration for the IT management of the Platform required for provision of contributions set in Article 93, paragraph 1, of the Decree Law N. 18 of 17 March 2020.
converted, with modifications, by Law N. 27 of 24 April 2020, related to the contributions paid
to persons carrying out self-service public non-scheduled transport services who, from the date
of entry into force of the aforementioned Decree Law, provide vehicles used for the services
with bulkheads.

**Ministry of the Environment and Protection of Territory and Sea**

Pursuant to Article 1, paragraph 97, of the Law N. 160 of 27 December 2019, the Ministry of the
Environment and Protection of Territory and Sea, in order to improve the effectiveness and
efficiency of administrative action and to promote synergy between institutional processes
pertaining to related areas, fostering the digitisation of services and processes through
interventions for the consolidation of infrastructures, the rationalisation of information systems
and interoperability between databases, in line with the strategies of the Three-Year Plan for
information technology within the public administration can make use of Sogei for provision of
IT services that are instrumental to the achievement of its institutional and functional goals, as
well as for creation of programmes and projects to be implemented by means of IT platforms
for the recipients of the interventions. The subject and service conditions are defined by specific
conventions”.

In compliance with the above-mentioned regulation, during 2020, the following Agreements
were signed with some Administration departments:

- On 10 July 2020, with deadline 31 October 2021, the Agreement for realization and
  management of multi-service portal for interventions in protected areas aimed at
  promoting contrast, adaptation and mitigation of climate change was signed with the
  Directorate General for Natural Heritage of MATTM, in order to improve the effectiveness
  and efficiency of administrative action;

- On 13 October 2020, with deadline 30 June 2021, an Agreement for development,
  management and operation of the web application related to “good mobility” was
  signed with the Directorate General for Climate, Energy and Air of MATTM, as per Article 2,
  paragraph 1, of Law Decree N. 111/2019, as well as the implementation of monitoring
  activities on the proper functioning of the good Mobility experimental programme and cost
  monitoring arising from it;

- On 11 December 2020, with deadline 31 December 2021, the Agreement for realization and
  management by Sogei of a computer platform for management of extraordinary
  contribution as per Article 227 of the Decree Law N. 34 of 19 may 2020, converted with
  modifications from the Law N. 77 of 17 July 2020, as amended by Law Decree N. 76 of 16
  July 2020, converted with modifications by Law of 11 September 2020 N. 120.

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

These activities were carried out under the 14th Executive Contract signed with the Ministry of the Home Affairs on 2 April 2020, with effect, until 31 March 2021.

**APP IMMUNI**

Article 6 of the Law Decree of 30 April 2020, N. 28, has established a single national platform for management of Covid-19 alert system and, in paragraph 5, it provides that the platform must be implemented by the extraordinary administrator for the implementation and coordination of containment and contrast of the Covid-19 epidemiological emergency, exclusively with infrastructures located on national territory and managed by Sogei.

In compliance with this provision, a Convention for management of “Immuni”, a national digital contact tracing system, was signed on 15 May 2020, among Sogei, the extraordinary Administrator, the Ministry of Health and Department for Digital Transformation of the Presidency of the Council of Ministers.

Law n. 178 of 30 December 2020, concerning the State provisional budget for the financial year 2021 and the multi-annual budget for the three-year period 2021-2023, and, in particular, Article 1, paragraph 621 pursuant to which for year 2021 it is provided that the activities aimed at guaranteeing the development, implementation and operation of the platform referred to in Article 6 of the Decree-Law n. 28 of 30 April 2020, converted, with modifications, by Law n. 70 of 25 June 2020, are carried out by the competent structure for technological innovation and digitalization of the Presidency of the Council of Ministers. It is underway the definition of an agreement with the Department for digital transformation of the Presidency of the Council of Ministers for the management of the App “Immuni”.

**Other areas of activity**

The following services were continued:

- activities concerning the Ministry of Cultural Heritage and Tourism, related to the operation of the “18app” computer application, in order to allow the use of the benefit referred to in Article 1, paragraph 604, of the Law 145 of 30 December 2018, within the framework of the Convention signed on 5 March 2020 with a duration until 31 May 2021, having as its object;

- activities concerning the Ministry of Justice, for the management and infrastructural upgrading of the Public Sales Portal as part of the "Convention for the management of ancillary services to the digitalization of justice and the management of information systems developed by the Ministry of Justice" and "Conventional agreement implementing the
convention for the management of ancillary services to the digitalization of justice and the management of information systems developed by the Ministry of Justice for the direction and infrastructural upgrading of the public sales portal of the Ministry of Justice”;

- activities concerning the Government Legal Profession under the Agreement signed on 30 November 2017 with expiry on 31 December 2020, requiring Sogei to carry out the IT activities of the Administration as part of the ADS 2020 project funded by the National Operational Program "Governance and Institutional Capacity 2014-2020". The administrative procedure for the signing of an extension to the aforementioned Convention for the year 2021 is currently underway; the activities are carried out in continuity on the basis of specific communications from the Government Legal Profession;

- activities regarding the Agreement signed between Sogei, the Ministry of Education, University and Research (MIUR) and AgID, for the development and management of the "Teacher's Charter" under the Agreement of 28 October 2019 valid until 31 December 2022;

- services concerning the Contract signed between the Agency for Territorial Cohesion and Sogei S.p.A. for the development, maintenance and management of the Agency's information system, effective until 31 March 2022;

- concerning the Service Agreement with Geoweb S.p.A. for the housing service of Geoweb’s technical operational infrastructure, valid until 14 July 2023;

- activities related to the contract between Equitalia Giustizia S.p.A. and Sogei, for the provision of IT services with reference to the period 1 January 2019 - 30 June 2020; after this deadline, a new agreement was signed with a duration from 1 July 2020 to 31 December 2020, and on 30 December 2020 a new agreement was signed ending on 31 December 2021;

- activities related to the Memorandum of Understanding between the National Institute for Insurance against Accidents at Work and Sogei, for the sharing of experiences and skills on IT solutions; the collaboration agreement, signed on 7 August 2018 with a three-year duration, will expire on 7 July 2021;

- activities related to the Memorandum of Understanding between the National Institute of Statistics and Sogei, for the sharing and exchange of knowledge and experience on IT solutions;

- services concerning the contract between Consip and Sogei, for the provision to Consip’s information system of IaaS services, document services, conservation, operational management, and technical support.

On 30 November 2020, a collaboration agreement was signed between Sogei and the Military Geographical Institute of the Ministry of Defence for the extension of the National Dynamic
Network (RDN), aimed at exchanging knowledge to facilitate the implementation of joint programs of study and research through the exchange of knowledge in the field of geodetic control networks computation.

**CyberKit4SME Project**

In June 2020, the Consortium Agreement of the "CyberKit4SME" project, approved by the European Commission in the framework of H2020 calls, was signed.

The project was set up by our company in partnership with other important European organizations: GFI Informática SA (coordinator), University of Southampton-UK, IBM Israel, SINTEF (NO), Tiani Spirit (AT), Energis (BE), JRC Capital (DE), Elektrobit and 3Soft (RO).

The project focuses on specific cybersecurity issues and implements a package of tools and methods intended for small, medium and micro-enterprises with the aim of increasing awareness on risks related to cybersecurity in terms of vulnerabilities and attacks, monitor and predict risks through the use of organizational, human and technical security measures, collaborate and share information on security and data protection.

**GAIA-X Association**

In September 2020, Sogei formulated its request for membership, confirmed in November, as a "Day-1-member", to the international non-profit association under Belgian law, called "GAIA-X Foundation", organization that will guarantee the governance of the GAIA-X project.

Project GAIA-X intends to create a federated platform through which companies can provide services that respect common rules, establishing a unitary vision through policies on transparency, standards and processes in services related to data, cloud, high performance computing and edge computing. The main purpose of Gaia-X is to achieve digital sovereignty across Europe.

In November 2020, during the international summit dedicated to the "GAIA-X" initiative, Sogei was formally recognized as a Day-1-Member of GAIA-X.

Participation in the project will offer the Company the great opportunity to position, for the first time, in a European and international context, its many years of expertise in the field of data and infrastructure management in support of the Public Administration, actively participating in the construction process of European digital sovereignty and strengthening its standing in an evolutionary perspective.

**5.3 The creation of sustainable and shared value**

The purpose
The design and implementation of a shared value creation strategy must start from the Company's Purpose, the mission, the raison d'être, the promise that Sogei has made to society. The Purpose is shared with our stakeholders and is based on relationships of trust and transparency with the primary objective of having a real and positive impact on citizenry. The people in Sogei work every day being fully aware of how much their contribution creates value for the country and the community as a whole. Declaring one's Purpose is an act of responsibility, a statement to the community, an opportunity to build increasingly supportive and authentic relationships both inside and outside the Company.

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

**Positioning - The digital transformation of the Public Administration**

Sogei is the financial administration's digital platform. Solutions, skills and assets are offered within a highly reliable strategic infrastructure that makes Sogei a unique resource for the country, capable of translating its customers' innovation needs into benefits for citizens, businesses and institutions. Sogei works to support the ecological and digital transition of the PA.

**The future - innovation as work**

Sogei believes that innovation, in a scenario of strong social and technological transformation such as the current one, is its job. Commitment to change primarily concerns Sogei itself and a change of perspective.

**The creation of shared value**

The creation of shared values must find its fulfilment in the offer of simple, fast and completely digital services. The aim and reason for Sogei's activity is to make everyone's daily life easier, shifting the focus on the experience of citizens. Participate with institutions and customers in the modernization and digitisation of the processes of the country. This desire for transformation, and the ability to create experience, must also exist towards customers and stakeholders.

**People - #NoidiSogei**

The involvement of Sogei's people is of vital importance for the full accomplishment of the digital transformation of the country, if we share the belief that everyone is an active part of this process. #NoidiSogei is an experience made not only of technological knowledge, but of different people, values, ambitions, skills, perspectives and passions.

**Team Spirit**
5.4 REFERENCE SCENARIO

5.4.1 IT MARKET

In 2020, the global Information Technologies industry took a small step back in terms of overall revenue. As of August 2020, research firm IDC projected global revenue of $4.8 trillion for the year, down from their original estimate of $5.2 trillion. While the technologies sector fared better than many other sectors during the pandemic, it was not immune from cuts in spending patterns and in deferrals of large investments.

IDC estimates that the tech industry could reach $5 trillion in 2021, up 4.2%, signalling a return to the trend line the industry was on before the pandemic. Looking further ahead, IDC expects the industry to have a compound annual growth rate (CAGR) of 5% through 2024.

The United States are the largest technologies market in the world, representing 33% of the total, and about $1.6 trillion in 2021. CompTIA’s Cyberstates report reveals that the economic impact of the US tech sector, measured as a percentage of gross domestic product, exceeds that of most other sectors, including major sectors such as retail, construction and transportation.

Despite the size of the US market, the majority of spending in technologies (67%) occurs beyond its borders. Western Europe, in fact, contributes significantly, totalling around one fifth of the world’s IT spending. China is also an important player in the global technology market, through a model aimed at closing the gap in categories such as IT infrastructures, software and services, and taking leadership roles in emerging areas such as 5G and robotics.
Most of the technological expenditure comes from purchases made by companies or by the Public Administration. A small part comes from household spending, including domestic firms. In the following figure it is shown that the traditional categories of hardware, software and services represent 56% of the global total; telecommunications services account for 26% and the remaining 19% pertain to various emerging technologies that do not fit into traditional categories or span multiple categories, as is the case with many emerging as-a-service solutions that include elements of hardware, software and services, IoT, drones and many automation technologies.
IT expenditure

Worldwide IT expenditure is expected to amount to $3.9 trillion in 2021, up 6.2% from 2020, according to the latest forecasts from Gartner Inc.

All IT spending segments are expected to return to growth in 2021 (see table below). Enterprise software will have the strongest rebound (8.8%) as remote work environments are expanded and improved. The device segment will experience the second highest growth in 2021 (8%) and is foreseen to reach $705.4 billion in IT spending.

Worldwide IT Expenditure ($ Million, Constant currency)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Expenditure</td>
<td>Growth %</td>
<td>Expenditure</td>
</tr>
<tr>
<td>Data centre systems</td>
<td>215</td>
<td>0.0</td>
<td>228</td>
</tr>
<tr>
<td>Enterprise software</td>
<td>465</td>
<td>-2.4</td>
<td>506</td>
</tr>
<tr>
<td>Devices</td>
<td>653</td>
<td>-8.2</td>
<td>705</td>
</tr>
<tr>
<td>IT services</td>
<td>1,012</td>
<td>-2.7</td>
<td>1,073</td>
</tr>
<tr>
<td>Communication Services</td>
<td>1,350</td>
<td>-1.7</td>
<td>1,411</td>
</tr>
<tr>
<td>Total IT</td>
<td>3,695</td>
<td>-3.2</td>
<td>3,923</td>
</tr>
</tbody>
</table>

Forecasts of IT spending worldwide (millions of US dollars) – Gartner source.

Until 2024, companies will be forced to accelerate digital transformation plans in order to survive in a post-Covid-19 world that involves the permanent adoption of remote working and digital touchpoints. Gartner expects global IT spending related to remote work to be $332.9 billion in 2021, up 4.9% from 2020.

Digital business will represent the dominant technology trend between late 2020 and early 2021, with areas such as cloud computing, core business applications, security and global customer experience.

The unprecedented speed of digital transformation in 2020 to meet remote work, education and new social norms requirements has helped to mitigate the negative effect of the pandemic on 2021 IT expenditure.
The economic impact of the global Covid-19 pandemic on IT expenditure will affect all market segments. Only the ERP/supply chain management (SCM), Human Capital Management (HCM) and Unified Communications market segments will show a positive growth. Over a five-year horizon, all market segments will outpace 2020 growth with the exception of a few market segments in the lower left quadrant.

ICT spending in Italy

In Italy, in the first half of 2020, everything has been conditioned by the health emergency. But digital products and services have been essential to limit the negative effects of forced closure of corporate and school locations. The Italian digital market has shown greater resilience, reaching in the first six months of the year a value of just under 34 billion euros, with a decrease of 2.9% compared to the same period in 2019 (source: Anitec-Assinform - Il Digitale in Italia, 2020).
In the two-year period 2021-2022 and beyond, the main technological drivers will continue to be the Digital Enablers - transversal to all ICT product sectors and which allow the continuous development of new solutions - which have already given a strong boost to the digital market in recent years. More specifically: a continuation in the migration to cloud computing, already underway in major Italian companies, transversal to all sectors and now a basic choice for the evolution of information systems of medium and large companies and online service platforms.

A strong boost will be given by the evolution of a data strategies and Big Data solutions. Data governance - from the definition of ontologies to the creation of data catalogues - and the implementation of enterprise platforms to take full advantage of corporate data from a business point of view and regardless of the source, will increasingly have priority in large organizations.

DESI Index (Digital Economy and Society Index)

The DESI index published in June 2020 and relative to 2019 data places Italy in 25th place among the countries of the European Union, showing a widespread deterioration of our country in the general index (third to last place among the 28 Member States) with a score of 43.6 (compared to 52.6 in the EU). This is a step backwards compared to the previous year (also taking into account the revision of the methodology) which brings the country back to the same low ranking position of DESI 2018 (score of 36.2 compared to the European figure of 46.5).
Based on 2019 data, DESI 2020 assesses the state of the digital economy and society before the pandemic outbreak. Given the significant impact of the health crisis on indicators related to the use of internet services by citizens, the results of DESI 2020 must be read in conjunction with the large number of digital measures adopted by the Commission and Member States to manage the pandemic and support economic recovery.

The following graph shows the situation in Italy for the five dimensions that make up the DESI.

The dimension in which the country performs worst is that of ‘Human Capital’: compared to the EU-28 average, the levels of basic and advanced digital skills in Italy are "very low" and are further worsened by the small number of graduates in the ICT sector, “far below the EU average”. This is despite the fact that the country is in a relatively high position in the offer of digital public services (e-government). According to the most recent data, Italy ranks 19th in the EU in the “digital public services” dimension, with a good performance - better than its European partners - in the level of completeness of online services, digital public services for businesses and Open Data. The country's low position in the general ranking is influenced by the low level of online interaction between public authorities and citizens: only 32% of Italian users actively use e-government services (compared to the EU average of 67%).
These data confirm that, despite the availability of online services, the effective use of technologies is hindered by the low digital maturity of citizens, as can be seen also from the “use of Internet services” dimension, which places Italy well below the EU average (26th place out of 28), with no improvements compared to 2018. The low level of digital skills of the population is reflected in the percentage of Italian citizens who have never used the Internet which is twice the European percentage.

Businesses also lag behind in the use of technologies such as cloud and big data, but also when it comes to e-commerce. This significant gap is shown in the results of the “integration of digital technologies” dimension, that monitors business activities in terms of: exchange of electronic information, use of social networks, big data and cloud, e-commerce. In this parameter the 2020 edition of DESI records no progress, except in the percentage of companies that use social media (22%, close to the EU average of 25%). The percentage of Italian companies using electronic information is slightly higher than the EU average (35%, compared to 34%). The biggest gap between Italy and the EU concerns e-commerce: only 10% of Italian SMEs sell online (the EU average is 18%), 6% make cross-border sales in other EU countries (8% in the EU) and obtain on average 8% of their turnover from online sales (11% in the EU).

Italy approaches the EU-28 average only in the dimension of “Connectivity”, which measures, among other things, the degree of adoption of broadband, 4G coverage and coverage of very high-capacity networks. With an overall score of 50.0, Italy ranks 17th. This is due to a greater ‘take-up’ - compared to the previous year - of fixed broadband and the diffusion of over 100 Mbps fixed broadband (which went from 9% in 2018 to 13% in 2019), while broadband mobile remained stable (89 subscribers per 100 citizens). There was also a slight increase in the coverage of next generation access networks (NGAs) which reached 89% of households (the EU average is 86%). As regards the coverage of the very high-speed network, there has been an acceleration but the coverage (30%) is still low compared to the EU average (44%). In terms of readiness to 5G, Italy ranks well above the average: 94% of the EU-wide harmonized spectrum for wireless broadband has been allocated.

5.4.2 TECHNOLOGICAL CONTEXT

In 2020, the unpredictable transformation in the way of living and working due to the Covid-19 pandemic forced all organizations to adapt rapidly to the new situation and, at the same time, to equip themselves with the tools to support the recovery.

In light of this situation, some IT market observers categorize technologies of vital importance in this context into three areas: People Centricity, Location Independence and Resilient Delivery\(^1\):

\(^1\) Source: Gartner - “Top Strategic Technology Trends for 2021”
– **People Centricity**: never as much as in this period people, their security (physical and digital) and the ability to operate and collaborate remotely have become fundamental in the design of solutions and the provision of services;

– **Location Independence**: new working conditions and movement restrictions have definitively entailed that employees, suppliers and users can operate regardless of location, thus requiring distributed infrastructures capable of adapting to changing load conditions. The perimeter and granularity of security policies have necessarily been restricted to the single individual regardless of his position;

– **Resilient Delivery**: solution and service providers had to adapt quickly to a situation unpredictable and unparalleled in the recent past. The technological sectors that reacted most effectively were those that had technological skills, processes and architectures designed to adapt in a modular way. Infrastructures and solutions based on components, automated and adaptive, have proved vital in the delivery of new services to new users and in the development of new ways of usage.

With these new priorities, and with reference to the needs of the Public Administration, there was an acceleration in the adoption of several emerging technologies\(^2\), and particularly:

In particular:

– **Adaptive Security**: dynamic management of authorizations and security in a continuous adaptation process, with the purpose of anticipating and mitigating digital threats;

– **Citizen Digital Identity and Multichannel Citizen Engagement**: ability to uniquely identify citizens through the various digital channels of contact with the Public Administration, and provide seamless access to various services regardless of specific jurisdictions and areas;

– **Agile by Design**: adoption of architectural and operational practices in the development of systems and solutions capable of responding to current needs, but ready to adapt to the unpredictability of the business (e.g. Containers, Microservices, Serverless architectures, Hyper Converged infrastructures);

– **Everything as a Service**: ability to deliver heterogeneous services to users in cloud mode using the subscription paradigm with the creation of organizations specialized in providing transversal business oriented services (e.g. Security, Identity Management, Platforms, Business Analytics);

– **Analytics Everywhere and Augmented Intelligence**: pervasive use of data analysis techniques at every stage of the value chain, with the purpose of automating processes and providing performance indicators; ability to provide business experts with tools based on Artificial

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Intelligence capable of supporting them in their daily decisions. (e.g. *Natural Language Processing, Artificial Vision, Predictive Algorithms, Automatic Clustering, Pattern Recognition*);

- **Internet Of Things**: ability to monitor and interact with company devices and assets, and to ensure the health and responsiveness of employees and citizens.

The innovative scenarios described above, related to rapidly evolving technologies and scenarios that involve in this evolution the organizations that support them, are also matched by scenarios and general lines of evolution that are more stable, but are stimulated by these new patterns, such as:

- **Artificial Intelligence**: mainly oriented in the provision of increased capabilities to IT tools supporting businesses. *Computer vision* (ability to analyse images in order to recognize and understand objects), *deep learning* (*machine learning* techniques to build, develop and test neural networks providing statistical predictions and supporting the recognition of patterns present in unstructured data) and *natural language generation* will increasingly back decision support capabilities or completely automated operations, thanks also to the increase in information organized according to *Big Data* models, which promote the continuous improvement of algorithms and shed light on "hidden" information;

- **Distributed Ledger Technology (blockchain)**: the development of collaborative platforms in full security is favouring an increase in solutions based on this *pattern*, following a *trend* that will increasingly support the development also of supranational solutions;

- **Advanced data analyses**, also through augmented intelligence tools;

- **Edge computing**, increasingly at the forefront in answering user needs (as well as the first result of the introduction of 5G\(^3\) networks); *Internet of Things*, increasingly high functional and processing capabilities of mobile devices and deployment of wearable devices are accelerating the development and organization of models and architectures that will enable *near-real-time* applications more and more oriented to user experience;

- **Serverless computing** (an approach to the development of *software* and *middleware* completely independent of the infrastructural technologies - *cloud* - that support them). Together with *edge computing* (and in some ways also with *quantum computing* that is starting to appear in commercial offers), *serverless* technology offers new ways to develop *software* and deliver services, facilitating both the mobility of services among different *cloud* infrastructures and the speed and the freedom in development, that does not have to take into account the technological constraints of the infrastructure.

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\(^3\) The imminent introduction of 5G networks is pushing the evolution of processors for the use of an even more powerful Network, enabling more than 10 terabyte(s) of internet traffic processing on network devices. This technology will obviously also be applied to other network technologies (such as wifi, edge networking, etc.)
Before the Covid-19 pandemic the transformation taking place in government agencies had its primary goal in optimizing existing processes. The new situation requires a deeper and more rapid transformation that will allow the Public Administration to effectively manage the emergency still underway and, gradually, provide the tools to become a platform for the recovery.

The adoption of the technological paradigms mentioned above will be decisive for the achievement of these objectives.

5.4.3 European Union's digital strategy

Digital technologies are changing people's lives. The EU's digital strategy aims to ensure that this transformation benefits citizens and businesses, while helping to achieve the goal of a climate neutral Europe by 2050. The Commission is determined to ensure that this next decade will become the European "digital decade". Europe now needs to strengthen its digital sovereignty and set its own standards, rather than follow those of other countries, with a clear focus on data, technology and infrastructure.

The European digital decade

On 9 March 2021, the Commission presented a vision and perspectives for the digital transformation of Europe by 2030. This vision for EU's digital decade is built around four key points:

- **citizens with digital skills and highly qualified professionals in the digital sector**: at least 80% of the adult population should have basic digital skills and 20 million specialists should be employed in the EU in the field of information and communication technologies, with an increase in the number of women working in the sector;

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

- **digital transformation of businesses**: three out of four businesses should use cloud computing, big data and artificial intelligence services; over 90% of SMEs should reach at least a baseline level of digital intensity and the number of "unicorn" businesses in the EU should be doubled;

- **digitisation of public services**: all key public services should be available online, all citizens will have access to their electronic health record and 80% of citizens should use digital identification (eID).
The objectives will be established in a strategic program to be agreed with the European Parliament and the European Council. Moreover, in order to more effectively fill the gaps in the EU’s critical capabilities, the Commission will promote the speedy launch of multinational projects bringing together investments from the budgets of EU, Member States and industry, complementing the recovery and resilience facility and other EU funding. Member States have committed, in their recovery and resilience plans, to allocate at least 20% to digital priority.

**Shaping Europe’s Digital Europe**

On 19 February 2020, the European Commission presented a few proposals to promote and support the digital transition, such as the Framework Communication “Shaping Europe’s Digital Europe”, the Communication on the European Data Strategy and the “White Paper on Artificial Intelligence”.

The framework communication takes into account initiatives in every sector, from strengthening connectivity and the relationship between citizens and public administrations, to new measures for businesses and to enhance the digital skills of Europeans. The data strategy proposes the creation of a European cloud to compete internationally in big data, and the White Paper points out tools and guidelines to make Artificial Intelligence accessible to industries and also to SMEs and public administration.

The objective of the European institutions is to ensure the EU digital sovereignty, through the development of European technologies, infrastructures, networks and digital skills to reduce the dependence in the supply of technologies from non-European countries and to recover the gap still present with competitors such as the United States and China. The European approach will be based on three main pillars (1- technology at people’s service, 2 - a fair and competitive digital economy, 3 - an open, democratic and sustainable society) to ensure that Europe seizes the opportunity giving control over the digital transformation to its citizens, businesses and governments.

**Europe’s data strategy**

The European data strategy has the objective of creating a single data market throughout the European Union and of enabling the free circulation of data at European level, for the benefit of public administrations, businesses, researchers and citizens.

The Commission promotes initiatives aimed at creating a single European data market based on clear and shared rules of access and use and on incentives for interoperability and cross-border exchange. In this virtual space, the European rules governing privacy, personal data protection and the right to competition would apply.

- The actions put in place by the Commission concern the development of a cross-sectoral governance framework for data access and use, investments in data and the consolidation of European infrastructures and capabilities for hosting, processing and use of data, the
strengthening of the right to data portability for individuals and finally the promotion of the creation of common European data spaces in strategic economic sectors and areas of public interest.

**White Paper on Artificial Intelligence**

In its White Paper on artificial intelligence, the Commission expresses the need to promote investment in research and innovation; adopt a coordinated approach at EU level; promote the adoption of AI by Public Administrations and SMEs; establish a specific regulatory framework for safety, accountability and protection of fundamental rights. The Commission highlights the need for more investments in this field, which is still much lower than in other international economies, by observing the imbalance in European public and private investment if compared to North America and Asia.

The White Paper’s proposals include measures to promote skills (related research and excellence centres, degree, doctoral and post-doctoral courses), national centres of digital innovation, support for start-ups, Innovators and enterprises with high growth potential through the European Investment Fund and a EUR 100 million project for innovative investments in AI, an action plan for the adoption of AI systems by the public sector, for example, in the field of health and transport.

Finally, a new regulatory framework is proposed which, on the basis of the ethical guidelines drawn up by the high-level group of experts set up by the Commission, answers to the new issues raised by the AI in the field of security, accountability and protection of fundamental rights.

**5.4.4 Regulatory Framework**

Sogei’s activity falls within the context of a broad regulatory framework which regulates relations between the Ministry of Economy and Finance, its Organisational Structures and the other members of Public Administration clients, the intermediaries and citizens. The principal and recent legislative provisions, issued in 2020 and of relevance to the Company, are provided below in chronological order.

**5.4.4.1 Urgent provisions for the establishment of the Ministry of Education and the Ministry of University and Research**


Article 3, paragraph 9-bis, introduces the following letter in Article 51, paragraph 2 of Law Decree N. 124 of 26 October 2019: “f-bis) the Ministry of Education, with regard to the
management and development of its information system, including for the requirements of State scholastic and educational institutions and for the legal and economic management of its staff”.

5.4.4.2 Urgent measures for functionality of interception systems

Law Decree n. 28, 30 April 2020, containing “Urgent measures for the functioning of systems for the tapping of conversations and communications, further urgent measures regarding the penitentiary system, as well as supplementary and coordination provisions in the field of civil, administrative and accounting justice and urgent measures for the introduction of the Covid-19 alert system” (Official Journal of 29 June 2020, n. 162).

Article 6 establishes a single national platform for the management of the alert system linked to the Covid-19 emergency, providing, in paragraph 5, that this platform is created exclusively with infrastructures located on the national territory and managed by Sogei.

5.4.4.3 Urgent health measures, support for work and economy

Law Decree n. 34 of 19 May 2020, containing "Urgent measures regarding health, labour support and economy, as well as social policies related to the epidemiological emergency from Covid-19" (Official Journal n. 128 of 19 May 2020).

Article 234, paragraph 1, states that "In order to create an integrated information system for decision support in the school education sector, for the collection, organization and multidimensional analysis of the related data, for the long-term forecast of expenditure for school staff, as well as for support for the legal and economic management of the aforementioned staff also through artificial intelligence technologies and for distance learning, the expenditure of 10 million euros for the year 2020 is authorized. Actions referred to in the previous period also concern the organization and functioning of the central and peripheral structures of the Ministry. The Ministry of Education entrusts the implementation of the information system to the company referred to in Article 83, paragraph 15, of the Law Decree n. 112 of 25 June 2008, converted, with modifications, by the Law n. 133 of 6 August 2008”.

5.4.4.4 Urgent measures for digital simplification and innovation

Law Decree n. 76 of 16 July 2020 containing “Urgent measures for digital simplification and innovation” (Official Journal n. 178 of 16 July 2020,) in which:

- Article 29 provides for the establishment of a single national IT platform at the Ministry of Technological Innovation (MIT) to allow the verification of license plates associated with circulation permits of the related owners, regulated by a specific decree of the Minister of Infrastructure and Transport, in agreement with the Minister of Economy and Finance and the Minister of the Interior, for whose set-up MIT is authorized to make use of Sogei;
– Article 31, paragraph 5, with an explicit reference to a role of innovation broker for Sogei, allows an exception from the Agreement in place with Consip for all acquisitions characterized by a significant degree of innovation. It should be noted that, at a national level, this role was recently defined, within the three-year AGID 2019-2021 Plan, as a “liaison role acting to promote the meeting between public demand for innovative solutions and the market offerings;

– Article 35 on the consolidation and rationalization of the country's digital infrastructures, provides for the development of a highly reliable infrastructure distributed throughout the country for the rationalization and consolidation of the Datacenters, addressed to all public administrations, which will then be able to migrate their data centres to this infrastructure, to Sogei's National Strategic Hub (PSN, Polo Strategico Nazionale) or to other cloud solutions.

5.4.4.5 Further urgent measures on health protection, support for workers and businesses, justice and safety, connected to epidemiological emergency of Covid-19

Text of the Law Decree n. 137 of 28 October 2020, coordinated with the conversion Law n. 176 of 18 December 2020, bearing “Further urgent measures in the field of health protection, support to workers and businesses, justice and safety, connected to the epidemiological emergency from Covid-19”.

Article 31 septies “Provisions regarding the rationalization of the contractual model of the Ministry of Economy and Finance with Sogei Spa” amends article 4, paragraph 3-bis, of the Law Decree n. 95 of 6 July 2012, converted, with modifications, by Law n. 135 of 7 August 2012, stipulating that each department of the Ministry of Economy and Finance, with the exception of the Department of Finance in relation to the Tax Information System, will enter into a specific agreement by 31 December 2021 with “the Company referred to in Article 83, paragraph 15, of the Law Decree n. 112 of 25 June 2008, converted, with amendments, by Law n. 133 of 6 August 2008” (i.e. Sogei), for the design, development and management of infrastructures, systems and IT solutions, connectivity and for the provision of related services.

Consequently, starting from 1 January 2021, and having heard the company Sogei SpA, the amounts of the fees provided for by the agreement 2013-2016 for the implementation and management of the IT activities of the State will be redefined, as a result of the signing of the individual agreements and regulations stipulated by the Departments, with consequent termination of the effects of other agreements and of related contractual relationships.

On the other hand, the Department of Finance will stipulate by 31 December 2021, in agreement with the tax agencies and other tax authorities, a new regulatory act with “the Company referred to in Article 83, paragraph 15, of the Law Decree n. 112 of 25 June 2008, converted, with amendments, by Law n. 133 of 6 August 2008” (i.e. Sogei), for the tax information system. Until
the conclusion of the new regulatory act, the contractual institutions that govern the service relationship between the Financial Administration and Sogei Spa will continue to be in force.

5.4.4.6 Law N. 178 of 30 December 2020 - State budget for the 2021 financial year and multi-annual budget for the 2021-2023 three-year period

Published in the Official Journal, General Series n. 322 of 30 December 2020, Law n. 178 of 30 December 2020 on “State budget for the financial year 2021 and multi-year budget for the three-year period 2021-2023” provides for some regulations of corporate interest, among these:

- paragraph 56 (State General Accounting Office Information system), which provides - for the purposes referred to in paragraphs 51 to 57 and in order to ensure the effective and correct implementation of cohesion policies for the 2021-2027 programming cycle, as well as standardization of related implementation procedures envisaged by the management and control systems - that the State General Accounting Office develops and makes available to the administrations a specific IT system to support the management, monitoring, reporting and control phases of co-financed programs and initiatives;

- paragraphs 227 - 229 (Multilateral offsets of trade receivables and payables resulting from electronic invoices) which add a new paragraph 3-bis in article 4 of Legislative Decree n. 127 of 2015, by which the Revenue Agency is required to make available to taxpayers an electronic platform dedicated to the offsetting of credits and debts deriving from commercial transactions resulting from electronic invoices. Credits and debts of public administrations identified pursuant to Article 1, paragraph 2, of Law n. 196 of 2009 are not included in the operational domain of the platform. To set up the platform the expenditure of 5 million euros for the year 2021 is authorized (paragraph 229). The offsetting carried out through the electronic platform produces the same effects as the extinction of the obligation pursuant to section III, chapter IV, title I of the 4th book of the Civil Code, up to the reaching of the same value and provided that none of the participant parties have underway bankruptcy proceedings or approved debt restructuring procedures, or certified recovery plans registered in the register of companies. In any case, in any case, to the original outstanding debt are still applicable the provisions of Legislative Decree n. 231 of 2002, regarding late payments in commercial transactions.

The identification of implementation methods and service conditions is to be defined in a decree of the Minister of Justice, in agreement with the Ministers of the Economy and Finance, Economic Development and Technological Innovation and Digitisation, after consultation with the Personal data protection Authority (paragraph 228);

- paragraphs 512 and 513 (Measures for educational and digital innovation in schools) which increase by 8,184,000 euros per year, starting from year 2021, the Fund for digital
innovation and laboratory teaching for educational innovation actions in schools through
digital counsellors. Paragraph 513 authorizes the additional expenditure of 12 million euros
for year 2021 for the purposes referred to in Article 234 of the Law Decree 34/2020 (Law
77/2020), consisting in the creation of an integrated information system;

- paragraphs 576 and 611 (Culture card for eighteen-year-olds): Paragraph 576 authorizes
the expenditure of € 150 million in 2021 for the assignment of the so-called Culture Card -
introduced for the first time in 2016 - also to young people who turn 18 in 2021. Paragraph
611 provides that young people who turn 18 in 2020 and 2021 can also use the same Card
for the purchase of subscriptions to periodicals;

- paragraph 621 (Platform for contact tracing - IMMUNI APP) which gives responsibility to
organizational structures of the Presidency of the Council for technological innovation in
the activities aimed at the set-up and management of the Covid-19 contact tracing and alert
platform.

5.4.4.7 Law Decree n. 183 of 31 December 2020: Urgent provisions regarding legislative terms,
creation of digital connections, implementation of Council Decision (EU, EURATOM)
2020/2053 of 14 December 2020, as well as withdrawal of the United Kingdom from the
European Union.

The Law Decree n. 183 of 31 December 2020 on "Urgent provisions regarding legislative terms,
the creation of digital connections, the implementation of Council decision (EU, EURATOM)
2020/2053 of 14 December 2020, as well as United Kingdom's withdrawal from European
Union" (so-called Milleproroghe 2021 decree) was published in the Official Journal n. 323 of 31
December 2020.

Article 3, paragraph 4, postpones to 1 January 2022 (with respect to the previous deadline of 1
January 2021) the starting date of the requirement to send data to the health card System, for
the purpose of processing the pre-filled out tax return exclusively by electronic storage and
online transmission.

5.5 Strategy – Objectives

5.5.1 Business Plan 2021-2023 - "Be the Booster"

Sogei is at the core of the Italian model of digital evolution and play the role of technological
engine for the set-up and deployment of simple and complex digital services for the Public
Administration. Over the years, Sogei has been able to react quickly to the growing needs of its
customers, in the areas of both infrastructure and application services, promoting the evolution
of its organization and internal culture, as well as of the service provision operating model. On
these solid bases, today Sogei proposes itself as a partner of the national PA in the digital transition process strengthening its service portfolio, improving its performance and adopting a new proactive collaboration model. With its 2021-2023 Business Plan, Sogei intends, therefore, to continue and strengthen its growth in support to the Public Administration, increasing quality, effectiveness and efficiency, investing in the development of cutting-edge digital solutions and in the adjustment of its service model along the citizen experience & sustainability paradigm.

More specifically, Sogei’s 2023 Plan is aimed at ensuring simple, interconnected and digital-native services to citizens, businesses, professionals and users of PA information systems, in line with the evolution of technologies, architectures and ICT applications, and in connection with the European project Gaia-X, leveraging internal efficiency and human capital development.

The basic scenario envisages the consolidation of the captive market and the development of other selected Central Public Administration customers. The evolutionary scenario envisages the expansion of Sogei’s role towards other Central Public Administrations, with the objective of delivering Cloud as-a-service solutions.

Pillars of Sogei 2023 Plan
The new Business Plan is based on five founding pillars: Evolution of services, Evolution of technologies, Corporate efficiency, People & Digital Experience and Sustainability. The pillars of the Plan represent the strategic levers for the evolution of Sogei's mission. The main enabling factors for the transition from in-house customer service provider to accelerator of the Public Administration's Digital Transformation will be the technological evolution, the strengthening of corporate processes and the development of corporate skills and culture. Below is a short description of the pillars:

- **Evolution of services**: strengthening and expansion of activities with "old" customers and with other Central Public Administrations through the introduction of new infrastructural solutions (IaaS, Interoperability, etc.) and applications (Business intelligence, Big Data & Analytics, RPA, Cyber Security, Customer Experience, etc.), leveraging on a technological evolution process and on the enhancement of the service from a citizen eXperience standpoint;

- **Evolution of technologies**: development of a technological evolution plan as enabling factor for the strengthening and development of Sogei activities aimed at improving services in terms of performance, efficiency, interoperability, safety, ease of use and automation;

- **Corporate Efficiency**: evolution of the main corporate processes through the definition of a new Sogei operational model aimed, in particular, at the efficiency of internal processes, at strengthening supply engineering and at the evolution of the sourcing to delivery model;

- **People & Digital experience**: development and enhancement of the employee experience and exploitation of Sogei know-how to increase the quality level perceived by the customer, the value created by the services offered for Public Administrations and citizens, and the methods of human capital enhancement;
Sustainability: the concept of sustainability must be intended as an added value in the solutions that Sogei offers to its customers, obtained by introducing the «solution sustainability balance», and also enabling the Administrations to strengthen their communication activities towards citizens.

5.5.2 Sogei is convinced that it can contribute toward their achievement

The United Nations 2030 Agenda and the 17 SDGs - Sustainable Development Goals, which are a central part of it, represent the sustainability map for all organizations.

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

- investments for the development and set-up of infrastructures;
- adequate skills and technologies, capable of expanding the number of users and guaranteeing the reliability of ICT services.

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

Source: MEF Decree of 16 October 2017 published in Official Gazette No. 267 of 15 November 2017
5.5.3 **Integration of SDGs**

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

<table>
<thead>
<tr>
<th>SDGs</th>
<th>SDGs Target</th>
<th>Pillar of 2023 Plan</th>
<th>Areas of action</th>
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</thead>
<tbody>
<tr>
<td>4:</td>
<td>4.3: By 2020, ensure that all men and women have equal access to quality and economically-advantageous technical, professional and tertiary education, including university education.</td>
<td>People &amp; Digital experience</td>
<td>Adoption and development of company policies and programmes in the field of vocational guidance and training (Genesis, Mentoring Lab, Coaching, Lognook, etc.). Development of training paths to increase core and soft skills. Collaborations and partnerships with universities to attract the best talent.</td>
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<td>4:</td>
<td>4.4: By 2030, the number of young people and adults with specific skills – including technical and professional skills – for employment, decent jobs and entrepreneurship must be significantly increased.</td>
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<td>7:</td>
<td>7.2: By 2030, considerably increase the share of renewables in total energy consumption.</td>
<td>Sustainability</td>
<td>Purchase of energy produced exclusively from renewable sources, certified by RECS (Renewable Energy Certificate System).</td>
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<td>7:</td>
<td>Ensure everyone has access to economic, reliable, sustainable and modern energy systems.</td>
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<td>SDGs</td>
<td>SDGs Target</td>
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<td>7.3: By 2030, double the global rate of improvement in energy efficiency.</td>
<td>Sustainability</td>
<td>Sogei is heavily committed to containing its energy consumption and needs. It studies and implements ongoing actions to rationalise and monitor consumption at the technological infrastructure and building installation level, safeguarding the provision of highly-reliable services. Sogei also refers to the framework of the Code of conduct on Green Data Centre.</td>
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<td>8: Foster lasting, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.</td>
<td>8.2: Achieve the highest standards of economic productivity through diversification, technological progress and innovation, also with particular attention to high added value and to areas of high work intensity.</td>
<td>Evolution of services</td>
<td>Increase economic productivity through the joint development of technologies, including with start-ups, and investment in innovation and technology that can meet the needs of our customers and the community.</td>
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<td>8.4: By 2030, progressively improve overall efficiency in the consumption and production of resources and attempt to detach economic growth from environmental degradation, in accordance with the ten-year Framework of programmes relating to sustainable production and consumption with the most developed countries at the forefront.</td>
<td>Sustainability</td>
<td>Increase efficiency in the use of energy, including from renewable sources, water and other resources. Formalization of these aspects in sustainable procurement policies and supplier codes of conduct.</td>
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<td></td>
<td>8.5: By 2030, ensure full and productive employment and decent work for women and men, including for young people and people with disabilities, as well as equitable remuneration for work of equal value.</td>
<td>People &amp; Digital experience</td>
<td>Assessment of the impacts of inequalities between business functions in order to take corrective action where necessary to improve the gender balance between employees and managers. Work with ‘workers’ representatives to ensure equal access to employment.</td>
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<td></td>
<td>8.6: By 2030, reduce the share of unemployed youth and those who are not undergoing any study or training courses.</td>
<td>People &amp; Digital experience</td>
<td>Recruiting campaigns aimed at ensuring a constant organizational and generational evolution through the entry of new young resources.</td>
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<td></td>
<td>8.8: Protect the right to work and promote a healthy and safe working environment for all workers, including immigrants, and particularly for women and temporary workers.</td>
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<td>The policy on Occupational Health and Safety is an integral part of the entire corporate activity. The company undertakes to define, maintain and update the Health and Safety Management System of</td>
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<td>SDGs</td>
<td>SDGs Target</td>
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<td>9: Build resilient infrastructure and promote innovation and fair, responsible, and sustainable industrialization.</td>
<td>9.1: Develop quality, reliable, sustainable and resilient infrastructures - including regional and cross-border infrastructures - to support economic development and the well-being of individuals, with particular attention to fair and affordable access for all.</td>
<td>Evolution of services Technological evolution</td>
<td>Development of quality, reliable, sustainable and resilient infrastructures towards a transversal control model focusing on core services, with the aim of creating quality, reliable, sustainable and resilient infrastructures.</td>
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<td>9.2: Promote inclusive and sustainable industrialisation and, by 2030, significantly increase the share of employment in industry and the gross domestic product, in line with the national context.</td>
<td>Evolution of services Technological evolution Corporate efficiency People &amp; Digital experience</td>
<td>Projects aimed at increasing corporate digital awareness in order to facilitate innovation and digital transformation inside and outside of the organisation, and at speeding up the processes of change and digitisation</td>
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<td>9.5: Increase scientific research, improve the technological capabilities of the industrial sector in all countries - particularly in developing countries - as well as encourage innovation and significantly increase the number of employees per million people, by 2030, in the research and development area, as well as the spending on research - both public and private - and on development.</td>
<td>Evolution of services Technological evolution</td>
<td>Applied research focused on technology aspects related to IoT, Machine Learning, AI, and blockchain.</td>
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<td>12: Ensure sustainable patterns of production and consumption.</td>
<td>12.1: Implement the Ten-Year Framework of Programmes for Sustainable Consumption and Production by involving all countries, with developed countries at the helm, but also taking into account the development and capacity of developing countries.</td>
<td>Sustainability</td>
<td>Adoption of the Code of Conduct on Green Data Centre, which aims to identify standards and best practices to support ICT companies in establishing a common eco-efficiency strategy in data centre management. The progressive inclusion of “green criteria” in procurement procedures, necessary to reduce environmental impacts</td>
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<td>12.2: By 2030, substantially reduce the production of waste through prevention, reduction, recycling and reuse.</td>
<td>Sustainability</td>
<td>Sogei’s responsible management and various initiatives in this area enable the transition to a circular economy, in which resources are used in a more sustainable way.</td>
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<td>12:</td>
<td>Encourage businesses, particularly large multinational companies, to adopt sustainable practices and to integrate information on sustainability in their annual reports.</td>
<td>Sustainability</td>
<td>Annual preparation of the integrated report to provide a complete overview of the strategy, the operating and governance model of Sogei and the results achieved, that is, of its ability to create sustainable and shared value that can endure over time for its stakeholders.</td>
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<td>12.6:</td>
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<td>The progressive inclusion of “green criteria” in procurement procedures, necessary to reduce environmental impacts.</td>
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<td>12.7:</td>
<td>Promote sustainable practices in the area of public procurement, in accordance with national policies and priorities.</td>
<td>Sustainability</td>
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<td>16:</td>
<td>Promote peaceful, inclusive societies for sustainable development, ensure access to justice for all, and create effective, accountable, and inclusive institutions at all levels.</td>
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<td>16.3:</td>
<td>Promote the rule of law at national and international level and ensure equal access to justice for all.</td>
<td>Evolution of services</td>
<td>Development of services, control methodologies and tools to give greater effectiveness to actions for the prevention and countering of evasion, offences, fraud, tax crimes and illegal transactions. Introduction and implementation of technologies to protect corporate information assets, and to promote the culture of personal data protection.</td>
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<td>16.5:</td>
<td>Significantly reduce corruption and abuses of power in all their forms.</td>
<td>Development of policies and programmes to deal effectively with all forms of corruption (MOG, whistleblowing, PTPCT, etc.).</td>
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<td>16.6:</td>
<td>Develop effective, responsible and transparent institutions at all levels.</td>
<td>Evolution of services</td>
<td>Development of innovative solutions that guarantee transparency, access to information and legality to customers and the community.</td>
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<td>16.9:</td>
<td>Provide a legal identity for everyone by 2030, including the registration of births.</td>
<td>Evolution of services</td>
<td>Creation of the ANPR (National Register of the Resident Population): an integrated system which enables Municipalities to perform registry services, consult or extract data, monitor activities, undertake statistics and ensure greater certainty and quality in registry data.</td>
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<td>16.10:</td>
<td>Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.</td>
<td>Evolution of services</td>
<td>Development of solutions and services able to guarantee customers the support to institutions in ensuring public access to information.</td>
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<td>SDGs</td>
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<td>17: Strengthen the instruments of implementation and renew the global partnership for sustainable development.</td>
<td>17.1: Consolidate the mobilisation of internal resources, including through international aid for developing countries, in order to increase internal fiscal capacity and revenue collection.</td>
<td>Evolution of services</td>
<td>Support in State revenue management and control activities, setting-up new solutions and services for the acceleration of tax obligations and the simplification of relationships with taxpayers, who are also instrumental in countering tax evasion.</td>
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<td>17.8: By 2017, render operational the mechanism for enhancing banking and science technology, and technology and innovation for less developed countries, and boost the use of advanced technology especially in information and communications.</td>
<td>Evolution of services</td>
<td>Technological partner of the MEF and a point of reference for the country's digitisation.</td>
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<td>17.16: Intensify the global partnership for sustainable development, assisted by multi-lateral collaborations that develop and share knowledge, skills, technological and financial resources, to achieve the goals for sustainable development in all countries, especially in emerging countries.</td>
<td>Evolution of services</td>
<td>Participation in projects in cooperation with national and European institutions for the sharing of technology and experience.</td>
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<tr>
<td></td>
<td>17.17: Encourage and promote effective public-sector, public-private, and civil-society partnerships based on the experience of partnerships and their ability to find resources.</td>
<td>Evolution of services</td>
<td></td>
</tr>
</tbody>
</table>

**Medium-high impact**

<table>
<thead>
<tr>
<th>SDGs</th>
<th>SDGs Target</th>
<th>Pillar of 2023 Plan</th>
<th>Areas of action</th>
</tr>
</thead>
<tbody>
<tr>
<td>3: Ensure health and well-being for all and all ages</td>
<td>3.8: Achieve universal healthcare cover, including protection from financial risks, access to essential quality healthcare services and secure, efficient, quality and affordably-priced access to basic medicines and vaccines for all.</td>
<td>Evolution of services</td>
<td>Development of innovative solutions to improve access to and the quality of healthcare services, such as the National System for Monitoring of Healthcare Expenditure (Health Insurance Card System), the electronic prescription, the National Register of Assisted Persons (ANA) and Electronic Health Records (FSE).</td>
</tr>
</tbody>
</table>
### The Sogei model: Innovation – Sustainability

<table>
<thead>
<tr>
<th>SDGs</th>
<th>SDGs Target</th>
<th>Pillar of 2023 Plan</th>
<th>Areas of action</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.d</td>
<td>Strengthen the capacity of all countries, especially developing countries, to report in advance, reduce and manage health risks, both at national and global level.</td>
<td>Evolution of services Technological evolution</td>
<td>App Immuni: Sogei is committed to provide, configure, manage and monitor, conduct and maintain the “immune” notification and exposure application website in a secure way.</td>
</tr>
</tbody>
</table>

### Medium impact

<table>
<thead>
<tr>
<th>SDGs</th>
<th>SDGs Target</th>
<th>Pillar of 2023 Plan</th>
<th>Areas of action</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:</td>
<td>Achieve gender equality and empower all women and girls</td>
<td>5.1 Put an end, everywhere, to all forms of discrimination against women and girls.</td>
<td>Implementation of personnel management policies with due regard for equal opportunities in all phases and for all aspects of the employment relationship, avoiding any form of discrimination on the grounds of gender, age, state of health, nationality and political or religious opinions.</td>
</tr>
<tr>
<td></td>
<td>5.5: Ensure full and effective female participation and equal leadership opportunities at any decision-making level in the political and economic sphere and public life.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13:</td>
<td>To promote action, at all levels, to combat climate change.</td>
<td>13.1: Strengthen resilience and adaptation to the risks linked to climate and natural disasters in all countries.</td>
<td>Sustainability</td>
</tr>
</tbody>
</table>
6. **THE IMPACTS OF SOGEI**

6.1 **THE IMPORTANCE OF STAKEHOLDERS AND THEIR INVOLVEMENT**

6.1.1 **IDENTIFICATION OF STAKEHOLDERS**

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

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

6.1.2 **STAKEHOLDER ENGAGEMENT**

*Stakeholder engagement* is a continuous and long-term path which must take account of the specific context which evolves over time, by responding to the change in the economic, environmental and social scenario. The responsibility of the relationship with the various *stakeholders* is disseminated within the Sogei structure and is constantly monitored in daily activities.

Below, there is a synopsis of the main actions and initiatives undertaken, the tools of engagement adopted to collect stakeholders' interests, needs and expectations and to inform them of results achieved, and the programmes promoted for the sustainable development of Sogei's activities.

<table>
<thead>
<tr>
<th>SHAREHOLDER</th>
<th>ACTIONS:</th>
<th>TOOLS:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Institutional meetings - participation in round tables and steering committees.</td>
<td>Hearings, guidelines, meetings of administrative bodies, meetings at institutional forums and participation in industry conferences.</td>
</tr>
</tbody>
</table>

The impacts of Sogei
### SHAREHOLDER

**CONNECTIONS:** Customers, Community and territory, Institutions  
**UNIDIRECTIONAL/BIDIRECTIONAL:** Bidirectional

### CLIENTS

**ACTIONS:** Direct and indirect surveys on the aspects related to the quality of products/services through working groups involving Customers, the analysis of results collected during the provision of services and surveys at the Customer’s request designed to verify the level of satisfaction of services provided, as well as Open Innovation events.  
**TOOLS:** Meetings, contact centre, website, social media, customer events, contracts, direct contact and emails.  
**CONNECTIONS:** End customers, Community and territory, Institutions  
**UNIDIRECTIONAL/BIDIRECTIONAL:** Bidirectional

### END CUSTOMERS

**ACTIONS:** Communication  
**TOOLS:** Social media, Integrated report, Institutional site  
**CONNECTIONS:** Clients  
**UNIDIRECTIONAL/BIDIRECTIONAL:** Bidirectional

### SUPPLIERS

**ACTIONS:** Sogei utilises Consip S.p.A. for the selection of suppliers of goods and services. The Company avails itself of the interregional Inspectorate for Public Works of Lazio, Abruzzo and Sardinia, which complies with the provisions of the Procurement Code, for the completion of all activities and procedures related to the performance of work on the installations owned by Sogei or which, in any case, are at its disposal.  
**TOOLS:** Surveys, Code of Ethics and contracts, exchange of online information, the "PA Online Purchases", meetings and collaborative partnerships, and the website.  
**CONNECTIONS:** Consip S.p.A.  
**UNIDIRECTIONAL/BIDIRECTIONAL:** Bidirectional

### INSTITUTIONS

**ACTIONS:** Parliamentary hearings in the Chamber and Senate (Finance and Budget Committees and Parliamentary Oversight Committee on the Tax Register), institutional management meetings, participation in round tables and steering committees, individual and group meetings with representatives of national and international institutions, collaborations and partnerships with Universities and research institutes, participation in workshops, and conferences and events.
### INSTITUTIONS

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

**CONNECTIONS:** Customers, Shareholder

**UNIDIRECTIONAL/BIDIRECTIONAL** Bidirectional

### COMMUNITY AND TERRITORY

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

**TOOLS:** Social listening, web analyses, social networks, Web site, hearings, media relations and universities.

**CONNECTIONS:** Cross-sector

**UNIDIRECTIONAL/BIDIRECTIONAL** Bidirectional

### EMPLOYEES

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

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

**CONNECTIONS:** -

**UNIDIRECTIONAL/BIDIRECTIONAL** Bidirectional

### CONSIP S.P.A.

**ACTIONS:** Relationship ruled by an agreement

**TOOLS:** Contracts, direct contact, e-mail

**CONNECTIONS:** Suppliers, Shareholders

**UNIDIRECTIONAL/BIDIRECTIONAL** Bidirectional

### 6.2 IMPACTS: MATERIALITY ANALYSIS

Material topics, as defined by the GRI Standards, are aspects that reflect the significant economic, environmental and social impacts of an enterprise and/or substantially influence
stakeholder assessments and decisions. The reporting, according to the approach provided by the GRI Standards, is focused on material issues.

The European Union, in the recent publication (June 2019) of the Guidelines on Climate Change Reporting (NFRD / Non Financial Reporting Directive - Directive 95/2014), identified material issues as those areas of sustainability that may have significant impacts on development, economic performance and company financial position. At the same time, a material theme is defined in relation to the social and environmental fields and themes on which the company, through its activity, can have a significant impact. The two “directions” of materiality (“double materiality”), which reflect a dynamic framework of reference, are interconnected.

According to a point of view that assesses its relative priority, not all material aspects are of equal importance. For the purposes of this document, Sogei has carried out a materiality analysis. The process of identifying material issues was conducted in accordance with the requirements of the GRI Standards, adopted as the reporting methodology for the sustainability areas of the Integrated Report. For the sake of a complete analysis, the material sector themes suggested by the Sustainability Accounting Standard Board (SASB) - SASB Materiality Map®, for the “Technology & Communications – Software & it Services” sector were examined. The process also included a documentary analysis of the sector and benchmarking.

6.2.1  THE PROCESS OF MATERIALITY ANALYSIS

The relevant themes identified and the assignment of the relative priorities derive from the comparison with the top management, from the analysis of the reference context, from the activities of stakeholder engagement, as well as from the benchmarking with the most important realities of the sector. The main steps can be summarized as follows:

The materiality analysis carried out for the 2020 Integrated Report did not lead to substantial changes to the material themes already identified in the preceding 2019 period. In particular:
Two new material themes have been identified, “User & Customer eXperience” and “Health and Safety at work”;

The theme “Business Welfare - work life balance and equal opportunities”, already identified in the previous period of 2019, was more analytically distinguished in “Business Welfare - work life balance” and “Diversity, contamination and equal opportunities”.

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

### 6.2.2 Material themes

The 18 material themes identified, covering the different dimensions of sustainability (economic – environmental – social) have been divided, taking into account the IR Framework of the International Integrated Reporting Council – IIRC, according to a classification which recalls the “capital” of the IIRC Integrated Budget Guidelines.

The table shows the reasons why themes are considered relevant. The different material themes have an impact on the plurality of stakeholders.

**Governance and organization**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Topic reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Ethics and integrity in conducting business - Corporate Conduct and Digital Ethics</td>
<td>A company's governance requires compliance with the principles and the application of a Code of Ethics capable of ensuring a reliable management of activities and the business, such as to be able to promote the generation of value for all stakeholders in the short, medium and long-term.</td>
</tr>
<tr>
<td>2 - Compliance with sector legislation and regulations</td>
<td>A condition for the very existence of the organization is its compliance with the rules (laws and regulations of the reference sector) in the governance of the company's activities.</td>
</tr>
</tbody>
</table>

**Economy and Finance**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Topic reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 - Generation and distribution of economic/financial value</td>
<td>In order to create and distribute economic and financial value to all stakeholders, even with the aim of ensuring their economic sustainability, Sogei cannot fail to achieve sustainable economic and financial performance.</td>
</tr>
<tr>
<td>4 - Innovation - creating the investments plan</td>
<td>Product and process innovation is one of the main levers for ensuring the sustainability and long-term life of the organization. These aspects must be consistent with the investments plan and with its implementation, taking account of the context in which Sogei operates.</td>
</tr>
</tbody>
</table>
### Topic reasons

<table>
<thead>
<tr>
<th>Topic</th>
<th>Topic reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 - Digitisation and digital inclusion</td>
<td>Digitisation and digital inclusion are an integral part of Sogei's role and strategy: inclusivity and digital citizenship are indispensable tools for the achievement of the objective of promoting, simplifying and improving citizen relations - PA and forms of collaboration.</td>
</tr>
<tr>
<td>6 - User &amp; Customer experience</td>
<td>Sogei cannot fail to put at the centre of the solutions offered and of its own operating model the needs of direct and final customers, in order to guarantee them the full answer to their needs and a proper degree of satisfaction.</td>
</tr>
<tr>
<td>7 - Public administration transparency (data and administrative processes)</td>
<td>The transparency of data and administrative processes enable an effective relationship between the PA and citizens. The principle of transparency is closely related to the evolution of the public administration model toward open government/open data, as it is the key to ensuring the opening of public information assets by allowing constant control of activity by citizens and at the same time promoting the responsibility of public administrators.</td>
</tr>
<tr>
<td>8 – Security and Data protection</td>
<td>The protection of information is one of the main issues, as well as an issue of attention and responsibility, in relation to the complex information system managed. Sogei's activities must therefore be carried out by considering the current and potential consequences of the issues concerning the protection of privacy and the security of information systems, which hold sensitive information of different kinds by private (natural and legal persons) and public entities.</td>
</tr>
<tr>
<td>9 - Development of ICT systems/services to fight unlawful activities</td>
<td>The services that Sogei carries out have among other objectives to contribute in a structural way to ensure the legality and the regulatory compliance that regulates the activities carried out on the national territory and the related obligations. The control and monitoring of compliance requires infrastructure systems and ICT services capable of providing effective and efficient support in this respect.</td>
</tr>
<tr>
<td>10 - Quality and reliability of services</td>
<td>Service quality and reliability are conditions of extreme importance characterizing the management of the relations with direct customers and with the service end users. Quality also means the level of customer satisfaction and the ability of the company to answer the underlying requests properly and in time.</td>
</tr>
</tbody>
</table>

**Human Resources – People Value**

The impacts of Sogei
### Topic: Ability to attract talent

Human capital and its competences are the basis for management and development of an organization. The ability to attract talent is one of the indicators for recognising an organisation's value and helps to strengthen its identity and purpose. Therefore, Sogei's ability to possess "talent" enables the enrichment of skills, company culture, the degree of involvement and sense of belonging.

### Topic: Training and development of competencies

Sustainability, that is, Sogei's duration over time, entails investing in the development of human resources through training paths so as to improve competencies - the ability to have "human capital" capable of supporting the organisation's creation of value, including on the services provided.

### Topic: Corporate welfare – Work-life balance

The achievement and improvement of the balance between professional and private life has acquired a concrete and essential importance for a company. An adequate welfare system can provide an overall improvement in the capacity of human resources to contribute to the development and strengthening of an organisation's performance.

### Topic: Diversity, contamination and equal opportunities

The creation and maintenance of a work environment that guarantees and protects diversity and inclusiveness are central factors in Sogei's human resources management.

### Topic: Occupational Health and Safety

The constant monitoring of sensitive processes, with particular attention to the prevention of accidents and occupational diseases, both for its own personnel and for third parties concerned, is an essential theme for Sogei's business management.

---

### Environment

<table>
<thead>
<tr>
<th>Topic</th>
<th>Topic reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>16 - Green ICT – Responsible use and management of resources</strong></td>
<td>Sogei is called to help reduce the impact of ICT systems on the environment, including a better utilisation of natural resources, materials, also through more effective waste management and sustainable and efficient management of water consumption for industrial purposes.</td>
</tr>
<tr>
<td><strong>17 - Energy consumption and emissions – mitigation of the impacts of climate change</strong></td>
<td>The energy profile of an ICT infrastructure assumes greater importance in relation to the effects and consequences of its emissions on the environment and on the need to mitigate the adverse effects of climate change</td>
</tr>
</tbody>
</table>

---

### Relations
The impacts of Sogei cannot ignore the management of its supply chain to maintain and ensure a truly sustainable profile. This is based on mechanisms and tools that can guarantee, over time, full control of their supply chain and full collaboration and total sharing of a globally sustainable procurement strategy.

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

6.2.3 Material topics: Reporting and relations with the SDGs

Sogei’s sustainability and transparency reporting model provides for identification of some additional indicators, with respect to the GRI Standards, that are believed to allow a more accurate measurement of Sogei’s performance with respect to the identified material themes.
For this purpose, as reference methodological sources, industry studies, internal analyses and principles contained in the *Software IT Services Standard 2018* document published by the SASB – *Sustainability Accounting Standard Board* have been used.

In the following table, in addition to the material themes and the related measurement indicators, the interconnections of the themes with the SDGs identified by Sogei are also highlighted.

### Governance and organization

<table>
<thead>
<tr>
<th>Topic</th>
<th>GRI Specific Standard - Specific disclosures</th>
<th>Other indicators</th>
<th>SDG</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Ethics and integrity in conducting business - <em>Corporate Conduct and Digital Ethics</em></td>
<td>GRI 205-1, GRI 205-2, GRI 205-3</td>
<td>GOV-1, GOV-2, GOV-3, GOV-4</td>
<td>16 - Peace, justice and stable institutions.</td>
</tr>
<tr>
<td>2 - Compliance with sector legislation and regulations</td>
<td>GRI 307-1, GRI 419-1</td>
<td></td>
<td>16 - Peace, justice and stable institutions.</td>
</tr>
</tbody>
</table>

### Economy and Finance

<table>
<thead>
<tr>
<th>Topic</th>
<th>GRI Specific Standard</th>
<th>Other indicators</th>
<th>SDG</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 - Generation and distribution of economic/financial value</td>
<td>GRI 201-1</td>
<td></td>
<td>8 - Decent work and economic growth.</td>
</tr>
<tr>
<td>4 - Innovation - creating the investments plan</td>
<td>GRI 203-1</td>
<td>ECO-1</td>
<td>8 - Decent work and economic growth.</td>
</tr>
</tbody>
</table>

### Skills - Infrastructures - Technologies

<table>
<thead>
<tr>
<th>Topic</th>
<th>GRI Specific Standard</th>
<th>Other indicators</th>
<th>SDG</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 - Digitisation and digital inclusion</td>
<td>DIG-1, DIG-2, DIG-3</td>
<td></td>
<td>8 - Decent work and economic growth.</td>
</tr>
<tr>
<td>Topic</td>
<td>GRI Specific Standard</td>
<td>Other indicators</td>
<td>SDG</td>
</tr>
<tr>
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<td>------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>6 - User &amp; Customer experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 - Public administration transparency (data and administrative processes)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 - Security and Data protection</td>
<td>GRI 418-1</td>
<td>SDP-1, SDP-2, SDP-3, SDP-4, SDP-5, SDP-6, SDP-7, SDP-8, SDP-9, SDP-10</td>
<td>16 - Peace, justice and stable institutions.</td>
</tr>
<tr>
<td>9 - Development of ICT systems/services to fight unlawful activities</td>
<td>ILL-1, ILL-2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 - Quality and reliability of services</td>
<td>QAS-2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Human Resources – People Value**

<table>
<thead>
<tr>
<th>Topic</th>
<th>GRI Specific Standard</th>
<th>Other indicators</th>
<th>SDG</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 - Ability to attract talent</td>
<td>GRI 401-1</td>
<td>PVT-1, PVT-2, PVT-3, PVT-4, PVT-5</td>
<td>4 - Quality education. 8 - Decent work and economic growth.</td>
</tr>
<tr>
<td>12 - Training and development of competencies</td>
<td>GRI 404-1, GRI 404-2, GRI 404-3</td>
<td>PVF-1, PVF-2, PVF-3, PVT-4</td>
<td>4 - Quality education.</td>
</tr>
<tr>
<td>Topic</td>
<td>GRI Specific Standard</td>
<td>Other indicators</td>
<td>SDG</td>
</tr>
<tr>
<td>-------</td>
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</tr>
<tr>
<td>13 - <strong>Corporate welfare – Work-life balance</strong></td>
<td>GRI 401-2 GRI 401-3</td>
<td>PVW-1 PVW-2 PVW-3</td>
<td>5 - Gender equality.</td>
</tr>
<tr>
<td>14 – <strong>Diversity</strong>, contamination and equal opportunities</td>
<td>GRI 405-1 GRI 406-1</td>
<td></td>
<td>5 - Gender equality.</td>
</tr>
<tr>
<td>15 – <strong>Occupational Health and Safety</strong></td>
<td>GRI 403-8 GRI 403-9</td>
<td></td>
<td>8 - Decent work and economic growth.</td>
</tr>
</tbody>
</table>

**Environment**

<table>
<thead>
<tr>
<th>Topic</th>
<th>GRI Specific Standard</th>
<th>Other indicators</th>
<th>SDG</th>
</tr>
</thead>
</table>
| 16 - **Green ICT – Responsible use and management of resources** | GRI 303-3 GRI 306-2 | | 8 - Decent work and economic growth.  
12 - Responsible consumption and production.  
13 - Fight against climate change. |
| 17 - **Energy consumption and emissions – mitigation of the impacts of climate change** | GRI 302-1 GRI 302-3 GRI 302-4 GRI 302-5 GRI 305-1 GRI 305-2 GRI 305-4 GRI 305-5 | | 7 - Clean and affordable energy.  
8 - Decent work and economic growth.  
12 - Responsible consumption and production.  
13 - Fight against climate change. |

**Relations**

<table>
<thead>
<tr>
<th>Topic</th>
<th>GRI Specific Standard</th>
<th>Other indicators</th>
<th>SDG</th>
</tr>
</thead>
</table>
| 18 - **Responsible management of the supply chain** | GRI 308-1 GRI 414-1 | GSC-1 GSC-2 GSC-3 | 8 - Decent work and economic growth.  
12 - Responsible consumption and production. |
7. GOVERNANCE

The organizational interventions of 2020 have pursued the common objective of strengthening the presence of Customers and consolidating the company role as technological partner of the PA, while at the same time enhancing the role of National Strategic Pole.

In particular, in the Business and Technology area, the Business Directorates have experienced an internal reorganization aimed at a more effective contact with customers, at a greater simplification of information flows, also in the face of strategic projects put in place, and to a more punctual garrison of the new business opportunities born during the year.

The Service & Technology Innovation Hub management has also been deeply revisited (with final operations starting from January 2021) with the aim of a more effective monitoring of the issues managed and consistent with the process of digital transformation of the PA through the use of cloud architectures. The management has therefore been redesigned to perimeter and segregate the traditional asset and resilience of the Infrastructure Cloud Data Centre, within which there is also a specific area of responsibility in the field of Cyber Defence and the activities of production of services and solutions transversal to several customers, thus guaranteeing the engineering of innovation and the governance and control of the software production cycle.

In Corporate field, many organizational interventions have been implemented. In particular, the Finance & Corporate Affairs Directorate has been defined with the aim of integrating closely interconnected areas (offer model, Sogei operating model, procurement, financial, administrative and economic-management processes) to allow to manage with increased effectiveness the overall economic-industrial sustainability. At the same time, it guarantees the correlation between business plans, investments and expressed needs, as well as the representation of the company's position toward institutions, clients, authorities, international, national and local bodies and regulatory bodies.

Since January 2020, the People, Organization & Digital eXperience Directorate has experienced a change in organization, motivated by the determination to ensure a vertical presence, even more focused, on processes, organizational models, working methods, development and training, as well as on digital services aimed at people, to strengthen even more the main concept of eXperience.

Finally, in the Security, Safety & Industrial Relations Directorate, foundations have been laid for a Security Governance & Data Protection structure, that can be operational starting from January 2021, which represents both a competence centre in the specific field and the focal point, at company level, of policies and guidelines in the field of cyber security and cyber assurance.

The following diagram shows the organisational macrostructure at 31 December 2020.
7.1 CORPORATE GOVERNANCE

The rights of Sogei Shareholder are exercised by the Ministry of Economy and Finance - Department of Treasury - Directorate VII - Finance and privatization, in accordance with Article 5, paragraph 7, of the Prime Ministerial Decree N. 103 of 26 June 2019, as amended by Prime Ministerial Decree N. 61 of 30 September 2020, which provides for subsequent acts under the legislation in force.

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

Furthermore, according to Article 26 of the Company’s By-Laws, the management of the Company is responsibility of the Directors, who carry out the operations necessary for the implementation of the company object, taking into account the addresses received from the Department of Finance and in accordance with the provisions of the Framework Service Contract and the Agreement concluded with the Department of General Administration, Personnel and Services, in accordance with Legislative Decree N. 414 of 1997.

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

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

In 2020, sanctions were not brought against Sogei, even no monetary ones, for non-compliance with laws and regulations, just as no legal actions were filed related to unfair competition, antitrust and monopolistic practice. There are also no sanctions of an administrative, fiscal or tax nature.

Sogei has the following secondary establishments in addition to the head office at Via Mario Carucci, 99 – 00143 Rome:
- Via Mario Carucci, 85 - 00143 Rome;
- Via Atanasio Soldati, 80 - 00155 Rome.

Sogei staff are also based at Customers' premises.

Other contacts:

+39 06 5025 1 (operator)
protocollosogei@pec.sogei.it (protocol's certified email address)
ufficiostampa@sogei.it (press office email address)

www.Sogei.it
https://twitter.com/@Sogei_SpA
https://goo.gl/Jp9L6L
7.1.1 **Board of Directors**

Article 21 of the By-Law envisages that the Company is managed by a Board of Directors composed of three members, of which two officials from the Economic and Financial Administration and the third with functions of a Chief Executive Officer, in accordance with the provisions of Article 23-quinquies of Law Decree N. 95 of 6 July 2012, converted by Law N. 135 of 7 August 2012. The By-Law also provides that composition of the Board of Directors must ensure compliance with the laws and regulations in force concerning gender balance.

Moreover, always through Article 21, provision is made for prohibition of paying attendance tokens, result prizes decided after the activity and end-of-mandate treatments.

The Article 27 of the By-Law, with regard to Authorizations, provides that the Board of Directors, after deliberation of the Shareholders’ Meeting, will assign managerial powers to the Chairman on the matters mentioned by the Shareholders’ Meeting, by specifically defining its content.

7.1.2 **Authorizations and powers conferred**

The Chairman and the Chief Executive Officer have legal representation established pursuant to Article 29, paragraphs 1 and 2 of the By-Laws. By resolution of the Board of Directors of 7 August 2018, the CEO the broadest management and signatory powers were conferred to the Chief Executive Officer, by resolution of 22 May 2019 of the Board of Directors, regarding the powers related to the Consip Agreements and Framework Contracts.

By resolution of the Board of Directors of 21 December 2020, the powers related to bank credits were extended, including those made by Cassa Depositi e Prestiti (CDP – state controlled fund and deposit institution) and its subsidiaries.

The Board of Directors of 7 August 2018 approved that, in addition to the powers of attorney already conferred on the Directors, the authorizations and powers of attorney in the following areas remain unchanged, until possible revocation:

- The appointment as responsible for the Prevention and Protection Service, always in accordance with Legislative Decree N. 81/2008;
- The authorization to Security Officer, as provided in Prime Ministerial Decree N. 22/2011;
- The authorization for the area of Privacy, in conformity with the European Regulation on the protection of personal data (EU) 2016/679;

*Governance*
In the context of Judicial Police investigations, the mandate to provide to the Judicial Authority and to its appointees, as well as to the Organisational Structures of the Financial Administration accredited for this purpose, the findings, the data and information that are the object of the required investigative activities, as undertaken by the competent Sogei departments;

The authorization as Responsible person for management and storage of documents processed by Sogei, on the digital storage system.

The mandates of duties concerning occupational health and safety, environmental protection and fire prevention pursuant to Legislative Decree N. 81/2008, were revoked and reassigned on 29 January 2020 for the different corporate sites. The Manager for the control and coordination of all activities that may affect asbestos materials within corporate office sites was also appointed.

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

Finally, during 2020, there were procedures for managing the Covid emergency period, as well as special procedures for managing specific business projects such as NoiPA and Cloudify NoiPA. The project management system for the new RGS integrated management system to support PA accounting processes and the project to define and sign the Agreement for the H2020 GISCAD project.

7.1.3 Disclosure to the Board of Directors

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

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

The Supervisory Body, the Executive Officer for Financial Reporting, the Manager for the Prevention of Corruption and for Transparency, the Manager for Functions similar to the Independent Assessment Body, the Data Protection Officer (DPO) and the Chief Ethics Officer also report to the Board of Directors in relation to the specific regulatory or organisational provisions.
The Manager for the Prevention of Corruption and for Transparency (MPCT) was appointed by the Board of Directors of 21 November 2018; the Manager for Functions similar to the Independent Assessment Body and the Data Protection Officer were appointed by the Board of Directors of 19 March 2018, while the Chief Ethics Officer was appointed in the meeting of the Board of Directors of 10 September 2018.

### 7.1.4 Control Body

#### 7.1.4.1 Similar control

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

Community and national case-law clarified that this contracting is only configurable in the case where the customer entity exercises control on the contractor that is "similar" to the one exercised on its own services, thus establishing a relationship of real hierarchical and functional subordination, similar to that existing in relation to organisational structure within the institution itself.

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

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

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

The definitive implementation of Similar Control in Sogei presents advantages for both the customer and the Company, since it ensures and provides certainty to the in-house relationship, based on a sharing of the definition and achievement of business objectives between Sogei and the Administration, in implementation of government directives.
Lastly, it should be noted that with communication of 30 July 2019, the Department of Finance has integrated the Directive on the exercise of Similar Control. This integration is designed to establish the guidelines to define the lines of industrial action and for implementation of the annual general plan concerning activities, investment and organisation.

7.1.4.2 Board of Statutory Auditors

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

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

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

7.1.4.3 Auditing firm

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

The position of statutory auditor, in accordance with Article 13 of Legislative Decree N. 39 of 27 January 2010, is currently entrusted to TREVOR S.r.l., appointed by the Shareholders' Meeting of 8 June 2020 for the audit of the 2020-2022 three-year period.

7.1.4.4 Magistrate of the Court of Auditors

The company is subject to control by the Court of Auditors - Entity Control Division - pursuant to Article 100, paragraph 2 of the Constitution, in accordance with the procedures laid down by Article 12 of Law N. 259 of 21 March 1958. This is exercised through the Deputy Magistrate who, for this purpose, attends the meetings of the Board of Directors and the Board of Statutory Auditors. Monitoring involves the Company's financial management, with a view to safeguard the public purse. The outcome of the control carried out on the financial management of the
Company is summarised in a resolution on an annual basis, approved by the competent Division of the Court of Auditors and sent to Chambers and to Government.

7.1.4.5 Parliamentary Supervisory Committee on the Tax Register

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

7.1.4.6 Supervisory Board

The Company's Supervisory Body is tasked with monitoring adequacy in terms of effectiveness and efficiency and compliance of the two documents with the 231 Model and Code of Ethics. The Body operates on the basis of its own rules of procedure and has autonomous powers of initiative and control. It consists of three members, an external professional acting as Chairman, the Head of Internal Auditing and an external professional with a high legal experience in the specific issues of the Body. The Supervisory Board reports to the Board of Directors and to the Board of Statutory Auditors through the drafting of regular reports and, whenever it is deemed appropriate, its Chairman reports to the Board of Directors on circumstances and significant events under its remit or on the occurrence of extraordinary situations.

7.1.4.7 Executive Officer

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

7.1.4.8 Internal Auditing

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

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

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

### 7.1.5 Organization, Management and Control Model pursuant to Legislative Decree 231/2001 - MOG

Updates were made for the alignment of MOG with organizational changes and the transposition of new legislation, recently introduced, into the predicate crimes pursuant to Legislative Decree 231/2001 on the basis of the mandate received by the Internal Auditing at the meeting of the Board of Directors, on 4 February 2020. The new offense classes and cases introduced are:
- Tax offenses (as provided for by the Legislative Decree 124/2019, called “Tax Decree”);
- Computer crimes and illicit data processing (in relation to the case of crime “violation of the rules on the perimeter of national cyber security”, introduced by Legislative Decree 105/2019);
- Crimes against the individual personality (in relation to the case of crime “illegal mediation and exploitation of work” as referred in Article 603-bis C.C.);
- Fraud in sports competitions (Law 39/2019);
- Racism and xenophobia (Article 604-bis C.C.).

In order to ensure proper identification of sensitive activities and to ensure the proper maintenance of the model, an activity has been carried out to identify and map potentially sensitive business areas to the Commission of the above offenses. The following new areas at risk of crime were then included in the model, pursuant to Legislative Decree 231/2001:
- areas at risk in the context of crimes against individual personality;
- areas at risk in the context of racism and xenophobia offenses;
- risk areas in the context of the management of support activities for State monopoly;
- areas at risk in the context of tax compliance management.

For the purposes of mapping, interviews were conducted with risk-owner managers to analyse the assets at risk and the related control assets in place.
A training initiative on MOG Sogei was addressed to all new hires in the year.

7.1.6 Three-Year Plan to Prevent Corruption and Transparency - PTPCT

The three-year plan for prevention of corruption and transparency 2021-2023 has been redesigned as a single independent document of the model 231, also in view of the provisions of the National Anti-Corruption Plan 2019 which makes important changes to the previous regulation of the matter.

In line with the requirements of the Similar Control through Directive of 23 April 2020, the plan’s approach, which includes, among other things, a new management of the corruptive risk based on integration with Enterprise risk Management (ERM), a qualitative risk assessment, has been revised, a more extensive and widespread monitoring of prevention measures and a regular review of the whole system.

The new risk management method was applied in 2020 as a prototype to three business processes with the aim of completing the activity in the two years 2021-2022.

For what concerns the Risk Assessment ended in 2019, the residual risk level was re-assessed for processes for which new measures were implemented by the owner and the monitoring of improvement actions defined to mitigate the corrupting risks continued.

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

During the year, the activities aimed at implementing the legislation on advertising obligations, transparency and dissemination of information by public administrations and publicly controlled companies, provided in Legislative Decree N. 14 March 2013, n. 33. In this context, the section of the “transparent Company” website has been constantly updated; furthermore, an automatic system for the removal and preservation of documents displayed on the transparency section, at the end of the compulsory publication period, has been set up and some pages of the site have been revised to facilitate greater usability of the information displayed.

The use of the e-learning training session on whistleblowing for all employees at the end of December 2020 was approximately 92%.

Training on the conflict of interest was provided in e-learning mode to all Sogei employees; at the end of December 2020, its use was about 90%.

Further training was provided to Company employees operating in business areas that are sensitive to commit corruption offences, pursuant to Law 190/2012.
In 2020, the number of corruption events were unknown, and in the reporting period, an anonymous report was received and it was not significant and had a response from the RPCT.

### 7.1.7 Ethics

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

In the first two months of 2020, in fact, a study was carried out on the subject, also through participation in cross-cutting initiatives with other companies.

The pandemic and the consequent health emergency led to the postponement of this activity at the end of November, as per decision of the Chief Ethics Officer, a company reference figure for the promotion and dissemination of the principles and behaviours that have their foundation in ethics. The Chief Ethics Officer, with the aim of defining a plan of activity to be carried out during 2021, then promoted a benchmark analysis to evaluate and gather information about:

- Business figures dealing with ethics in other industrial contexts comparable with Sogei (roles and responsibilities);
- Initiatives and actions taken in terms of dissemination and promotion of ethics and management issues.

During the period of the health emergency, the procedure for the management of conflicts of interest was finalized and updated. In fact, at the end of 2019, following regulatory updates on “whistleblowing”, a review of the procedure was started, which continued during the first half of 2020 and took effect at the end of July, with its spread to all Sogei employees.

In February 2020, a working group was set up to optimize the operational flow of the Conflict of Interest Management process, through a computer Workflow accessible to all and with the aim of ensuring management, consultation, digital storage and data protection, and in line with provisions of the current laws on security and privacy.

The meetings, continued during the lockdown in "Flexible" mode, to date, have brought the project to 60% since its realization. The project is expected to be completed in 2021 with the new application on the intranet, the updating of the procedure and the start of the related training.
In 2020, the Ethics & Compliance Committee’s assessment activity, reported regularly to the Board of Directors and to other Control Bodies, led to the classification of 1 declared cases of conflicts of interest, declared as “possible”.

Following the new regulatory updates that followed in 2020, the distribution of the Code of Ethics was suspended, while training for new employees on information content continued in e-learning mode. Its disclosure will resume as soon as the update activity beginning in 2021 is completed. To date, the Code of Ethics is spread to 90% of the company’s population.

7.2 THE RISK CONTROL AND MANAGEMENT MODEL

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

The attention to risk is expressed in a) identification of monitoring of those risks that potentially threaten the Company and b) realization of mitigation plans, according to a precautionary approach that protects the Company and that guarantees to the customers a high reliability of the services realized by the technological partner.

The risk management process involves many actors, each for its own area of competence, providing for a continuous monitoring of potential risks, both on the basis of structured risk assessment methodologies and supporting application tools, and according to a continuous operational approach.

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

<table>
<thead>
<tr>
<th>Risk Areas</th>
<th>Risky events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>Top management choices with impact on strategic objectives</td>
</tr>
<tr>
<td></td>
<td>Perception of the Company’s image by customers, suppliers, public opinion and authorities</td>
</tr>
<tr>
<td></td>
<td>Unpredictable evolution/innovation of technology and associated costs/investments</td>
</tr>
<tr>
<td></td>
<td>Possible strengthening of socio-political or economic conditions</td>
</tr>
<tr>
<td>Operational</td>
<td>Customer relationship</td>
</tr>
<tr>
<td></td>
<td>Malicious acts/accidents or force majeure</td>
</tr>
<tr>
<td></td>
<td>Malfunctions or failures</td>
</tr>
<tr>
<td>Risk Areas</td>
<td>Risky events</td>
</tr>
<tr>
<td>-----------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Operational</strong></td>
<td>Development of application services</td>
</tr>
<tr>
<td></td>
<td>Management of operational activities</td>
</tr>
<tr>
<td></td>
<td>Supplier relationships</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td>Carrying out activities and necessary fulfilment for the correct detection of the</td>
</tr>
<tr>
<td></td>
<td>business management events</td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td>Contractual or non-contractual liabilities</td>
</tr>
<tr>
<td></td>
<td>Violation of laws, regulations or self-regulations</td>
</tr>
<tr>
<td></td>
<td>An event of injury or damage to Company staff, as well as potential pollution or</td>
</tr>
<tr>
<td></td>
<td>environmental impact events attributable to the Company</td>
</tr>
</tbody>
</table>

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

### 7.2.1 Enterprise Risk Management - ERM Project

The ERM project aims to build a dashboard for management and evaluation of corporate macro-risks, all inclusive and cross-functional to the whole company, that consolidate elementary risks, supervised by different actors of the internal control system (so called Risk Specialist- D.P., R.P.C.T, D.P.O, etc.) in macro-risks of the enterprise level (so called ERM risks), by assigning them to specific owners and monitor them in a dashboard available for the top management.

In March 2020, a "proof of concept" of the model was approved, which verified its technical and operational feasibility and, with effect from April, the implementation phase of the ERM began.

The model implemented dematerializes the entire ERM risk assessment process and provides specific access profiles that allow the different actors, each for their respective skills, to assess risks, monitor them and define treatment plans.
The results of the evaluation campaigns are made available at the Top Management through an overall dashboard; all *dashboards* can be browsed dynamically and allow to “explode” different sections of the graphs into increasingly detailed views.

It is important to note that the ERM model is, from a logical point of view, the natural extension, in a *Risk Management* perspective, of the Enterprise Architecture model existing in the company (hereinafter E.A.), which contains the map of the organization and processes of Sogei. The Risk List has therefore been traced back to the business processes identified in the E.A.The ERM model, in fact, is able to provide a bi-directional information flow between:

- Relevant content the risks managed by the *Risk Governance* platform (risks, assessments, *risk owners*, mitigation plans);
- Enterprise organization content on the *Enterprise Architecture* platform (processes, *process owners*, organizational units involved).

In this way, a connection – based on information, functionality and process – is implemented between these two platforms and the effectiveness and sustainability of *governance* is maximized.

Until the end of 2019, the ERM model was conceived as a *stand-alone* instrument panel of macro-business risks, which, although built through the consolidation of basic risks, were deprived of a dynamic link with the control activity of all the actors of the control system.
During 2020, the project acquired a much wider connotation applying to become an integration funnel in which to receive, in a complete and systemic way, the activity carried out by different actors of the control system, with the ambitious goal to migrate each of them to the same application platform that hosts the ERM. This would lead to the dematerialization and organization of their respective activities and, no less important, would make this information available, in an integrated way, to the Internal Auditing, which in this way will be able to exercise its role as “manager” and “coordinator” of the whole internal control and risk management system, through more effective and timely solutions.

The first step in this direction has been carried out, since June 2020, integrating the activities of the Head of Directors (H.D.).

The H.D. Office seemed, in fact, the first possible candidate to realize the first “pilot” project of integration aimed, on the one hand, at dematerializing the activities carried out so far with tools of individual productivity now inadequate and, on the other hand, at testing the feasibility of the final objective of the ERM that is, the progressive integration of the activities of all risk specialists on the same technological platform.

Most of the functionalities necessary for the activities of the H.D. have been realized and are currently under test; the overall completion is expected by the first half of 2021.

Finally, further possible developments concerning the integration of activities relating to ex 190/01 and 231/01 regulatory bodies into the ERM platform are under analysis and, subsequently, of the whole cycle of plans and internal audit interventions.

### 7.2.2 Financial risk management

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

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

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

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

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

**Price risk** - Fees for services provided by Sogei are contractually fixed and subject to regular benchmark reviews. They are therefore not subject to short-term market fluctuations.
**Risk related to the use of financial instruments** - Sogei does not operate in the market for financial derivatives and is not exposed to this kind of risks.

### 7.2.3 Pandemic Risk Management

Sogei, like all the industrial companies of the country, has been called to face a completely unpredictable scenario, as the one of the health emergency caused by the Covid-19 pandemic that has entailed difficulties and organizational and managerial complexities, even more clear in the light of its nature of national critical infrastructure, provider of essential public services. During the lockdown period, in which Sogei has always guaranteed the correct functioning of the technological infrastructures useful to the functioning of the Country System, upon recommendation of the company management, it started a project aimed at preparing a Risk Management Plan to be implemented whenever a pandemic crisis occurs. This project, in addition to ensuring an effective analysis of the emergency and identifying the most appropriate actions to be taken to protect the health and safety of workers, it is designed to prevent and mitigate possible impacts such events may have on the organization and activities.

The data and information collected so far will enable a pandemic crisis management plan to be established which, developed in accordance with existing contingency management plans, it will properly coordinate all phases of event management that could be harmful to the business and to the level of services provided.

There are different risk classification criteria, methodologies and supporting application tools used by each of the business players. Furthermore, they meet the specific needs of each player.

### 7.2.4 Compliance and Risk Management Related to non-compliance with regulations

The risks of non-compliance with regulations and related reputational risks (Risk of Compliance) are duties of the structure called “Integrated Compliance” which, for the areas subject to assessment, provides for the evaluation and assurance of ex-ante control for their prevention and mitigation, providing advice and indications of prudential actions and conduct, as well as proposals for preventive and corrective measures, also working in collaboration and coordination with corporate structures responsible for individual domains.

In this context, through the use of a customized model of Evaluation and Assurance for quantitative measurement of the Compliance risk, in 2020, a significant compliance risk assessment (C.R.A.) of the “Environment” regulatory area which ended with the monitoring and final recognition of the degree of implementation of risk response actions identified in the Action Plan and shared with compliance risk owner.
Furthermore, a compliance risk assessment has been prepared for the Evaluation and Assurance of the “Externalizations” regulatory area, or the professional performance related to software development activities not covered by internal production capacity, examined from the dual point of view of the risk of labour and of the risk related to passive solidarity related to the reference legislation, including that of Covid-19.

In order to take account of the significant changes in legislation that have taken place in the meantime and the impacts of the recently issued Covid-19 regulation, a follow-up of the Risk of Compliance in the field of health and safety in the workplace has also been updated, already evaluated in a previous assessment carried out in the same area.

The risk profiles detected for these areas were shared with the internal structures concerned and the relevant operational assessment was suspended in view of the particular commitment deriving from the internal reference structures due to the ongoing pandemic emergency and the consequent changed needs and different context in which the company suddenly found itself to operate.

Furthermore, always in 2020, the “ERM development and integration project and Integrated Compliance Model”, due to the confluence of elementary risks into ERM risks, was launched and the design of an integration model was started.

Monitoring and regulatory support for OIV functions continued, carried out also in 2020, provided checks of competence and internal cooperation for the updating of data and information provided in the “Transparency” legislation and issued the certificate of conformity required by ANAC regarding the fulfilment of publication obligations pursuant to Article 1 of Law N. 190/2012.
The Quality Management System (QMS), made available in the Company since 1995, represents a governance model closely linked to the overall management of the Sogei System, inspired by the principles of efficiency, effectiveness and continuous improvement, aimed at satisfying the Customers’ expectations.

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

In 2020, the activities aimed at implementing the Enterprise Risk Management (ERM) model continued, in line with the Risk Based Thinking approach of the ISO 9001:2015 standard, for the integrated management of corporate risks.

Sogei has also completed the National Strategic Pole qualification process in accordance with the requirements of Annex B of the AGID Circular N. 5 of 30.11.2017, through the first certification of the Service Management System (SMS) according to ISO 20000-1:2018 and the Management System for Continuity of Services (MSCS) according to ISO 22301:2014. In this sense, an integrated policy for Management Systems has been defined, published on the institutional Web site on the occasion of the update of May 28, with the aim of spreading it to external stakeholders as well.

Sogei obtained and maintained certifications with respect to the following reference standards.

<table>
<thead>
<tr>
<th>Reference standard</th>
<th>Scope</th>
<th>Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNI EN ISO 20000-1:2018</td>
<td>Services Management System (SMS)</td>
<td>Yes - RINA First certification on 9 Jun 2020</td>
</tr>
<tr>
<td>Guidelines for surveillance on Certified Email Administrators (V 1.0 of 18 November 2009)</td>
<td>Surveillance on Certified Email Administrators</td>
<td>Yes External audit - AGID on request Half-yearly surveillance - internal audits</td>
</tr>
<tr>
<td>Check-list for surveillance activities and certification of conformity (V.1 of 14 April 2017) for Digital Preservation</td>
<td>AgID surveillance and certification of conformity</td>
<td>Yes - AGID through RINA Certification renewal 9-12 Jun 2020</td>
</tr>
</tbody>
</table>
7.3.1 Digitisation and Process Mapping

In line with the digitisation path undertaken by Sogei, the development of “Process Mapping” continued within the corporate Enterprise Architecture. In particular, in order to facilitate the connection with the Company’s Enterprise Risk Management (ERM) and to manage the privacy requirements foreseen by the GDPR, the meta-model was reviewed and the governance of the system was defined.

Significant, from the digitisation point of view, was also the project “Lean organization and digitisation of processes”, aimed at spreading at the company level a culture aimed at simplifying and “streamlining” processes, completed with certification of 12 people “Green belt Lean Six Sigma” and the implementation of method on the Application assistance process.

7.3.2 Customer Satisfaction

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

The analysis of results gathered through the objective measurement of customer satisfaction makes possible to identify the actions necessary to provide products and services that are increasingly suited to their needs and expectations. For this reason, Sogei has refined a system over the years for listening to customers. The system is centred on different aspects of recording service quality.

In 2020, in particular, customer surveys concerned:

- Land registry and property advertising telematic services for Revenue Agency (quantitative survey on land registry and property advertising services, Sister and Contact Centre of land registry);
- RED EVO Service of General State Accounting on behalf of IGIT (Qualitative Survey);

Internal investigations have been carried out within the Company concerning:

- Business environment (areas of attention/pain point in terms of internal culture and value system);
– Digital preservation service (evaluation of the experience by internal users);
– Flexible working (human and professional experience during the emergency period, with particular attention to the communication and collaboration tools);
– The role of service owner for business profiles (effectiveness of the support provided by these professionals).

7.4 SECURITY AND DATA PROTECTION MANAGEMENT

Sogei has improved, over the years, its awareness about security and, more in general, that the protection of information must be conceived, designed, implemented and managed, not only through structured processes and implementation of logical and physical security measures (firewall, encryption, etc.), but also through the implementation of a “Government system, Information Security & Data Protection,” chaired by a Chief Information Security Officer (CISO), that enables the entire “security chain”, to be governed and monitored.

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

Training becomes therefore a basic element in supporting information protection and accident prevention and, in particular, of data breach; during 2020, 5 training courses were provided through collaboration platforms provided by the Company and 1 in e-learning mode. The DPO has initiated an awareness-raising path for all staff through the publication on the intranet and social corporate channels of thematic pills related to Data Protection.

For what concerns cyber security an assessment has been started on business processes using a methodology of Cyber Security Maturity Model, developed by Leonardo S.p.A. – Corporate for its internal structures, and applied on Sogei in collaboration with Leonardo’s cyber security staff. This model identified the maturity level of corporate cyber security, defined a target level to reach, and planned a roadmap of interventions that could lead governance to fill the gaps identified and define future investments in resources, skills, and activities. The Sogei Security Governance structure coordinates and directs the different working groups and specific implementation tasks, in collaboration with management consultants who are experts on the issues.

7.4.1 COMPUTER EMERGENCY RESPONSE TEAM (CERT)

In 2020, Sogei’s CERT saw an ever-improving approach for sharing flows to and from cyber security institutions. It also consolidates cyber event management while initiating a strategic activity that includes the implementation of a structured and as automated as possible Cyber
**Threat Intelligence** platform, with a module (MISP) dedicated to the collection and sharing of Indicators of Compromise (IoCs) at its centre. The MISP instances that are part of the project being set up will allow to optimize the interchange flows of the IoCs, both toward the actors outside Sogei (for example other CERT, PEC managers, etc.) and toward the technical structures of Sogei with which CERT works on a daily basis (especially the SOC). In particular, the “external” MISP module was successfully used as part of the pilot project organized by AgID on the PEC infrastructure security improvement project, in particular to share IoC with other PEC managers. Prevention and *intelligence* skills in relation to *cyber* risks and threats, already consolidated in previous years through the adoption of specific services, processes and technologies, have been further expanded through the launch of information services concerning events of particular importance and/or specifically related to the context of the Constituency.

The activities described above can be included in the scope of multi-annual project launched in 2019 with the aim of enhancing the detection, analysis and response capabilities to high-impact security incidents, *data breach* and growing threats to the services exposed by the Company. In particular, all these activities are part of the objectives of collaboration with the CERT of Leonardo S.p.A., focusing in particular on improving the management methods of both *security governance* and more operational activities, objectives pursued through the specific and customized support, by Leonardo’s monitoring structure for all Sogei services and infrastructures. Again with reference to the areas related to *Cyber Threat Intelligence*, in addition to the MISP module mentioned above, the CTI platform comprises modules and implements processes specifically designed for a high automation of the flows of collection, analysis, processing and sorting of the IoCs.

The Sogei’s CERT analysts, despite the difficulties of “direct use” caused by the Covid-19 pandemic, were able to participate, even in the first two months of 2020, in both national and international conferences, thus developing their own attitudes of updating and learning, result achieved also thanks to the support provided in the context of a wider business collaboration with external institutes such as AgCom and La Sapienza University. These activities have enabled CERT personnel to relate and collaborate with realities that deal with *cyber security* aspects from different points of view, also these sources of considerable interest. Furthermore, CERT reaffirmed its central role in coordinating the activities resulting from continuous professional support for *cyber security* personnel of CERT-MEF and the different Constituency entities, Agencies and Financial Police (GdF,Guardia di Finanza) *at the first place*. For what concerns Guardia di Finanza, Sogei’s CERT has seen the opportunities for collaboration and support grow widely, particularly in the field of *Cyber Threat Intelligence*, making itself very well known for production of many reports concerning events under investigation by the Authority. This fruitful collaboration led CERT itself to be asked to design a training course specifically for GdF users to be delivered at the beginning of 2021, focusing on *Cyber Threat Intelligence and*
Analysis. The collaboration of Sogei’s CERT with GdF in the field of Cyber Threat Intelligence began in 2019, with the production of detailed intelligence reports, that thanks to the help of analysis and research tools that daily detect security events on open and closed sources, reveal tactics, techniques and reasons of threat actors involved in these malicious campaigns.

During 2020 Sogei’s CERT also has:

- Published, through the use of new collaboration platforms made available by the Company (in particular “Yammer”), 10 notices concerning the prevention and awareness issues in the cyber security field; therefore, the dedicated channel “Sogei’s CERT” has represented an important vehicle for sharing the main activities carried out daily by CERT;

- Managed 3,196 events classified according different types of event/incident and divided in different areas of Constituency of Sogei’s CERT. In detail:
  
  - Cases of malware (35.8%): identified in emails and other malicious code vectors, addressed by activating the appropriate IT security structures for updating security and removal systems;
  
  - Possible threats to Sogei-managed infrastructure and services (52.2%): identified possible attack or potential exploitation of vulnerabilities (via information from CERT’s intelligence sources and research activities), managed by setting up appropriate business structures to mitigate risk or solve potential vulnerability;
  
  - spam and phishing events (10.8%): identified, thanks also to user reports, in deceptive emails aimed at stealing credentials of sites and services, and solved by blocking the sites linked to them;
  
  - events related to disclosure and leak of credentials (1.2%): these are, in almost all cases, institutional emails associated with passwords that are not related to “corporate” accounts. These credentials, filtered out from third party sites and portals not always known through successful attacks (Data breach), are collected by CERT through dedicated intelligence channels and directly communicated to the user (in case of Sogei employee) or to the cyber security structure of the Institution involved (in the case of SIF) or CERT-MEF (in the case of the Economics Departments);

- For what concerns Sogei as Data Controller, no possible violation of personal data has been detected, while in the context of Sogei as Responsible party, there have been 9 events of data breach, which have been managed, solved and communicated to the Data Controller, institutional clients of Sogei.
As part of the important and consolidated monitoring role of the implementation of the Recovery Plans (PdR\(^4\)), CERT monitored 231 PdR during 2020, of which 68 were new, and closed 47 of them.

No cyber security training has been provided for Public Administration personnel.

### 7.4.2 Physical Security

At Sogei, physical security is one of the main elements of an organized and efficient system and is linked to all assets in the company. In the context of the emerging situation, caused by the spread of Covid-19, the correct application and management of security has ensured respect and implementation of both disciplines provided by ordinary law, and of the specific norms and forecasts included in the emergency decree issued by the Government in the interests of the health and safety of workers.

Right from the start, in fact, it has become a true support element through which, Sogei and more precisely the Coronavirus Restricted Committee, has been able to control and monitor the access to Sogei both of indispensable employees and suppliers.

The prevention and containment measures adopted have been in compliance with government directives and health safety protocols and have been implemented through the implementation of monitoring instruments such as: increase of surveillance personnel to ensure hand sanitization and use of masks, the control of the entrance turnstiles equipped with thermoscaner for checking temperature, the activation of the safety measures for possible emergencies related to inform about health anomalies, the monitoring of business areas of aggregation (such as canteen, distributors, elevators) for the personnel available, etc.

Physical security has ensured the continuous presence and “availability” of staff in corporate offices, even during the lock down period and has always guaranteed, to all employees in smart working, a true collaboration, by reactivating, through signals, remote connections.

### 7.4.3 Information Security

The main input of the Government system for corporate security and therefore for integrated management of logical, physical and cybernetic security risks, is represented by the Information Security Management System (SGSI). This system allows, through a structured set of processes and a specific assignment of roles and responsibilities, the risk management aimed at protecting the information processed by the Company. SGSI continues to evolve to meet the

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\(^4\) The Recovery Plan is the document that in the software development cycle, after a Web Application penetration Test (WA PT), is written and updated whenever vulnerabilities are detected on running or intended to be operated software, detailing planned interventions to restore the above vulnerabilities.
company security requirements and the security requirements of national law. With this in mind, the main activities carried out in 2020 concerned:

- The extension of the scope of the SGSI to the service of the Electronic Health Records. At today, SGSI includes and certifies according to ISO/IEC27001 reference standard 12 critical ICT services, the management of Disaster Recovery, Data Centre and Security Incident Management, for a total of 15 services;

- The study and definition of the requirements for the development of appropriate additions to the risk management methodology to enable the adoption of the risk management methodology for the definition of the list of networks and systems underlying the essential functions, as explained in the first decree issued concerning the national order for the definition of the National Cybernetics Security Perimeter, explained by the Law Decree 105/2019;

- Conduct audits and assessments for information security handled by critical ICT services. There were 6 audits carried out during the year;

- Updating company security policies in accordance with new IT security requirements to which the Company is subject;

- the monitoring of computer security indicators;

- monitoring of risk treatment plans defined as a result of audits and assessments. In the area of information security, data protection and business continuity, 114 return plans have been opened and 19 have been closed.

7.4.4 Operational continuity

In 2020, the process, already started in 2019, was finalized for definition of Operational Continuity Management System (OCMS) and the achievement of Certificate of Conformity to the ISO 22301:2014 reference standard. This goal has allowed to complete the compliance with the continuity requirements of Circular N. 01 of 14 June 2019 and maintenance of Sogei’s qualification as a National Strategic Pole. The SGCO has been defined as a further guarantee of the company’s resilience, through the definition of preventive and reactive processes carried out by means of a specific organization. The methodology for Business impact Analysis has been defined, aimed at identifying continuity parameters and critical resources, and the Risk Analysis methodology, already in use in the SGSI context, has been adapted to the business continuity context.

In 2021, the scope of the SGCO is expected to be extended to include further critical services and to continue with the integration, already started in 2020, among the Operational Continuity Plan, the Disaster Recovery Plan and the emergency procedures already adopted at Sogei and with the expansion of testing activities of the crisis scenarios.
7.4.5 **CLASSIFIED INFORMATION**

Sogei implements a Management System of Classified Information (SGIC, Sistema di Gestione delle Informazioni Classificate) that collects and harmonizes the different procedures dedicated mainly to personnel with security authorization. Together with the SGIC, Sogei works and operates through a security area responsible for managing classified information in accordance with the State Secret regulations. The area is managed by a specific structure, managed by the Security Officer, with the support of other company figures, according to the different operative profiles of the Sogei's Principal Security Secretariat.

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

In 2020, classified documentation processed by the Principal Security Secretariat on a special classified protocol register amounted to 74 incoming requests and 67 outbound requests.

7.4.6 **PROTECTED DATA**

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

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

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

962 incoming requests and 1061 outbound responses were registered in 2020.
7.4.7 **DATA PROTECTION**

In the context of EU Regulation N. 2016/679 (GDPR) and the partially-amended Privacy Code (Legislative Decree N. 196 of 30 June 2003), Sogei operates in the capacity of Data Controller in the processing of personal data carried out in the corporate context. By virtue of the designation conferred by the Authorities who are Data Controllers, Sogei operates in the capacity of Data Processor in relation to the services performed on behalf of these Administrations.

Sogei carries out ordinary control activities aimed at improving the awareness of the fulfilment of the various corporate structures that process personal data in the two mentioned contexts and to verify the correct application of the principles of privacy by design and privacy by default to the processing of personal data carried out by the company as owner and data controller. In 2020, in addition to the annual audit provided by the Provision of the Privacy Authority of 27 November 2008 concerning the verification of the performance of system administrators, the company audited some specific areas and found satisfactory coverage (over 90%). The requirements of the GDPR for protection of the rights and freedoms of the parties concerned. Furthermore, all company treatments have been assessed in order to assess their risks and to verify the adequacy of the protection measures applied accordingly.

7.5 **IT GOVERNANCE**

In 2020, also as consequence of the effects of the pandemic, Sogei was called to play an important and committed role in the process of PA modernization. The specialized skills and experiences put in place by its people for development of complex and critical information systems have proven to be useful, and can be even more in construction of new development models for the Country, also seizing the opportunities that this difficult moment is offering, thanks also to the projects developed under European funding.

IT governance models have been reviewed, implemented, and modified to meet the new challenges that the company has been involved in: new projects and new customers to accelerate and facilitate digital PA transformation.

This need has been, and will be, in the next few years, the one of an effective and flexible IT governance, to foster Sogei's path of innovation and growth as PA support.

It is our job to standardize production processes and use resources more and more efficiently to ensure greater responsiveness and speed in meeting customer needs and to build IT solutions that facilitate and simplify the citizens' eXperience.
7.5.1 Production Management

7.5.1.1 Production process

The Sogei production process has been revised and updated to include new activities related to Customer Experience Management (CXM) discipline.

In particular, the following activities have been introduced:

- **Assessment phase**, for existing services, which provides for collection and in-depth analysis of the documentation and/or data related to the service subject of project intervention, the punctual identification of the different types of profiles that currently use the service (“Personas”) and the reconstruction of their experience of use (“User Journey”) and, in general, for all services (new and existing ones) the collection activity, from all possible information channels (Customer, Sogei internal data, market analysis and benchmark services, etc.), of data necessary to define the following phases of the project and the kind of users that use the Service (“Personas”);

- **Co-design phase**, which provides implementation activities (preparation, realization and formalization) of collaborative work sessions based on the involvement of the different stakeholders (clients, users, customers, etc.) that will allow to bring out, for each user profile (identified by Personas, homogeneous groups of Users with similar characteristics), needs, expectations and issues to be considered for user experience design through co-design workshops;

- **Rapid prototyping phase** that includes prototyping and usability testing of the low-definition prototype that will be refined in the IT architecture definition phase and further subjected to usability and accessibility tests.

7.5.1.2 Tools to support the Production Process

The continuous improvement of software production and management tools is truly important to ensure quality, reliability, safety and efficiency of services provided to the users and at the same time to decrease the Total Cost of Ownership (TCO) of the information system, which depends, in addition to the first investment, even from all costs involved throughout the whole service life.

A revision of the certification flow of the software controls was then carried out in order to optimize the engagement times of the structures involved in the different phases of the software production process. In addition, an improvement was also made in the tracking of requests for intervention in order to provide a greater correspondence between the artifacts released in production and the source code through the widespread use of the ALM (Application Lifecycle Management) platform, thus fostering a greater governance and control of the projects.
In several projects, the Agile (flexible) SCRUM framework was adopted, considered one of the key elements in driving the business toward the DevOps paradigm.

During the year, the different aspects of using a sandbox for software development were analysed. Thanks to it, it is possible to define in cloud templates for creation of a runtime environment for the developer. In this way, s/he can take advantage of an environment already aligned to the Sogei architectural patterns thus ensuring uniformity with the choices made by the governance groups.

This tool has proved very useful in this phase of forced smart working by eliminating the need to have fixed workstations where to install tools and products.

**7.5.1.3 Metrics**

Thanks to the efforts made over the years by Sogei on the subject of software development metrics, the internal competence centre has contributed to the GUFPI (Gruppo Utenti Function Point Italia) and IFPUG (International function Point Users Group) work by presenting its experience and solutions in different national and international conferences. The contribution offered to the community of experts has allowed the beginning of a close collaboration with IFPUG on the work of two groups dealing with methodological evolution:

- Functional Sizing Standards Committe;
- Non-Functional Sizing Standards Committe.

Participation in these working tables gave Sogei the opportunity to have a presence on metrics issues, contributing to the “continuous improvement” of internal counting processes thanks to the continuous alignment of the CFPS (Function Point Certified Specialist) and CFPP (Function Point Certified Practitioner) certificate community, on the new developments. All this has also made it possible to further focus some of the experiments started in previous years laying the basis for their industrial application, as in the case of snap experimentation for non-functional measurement, the use of SiFP and measurement of software in iterative and Agile (flexible) processes.

A new version of the counting tool has been implemented which, by increasing its usability and flexibility of use, will contribute to a greater rationalization and centralization of “dimensions”.

**7.5.1.4 Operating model**

Within the framework of the operational model project, the main objective of which is to guide Sogei’s choices and decisions in view of the strategies decided by the Top Management, work has been carried out on development of the supporting tools.
In order to consolidate the solution, on one hand, work has been done to improve its functionality, on the other hand to expand its contents and improve its quality by launching a project to review the results with some pilot organizational units.

In particular:

- actions have been carried out to improve the user interface, introduce role management and consolidate the operating model;
- Two new scenarios (As-Is and Gap) have been added to the external support area, extended the scope of interest to ICT services of the General State Accounting market and launched a first activity of assessment of ICT services, with five pilot organizational units, aimed at ensuring greater quality and completeness of the data used in KPIs calculation in order to be able to verify the quality of the result produced;
- The first revision of the operating model data was concluded through the completion of the assessment activity started on a sample of ICT services and testing and tuning to improve the quality of the results obtained.

### 7.6 Management of Offers

#### 7.6.1 Service Portfolio

During 2020, the support tool for preparation of offers for the customer, called Service Portfolio, was completed and updated with the description of new services, the fees and the related service levels, as consistent with AGID opinion number 12/220, made in accordance with Article 14a, paragraph 2, letter f) of the C.A.D. on the Procedural Guideline between the Department of General State Accounting of the Ministry of Economy and Finance and Sogei.

These services are already used for creating the offer generated within the Procedural Guideline stipulated with RGS, within the Framework Agreement and subsequent implementing Agreements concluded with the Presidency of the Council of Ministers and the Framework Agreement signed with the Ministry of Education.

To complete the Sogei offer, cloud services are still being defined also in relation to the role of Sogei as a National Strategic Pole.

The Service Portfolio tool offers a complete and exhaustive summary of all the services that Sogei is able to deliver in the different contractual areas, from those consolidated over time to the most innovative ones. The Portfolio also offers a cross-section of the services, at an experimental stage, provided in the “Innovative Scenario” section.

A summary of the services offered has been displayed on the company's website.
7.6.2 **SYSTEM OF CONTRACT MANAGEMENT**

With the updating of the new services that Sogei can provide under the AGID opinion number 12/220, the Volume and Performance Services - VPS (formerly known as SIRENA) system has been oriented to the reporting and analysis of the volumes and performances achieved. The system will be on line in the first version in January 2021 within the framework of the management of Procedural Guideline between RGS and Sogei and subsequently for all agreements whose offer is based on the new services referred in the previous paragraph or on further new services that will be defined during the course of 2021.

The new system will offer its own functionality of business intelligence tools, including performance evaluation, reporting, automatic checks of congruence and data criticality, in order to give evidence of the goodness of the services provided more than their simple reporting, in addition to analysis to support decision-making, this improves governance and business-level monitoring of contractual and business indicators.

7.6.3 **SERVICE CATALOGUE**

The ICT services have been enriched with information linked to the technological characteristics of the services themselves and with some other useful elements to evaluate the complexity and criticality from the point of view of the realization and maintenance of the software connected to them. These elements have also been identified in order to satisfy the requirements of the operating model and to allow it to have the necessary information to address the strategic scenarios provided by the company top management.

Furthermore, in order to help the transition of the General State Accounting market to the new contractual model, the whole information system was represented in terms of Services.

7.7 **PARTICIPATION AND ASSOCIATIONS**

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

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

- **to promote the exchange of information and the updating with respect to new technological and managerial trends**: to create, develop and manage systems of relations with experts of the field in areas of strategic interest for the Company business, in order to encourage the exchange of information and experiences on technical-innovative, managerial and governance issues. The promotion and diffusion of the spirit of cooperation
among the members of associations and bodies recognized at international level allows to develop innovative and cutting-edge research projects, making use of the support and experience of free professionals, sector experts, research and academic bodies;

- **to guarantee professional updating in the technological and managerial field** in order to optimize the processes of support to the Client and to the Company: to ensure proper updating of professional skills through the use of on-going training programmes provided by sector associations for its members. The consultation of single-subject volumes, publications and specialized magazines and participation in conferences, seminars and round tables promoted by sector associations allows to guarantee the specialized training necessary for maintenance of certifications and, more in general, the possibility to increase the *know-how* of Sogei staff. Professional updating also allows to better satisfy the needs of customers through new solutions or by optimizing those already in place;

- **focusing attention on particularly sensitive areas:** promoting gender equality, ensuring ethical and social sustainability, ensuring a privileged position on security, privacy and environmental issues.

During 2020, Sogei adopted the “Guidelines and criteria for approval of membership of Associations, Bodies, Foundations and Committees” which provide for a process of gathering requirements and approval when the following criteria for requirement assessment are verified:

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

- **INTEREST** - Membership of an association must satisfy a true need for membership of an “association” context.

- **PROFESSIONAL NEED** - To guarantee the development and professional updating of the employees and to maintain/renew any acquired professional certifications.

- **SPECIFICITY** - To be understood in terms of verification and evaluation of the particular (or “original”) “characteristics/competences” or in any case of other specific elements of the Association to which it is intended to join and which justify the “choice” of the same, as alternative to others which may be active in the same context. In cases where there has not been a preliminary verification/attestation of the “specificity” requirement, the identification of the beneficiary of the access contribution (membership fee) may take place after comparative assessment of the interested parties which, following a public notice with an indication of the research and evaluation criteria, have expressed an interest in submitting his/her application.
- **COST/BENEFIT RATIO** - The expenditure for payment of the membership fee must be proportional to the benefits obtained also considering the cost to be incurred for purchasing the services provided in case of non-participation in the association.

These guidelines will spread the effects of their practical application from the year 2021.

In 2020, Sogei joined the following associations:

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<th>Scope</th>
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<td>ICT</td>
<td>AIIC - Associazione Italiana Esperti in Infrastrutture Critiche (Italian Association of Experts in critical Infrastructure)</td>
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<td></td>
<td>ITALIAN ASSOCIATION FOR INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)</td>
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<td>Staff</td>
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8. **#NOIDISOGEI: SKILLS AND KNOWLEDGE FOR INNOVATION**

8.1 **SOGEI FOR DIGITAL AGENDA**

With 50 million Italians present in the Register of the Resident Population (ANPR, Anagrafe delle Popolazione Residente) 150 million payments managed through the PagoPA platform, 170 million electronic bills to the public administration, nearly 13 million credentials of the Public System of Digital Identity (SPID, Sistema Pubblico di Identità Digitale) and 18 million Electronic Identity Cards (CIE, Carte di Identità Elettroniche) issued, 8 million downloads of the IO app and 10 million of Immuni app, Italy has now proved to be equipped with coherent strategies for digital transformation.

Yet, the Country entered the Covid-19 crisis as the fourth lowest country in Europe in terms of digitisation (25 out of 28), with deep differences between North and South: according to regional *Digital economy and society index (Desi)*, Lombardy, Lazio and the Province of Trento are the most “digital” regions, while as last ones there are Sicily, Molise and Calabria.

The PA and its associated companies have been key to emergency management and will play a crucial role in implementing the digital agenda, first of all in managing the huge amount of European resources available. For the next seven years of European programming, Italy will have the availability of more than 100 billion Euro to implement the digital agenda, plus the resources that we can attract from direct investment funds. In its 2014-2020 programming, Italy was the first country for structural funds available to implement the digital agenda – 3.6 billion Euro – effectively spending only 34.5%.⁵

**8.1.1 PA’S THREE-YEAR IT PLAN**

On 12 August 2020, AGID published the 2020-2022 Three-Year IT Plan in Public Administration, a document for digital transformation of public administrations in the next three years.

The Plan comes at a delicate and emergency moment, caused by the spread of the Covid-19 pandemic, which has affected public administrations, both centrally and locally, with a quick use of *smartworking* and a significant increase in the demand for digital services from citizens.

The Plan presents an important element of innovation, introducing a clear reference to public administrations with objectives to be achieved, in relation to specific operational areas. Another

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innovative element lies in the strong emphasis placed on measuring these results, introducing both a reflection and an operational guide for all administrations.

The plan covers topics such as national IT infrastructure, interoperability model, PA platforms and data, information security, ecosystems, tools for generation and dissemination of digital services, digital transformation management.

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

- The first part provides a framework and indicates the principles and strategic objectives of the Plan;
- the second one is dedicated to the technological elements;
- The third part sets out the governance tools of digital transformation.

### 8.1.2 Sogei’s Activities for Digital Agenda

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

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

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

- **Infrastructures**: Sogei is engaged in development of PA cloud model and, as soon as the further National Strategic Poles are identified, in the consolidation activities of the data centres;

- **Interoperability**: within the interoperability model, AGID will consolidate the guidelines to which all PA's will refer and which will address the kinds of collaboration and interfaces realized for data exchange between public administrations;

- **Platforms**: solutions that offer fundamental, transversal and scalable functionalities for digitisation of PA administrative processes, standardizing the methods of delivery. They help administrations to build new functionality, reducing service time and costs, and ensuring greater IT security. Sogei is involved in the management and development of NoiPA, Sicoge, Siope and Siope+, ANPR platforms. Furthermore, for “PagoPA” platform,

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6 There is a total of 223 plan LDA, but only 122 are allocated to Public Administrations as the remaining lines are AGID and MID responsibility. Sogei’s involvement is calculated on the LDAs assigned to the PA.
Sogei develops interfaces for all clients receiving payments, for “SPID” develops authentication interfaces;

- **IT security**: Sogei, as part of its security governance activities, has transposed the provisions of the National Cyber Security Strategy (Prime Ministerial Decree of 27 January 2014) by establishing CERT Sogei as a security incident response team. As part of the monitoring, analysis and correlation of security events, Sogei has a Security operation Center (SOC) infrastructure that can address threats from possible cyber attacks.

- **Management of digital transformation**: Sogei collaborates with the Department of Digital Transformation of the Presidency of the Council of Ministers and AGID as partners in the activities that allow to support the management of the change required for transition to digital of the Country System. It also collaborates with the National School for PA, providing training to PA officials and managers to enhance their skills and knowledge on the main topics of digital transition.

### 8.2 The PA digital transition

#### 8.2.1 Training and dissemination of digital culture

In the context of access activities related to Digital Republic, a national strategic initiative promoted by the Department for Digital Transformation of the Presidency of the Council of Ministers to tackle all forms of cultural digital gap, Sogei has continued to contribute to development of digital culture of the citizen with the aim of increasing awareness of the risks and the knowledge of the opportunities offered not only by the web, but also by all those contact points, or so-called touchpoints, used daily by the citizen, and to improve its digital experience. In particular, two videos on digital payments have been produced under the initiative Web Consapevole. The activities of Open Innovation saw the development of an intervention programme described in the following paragraph and finally the support activities to the National School of Public Administration continued with 3 online events:

- **Digital Workplace**: the workplace in a “digitally transformed” PA, with the aim of understanding how digital transformation could change the workplace and what tools, organizational models, decision-making processes, and ways of collaboration would be. The event was attended by 175 people;

- **Technologies enabling digital transformation**: cloud, edge computing, IOTs and AI, with the aim of analysing the main enabling technologies that stimulate the digitisation process of the public sector through the study of experiences of concrete use of these technologies, with reference to projects under implementation in some public administrations. The event was attended by 83 people;
– **7th Course-Contest of Management Training** - Laboratory “How do I work in a digital workplace?”, entirely dedicated to the new generation of managers. The event was attended by 126 people.

During the year Sogei participated actively, through a *partnership* with the Research Observatory of Politecnico di Milano, in 7 events that had as their central theme the *Design thinking*, applied in different themes and highlighting strengths and weaknesses.

### 8.2.2 The Open Innovation Programme

Sogei has planned and is implementing, for the first time in the Central PA, an *Open Innovation* strategy aimed at involving its partners in a process of change and digitisation of the Public Administration increasingly aimed at services to citizens. This strategy was called “Open Innovation: Digital models and technologies for PA” innovation. The first cycle of *Open Innovation* 2019-2020 ended with exciting results and a second cycle 2021-2022 was planned.

The strategy developed and the results achieved are described in detail below:

**Phase 1: Analysis of the innovation demand** – In a continuous cycle, the innovation demand has been analysed, coming from *partners*, customers and *stakeholders*, in terms of new services, organizational models and technologies. A co-creation workshop with 170 *senior IT managers* of the PA at the Castello di S. Severa (RM) in October 2019. This event showed 1,042 micro ideas, 42 use-cases and 5 areas of interest (CX, Cybersecurity, AI, IoT, Digital Culture and Change), rationalized in a cluster matrix and represented in the “PA Innovation Radar”. The demand analysis cycle continued in 2020 with *surveys* and interviews to reveal themes and challenges for the second cycle 2021-2022.

**Phase 2: Consolidation of the innovation offer** – in order to consolidate the Sogei innovation offer portfolio, the first *startup program* of the *outside-in* type has been realized in the Central PA of the State, through a *Call4Solution* in collaboration with LazioInnova aimed at *start-ups*, *spin-offs* and innovative SMEs. 5 innovative solutions were selected to meet the 5 challenges of phase 1 and a “km zero innovation ecosystem” was developed with scientific partners (CINI, CNIT, CNR-ISTC) and industrial partners (Unindustria). A digital award event was held with over 200 participants (March 2020).

**Phase 3: Bootcamp** – with the aim of designing use cases and co-generating technical-architectural and user requirements, bringing together PA, innovative Enterprises and Accademia, a “Bootcamp” was organized in October 2020. More than 560 participants for 2 plenary sessions with institutional and academic speakers (including the founding father of Open Innovation, Prof. Henry Chesbrough) and 5 parallel sessions on solutions emerged from Phase 2 (CX, Cybersecurity, AI, IoT, Digital Culture and Change). The “Bootcamp” has activated 5
Proof of Concept with the 5 companies selected by Call4Solution, demonstrating the ability to “put in practice” what emerged from the whole path.

The strategy was managed and executed by a cross-functional Open Innovation Team that took on board the principles of Intrapreneurship. Sogei’s willingness to advance the process of innovation in the PA has not faltered even under the pandemic Covid-19 challenge, highlighting resilience once again. In order to be accountable, to disseminate and allow the reuse of method, a hypermedia Whitebook has been produced, in course of publication.

The conclusion of the first cycle of Open Innovation allowed us to structure an innovation funnel, develop a “zero km innovation ecosystem” and provide a strong basis for the development of the innovative procurement broker role assigned to Sogei by the recent regulatory framework.

8.2.3 DIGITAL ETHICS

2020 saw the continuation of activities on digital ethics and the different aspects covered by this issue.

In continuity with 2019, which saw active participation in the various stages of the definition of the European Commission’s code of digital ethics for artificial intelligence, real actions were put in place in 2020 for application of the underlying principles of this topic. Very well focused in recent months, among other things, by bodies such as the Regional Administrative Court of Lazio and the Council of State.

Sogei’s original approach to this subject, and based on the concept of so-called ethical tests, has made it possible to focus attention on the centrality of human action in algorithmic procedures, that is, what is commonly defined in jargon as human-in-the-loop.

The Company took part in an international conference with its own original elaboration on human governance with particular reference to the construction, to date, of procedures specially realized for PA regarding the use of AI artifacts. In fact, the need to transcribe and/or confirm and/or decide with certainty information deriving from public information (such as a judgement of a court, or a municipal decision, etc.), leads to the inevitable use of machine learning tools required, of whatever nature they are, as tools for supporting decisions, in other words, as instruments that direct human action, where the human (human-in-the-loop, precisely) is the centre and the ultimate responsible of the action taken. In this sense, machine learning solutions take on the desired ethical requirements desired and addressed by different over-national institutions.

All activities related to digital ethics have been merged into the construction of a new operating model called cognitive Enterprise described below.
8.2.4 CYBER 4.0 COMPETENCE CENTRE

Since 2019, Sogei is a member of the Cyber 4.0 Competence Centre dedicated to cybersecurity and focused on the implementation of innovation, industrial research and experimental development projects. This group, led by the University of Rome La Sapienza, includes universities, enterprises and SMEs and is co-financed by the Ministry of Economic Development-MISE.

In general, competence centres, structures made up of public and private organizations, created to guide and promote the technological innovation of our Country System, have defined the projects and scope of application of which each one becomes a promoter, contributing to the implementation of projects in the field of industry 4.0 and, in general, technological innovation.

These incubators interface with the Ministry of Economic Development, an entity involved in the financing of initiatives, which has taken on the role of coordinating, monitoring and controlling all projects promoted by the centres. From this point of view, the results of the work will be, among other things, functional to the increase of national know-how also in the field of security. Following the formal establishment of the association that will carry out the competence centre, Sogei has been included in the Technical Scientific Committee.

On cybersecurity, at national and international level, during the year the European Commission published a call for national pre-selection for the establishment of the European Network of European Digital Innovation Hubs.

The European Digital Innovation Hubs – EDIHs – will be entrusted with the task of ensuring the digital transition of industry, with particular reference to SMEs, and of public administration through the adoption of advanced digital technologies, artificial intelligence, high performance computing, computer security.

In August 2020, a Memorandum of Understanding was signed among MISE, MIUR and MITD, with the aim of structuring the institutional collaboration for the implementation of pre-selection procedure and national co-financing.

A two-step selection procedure is provided for the identification of European hubs:

- A national pre-selection to identify a list of subjects with technical, scientific and legal and administrative capacity to participate in the network;

- A restricted tender procedure, managed by the European Commission, to which candidates, submitted by the Member States, will be invited.

The Cyber 4.0 Competence Centre has submitted its application and has been selected from the national candidates.
Passing the national pre-selection does not constitute a right to the allocation of national resources, but is a necessary condition for access to the next European selection phase, the outcome of which will identify the hubs constituting the first EDIH network.

### 8.2.5 Italian Blockchain Service Infrastructure (IBSI)

The European Commission, in 2018, launched the European Blockchain Service Infrastructure project with the strategic objective to create an interoperability connection system for the European single market. Italy, in line with the aims and objectives mentioned, has joined EBP (*European Blockchain Partnership*), promoting joint and shared initiatives, in Europe and Italy, aimed at removing regulatory and technological obstacles to the implementation of the project. At the national level, in line with the EBSI objectives, a project called IBSI (*Italian Blockchain Service Infrastructure*) has been launched to develop a national blockchain ecosystem for service provision of public interest. The project is based on collaboration between public and private actors and is open to the participation of new stakeholders.


The activities that will be developed within the project are:

- Experimentation of specific cases of use also on the basis of standards related to Regulatory Sandbox related to Law Decree N. 34/2019, at the time planned for the Fintech sector;

- *smart contracts* to be used, for example, in certification of qualifications or for exchange of *tokens* representing other digital or physical assets or a right, such as ownership of an *asset* or access to a service;

- proposal for prototypes and pilot projects for provision of thematic services of national interest to citizens and businesses, application trials, services and use cases at national level, including cross-border interaction. Other objectives, shared by the Parties, concern the implementation of research and development activities on the distinctive features of blockchain technology, in order to deepen its potential, such as the promotion of decarbonizing cities, the use of renewable energy sources, the development of energy-sustainable and renewable models and, more generally, the fight against climate change;
Development of *smart contracts* aimed at tracing production and logistics supply chain lines, also with the aim of promoting the certification and guarantee of “made in Italy” brands, by automating the exchange of information and value between the parties involved and operating on the same production chain.

Sogei has followed the initiative from the beginning, understanding the level of strategic strategy and has confirmed the willingness to join it by signing a letter of intent with validity of one year.

### 8.2.6 Analysis and Studies

Several analysis papers and transition evaluation to digital PA were prepared in 2020.

In particular, a document was produced to study and analyse the critical dimension of the “human capital” of the Digital Economy and Social Index (DESI) 2020. In this dimension, which includes the basic skills for the use of *Internet* by the population and the most advanced skills, Italy is the last in Europe. Italy ranks last in number of graduates in ICT disciplines, and is well below the EU average in all other sub-sectors.

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

### 8.3 Research and Digital Laboratory

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

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

The applied research activities of technological edge such as the *Internet of Things*, artificial intelligence and machine learning and, new this year, the *Conversational Analytics* have been intensified.
8.3.1 **Call Proposal Horizon 2020**

In 2020, the *scouting* activity for new investments in *call for tenders* published by the European Commission and the executive agencies in the strategic fields of research and innovation continued.

The Company’s presence is currently focused on two priority axes: *Cyber security* and *Precision Satellite Positioning* (GNSS) within the European financing programme for “Horizon 2020 Research & Innovation”.

In international partnership, Sogei launched in the year 2020, the activities related to the three projects financed, assigned in 2019:

- **GISCAD-OV** *Galileo improved Services for Cadastral Augmentation Development on-field Validation* (GISCAD-OV) for the implementation of a GNSS correction system for low-cost precision positioning;
- **HELMET** - High integrity EGSS layer for Multimodal Eco-friendly Transportation;
- **CyberKit4SME** for developing SME support tools to address possible *cyber* attacks.

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

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

8.3.2 **Galileo**

The Galileo Project, the European Union’s Global Navigation Satellite System (GNSS), designed to send radio signals for positioning, navigation and time measurement, continues with the launch of high-precision services, which are expected to be validated in 2021, in which Sogei is involved. Developments are being followed in the high-precision services and Galileo authentication for institutional applications that can be developed for Agencies.

8.3.2.1 **Precision Positioning Services (Outdoor)**

**International projects**

The development activities of the GISCAD-OV and HELMET projects have been started, for which the activities of analysis of the requirements and architectural project have been carried out which will lead, in 2021, to the realization of the related pilot projects.
This was based on the design of a European Control Centre in Sogei for the provision of precision positioning services for cadastral survey in the seven countries involved in the GISCAD-OV project. It also develops new health monitoring and tropospheric error estimation capabilities for performance in multimodal transport and *Vehicle-to-everything* (V2X) for HELMET.

**Software Define Radio (SDR) tests**

Sogei, also in relation to the European Commission’s framework programme Horizon 2020, has developed an extension of its GRDNet network for precision positioning related to railways. This guarantee and reliability of service can be provided by innovative systems of FDE (*Fault Detection and Exclusion*).

The use of SDR technology on board the vehicles allows a complete, precise and safe control of the vehicle and of the individual containers, with the creation of dedicated anti-fraud systems that can be adapted to the challenges that will be posed in the coming years. This would ensure the effective implementation of simplified customs procedures and the *e- Customs*, within the UCC (*Union Customs Code*), as well as the creation of new means for security in tracking CSI containers (*Container Security Initiative*).

The SDR experimentation, which ended in 2019 with GEOWEB, allowed to verify the functionality of the SDR in the field of topocartographic survey and the necessary extension to multifrequency processing.

The migration to object Oriented Architecture of the Sogei SDR Software has therefore been designed, implemented and tested. This enables the SDR to be expanded to different frequencies and integrates IoT and GNSS sensors for innovative applications. This activity is a signal for the expansion of the SDR to terrestrial positioning systems and 5G signal processing.

The development of the second GPS frequency processing module has also been started, which will allow the SDR receiver to be equated to a high-end commercial terminal, with convergence times at a centimetre position of a few seconds.
GRDNet Evolution

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

The stations of Latina and Frosinone were reinstalled, removed for a stable exchange, at the respective provincial offices of the Tax Authority and the inspections carried out at the Viterbo headquarters.

The agreement between Sogei and Guardia di Finanza was also signed to provide appropriate specialized unit.

In addition, the usual maintenance and assistance activities were carried out to the Tax Authority, Local branch, for the use of the GRDNet precision GNSS positioning service.

Test of Precision positioning for Road haulers – Customs Agency

In 2020, the test with the Customs Agency for monitoring of the precise mileage covered by the “digitalisation of road haulers” project for creation of a pre-compiled declaration system for fuel excise duties was carried on and concluded.

The activity was realized in the project and in the realization, entirely carried out in Sogei, of thirty GNSS OBUs (On-Board Units) and in the installation, on the same number of vehicles, of an IoT platform for real-time monitoring and DB recording of their position and route, in order to establish a pre-filled and automatic fuel excise declaration procedure.
In addition, a final report was produced for the Customs Agency, from which the possible additional revenue that can be obtained from this solution is shown.

**Dissemination of R&D, RTCM SC-134 and Galileo Service activities**

In 2020, participation in international on-line events and workshops and industry meetings continued for the dissemination of Sogei R&D activities.

Within the framework of the RTCM SC-134 Standardization Committee, the first message block for the transmission of positioning integrity parameters for automotive, rail, maritime and IoT industries has been designed. In this context, the activities carried out by Sogei were promoted and presented.

Liaison between RTCM and ISO has been established, with presentation of the activities of the ISO TC/204 Committee.

For the Galileo Services association, its secretariat has been confirmed, the coordination meetings and the presentation of the association to the new Executive Director of the GNSS Supervisory Agency, Rodrigo da Costa, by establishing contacts with the new management of the Agency and by reporting the importance of institutional applications for creation of relevant topics in the following Call Horizon Europe.

The institutional interests of the Company were presented and reported in a hearing at the Court of Auditors of the European Commission.

**8.3.3 Institutional Collaboration Agreements**

During 2020, the cooperation agreement between Sogei and the Military Geographical Institute was established and signed. Through this Agreement, Sogei will make available to the Institute the GNSS reference station data resulting from the extension of the GRDNet network for determination and maintenance of the national coordinate reference system and will acquire a partnership role of considerable importance for national accreditation and the development of successful services in several Application sectors of Public Administration.

Furthermore, meetings were held for signing agreements with other institutional actors to “realize” GNSS precision and integrity positioning.

**8.3.4 GEOPOI® (GEOCODING POINTS OF INTEREST)**

GeoPoi, registered trademark of Sogei, refers to the research line that sees at the centre of the digitisation processes the possibility of geo-reporting phenomena to the territory. In the context of Location Intelligence intensive applications, the Geopoi community framework, also in 2020, recorded a further increase in institutional users, reaching almost 50. The confirmed use of GEOPOI in the applications “18app”, “Carta del Docente”, “Observatory of the Real Estate Market
(OMI, Osservatorio Mercato Immobiliare)" and the services of geo-referencing of the function “Find the counter” of the Tax Authority - Collection, products of wide use, it certifies the considerable efficiency of the product and the considerable cost savings due to licenses of commercial cartographic products. The Tax Authority, through development of the SIT (Integrated Territorial System), makes extensive use of the services offered by GEOPOI and uses, for its own architectures, solutions prepared with the support of Research & Development.

### 8.3.5 Machine Learning & Artificial Intelligence

In 2020, several corporate initiatives were followed up, which made it increasingly possible to study and apply modern machine learning and artificial intelligence techniques on cross-cutting applications to the whole company organization.

Thanks to the use of sophisticated algorithms of natural language processing, image processing and entity extraction, it has been possible to process and digitize a large number of documents, including paper documents, automatically building links between them, simplifying access to documents, search and cataloguing. The approach adopted also made possible the reuse of the software realized to satisfy the demands of different customers even with different objectives.

Additional fields of application are forecasting systems for the analyses of time series that describe financial trends, payment orders or pharmaceutical expenditure, and the classification models and identification of the correlations in the area of pharmacovigilance or cybersecurity.

Current developments very often use open-source algorithms, making it possible not only to use modern mathematical models available today, but also to study and continuously improve the latter ones.

### 8.3.6 Internet of Things

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

In 2020, the first business IoT projects were completed, such as the installation of parking space occupancy sensors, and the planning of some projects, such as the control of communal areas (e.g.: canteens, etc.) for the purpose of Covid-19 prevention or emergency management assisted by intelligent sensors to identify a possible alarm situation as soon as possible.

In this scenario, it is clear the need to adopt an IoT platform able to meet the requirements of the Directorates present in the respective reference market and, from September to November 2020 in collaboration with Consip. A market consultation was carried out for a technical
assessment of IoT platforms and their pricing models. Through this procedure, it was possible to compare the solutions of 14 companies.

### 8.3.7 Quantum Computing

The Digital Research Laboratory has embarked on a path aimed at the exploration of quantum computing, both in terms of deepening the purely scientific issues underlying the operation of such machines, and in relation to its practical use in some areas considered of extreme interest, identifying in the growth of personal skills and in the transfer of such knowledge acquires within the Company, crucial elements of technological innovation.

The notions acquired during this period have led to the realization of a position paper, issued at the end of 2020, which describes the current state of scientific research and industrial solutions in this field, and proposes significant applications in the company reality of Sogei on three main topics:

- **Cyber security.** At today, the main cryptographic schemes are based on factorization, precisely because classic computers have difficulty in breaking up large numbers into prime numbers. The size of the numbers used in the most modern public and private keys of encryption is the guarantee of their security. Quantum computation allows, for now theoretically, the decomposition into large number factors, breaking the encryption keys. Therefore, the quantum computer can exploit vulnerabilities that already require adequate countermeasures with the so-called post-quantum cryptography. At the same time, quantum cyber security will be able to identify and avoid quantum cyber attacks before they can cause damage.

- **Quantum machine learning.** Quantum computers can be used in the elaboration of machine learning algorithms, which are the basis of artificial intelligence solutions. These algorithms are extremely complicated and require a lot of computing power to achieve the business goal posed by the problem. Quantum computation in this sector allows the achievement of optimal solutions in a more efficient way for this type of problem.

- **Optimization.** In different fields (finance, process development, networks, etc.), there are problems that allow more solutions and, in general, the number of solutions is growing exponentially as the complexity of the problem increases. Among all the possible solutions it is desired to choose the one that optimizes a certain parameter, for example the cost or the minimum time of realization of a product, or the one that allows to reach the maximum efficiency. Through the use of algorithms Quantum Annealing and Quantum Approximate Optimization Algorithm, quantum computers can solve these types of problems more efficiently than traditional computers.
8.3.8 **Conversational Analytics**

In 2020, Sogei introduced the study of Augmented Analytics solutions, with a specific focus on Conversational Analytics techniques.

Augmented Analytics is considered an approach that automates the process of searching and displaying information, using *machine learning* and natural language (NLP) technologies, so as to suggest actions or data of potential interest. With Conversational Analytics, the NLP concept is taken a further step forward, allowing the retrieval of such information through verbal rather than textual language.

The following figure shows the positioning of the technology and the level of market penetration still very low as one of the current frontier technologies:

![Diagram](image)

**Figure: Gartner, Hype Cycle for Analytics and Business Intelligence, 2020**

The tools of Conversational Analytics will help speed decision making and increase the usability of information to the public administration and citizens.
8.4 DIGITAL TRANSFORMATION IN SOGEI

We live in an increasingly interconnected and interdependent world. Global finance, free markets, supply chains, and international travel have become a natural and family lifestyle for both organizations and citizens. Given our interconnection has spread prosperity and opportunity, it can spread discontinuity, at the same time, in an efficient way. The Covid-19 pandemic spread rapidly in a few months, leading to human and economic consequences. Thankfully, uncertain times bring creative solutions, as we are witnessing the combination of innovation and new technologies to face our “new normal world”.

Although the future remains uncertain and change comes quickly and from many directions, an “adaptive” approach to strategy is the most pragmatic. Rather than identifying and orienting a possible future state, adaptive strategy focuses on the ability to embrace and explore uncertainty and complexity. In other words, business innovation and transformation become part of the integration of the digital strategy described through the five dimensions shown in the following figure:

![Figure: Gartner, a model of innovation for the future](image)

This pandemic, which forced almost all employees of the Company to stay at home, saw the use of remote working and its new way of working. Digital innovation speeded up and some of the activities, launched in 2019, have been a determining factor in responding promptly at the time of the crisis. Smart working project has been essential because it enabled us to take advantage of the service models previously configured on the virtual computing platform and assign mobile...
workstations to employees hired during the year. Social and collaboration tools and the Company Digital Platform have unlocked potential and promoted transparency, trust and openness.

During 2020, the Customer eXperience Management (CXM) operating model was introduced in the company with the aim of increasing customer focus. Designing solutions based on the Customer eXperience means working closely with people. It means putting themselves in their shoes, understanding their difficulties and needs and turning them into opportunities for unforgettable experiences. For this reason, Sogei has chosen to equip itself with people and tools able to realize products and services that are based on the expectations of those who use them. The methodology involves the involvement of end users and all stakeholders from the beginning. A methodology that makes everyone involved with the aim of designing innovative services that move within digital and physical solutions.

During the year, a path was launched aimed at the realization of a new operating model able to effectively implement the topics underlying the concept generally understood as Cognitive Enterprise (CE). This is an extremely important step, being a concept that is widespread in the most innovative IT organizations and requires a strategic vision in line with the rapid evolution, increasingly comprehensive, that we are witnessing in the industry of the Artificial Intelligence.

During the year, despite distance work and the inability to access classroom training, staff attended 161 events to reduce the digital gap.

Sogei’s digital transformation path saw the development of 16 projects of technological innovation and 19 projects of process innovation and ended with the activities of analysis and deepening, aimed to delineate a Model of Data and Analytics (D&A) of company reference.

### 8.4.1 Employee Experience Management

#### 8.4.1.1 The EXM framework

Understood as the employee's experience throughout his entire working life, the Employee eXperience is the cornerstone of Digital Transformation in its entirety of cultural, organizational and technological change. The positive impact of the complex of interactions it has with the Company is at the base of the engagement necessary to be an active part of the innovation process and to create it. It is in this perspective that one of Sogei’s primary objectives is to constantly raise the quality of this experience, giving life to increasingly innovative and enabling practices and working contexts. Expression of this strategic approach, the EXM (Employee experience Management) framework aims, therefore, to be an integrated model through which to manage with structured logic all the interventions of valorisation of the Employee eXperience aimed at increasing the levels of engagement, well-being and performance, starting with the expectations/needs of employees and creating a working environment that can enhance and facilitate their tasks. It is possible to say that the Employee eXperience is the basis of shared,
innovative and supportive leadership based on empathy, listening, collaboration, trust, sense of responsibility and care for people. The project, which is divided into several phases, provides the realization of an Employee Journey Map within which there will be all paths related to Employee experience, also those already realized as, for example, the onboarding process, taking into account the three key dimensions that characterize it, Socio-cultural, Digital & Tools and Environment. During the year, the framework design activities were started and the assessment phase was consolidated in the evaluation areas corresponding to the dimensions characterizing the Employee experience through the creation of interviews and the programming of focus group sessions involving both reference parties of the dimensions analysed and a sample of the company population. The introduction of the EXM framework, an operational model for the corporate governance of all Employee experience processes, represents an investment that the Company makes by putting people at the centre. A very large and complex project on which it focuses its effort and which brings with it positive impacts on productivity, Employer Branding and Customer Satisfaction.

8.4.1.2 Enabling processes

In 2020, the onboarding process for new employees was included into the Employee experience pathways, consolidating the importance that #NoidiSogei recognizes to people, from their entry, with the aim of making them feel immediately involved and part of a dynamic and inclusive context.

The insertion of the new resources is accompanied by a constant and daily contact with each one of them, contact that is maintained over time also thanks to the tools of communication and collaboration company, in order to allow an experience of maximum involvement. Among the actions planned, a series of personalized Newsletters with which we provide the new ones with useful indications on the various aspects of the business context, the greeting of the AD and the Directors, the creation of a dedicated Teams channel, the organization of virtual class sharing meetings with company contacts about the topics that need further study, networking opportunities through moments of experience and socialization, the introduction of the “buddy” (buddies are chosen among the new hires 2018/2019) that will accompany them in the onboarding process, the delivery of a branded kit. The generational change that has been going on for a few years has also seen in 2020 the inclusion of more than 100 apprentices among graduates and new graduates. All new recruits with apprenticeship contract have therefore been involved, from the first day, in a path of employee onboarding experience to facilitate their insertion through an experience that was as positive as possible, making them aware and participate in the company culture, by giving them an overview of the main operating rules of the company and helping them acquire the knowledge, skills and behaviours that are useful to become an integral part of the Company. In 2020, 2 editions of experience were provided, each lasting 10 days.
In support of the onboarding process, differentiated training courses have been developed for new MS and high school graduated ordering to the organizational functions of destination whose main objective was to provide the key tools to be able to carry out the assigned activities and to make known, through internal seminars, scope and business best practices. The training was started with the soft skills paths, in order to facilitate integration and mutual knowledge, given the particular period of entry into the Company characterized by smart working, to continue on the more technological elements with the introduction to programming languages, design and use of DB, introduction to Customer eXperience, software counting metrics, application architectures, tracking systems, digital signature and encryption. Project Management elements have also been provided to recent graduates. A total of 945.5 training days, also bearing in mind that the training of graduates will continue throughout 2021. On-the-job training has been facilitated and systematized in everyday work, in order to make it an integrated tool of growth and training. In total, 7,564 hours of training were provided in the Employee eXperience paths.

Throughout the 30-month period of apprenticeship, new recruits can receive help by an HR Tutor, who helps them with growth and autonomy, and by a Technical Tutor that is the reference point for all aspects more closely related to work in Organizational Units. In 2020, the tutoring process involved 210 apprentices (the number includes both those recruited in 2020 and the previous 2 years), 144 technical tutors and 11 HR tutors. 70 were the new tutors who received dedicated training. The total tutoring meetings were 1,070, of which the majority of the group in order to facilitate the comparison, integration and sharing of experiences, as well as to streamline the process itself, in anticipation of the considerable increase of new entries. The total commitment in hours was about 520 hours.

For the newly hired “experts” profiles, as an onboarding process, Mentors formed in 2018 with the project “P.E.S. O.S line” were activated again this year. By favouring the integration of these professional figures and the acceleration of the process of insertion in the company context through a structured methodological mode that allows to transfer to the Mentee, in a fast and customized way, information and basic knowledge, as well as to the knowledge of the context in which it is inserted. There were 94 Mentors involved.

All new employees, undergraduates, graduates and “experts”, were involved, according to their group, in the SOGE-IN Communication process, provided in house by certified internal coaches. The path, conducted with Group Coaching methodology, is an experiential path on empathic communication, based on active listening, oriented to building exchange relationships, effective communication and trust. The route has been completely redesigned to be able to be used remotely on the Teams platform. In 2020, 8 editions were delivered (1 at the premises and 7 in virtual classroom), attended by 128 people.

New-appointed managers have also been involved in a dedicated onboarding eXperience, with the aim of offering them support in managing their role in an authoritative and effective way. New
managers are given an immediate overview of the organizational assets that are useful to their tasks and are involved in a path that involves different modes of interaction. In addition to a welcome Newsletter, the creation of a dedicated teams channel where to exchange and receive information and impressions, a path of orientation through a series of short sharing meetings, online and in presence, on topics of interest (People Development, Economic Management, Personnel Administration, Compliance and privacy) and a virtual meeting with the Directors, planned for new external managers. The process provides a methodology that alternates the proposal of tools with different active and participatory training modes aimed at reducing the contents into the operative reality. There is enough space available for individual reflection on “being a leader”, which improves awareness and commitment with respect to our own autonomous development. In 2020, 15 managers were involved: 6 new hires and 9 new appointments.

8.4.1.3 Dissemination of digital culture within the Company

In a particular year such as 2020, values and corporate culture have been an important reference point. The research for innovation and commitment to the diffusion of Digital eXperience have been constant and have also been realized in initiatives, internal activities and events that have represented experientialelements of sharing and participation and that constitute a tool to transfer know-how and best practices in support of collective knowledge, by facilitating active learning and increasing the circulation of ideas. The continuity of these events has been maintained thanks to the conversion of the methods of management and delivery of the same, in order to make it possible for all the employees to use them online. This required considerable efforts in training, technical organization and testing, and all video recordings of events have been transcribed in accordance with accessibility legislation. The events have been in total 16, with over 2.600 participants, with an average presence of 205 employees. Delivered through the Teams platform and diversified according to different targets (Management, employees, IT or Corporate profiles) and formats, it has been possible to organize:

- 4 Techstorytelling, events based on technological aspects and related to solutions or projects realized (Sogei as cloud provider, Design and operative path of Immuni app, Cybersecurity, Evolution of Mainframe platform);

- 3 Readings, public readings aimed at stimulating thoughts and stories concerning the development of soft and digital skills and their implications in everyday life ("Liberati della brava bambina", “Economia della memoria: conoscenza, intelligenza valore tra uomo e macchina”, “Jonathan Livingston Seagull”);

- 5 Innovation workshops, including two “WorkingSmart Days” dedicated, in collaboration with Microsoft, to the adoption of corporate communication and collaboration tools, the event “The toolkit for data governance”, a project created to support Information Governance, as
well as the organization of the “Bootcamp”. The closing event of the first edition of the “Open Innovation” event, aimed at involving partners/customers in the process of change, eXperience and PA digitisation.

Finally, two special events on new technological paradigms, such as robotics, were organized with the Italian Institute of Technology.

8.4.1.4 Ethical experience

The Ethical Experience (EX) is a highly innovative part of building employee experience. In fact, it is supposed to be included in the Employee Experience that part of the Company’s commitment that answers a fundamental question: How would we like the products/services we develop to be lived ethically by the citizens who use them? In other words, the EX takes care of a whole series of ethical values and principles that accompany the realization of the products/services so that they can “take care” of people and so they can see and experience this will of care for them.

8.4.2 Working Smart

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

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

The following figure summarizes the methodologies underlying the new way of working:

In order to facilitate the approach to changing business and organizational contexts, an initiative has been implemented aimed at structural managers, dedicated to the principles of Agile Change
Management. The meetings offered further reflection to explore the possibility of converging toward new organizational models, more smart and streamlined, therefore better adapted to changing and dynamic contexts. Furthermore, the issues addressed have been seen as an opportunity to develop lines of activity already available internally in some company projects connected to Agile topics. A total of 7 virtual editions have been realized, with the involvement of 97 managers of business structures, with the focus on the Agile framework related to project management. The framework is designed to boost flexibility and constant change, allowing you to change the priorities of each project stage, based on goals and needs. In particular, the path provided an overview of the Agile Scrum approach, widely used in the implementation of information technologies for change management. The logic of iterative and incremental development has been deepened and the roles of new professionals have been characterized, with practical knowledge and applications of the method. The deepening of the approach based on Agile Change Management principles and methodologies is a transversal objective and not limited to the technical and market field. For 2021, the design and implementation of a path version dedicated to staff structure managers was planned.

Within the company initiatives for the diffusion of knowledge on the subject of accessibility, aimed at achieving the objective of accessible applications by design, an internal training course has been provided on the principles of accessibility and the verification methodology adopted at Sogei. After the review of the competence certification process of the ETAC (Technical Accessibility Expert). The training course organized in blended mode (video, e-learning, meetings with teachers through Teams) involved 52 people and ended with an exam aimed at acquiring certification.

8.4.2.2 Enabling solutions and technologies

Office automation, social, communication and smart learning solutions

In 2020, the new methodologies and working tools put in place, focused on sharing, flexibility and accountability, fostered the expansion and circulation of knowledge and skills and enabled safe and efficient collaboration.

The new Corporate Social Intranet (CSI) has been made available online on 28 February, and new communication and collaboration tools, as TEAMS and YAMMER, have effectively introduced new ways of working, with a reduction of time and distance. The change made necessary and speeded up by the spread of the Covid-19 pandemic and smart working solutions have provided an opportunity to foster even more comprehensive and conscious adoption of these technologies. The social tool YAMMER, through the creation of Corporate Groups, has enabled real-time access to information, allowing employees to share ideas and knowledge with the whole Company, to receive assistance and to stay up to date on specific initiatives or projects. The collaboration tool TEAMS has allowed you to collaborate with your team and share projects.
in a common space through dedicated channels, to work in *co-authoring* and organize *online* meetings and events. This has partly reduced the number of emails exchanged and has brought the email tool back to normal use. The possibility to use these tools also from *mobile* has made it possible to reach all and participate in *meetings* from anywhere. In addition, the presence in the CSI of a profiled and customizable *dashboard* enabled a notification and *alert* system to simplify organizational and service processes.

The introduction of the above tools has been supported by an implementation plan started in July 2020 with two days called Working Smart day in which the whole company was presented with the potential of the new products of the Suite *Microsoft 365* (Teams, Yammer, Planner, etc.) by correctly framing them in the productivity layers as shown in the following figure:

The implementation of the new digital culture, through the provision of new functionalities, will continue in 2021 through days of training and appointment of new figures called *Advocates* who will have the task, through specific training, to promote the dissemination of digital culture through the use of new tools.

In this kind of context, in which the relationship between person and work is changing, communication is supporting this process by encouraging the creation of a workspace that is made more dynamic, interconnected, delocalised and collaborative, strengthening cross-communication modes, by improving the employee *experience* and by targeting their activities to inclusion, adaptability, dialogue and maintaining continuous contact and confrontation. In particular, through an information campaign substantial support has been provided to the structures responsible for management of the emergency related to Covid-19 and internal
communication plans and campaigns have been launched and implemented to disseminate and promote strategic corporate projects (Corporate Social Intranet, Brand Identity and coordinated Image, WorkingSmart, DNA & Framework Competencies, Experience Survey, Welfare, Customer eXperience Management (CXM), Information Governance, Open Innovation). In addition, in view of the context of social discontinuance and distance that characterized the year, many of the planned communication activities have been modified, the delivery of internal events has been converted to digital and engagement initiatives have been prepared to involve people with a positive point of view and make them feel closer (#distantimauniti). Finally, with the realization of the Calendar 2021, which has become in recent years an eXperience tool aimed at communication and sharing of culture and corporate values, a project has been launched on Purpose of Sogei - “We simplify the life of Us citizens” - , that is, our purpose and contribution to the community - a project that will be further deepened and promoted, outlining its constituent components in collaboration with all the company structures.

Furthermore, in 2020, the new LearningSmart training platform was activated, dedicated to Microsoft 365 products and the Design Thinking method, which offers online learning paths, with flexible time and ways of use. The multimedia contents are organized in a way of personalizing the user’s workspace with specific content, services and functionalities.

Company Digital Platform

Company Digital Platform (CDP) represents the offer of ICT products to support the Company, guaranteeing its functionality, reliability and integration of applications and systems. It is based on a stack of technologies that allow the creation of digital assets to support the functioning of the company, enhancing the centrality of the concept of Employee eXperience. The guiding principles for continuous and progressive evolution of the products implemented by the Company Digital Platform, aimed at enabling digitisation, the Employee eXperience and cloud adoption, are summarized in:

- Enterprise Collaboration, for knowledge sharing, communication and team working;
- Digital & mobile first, in order to facilitate the interaction between the working ecosystem and the employee and facilitate the path of change toward smart working methods;
- Inclusive, accessible & user-centric products, closely related to people's needs;
- Data driven, for the enhancement of the assets of company information and development of a data-based culture;
- Agile mindset, to answer quickly to the satisfaction of business scenarios;
- Cloud & Hybrid cloud to accelerate platform evolution by putting together on-premises products and cloud solutions.
As a step after the creation of the *Corporate Associate Intranet (CSI)*, in 2020, the gradual *reengineering* of the ICT products of CDP has been started, in line with the principles set out above; an operational project was carried out, limited to an area of the company intranet (the employee's obligations), aimed at:

- Improving the *experience vision* (based on knowledge of the needs, problems and frustrations of people) of the identified scope, through the definition of proto *personas* and their needs and the use of *design thinking* techniques;
- Define a structured approach to be subsequently applied also in the *reengineering* of all other ICT products;
- Make ICT products consistent with the new intranet and among them.

The project led to the identification of an *experience vision*, the design of a series of scenarios for proto *personas* and preparation of an implementation *roadmap* (planned over a period of 3 years).

**Corporate Social Intranet (CSI):** it is a tool for greater sharing of innovative solutions, activities, strategies and technologies enabling the development of a continuous digital transformation. The best collaborative tool, in line with *People Value* strategies, as well as bringing benefits in simplifying access to information, improving *business* processes and speeding up activities. CSI strengthens the sense of belonging, by fostering dialogue and therefore by becoming an *engagement* solution.

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

- Microsoft *teams*, a unified communications and collaboration platform that combines persistent *chat*, video conferencing, meetings, content sharing (including simultaneous *file* exchange and work), application, workflow, and *chatbot* integration;
- Microsoft *Yammer*, a *corporate social network* that allows open and dynamic communication and improves involvement within the organization through *communities* of interest where you can gather ideas and *feedback* by keeping everyone informed;
- Microsoft *Sharepoint*, a service that lets you share and manage content, knowledge, and applications to strengthen teamwork, find information quickly, and collaborate effectively across your organization. In 2020, the new section “Projects” has been implemented, the showcase for the presentation of the activities and the state of the art of the main projects of business interest. In addition, in order to facilitate the creation of a “common drafting”, simplified editorial *templates* have been created for the insertion of content by non-technical experts.
**Data Lake:** Sogei also aims to set up, within the *Company Digital Platform, a company data lake* to enhance and make available the complex and articulated information heritage of data managed by the internal applications to a series of users. It allows to have a set of predefined reports and, furthermore, it can carry out *self-service analysis, in order* to encourage an approach that raises awareness of the employee to be a driving force in the adoption of a culture and a competence based on data.

To this end, in 2020, the activities started the previous year continued, which led to the consolidation of *data lake* on the scope of labour costs, also integrating the forecast part (*budget*). Also during 2020, an *Oracle cloud* architecture-based trial was carried out that highlighted some important aspects:

- The effectiveness of a methodology for a first data modelling activities and for subsequent model evolutions (both IT and *Business User* sides);
- The greater autonomy and ease for the *business user* in *data exploration, self service BI, dashboarding* and reporting (*Analytics Experience*);
- the possibility of deepening the scope of *machine learning* for predictive analysis.

**Low-code/no-code platforms:** In a world with very pressing deadlines, in which you must always be very fast and proactive, the promise of *low-code* development tools can represent an attraction: with few *clicks* and in a short time, even non-programmers can create a simple *app*. This is the message from a wide range of *low-code* tool suppliers. As to say, platforms and solutions that enable companies to develop *quality software* without the need for a highly specialized *team* of developers.

In general, it can be said that the *no-code/low-code* development platforms allow to create *software* using GUI (graphical interfaces) instead of standard computer programming and traditional coding techniques.

In 2020, the respective platforms proposed by Microsoft and Salesforce were introduced into *the Company Digital Platform*.

In particular, based on Microsoft Power Apps technology, the “NavOn” app has been created to support the provision of the corporate collective transport service with the aim of allowing the employee a reservation of the shuttle in full mobility and to receive the indications defined in the context of the Covid-19 emergency; the application provides assistance on the basis of a specific *chatbot* and facilitates the *mobility manager* through the visualization of summary and detailed data of the use of the service (*dashboard*).

On the Salesforce platform, however, the following *apps* have been developed:
- DigitMBO, with the aim of digitizing the current MBO process. The app allows in fact to automate the entire workflow from Proposal, objective analysis, loading of the related documentation to finish with the final Reporting and Validation;

- SPE (Essential Public Services), with the aim of automating the selection of personnel responsible for management of so-called “essential public services” during strike events.

8.4.3 DATA MODEL

The activity of analysis and deepening, aimed to define a Data Model and Analytics (D&A) as company reference, it has been aimed at identifying the main organizational drivers able to guarantee an effective balance between the requirements of cost containment related to data management and of maintaining resilience capacity and the opportunities to improve the time to market of analytics solutions and to introduce innovative solutions.

D&A’s operating model aims to increase economies of scale, reduce complexity, and limit “technology debt”. The analysis conducted with Gartner’s support has led to the recognition that, as far as D&A is concerned, the principle of “one-size-fits-all” governance cannot be used anymore in favour of Adaptive governance.

The organizational actions identified in 2020 and to be undertaken in 2021, in view of an evolution of the structure set up in this regard, can be summarized as follows:

- The Business Data Management functions, as a whole, define the Roadmap related to common rules and a company reference D&A Platform;

- The Business Data Management functions are accountable, during the development of its own business plans, in applying the rules defined and in adopting the solutions of the company D&A Platform;

- A cross-sectional team operates the Platform Product Roadmap in order to establish and maintain the common D&A infrastructure;

- A D&A Governance Board decides, from time to time, the trade-off between the pursuit of a common solution or a specific and dedicated solution;

- An Office, as support of the D&A Governance Board, prepares the dossiers in order to allow the decision making, monitors the execution and identifies any necessary corrective solutions.
8.4.4 **NEW OPERATING MODELS**

8.4.4.1 **Customer Experience Management**

In 2020, the *Customer eXperience Management* (CXM) programme focused mainly on the consolidated configuration of processes and their implementation with a view to standardizing and integrating the operating model into the smooth running of the business, scheduled for 2021. Therefore, at the same time, both the contingent planning of support for projects with the appropriate characteristics to help the improvement of operational experience of users and the activities related to formal implementation of a complete functioning model integrated with the previous existing development processes.

The new DEX-CXM, designed as a central hub, has been implemented and provided of staff, fully dedicated to managing CX support for business units and the relevant knowledge centre. For this latter aspect the structure has also organized and conducted an important training action, planning and implementing the updating of corporate ETACs (Technical Accessibility Experts), fundamental to ensure the important compliance with accessibility requirements for all its sites and applications, compulsory for PA.

2020 saw the implementation of contributions to operational projects for at least three different types of intervention:

- **Envisioning** Activities, aimed at evolving the planning of a field, both in the application space, widening its potentialities, and in the medium-long term point of view. This practice has been used to support the following initiatives:
  - A single document centre of the Tax Authority to optimize the processes of archiving, retrieval and waste, enhancing the experience of operators through the introduction of new standards, digital tools and enabling technologies and to define the principles of coding, to reduce the error during the file creation and monitor it throughout its life cycle;
  - Innovative system of synergic collaboration in support of the Talent network for the SOUTH;
  - An innovative system through which to redesign the certification experience (signature, marking and encryption) for public administration users, in order to make it accessible from a single centralized tool and to allow a simple, linear and natural interaction, both in the office context and in mobility.

- functional analysis, *co-design* and prototyping activities, related to improvement the understanding of users' needs and their satisfaction, also through *porting* of solutions to mobile for better use.

- Provision of distance learning activities regarding *design thinking* for Public Administration.
For what concerns structuring of the business operating model, an innovative feedback process model has been consolidated and presented in the company, for the executive part, completely integrated with the existing application development model. This also involves significant preventive activities for evaluating and discovering user requirements and monitoring the results of CX activities, through qualitative and quantitative evaluations, to be used as improvement indications in input to the revision of the process and of the individual project areas. In addition to the model, the new professional profiles acquired and to be included in the professional system, such as the Service Designer and UX Designer, have also been defined.

As a result of the adoption of this model, the last quarter of the year also saw the activation of an organic planning of future projects to be carried out with a CX perspective in order to make it as a formalized practice, also from the point of view of management and economic reporting.

The overall aim of the activities is to achieve significant progress, in 2021, toward the goal of positioning at level 3 of Gartner’s proposed Maturity Model for CX Management, after standardization and integration with measurement systems for monitoring and evaluation activities.

**8.4.4.2 Cognitive Enterprise**

During 2020, a path was launched aimed at the realization of a new operating model able to effectively implement the topics underlying the concept generally understood as cognitive Enterprise (CE).

This is an extremely important step, being a concept that is widespread in the most innovative IT organizations and requires a strategic vision in line with the rapid evolution of the increasingly comprehensive artificial intelligence sector.
This path has reached its crucial phase, that of the transition from the theoretical installation to the practical realization of methods, techniques, instruments and to development of internal competences able to bring our Company toward a cutting edge approach.
9. INFRASTRUCTURES – TECHNOLOGY

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

9.1 TECHNOLOGICAL INFRASTRUCTURES

9.1.1. OPEN AND STORAGE SYSTEMS

During 2020, the most significant effort was undoubtedly to respond to the needs dictated by the global pandemic and therefore to be able, in a very short space of time, to guarantee infrastructural support to a large number of users who we called upon to operate remotely.

This activity actually further accelerated the adoption and use of technologies and approaches that could guarantee the delivery of a high level of processing capacity, thereby guaranteeing principles of safety and resilience.

Having pursued paradigm orientation for some time now, cloud made it possible to facilitate both the dynamism of resource allocation and the acceptance of external needs that occurred extemporaneously during the emergency.

In consideration of the high standards of resilience and reliability that distinguish them, the convergent type infrastructures acquired in 2019 were set up and designated as a default destination to host mission critical services and for the receiving of new institutional clients (in hosting).

The intrinsic characteristics of dynamism and the propensity for horizontal scalability of hyperconverged infrastructures proved to be a key factor in the VDI (Virtual Desktop Infrastructure) field especially when, in the midst of the health emergency, it became necessary to provide preparatory services for remote working to the main institutional customers and to Sogei's staff.

Thanks to investments in this type of infrastructure, it was possible to respond quickly to these needs and to provide service to more than 33,000 separate users per day, with peaks of over 27,000 connected simultaneously. In light of this experience it was also decided to extend the adoption of HCI (Hyper-Converged Infrastructure) paradigms to other areas of supply.
Notable examples of this are the hyperconverged infrastructures hosting the Red Hat OpenShift clusters for the Ticket Lottery project and those that will host the new Access Control services in 2021.

In 2021, the use of this type of infrastructure for the provision of IaaS (Infrastructure as a Service) services on the Sogei cloud platform is being evaluated.

Completion of the control layer upgrade process of Sogei’s VMware vSphere virtual farm, in addition to having allowed the implementation of new infrastructural supplies, has paved the way for the adoption of modern technologies in the security field (microsegmentation, disk-level encryption) and networking (overlay network), favouring the implementation of the Software Defined Data Centre (SDDC) model.

In the Object Storage area, the EMC Cloud Storage (ECS) platform, used to support services such as Email Archiving, Digital Preservation and Document Management, was characterised by a significant increase in the trend of use. This platform, being the only market solution compatible at an application level with the EMC Atmos and EMC Centera APIs, assumes considerable strategic importance in the role of successor of these obsolete technologies.

The need for centralisation expressed by the Agencies for the issues of data sharing of stations and peripheral NAS, led to an enhancement of the supporting infrastructures with an increase in the capacity of peripheral Nas Storage.

Traditional RDBMS (Relational Database Management System) systems, such as Oracle, for which the use of the Exadata platform is now consolidated, host over 80 Database Instances for a total allocated net of 811TB, divided into 534TB linked to database of Production and 277TB to those for H24 services. To these numbers must be added the DR databases (534TB).

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

In the middleware area, also for this year, the presence of traditional IBM WebSphere and JBOSS application servers and portals based on Liferay technology is confirmed in Java. In order to facilitate the diffusion of new concept application architectures, based on containers and microservices, in 2019 the first installations of solutions compliant with the cloud-native paradigm were carried out, such as the IBM WebSphere Liberty application server and the distributed streaming Apache Kafka, which went into production during 2020. There was also an increase in Kubernetes clusters, intended for container hosting. These clusters are managed through the Red Hat OpenShift orchestration platform.

The data on server systems whose number has exceeded 8,000 units (of which around 1,000 physical, the rest virtual) is interesting, according to a growth trend that has remained at very high levels and which, as mentioned, has even increased following strengthening of the environments to support Remote Working.
In this sense, a number of quality indices of the service provided during 2020 can be indicative of the state of the services:

- response times on simulated user transactions, calculated on the most significant services (classified as Platinum). The index in 2020 reached an average value below the second (0.63 sec vs 0.96 sec in 2019);

- incidents resolved in relation to the type and according to the overall events (ITIL methodology). This index clearly represents the incidence of significant stops or slowdowns on services (EMERGENCY level) compared to the total of events that occurred in a data centre with more than 8,000 systems and several Petabytes of disk. The 2020 value is equal to 0.64% (vs. 0.82% in 2019) of Emergencies with respect to the events that occurred, i.e. malfunctions without impact on services, demonstrating the very high reliability of the design and construction.

Having such challenging quality indices arises not only from design but also from maintaining the efficiency of the data centre through the use of new technologies. In this sense, the data centre renewal index (no. of machine decommissionings), equal to 16.2%, can represent an average life cycle of the systems equal to around 5 years, taking into account the presence of technologies, especially Enterprise, whose average life can be longer.

**9.1.1 Network**

**9.1.1.1 New Data Centre Network**

In 2020, the development of the Data Centre Network components continued following the lines of strengthening also to meet the emergencies arising from the pandemic and the need for urgent enhancements induced by Agile work.

In this sense, the Fabric of the Data Centre was enhanced with new Spines, increasing both the speed of the backbone at both the Rome and the Disaster Recovery sites, and the connectivity of Leaf equipment at the Rome site, thus ensuring adequate connectivity, in particular to the new convergent systems brought into production.

The Covid-19 emergency and the consequent need to work in Remote mode led to the creation, in a very short space of time, of a remote access infrastructure for Sogei and the Administrations; in this regard, a new DMZ was implemented for the display of such "massive" services for customers and an access infrastructure capable of accommodating 40,000 users built with new ADC (Application Delivery Controller) equipment.

It is in this context that the profound transformation of workstations took place which, in 2020, due to the increasingly stringent distancing measures imposed by the health emergency, underwent a marked acceleration as a result of the sudden change in working methods.
In this scenario, the Desktop & Application display platform created in Sogei to support the corporate initiative of "Digital WorkSpace" allowed Sogei users and institutional customers to have their workstation available remotely, regardless of the physical device used, with the possibility of using a complete work environment even on personal and not just corporate devices. This strategy made it possible to make available to users a work environment free from any type of physical constraint, favouring and promoting Remote Working and Smart Working.

The Virtual Desktop Infrastructure platform built in Sogei (Virtualcomputing) consists of x86 Servers configured with the role of Hypervisor (Virtualiser), the Citrix XenDesktop platform (Licences), Citrix Netscaler Gateway devices (Load balancers) and authentication services (RSA).

In this new organisational vision based on the virtualisation of the workstation, the task of processing and storing data was delegated to the servers that composed the virtualisation platform, while the client devices (PC, Thin Client, Tablet) make available to the user their own "desktop" and/or their applications in any place, at any time and from any device used.

To meet the new and unforeseen needs dictated by the emergency, in 2020 substantial investments were made on the infrastructure components that compose the platform and measures were implemented to ensure the quality and reliability of the service provided. It was also necessary to acquire new laptops to allow the staff of Sogei and the agencies to connect to the Virtual Computing platform and therefore to be able to carry out their duties from anywhere, in compliance with the new remote working methods.

Thanks to the enhancement and optimisation work carried out on the platform in 2020, it was possible to provide service to more than 43,000 users per day, with peaks, as mentioned, of over 27,000 connected simultaneously.

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

<table>
<thead>
<tr>
<th>Data as of 31/12/2020</th>
<th>Number of authorised users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sogei and consultants</td>
<td>2,083</td>
</tr>
<tr>
<td>State property</td>
<td>1,205</td>
</tr>
<tr>
<td>ADM</td>
<td>9,222</td>
</tr>
<tr>
<td>Revenues</td>
<td>29,847</td>
</tr>
<tr>
<td>Finances</td>
<td>1,943</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>44,300</strong></td>
</tr>
</tbody>
</table>

This enhancement of access as well as the acquisition of new servers dedicated to Electronic projects entailed, on these devices, the need to implement a new Fabric DMZ to accommodate both additional Administrations and applications of the existing area.
9.1.1.2 Business Service Management

The transformation of a data centre, the services it provides and the models with which it works requires significant structuring in the organisation and in the knowledge of its configurations. In an area that makes flexibility the cornerstone of evolution, Business Service Management protects this specific infrastructural governance that ensures a conscious and controlled transformation.

In 2020, Sogei pursued the path of strengthening its offer, towards traditional customers and towards new PA realities, with a view to Cloud Management and an ever greater automation of the IT infrastructure. In this scenario, IT Service Management continued to maintain a central role in ensuring the governance, control and monitoring of the infrastructure in an efficient and adaptive manner with respect to the constantly evolving context.

In this sense, in 2020 the adaptation of the Configuration and Change process with respect to changes and evolutions of business scenarios led to an update of the service models used and the flows created, with the aim of supporting the evolution of the processes automation of infrastructural resources. Existing flows were also rationalised to allow the new PA entities that use, and will increasingly use, the infrastructure services offered by Sogei to be more effectively supported.

As part of the activities related to the revision of the framework contract, it was necessary to adapt the Change and Configuration and Service Measurement and Reporting processes to detect the new drivers identified.

The implementation process of the patterns identified and constructed on the basis of the analysis of new technologies and infrastructures such as, for example, containers, big data or nosql, was carried out, including the new models in the heterogeneous context already managed, also taking into account the components of monitoring and control and the need to manage an increasing amount of data and metrics. The evolution of new technologies and container, big data and nosql infrastructures also involved the processes of Capacity and Service Measurement and Reporting.

As part of the Capacity process, the metrics relating to these infrastructure components were defined and integrated and reports were developed that allowed viewing, for each provider, of the list of consumers recalled and the average induced load. An analysis was also started for the creation of a capacity light in order to be able to assign a load in relation to the class to which it belongs, defined on the basis of the identified reference parameters. During the year 2020, approximately 300 capacities were performed.

The governance of the services and infrastructures that host them is facilitated by the use of reporting and dashboards appropriately designed and evolved through the Service Measurement and Reporting tools, whose main purpose is to make available to the end user, from a single
access point with user profiling based on responsibilities and roles, a system for measuring the performance of systems and technical services by combining data from different sources and at the same time providing periodic views to integrate, including through data from the Service Catalogue and exploiting the relationships defined within the CMDB, the various sets of information on the Supply/ICT Services.

The metrics represented in the Service Reporting are intended to constitute the information base to support all assessments, both for the identification of current trends and for their temporal distribution.

9.1.2 **Mainframe systems**

The Mainframe represents an important element of the Sogei Data Centre and taking into account the technological trends and the attenuation of professional skills due to the passing of the years and the replacement cycle of technical and application personnel, it was considered essential to collect all the strategic elements, economic and technological, to establish the evolution of this platform. As part of the 2019-2021 Business Plan, Sogei therefore conducted an in-depth study with the aim of analysing, on the one hand, the economic aspects of maintaining the legacy platform or its disposal, and on the other the possibility of its innovation and transformation, both in its most legacy sense and in its use as a Linux “super-server”.

If the analysis on TCO (Total Cost of Ownership) has shown a substantial equivalence between the costs of running a Mainframe environment and the Open ones, the study carried out in 2020 on the potential costs and timing of an application and database migration provided results that encourage continuing investment in the Mainframe sector, in technology and in know-how.

Moreover, the transformation brought about by the cloud world cannot be ignored, just as the strong lock-in represented by a platform now developed by a single company worldwide cannot be ignored.

Starting from these premises, this year Sogei has developed a series of technological insights on the Mainframe platform in order to design a more standard future, open and available to provide the benefits of such a resilient platform, with the simplicity and use of the main cloud open source technologies available today in the IT market. In this sense, Sogei is moving towards the evolutionary transformation path of the Mainframe area, which will guarantee this platform a transformation from a cloud perspective, in order to allow this platform to integrate into the Enterprise Cloud Data Centre it is developing.

In 2020, several experiments were carried out related to the afore-mentioned transformation path.
In the **Legacy** area, an experiment was conducted in the IBM Laboratories in Montpellier, relating to the z Container Extention (zCX) which is used to run Docker Container technology directly within the z/OS.

This technology actually opens the z/OS to the cloud world and open technologies, allowing new cloud native applications to be run directly inside the z/OS by accessing the typical assets of the Mainframe platform such as DB2 in the cloud. The study has shown that running these applications, which interact with DB2, directly within the z/OS, has an advantage, not only in terms of performance and scalability, but also economically, impacting less on licensing costs than the same application running outside the z/OS.

The zCX technology in synergy with the z/OS connect allows, finally, provision of the Mainframe as a service, definitively opening it to the world of the hybrid cloud and allowing its full integration in the development of microservices applications.

Sogei was among the first IT companies in the world to implement this technology, and has participated in various international conferences presenting the results of this experimentation, demonstrating its attention and competence in the innovative path of this architecture.

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

But the transformation of the Mainframe also passes from its opening to more standard areas and free from technological lock-ins. In the Open environment, and therefore using the Z infrastructure in the Linux environment, an experimentation of the Cloud Infrastructure Centre product was conducted, a product based on open source technology, which is used to manage the Linux Z platform by implementing the infrastructure as a service paradigm (IaaS). The product can be orchestrated by cloud administration software, to automatically instantiate Linux virtual machines on the IBM Z infrastructure.

In support of this open strategy, a cluster was also implemented for the Open Source virtualisation environment on Z using software defined storage technologies to manage the sharing of storage volumes between the various hypervisors.

Hot updates were also carried out on the cluster in order to verify that the entire infrastructure can be modified/updated/maintained without ever having to stop services, a necessary condition for business critical environments such as those intended to use this architecture. The environment is now consolidated, mature and able to host the first production applications.

Today Z systems are experiencing an actual technological revolution, which allows them to maintain the typical characteristics of reliability, safety and scalability, embracing and
integrating all the new latest generation technologies, greatly reducing the lock-in characteristics of the past and guaranteeing the usual performance of Mainframe environments, also in the context of new projects based on the latest cloud native technologies. With these new technologies we choose to use the Z system, not because we are forced to do so, as in the past, but because we have advantages in doing so, without however being inextricably linked to them. This will be Sogei’s strategy on this platform for the next few years.

9.2 THE CLOUD

Thanks also to the projects included in the Industrial Plan, if in 2019 the technologies for the cloud infrastructure were consolidated, in 2020 the focus was on the creation of the new provisioning portal. The one currently in use, based on a market product, in addition to being limited, does not allow integration and communication with all the Software Define technologies in use at the Sogei Data Centre. This is why it was decided to create an integrated solution, based on an orchestrator that manages the workflows of requests, as part of an event streaming architecture with containerised Microservices, developed in dev/ops mode; in this way it is believed to be able to adapt and better control the development and evolution of the Sogei self-service offer, both internal and external to the Company.

To this achievement was added the engineering of PaaS services for the creation of Unmanaged OpenShift clusters, DbaaS for the creation of pluggable databases and SaaS for a format management service, which have expanded, as prototypes, the already existing IaaS offer.

To the practical results of this project, as in all the technological objectives of Sogei’s industrial plans, were added equally important results, favouring: the diffusion in the company of new skills among interdisciplinary teams, the use of more modern methods of design and design thanks to an Agile approach and design thinking sessions, the experimentation of new technologies that will then be used in the implementation of Business projects.

Obviously, the project has benefited, while contributing to it, from the development of other technological strands envisaged by the three-year plan, such as the one relating to the design of the dev/ops pipeline. With this in mind, in 2020 the investigations relating to the technological aspects continued, focusing on the increasingly complete automation of the Continuous Integration and Continuous Delivery pipelines. The goal was to analyse all the manual activities required by the production process and make them automated, inspired by the "infrastructure as code" paradigm, thus also defining the infrastructure as code stored in the source repository.

At the same time, an attempt was made to analyse what best practices and interactions between the various groups involved in the development of a solution should be in the perspective of a DevSecOps approach, i.e. a working mode that seeks to move to the left (shift-
left) the security analyses necessary to anticipate as much as possible the discovery of code vulnerabilities and remedy them.

In support of the cultural change, a series of training courses was provided, which introduced the main Agile frameworks and the related benefits to the entire managerial class with the aim of encouraging a possible reorganisation of the teams in a more Agile perspective. Last but not least, the developments carried out in this area broadened the vision on the need to expand the availability of tools that accelerate and facilitate the automation of database provisioning in the widest possible technological spectrum and, in this sense, the experiments carried out directed the procurement process on software technologies typical of the hyperconverged environment, which allow speeding up and extending of this capability in the Data Centre.

Sogei will continue the development of the portal during 2021, to complete it with features already designed, but not yet available, and for which the need has emerged. This development will accompany the continuous growth of automation for internal use, in the internal provisioning procedures of the CED resources, for the creation of a full Cloud Data Centre.

9.3 ARCHITECTURES AND DATA

9.3.1 SYSTEM ARCHITECTURES

Despite the objective difficulties linked to the pandemic, 2020 was a year marked by great strides in the technological evolution of the information systems managed by Sogei, with the implementation of projects of primary importance based on the most innovative information technologies.

Among the various projects it is certainly worth mentioning, due to functional complexity and dimensional requirements, that of the “Ticket Lottery” created for the Customs and Monopolies Agency and for the Revenue Agency.

The system was created in microservices architecture and is based on innovative technologies such as Kubernetes, Kafka and Big Data environments; in addition, the project was conducted by teams that integrated application skills with those more related to systems aspects, adopting tools and procedures typical of the dev/ops approach.

A similar architecture was also adopted for the "Immune" project, for which the adoption of CI/CD tools and procedures allowed it to start in less than a month from Sogei’s involvement in the project linked to the pandemic.

These two projects, in addition to allowing Sogei staff to acquire a wealth of knowledge of great importance, also directed the road towards a transformation of the Sogei system into a cloud enabled system.
This path passes not only through the adoption of increasingly innovative technological solutions, but also through the transformation of processes, skills and organisational models.

Continuing in the field of technological innovation, the creation of a block-chain production system, initially dedicated to the control of the production chains of spirits for the Customs and Monopolies Agency, should be noted, but designed to be extended to other scenarios.

Further initiatives to report are also those in the IoT (Internet of Things) technological area, conducted both for customers, as in the case of the control of tankers for the Revenue Agency, and for Sogei itself, for example, for environmental control.

9.3.2 Application Architectures

On the process management side, new, more modern technologies have been identified that are close to microservice architectures, in which the workflow engine is no longer centralised but distributed in various containers and, for this reason, much more scalable than classic BPM (Business Project Management) systems.

Another topic analysed is that relating to Robotic Process Automation which concerns the possibility of automating some of the activities performed by operators on web interfaces, including legacy ones. The advantage of this technology is to be able to speed up these activities by using robots instead of human operators who would thus be freed from routine low-value activities to be able to dedicate themselves to tasks of greater importance, all without the need to implement new services but performing exactly the actions carried out by humans on existing applications.

9.3.3 Data

In 2020, in the context of data management and governance platforms, the primary objective was to guarantee and improve the level of operational efficiency thanks to the standardisation of processes, procedures and methodologies.

The level of maturity reached on the Big Data platform made it possible to propose it as the basis of various strategic projects, among which, of course, that of the Ticket Lottery.

An organic and integrated approach to data requires, and will increasingly require, the construction of ecosystems which, by combining the value of all enabling technologies such as Big Data, Artificial Intelligence and IoT, allow their sharing in real time, making them interoperable and governed and, combined with the ability to know how to aggregate them by centralising them in the Data Lake, resulting in them being able to read phenomena, even the most complex ones, in an integrated and comprehensive way, in order to be able to prepare adequate and targeted solutions.
The path undertaken therefore focused on the design and implementation of platforms capable of accelerating the end-to-end process from data to value. All of this has involved and will involve the ever-increasing integration of ETL software and self-service data preparation tools, data science tools and BI/BA tools.

In 2020, activities continued on machine learning and cognitive computing solutions. In particular, in addition to maintaining the focus on integration, standardisation and interoperability between disparate data sources, environments (Notebooks) have been made available from a technological point of view that are capable of integrating and supporting data engineers and data analysts and data scientists in the best possible way, increasing their productivity by developing, organising, executing and sharing data code and viewing results.

Activities continued on the subject of Social Network Analysis and in particular the tool for analysis using SNA models called TaxNetVA was made available to the Revenue Agency.

The activities focusing on the use of solutions for Text Mining and OCR as well as for the implementation of solutions aimed at managing information in pseudonymised form also continued.

### 9.4 IDENTITY & ACCESS MANAGEMENT AND CYBER SECURITY

#### 9.4.1 IDENTITY & ACCESS MANAGEMENT

The new Identity & Access Management solution designed and introduced by Sogei expanded its scope of implementation and integration with business services, centralising the authentication, authorisation and provisioning processes, allowing federations with cloud services, and Single Sign on of innovative applications with legacy environments. This is a crucial infrastructure to ensure that access to services complies with all the safety requirements and compliance with current regulations, primarily those relating to the GDPR.

The new digital identity lifecycle management system, based on an ecosystem of microservices, takes on the characteristic of an Identity-as-a-Service (IDaaS).

The Access Control Platform, used both in the context of internal users of the tax agencies and in that of citizens and professionals who have relationships of various kinds with the Financial Administration, has integrated the public systems for verifying the credentials of Italian citizens (SPID, CIE), and this also through the adoption of new protocols and standards that allow modern, advanced security features that can also be adopted in mobile applications.

Another strength of this project is the unification in a single system of the infrastructure intended for the protection of internal services and that for the services used by the employees of the agencies.
Finally, it should be noted that in 2020 the adoption of the centralised system of tracking data, based on Big Data technologies, was further extended.

**9.4.2 Cyber Security**

The events of 2020 forced almost all large organisations to make rapid and unexpected changes to their network infrastructures and, therefore, cyber security also had to adapt to a variety of scenarios to deal with new threats in the face of different attack strategies.

In fact, in line with previous years, the cyber threat landscape has continued its growth trend with new and sophisticated attacks, which have taken advantage of the operational criticalities deriving from the rapid transfer of the workforce from the corporate offices to remote working, using generally poorly structured methods to allow massive use.

Sogei, in line with the investments already implemented in 2019 and continued in 2020, found itself ready to respond to this critical issue through a rapid redesign of its Internet network and perimeter security infrastructure, also extending the microsegmentation functions on the virtual systems of the Data centre with impact on the Virtual Computing infrastructure, functional to the remote access of its employees and the staff of the Agencies.

In addition, technological investments continued to combat cyber security threats to increase the level of protection of the perimeter and data, in terms of integrity and availability, with attention to combating information theft threats (data exfiltration).

These infrastructural elements were accompanied by organisational interventions and expansion of skills, with the engagement of one of the leading companies in Italy for safety, through an agreement that enhances the tools and direct controls carried out through Sogei's means and professionals using those carried out externally, directly and/or through specific consultancy. The purpose of this was to support the work carried out by Sogei personnel, ensuring that this enforcement creates a further umbrella of protection, based on third-party skills and perceptions with respect to the analyses and consequent actions implemented by the security personnel of the Sogei Data Centre.

To this were added assessment activities aimed at improving both the security organisation and the level reached by Sogei in cyber security. These activities, now ongoing, are aimed at strengthening the security of the data centre, and also at acting on the awareness of having to intervene to improve and enhance an area where attention and evolution must be continuous and where the 'view' of a third, expert, helps to improve their performance by allowing a comparison that leads to continuous improvement.

The main activities in the field of study, implementation and investment concerned the following topics:
the protection of server systems through the adoption of a new anti-malware software product which, compared to the past, integrates traditional Signature type controls (i.e. based on specific signature archives that recognise only known threats) with additional behavioural functions through the use of machine learning algorithms. These features are also enriched by an integrated module for analysing the vulnerabilities present on the individual system (Patch Assessment), capable of recognising any attempted attack in progress for the exploit of one or more vulnerabilities present and blocking it while waiting for the system patches/fixes to be installed;

- the development of systems architectures based on micro services which led the Security Architecture team to enhance the controls on Internet Services sessions (e.g. Immune Project and Ticket Lottery), through the use of technologies such as Web Application Firewall and Network Intrusion Prevention System, suitable to act on encrypted traffic in order to maintain the confidentiality of data and at the same time guarantee the correctness of the sessions, counteracting malicious activity by any attackers;

- the study of issues related to Artificial Intelligence (AI) technologies in the context of automated support for the analysis, detection, response to attack attempts and the management of any IT security incidents. Downstream of the afore-mentioned analysis, an experimentation (POC) of a User and Entity Behaviour Analytics technology was conducted, a software product based on AI algorithms which, by integrating synergistically with the pre-existing SIEM infrastructure, is able to support Security Operation Centre (SOC) analysts to improve threat recognition and accelerate contrast response.

9.5 RGS RELOCATION PROJECT

The State General Accounting Office has made the strategic choice to change the delivery model of the IT services provided by Sogei, moving its infrastructure to the Sogei Data Centre, PSN certified, and providing for a service delivery method, according to methods set out in a new agreement, fully oriented to the technological evolution of RGS services according to a model of continuous development and transformation.

The operation, carried out fully in line with the plan established by the joint governance team of the transfer operation from the La Rustica CED and without disruption to users, is the result of a complex operation of assessment and design of services and infrastructures, aimed at creating an autonomous area, in the Sogei CED, of an almost completely virtualised Farm. This line of development represents the basis of significant projects for the transformation and evolution of RGS’s IT environment, with a view to rationalising costs and adopting technological and security best practices, ensuring the safeguarding of investments made by RGS in IT, in any case always carried out with a view to having a cutting-edge system.
The expected benefits from this operation can be summarised, by way of example, in the following elements:

- rationalisation and standardisation of infrastructural resources;
- technological adaptation and optimisation of management costs;
- remediation of obsolete technologies;
- possibility of better finalising the mission of the RGS IT governance structure, towards the evolution of its business and higher-level IT strategies, dispensing with the more operational aspects.

In 2019 and for the first 5 months of 2020 strategies were designed and defined. The acquisitions necessary to prepare the reception nucleus of the RGS services were also launched. The need to migrate the DAPRE services (replication and local VIP services) was subsequently added. From June to the end of September 2020, the migration and physical relocation activities of the remaining physical systems were then carried out.

Between October and December 2020, the relocation of systems and services relating to DAPRE was carried out. In 2020, the creation of the platform that will represent the most significant evolution for the RGS IT infrastructure was also carried out: the new environment supporting the State ERP. The architecture has developed over 3 large areas:

- the integrated systems that compose the infrastructure that supports the computational, storage and connectivity part;
- a front-end area divided into internal on the RGS bill and external on the new Sogei Customer DMZ;
- an area of internal services (e.g. Documents) in the RGS bill.
10. #NOIDISOGEI: THE VALUE OF PEOPLE

10.1 PEOPLE VALUE - POLICIES

The completely unpredictable situation experienced in 2020 revealed the Company's ability to find new ways to continue being close to people, even if physically distant. The pandemic brought with it an important challenge that highlighted the need to activate virtual and digital methods within the main HR processes and to combine remote working with maintaining a good level of motivation and engagement of people.

The presence and use of communication and collaboration tools were the means that made it possible to put "people at the centre", an objective that the Company pursues and which it continuously implements through the People Value policies.

The following were promptly conveyed and digitally activated:

- the Recruitment process, which began a few years previously as part of the generational turnover strategy;
- employer branding activities;
- training courses and skills development.

In particular, the first support that was offered to people was the creation, on the Yammer social channel, of the HR Development community, a space dedicated to sharing stimulating ideas on a number of transversal issues connected to soft skills, functional to well-being and professional and personal growth. This community has made it possible to stay close to people, offering support for everyday life at a distance. The significant start of this phase was the design and implementation of an asynchronous webinar "Who moved my desk?", available to all employees, with which the Company sought to offer useful tools to better deal with the notion of "distant but united", and to raise awareness of individual resources. "Our desk is our work environment, made up of space, time and relationships. In a world that has changed, we need to learn to stay in balance, find meaning and reorganising ourselves with new rules".

10.1.1 EMPLOYER BRANDING & RECRUITMENT.

The organisational and generational evolution, together with the acquisition of new partnership, qualifies the entry of resources as an important element for the Company. In 2020, the recruiting campaign experienced a strong increase: it was consistent in terms of numbers and demanding in terms of requirements and selection.

In the "Work with us" section of the institutional website, 15 selection notices were published aimed at identifying 284 total positions for the different profiles: newly graduated and newly
graduated apprentice staff, experienced staff and managers. In total, 1,267 applications were received.

Below is the detail by profile:

<table>
<thead>
<tr>
<th>Type</th>
<th>no. positions</th>
<th>Profile</th>
<th>no. hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apprentice</td>
<td>100</td>
<td>IT diplomats</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>70</td>
<td>IT graduates</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>170</strong></td>
<td><strong>67</strong></td>
</tr>
<tr>
<td>Experts</td>
<td>5</td>
<td>Macroeconometric Model Experts</td>
<td>6(^7)</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>CX Designer Experts</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Treasury Expert</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>60</td>
<td>Solution Designer Experts</td>
<td>in progress</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>SAP Solution Designer Experts</td>
<td>in progress</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Open Systems Experts</td>
<td>in progress</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Microsoft Windows, Red Hat Linux and Citrix XenDesktop platform experts</td>
<td>in progress</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Security Systems Experts</td>
<td>in progress</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>SAP Technical Architect Experts</td>
<td>in progress</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Structural Funds Experts</td>
<td>in progress</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>111</strong></td>
<td><strong>13</strong></td>
</tr>
<tr>
<td>Manager</td>
<td>1</td>
<td>IT Architecture and Innovation Manager</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Cybersecurity Manager</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Customer Solution and Platform Manager</td>
<td>in progress</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>2</strong></td>
</tr>
</tbody>
</table>

The research and selection process, based on the principles of transparency, publicity and impartiality as required by current legislation, while continuing to pay particular importance to recent graduates, for the first time this year addressed new graduates with the publication of a dedicated notice.

In 2020, the two selection processes for the IT Recent Graduates and Corporate Graduates were completed, leading to the hiring of 43 positions with a professionalising apprenticeship contract.

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\(^7\) For organisational reasons a further recruitment drive took place
The growing technological challenge directed activities aimed at enriching the experiences present in the Company through the research and hiring of experienced personnel in strategic sectors such as cybersecurity and Customer eXperience and in ERP platform, for example SAP.

In support of the strategic choices of the PA, the skills in the field of microsimulation and statistical analysis were consolidated with the research and hiring of experts in Macroeconometric Models and the selection for Structural Funds experts was started.

Finally, in order to consolidate specific areas of competence, 6 managers were hired and useful actions were taken for the recruitment of an additional manager.

In 2020, 142 people were hired.

Below is the detail by profile:

<table>
<thead>
<tr>
<th>Recruitments by profile</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Apprentices</strong></td>
<td></td>
</tr>
<tr>
<td>IT Architect and Data Model Analyst Recent Graduates</td>
<td>2</td>
</tr>
<tr>
<td>ICT Consultant Recent Graduates</td>
<td>2</td>
</tr>
<tr>
<td>IT graduates</td>
<td>22</td>
</tr>
<tr>
<td>Corporate Recent Graduates</td>
<td>21</td>
</tr>
<tr>
<td>IT diplomats</td>
<td>67</td>
</tr>
<tr>
<td><strong>Total apprentices</strong></td>
<td><strong>114</strong></td>
</tr>
<tr>
<td><strong>Experts</strong></td>
<td></td>
</tr>
<tr>
<td>Data Model Analyst Experts</td>
<td>5</td>
</tr>
<tr>
<td>IT Architect Experts</td>
<td>1</td>
</tr>
<tr>
<td>IT and Cyber Security Specialist</td>
<td>3</td>
</tr>
<tr>
<td>Macroeconometric Model Experts</td>
<td>6</td>
</tr>
<tr>
<td>Treasury Expert</td>
<td>1</td>
</tr>
<tr>
<td>CX Designer Experts</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total experts</strong></td>
<td><strong>22</strong></td>
</tr>
<tr>
<td><strong>Manager</strong></td>
<td></td>
</tr>
<tr>
<td>Finance and Corporate Affairs Director</td>
<td>1</td>
</tr>
<tr>
<td>People Development Manager</td>
<td>1</td>
</tr>
<tr>
<td>CX Design Manager</td>
<td>1</td>
</tr>
<tr>
<td>Organisation Manager</td>
<td>1</td>
</tr>
<tr>
<td>IT Architecture and Innovation Manager</td>
<td>1</td>
</tr>
<tr>
<td>Cybersecurity Manager</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total managers</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>
In 2020, 3 new hires resigned within a year of recruitment, of which 1 less than 6 months later.

As part of the employer branding activities, 6 meetings were organised with the main Italian universities in order to highlight the distinctive characteristics of the Company and its values, focusing on the attention of the best talents. Partnerships were also launched with universities aimed at disseminating the corporate brand in the academic world by sharing case studies and project work.

### 10.1.2 Training and skills development

In the field of training, Sogei is going beyond the traditional concept of training, pursuing Lifelong learning which represents, now more than ever, the guiding principle to be achieved through the culture of self-learning: the person is responsible for everything they learn, for the way they learn and the context in which they choose to achieve their growth, managing knowledge critically and functionally. Agile work accelerated new forms of flexibility and autonomy in training, also favoured by supporting technology. We took advantage of the many initiatives started during the lockdown period by companies, firms or individual professionals who ran webinars, courses and certification paths available free of charge and all courses were converted from traditional classroom into virtual classroom, in this way offering continuity to the paths undertaken. In line with the business objectives and strategic guidelines, by increasing core specialist skills and those oriented towards technological innovation, the training was focused on emerging technologies and products in the IT market and on the evolution of the technological assets already present in the Company, with a focus on the introduction of the Microsoft Azure cloud. The following are the other main areas of intervention: Cyberark, ITIL, Oracle, Java, IBM, Microsoft, Red Hat, MongoDB, Neo4j, RSA, Cyber Security, Framework React JS, VmWare.

Regarding the field of soft skills, in line with the evolutionary scenarios of the Company, in terms of business and organisation, the new Soft Skills Framework was conceived, which expresses our values and guides us to work, respecting our history, with competence and a sense of responsibility, looking to the future.

The architecture of the new Soft Skills Framework is based on 4 clusters, which represent our areas of action: "Making the country grow", "Creating value for the citizen", "Achieving together", "Working on ourselves". Each cluster contains a sub-set of skills that are consistent and interdependent. The descriptions of the skills and behaviours, through which the competence itself manifests itself and can be concretely observed and trained, are the result of a design work based on a collective and participatory experience. The Framework stems from a new and shared approach, based on listening to ideas and contributions from different targets of the company population. The contents that emerged from the Genesis path on digital soft skills were integrated into the new Framework and the 23 words of the DNA - Digital Native Attitude.
were developed, recognised and shared by management as an expression of the distinctive characteristics of a managerial personality open to change and innovation. In order to arrive at the evolved model of soft skills, interviews were conducted with 1st level directors and managers and organised Focus Groups, which involved people representing the different generations, professionalism and responsibilities present in Sogei.

To complete the definition of the Framework, a communication plan was drawn up for the initiatives connected to the dissemination of the values of the model and the planning activities of the development paths were started. With particular attention to the principles that guide the Employee experience, to encourage development in terms of flexibility, innovation and change, the contents of the “Into The Brain” course were designed and planned. This initiative, which involved 56 people and will continue in 2021, enhances the link between the single competence “Pushing Innovation” and the cluster “Creating value for the Citizen” in which it is inserted.

Coaching, which involved 312 people, maintained the traditional formula of individual and group paths in remote mode. Considering the particular period and the need for support in a complex work and personal transit, the Coaching Time formula was inaugurated with spot sessions of individual Coaching and Group Coaching with voluntary participation. The themes of Group Coaching concerned the current events of the moment (e.g. Trust and Remote Collaboration, Resilience and Problem-Solving) and, in the last month of the year, a new exploratory trend on the skills of the cluster “Lavorare su di sé“ was inaugurated within the new Soft Skills Framework.

In continuity with the activities of the Sogei Training and Development Centre, the three-year project "TDCS in action" continued with the aim of strengthening and aligning organisational skills and behaviours with those of Sogei’s leadership model and providing the generation of current and future managers with the support necessary to effectively control own roles. The first phase of the project involved returning the reports to all managers involved in the 360° diagnosis process. The objective of the process is to stimulate awareness of daily behaviours, thanks to structured feedback that promotes professional and personal growth. At the same time, meetings were also organised to return the 123 individual assessment profiles, 117 carried out the previous year and 6 this year, dedicated to managers. The second phase of the project involved the provision of development paths dedicated to managers, directors and people included in the future leadership development cluster, or people with distinctive characteristics potentially capable of guaranteeing future corporate leadership. In total, 129 managers and 193 other people were involved in future leadership development. Of the latter, 11 people took on a managerial role within the corporate organisational structure.

As part of a larger project at the service of Sogei’s Employee Experience, a training course was created to support the launch of the new Intranet section dedicated to the narration of projects by the Beacon Office, a "distributed editorial staff" capable of producing specialised content to
be disseminated to the entire Company in accordance with the company standards and
guidelines. The "Beacon & Maestri in Digital Training" training initiative contributed to making
the 40 Beacons and Masters identified aware of the tasks and responsibilities within the
Employee Experience project and offered them the opportunity to develop and experiment with
effective writing techniques.

The Logbook, inaugurated last year as a shared agenda between manager and employee, is the
system for detecting skills and assigning GOALS that encourage sharing and collaboration
between people and structures to which they belong. The Diary offers the opportunity to invest
in development and personalised training through the "Invest in" section, revised with a view to
a more precise survey of training needs and represents the place for the exchange of
continuous feedback. This year 99% of employees who do not hold managerial roles were
involved in this process. 92% provided feedback. This important participation is also the result
of the investment made in terms of awareness and communication through the 20 free-to-
attend information meetings offered to employees and organised virtually throughout the year.

The Logbook is integrated with the Skill Map skills mapping and self-assessment system, which
has been updated to ensure the alignment of technical and process skills with the evolution of
business and context scenarios.

Training in 2020 was mainly delivered on online channels. With great capacity for openness to
change, since February, the training initiatives were converted into digital mode through the
use of virtual classrooms.

In summary, as shown in the tables below, the courses provided involved 13% more people
than in the previous year. The hours of training provided in 2020 amounted to 84% compared
to those provided in 2019, offering a more effective learning setting with the virtual mode that
made it possible to achieve training gain in less time. In the area of security and data protection,
29 training events were provided for a total of 2,116 training hours. The first phase of the project
involved returning the reports to all manager involved in the 360° diagnosis process.

<table>
<thead>
<tr>
<th>Profile (hours)</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>264</td>
<td>460</td>
<td>724</td>
</tr>
<tr>
<td>Managers</td>
<td>1,960</td>
<td>3,032</td>
<td>4,992</td>
</tr>
</tbody>
</table>
The breakdown of commitment by type of contract and by gender confirms the fair involvement of all company resources and testifies to the continuous and constant value that the Company attributes to the growth of its people.

*Average hours calculated on the headcount value as at 31/12/2020*
10.2 People value - The data

10.2.1 Sizing and generational value

At 31 December 2020, the Sogei population amounted to 2,210 people, all hired with permanent contracts. A part of the company population, 204, are young people in apprenticeship training, of which approximately 50% hired in 2020.

Around 79% of the company population works in the areas that operate with a direct impact on the business, of which roughly 62% in application solutions development directions, while the remaining 38% work in the area that acts as a technology hub.

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

<table>
<thead>
<tr>
<th>Workforce</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>2,210</td>
<td>2,144</td>
</tr>
<tr>
<td>Person years</td>
<td>2,163.7</td>
<td>2,170.3</td>
</tr>
</tbody>
</table>

Compared to 31/12/2019 from the point of view of the total number, an increase in the workforce of around 3% is recorded; the slight decline observed in the person years indicator is mainly due to the dilution, over the course of the year, of the hiring processes conditioned by the workplace safety regulations to combat the Covid-19 pandemic.

Another interesting view of the workforce is given by the analysis of the company population based on the breakdown by gender and by hourly classification in terms of part-time and full-time. In December 2020, approximately 1.2% of the company population benefited from part-time work; of these around 92% are women.

<table>
<thead>
<tr>
<th>Workforce as of 31.12.2020</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part time</td>
<td>24</td>
<td>2</td>
<td>26</td>
</tr>
<tr>
<td>Full time</td>
<td>835</td>
<td>1,349</td>
<td>2,184</td>
</tr>
</tbody>
</table>

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

The Generational Value project launched in 2018 was the main driver of the changes observed in Sogei’s workforce. The project, aimed at updating technological and managerial skills, makes
it possible to renew the company population by containing the relative cost of labour. This turnover of skills is achieved through the recruitment of recent graduates and young staff with experience which is accompanied by a simultaneous incentive to leave employees with high seniority. In 2020, adherence to the redundancy plan continued, also thanks to the benefits of the implementation of the so-called “quota 100” pension legislation.

The table to the side shows the results of the last three years with evidence of the personal data groups involved, broken down by gender. During 2020, a total of 142 hires and 76 resignations took place. Of the 76 resignations, 17 left voluntarily, 56 for retirement and 3 for other cases. The overall turnover rate is 10%.

**Generational Value - Data as at 31/12**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td><strong>Recruitments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to 29 years</td>
<td>35</td>
<td>82</td>
</tr>
<tr>
<td>From 30 to 50 years</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>Over 50 years</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>45</td>
<td>97</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td><strong>Terminations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to 29 years</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>From 30 to 50 years</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Over 50 years</td>
<td>19</td>
<td>39</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>24</td>
<td>52</td>
</tr>
</tbody>
</table>

The impact of hires and resignations is evident by analysing the evolution of the workforce in terms of age.
The Sogei population is largely made up of personnel over 50 years of age, currently equal to 56% of the total company population (of which 41% is made up of over 55), although the percentage of employees under the age of 30 appears to be growing, thanks to the turnover, from 5% of the total in 2019 to 9% in 2020. This age structure can be explained by looking at the industrial history of Sogei, characterised by a low turnover in past years. Given this composition, the average age value remains high while decreasing. In 2018, the average company age stood at 49.8 years; in 2019, with the same workforce, the average age would have reached 51.8 years, while it settled under 50; finally, in 2020 this figure dropped to 49.2 years. This confirms how the implementation of the Generational Value project, launched in 2018, is allowing a reversal of the trend with respect to the natural increase in the average age, in fact allowing the start of a path to redefine the distribution of the workforce between age groups and repopulating that of the under 30s.
If we analyse the data relating to the distribution of the population by educational qualification, also in this case the effects of the Generational Value project are evident. In fact, in the face of an increase in the overall workforce, a percentage of the "graduate" cluster (64%) is observed substantially in line with the previous year's figure; this is because various elements have intervened, namely, on the one hand, the resignation of non-graduated personnel, on the other the hiring of personnel with high skills and training together with the entry of qualified personnel destined for the "Cobol Academy".

**Distribution by contractual classification and role**

From the point of view of the composition of the workforce by contractual category (executive, middle manager and employee), the distribution of the population has changed as shown in the following graph; the hiring mainly impacted on employees while the most senior staff who resigned mainly belonged to the middle and executive sections.
Regarding the analysis by role, it must be considered that since 2018 the company has embarked on a path of profound renewal of the organisational structure and, although the incidence of managers compared to the population is almost stable in the context of an increase in the overall workforce (approximately 6% in the three-year period 2018-2020), a representative trend of the transition of the managerial structure - in terms of the contractual section - towards a higher growth in the presence of middle managers (from 61% in 2018 to 65% in 2020) is confirmed as being higher than the management figures and also a decrease in the average age (from around 57 years in 2018 to roughly 55 years in 2020).

10.2.2 Equal Opportunities and Work Life Balance

The Sogei personnel management policies are exercised in compliance with equal opportunities in all phases and for all aspects of the employment relationship, avoiding any form of discrimination that may derive from differences not only of sex and age but also of health status, nationality, political or religious opinion. As evidence of this, it is emphasised that in 2020 no episodes of discrimination of any kind were detected.

Diversity is a value and, in particular, gender diversity is a resource for Sogei's development. As evidenced by the data reported here, at Sogei the presence of women is significantly lower than that of men; however, there is a slow but steady increase in the percentage of women.

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>women</td>
<td>0.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td>men</td>
<td>-1.0%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>
A first interesting element of analysis is that the distribution by gender of the contractual framework confirms the trend of substantial equity between the two genders, as does the average age and seniority of the company.

% Distribution by gender and by category

By focusing attention on managerial figures (executives plus middle managers in the structure), the female component has greatly increased over the years. The data shown proves Sogei’s sensitivity in respecting equal opportunities. This aspect is also confirmed for 2020 as, from the analysis of the salary elements, it appears that, as in previous years, the ratio remains equivalent for the same cluster.

<table>
<thead>
<tr>
<th>Manager</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>women</td>
<td>57</td>
<td>53</td>
</tr>
<tr>
<td>men</td>
<td>85</td>
<td>79</td>
</tr>
</tbody>
</table>

In terms of operational headquarters, the majority of the population (around 85%) work at the headquarters in Via Carucci (South Rome), while the remaining 15% is equally divided between the Rustica office (Rome EST) and at the premises of customers. In addition, approximately 5.8% of the population joined the home remote working project which involves one or two days returning to work in the office.

<table>
<thead>
<tr>
<th>Sites</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Via Carucci</td>
<td>1,878</td>
</tr>
<tr>
<td>La Rustica</td>
<td>154</td>
</tr>
<tr>
<td>Customer sites</td>
<td>178</td>
</tr>
</tbody>
</table>
From March 2020, in line with the provisions of the various D.P.C.M. entered into force to cope with the Covid-19 emergency, an increasing percentage of employees was progressively placed in agile work, resulting in a complete reorganisation of remote work for all company workers (with the exception of those whose presence was necessary for running of the on-site systems); in order to minimise the number of employees in the company, the shift system was temporarily revised.

With reference to parental leave, in 2020, 638 people, of whom 204 women, had the right to take both compulsory and optional parental leave (including the extraordinary one provided for by the decrees to combat Covid-19). The number of those who took advantage of periods of abstention was a total of 119 employees; of these, 47 (of which 11 female employees) took advantage of the compulsory leave while those who took advantage of the optional leave numbered 72 (of which 61 women); at the end of the period of abstention from work, a return and retention rate of 100% was observed.

10.3 Total reward

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

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

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

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

In addition to the welfare initiatives provided for by the relevant national collective bargaining agreement, the company activated budget initiatives for flexible benefit during the supplementary negotiation (agreement signed in March 2019):
for all non-executive employees who converted the Result Bonus into *welfare* (thus also benefiting from the tax concessions provided for by the law), the company allocated an incentive for *flexible benefits* equal to 12% of the converted amount;

- for all non-executive employees, Sogei assigned an annual amount of 250 Euro for 2020;

- an amount of € 500 in *welfare* was also paid to the entire non-executive company population in 2020, called the "Sogei solidarity bonus" through which the employees in question were given the opportunity to allocate this sum, partially or in full, to the financing of the Covid-19 emergency in order to support the action of the Italian Civil Protection.

During 2020, 11 *welfare* events were held, divided as follows:

- 9 events, between the months of May and December 2020, dedicated to the *Welfare* infoday, organised remotely for the entire company population, subject to online registration;

- a dedicated joint event:
  - the "best in class" initiative reserved for awarding events, through the disbursement of an amount of € 500 on the payslip of the respective parents, of the children of employees who have distinguished themselves in their studies;
  - the awarding of the thirty-year-old and forty-year-old Sogei colleagues through the disbursement of the sum of € 150 in welfare;

Compared to the part-time (horizontal and vertical) and remote working institutes, 1.7% and 5.8% of all employees respectively benefited from it in 2020 (data compared to the average workforce for the reference year) with the gender ratio represented in the graph.

### % Remote working and part-time work distribution by gender

**Average number of employees**

![Pie chart showing remote working and part-time work distribution by gender](image)

% Remote working and part-time work distribution by gender

Average number of employees
In terms of work time, just under 9% of the population is shift workers and around 2% of the workforce (4% of the female population compared to the average number of female employees) benefits from part-time hours (horizontal or vertical).

In addition, approximately 5.8% of the population joined the home remote working project which involves one or two days returning to work in the office.

Regarding the right to work of the disabled, 149 people with disabilities work at Sogei, whose development path aims to promote their inclusion and integration in company processes.

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

In addition, in 2020, in order to cope with the pandemic emergency that emerged from the first months of 2020, company laptops and accessories were distributed to employees for remote conference-call assistance. Finally, Sogei-branded gadgets were distributed to the staff present at the headquarters.

### 10.4 Occupation Health and Safety

#### 10.4.1 Occupation Health and Safety Management System

The policy for Health and Safety in the workplace is an integral part of the entire company activity, as a strategic commitment with respect to the more general purposes. With this in mind, Sogei undertakes to define, maintain and update the Workers’ Health and Safety Management System (SGSL), in compliance with the regulations in force on the subject and with the ISO 45001:2018 standard thanks to specialised skills and technical and financial resources.

The adoption of a structured Health and Safety system allows both compliance with the applicable legal provisions and with other requirements that the organisation subscribes to, which directly or indirectly concern the specific area of health and safety protection in the workplace, and to continuously improve its performance in this area, with particular reference to the state of well-being and comfort of its workers. Sogei:
promotes the participation of all workers in the process of risk prevention and health and safety protection towards the same colleagues and those who carry out activities within the company;

selects its suppliers in relation to their compliance with the principles of protecting the health and safety of its workers and third parties;

provides adequate communication through informative material and contractual documentation to continuous and occasional visitors, contractors and service providers.

Also in 2020, activities continued for the maintaining and evolution of the Occupational Health and Safety Management System (SGSL - ref. Art. 30 Italian Legislative Decree 81/2008), with the aim of achieving the new UNI ISO 45001:2018 certification. The activities concerned:

- updating of System documentation to improve operational flows;
- the execution of 2 audits, which involved the preparation and response to emergencies and the identification of the danger, the risk assessment and the determination of control measures, focused on the operational management of the Covid-19 pandemic and on the anti-contagion security protocol adopted. Both audits were conducted by internal auditors with the support of the Prevention and Protection Service (SPP) remotely, as established by Accredia in the current emergency situation.

**10.4.2 HAZARD IDENTIFICATION, RISK ASSESSMENT AND ACCIDENT INVESTIGATION**

During 2020, following the health emergency declared by the World Health Organisation regarding the epidemiological evolution from Covid-19 and consequently to the relative increase in the alert level, due to the progressive contagion also in our country, the Company promptly put in place an emergency plan.

Numerous actions were activated, with particular regard to the approach adopted, risk assessment and DVR update, communications and instructions to employees, the measures taken, as well as the additional safety measures adopted to protect employees.

In addition, the "Coronavirus Select Committee" – consisting of the Director of Security, Safety & Industrial Relations, the Director of People, Organisation & Digital eXperience, the Director of Service & Technology Innovation Hub, the Delegated Employer and the Health and Safety Officer - were established in order to guaranteeing an effective analysis of the situation and identifying the most appropriate actions to be implemented to protect the health, health and safety of workers.

The remote working method was progressively granted to an increasingly large number of employees, with the succession of legislative provisions and depending on the trend of the
epidemiological curve, the use of agile work was remodelled from time to time, also through a series specific company directives on the subject.

The Health and Safety Officer, in collaboration with the Company Doctor, promptly analysed the situation and assessed the risk to workers’ health, adjusting it based on the evolution of the scenarios that have occurred over time.

Although the preventive measures to reduce the likelihood of contagion in a workplace from Covid-19 are similar to those adopted for the general population, as required by the shared protocol regulating measures to combat and contain the spread of the Covid virus -19 in the workplace (edition of March 14, 2020 and April 24), the following were developed:

- the assessment of the specific risk for Covid-19, containing the prevention and protection measures – 15 April 2020;
- the anti-contagion safety protocol for the containment of the spread of the coronavirus, with a view to the gradual return of personnel to the company offices - 7 July 2020. Additional preventive measures are contained in the protocol.

Subsequently, the persistence of the national emergency and the increase in the pandemic curve made it necessary to issue new company directives to expand the number of workers in agile work. Additional preventive measures were defined for workers whose activity requires presence on site, such as the installation of bactericidal and virucidal lamps in the data centres (for the totaliser data centre they are being installed, the operation of which is regulated by a specific procedure in publication), installation of Plexiglas panels to separate the workstations, the continuous supply of sanitising wipes for activities that could be considered as involving risk and the administration of nasopharyngeal swabs, as screening on a voluntary basis.

All the activities planned for the year 2020 were therefore significantly conditioned by the national state of emergency starting from March 2020, due to the Coronavirus epidemic.

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

The Asbestos Manager continued to check the materials containing asbestos present in a number of under-floor areas of the real estate complex in Via Carucci 99. In December the update of the procedure for the control of materials containing asbestos (LS-77-SE-01) and the procedure Instructions for the control and maintenance plan of materials containing asbestos (MCA - LS-00- DL-01) was approved.
The Health and Safety Officer periodically coordinated with the H&S Offices of the various administrations hosting Sogei workers to update the information on general and specific risks and on the health and safety of workers, with particular reference to the sharing of entry protocols and protection measures, for the containment of the Covid-19 epidemic.

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

In the course of 2020, in-depth checks were carried out for the control of Legionella Pneumophila. With the support of professionals in the sector, a protocol was drawn up containing prevention measures, risk assessment, technical analysis of the plants, maintenance management and planning of biological sampling.

Therefore, at the offices in Via Carucci 99 and 85, action was taken with a remediation of the hot water circuit serving the canteens and the replacement of the DHW accumulators. An intervention was also carried out to sanitise the entire hydraulic circuit and the electric kettles present were replaced.

### 10.4.3 HEALTH SURVEILLANCE

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

Due to the state of emergency and considering the various trends in the pandemic curve, there was a scarce presence of Sogei personnel at the offices; therefore the health surveillance visits were mainly carried out for all new hires (around 140 new colleagues).

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

To further guarantee the health of workers, an emergency medical unit, including an ambulance service, is active from 8 June 2020 at the offices in Via Carucci to guarantee workers prompt and professional assistance if required. The service provides for the constant presence of the Company Doctor (with a new assignment on 1 October 2020) in order to ensure collaboration and alignment of the various emergency procedures, as well as perfect cooperation between...
professionals in which the protection of the health of workers and of all citizens assumed a value, a value that goes beyond any other commitment on the part of all the areas of civil society. Our company set out to contribute in a concrete way, beyond the legal obligations, with more effective action. "Our people at the centre" is not just a motto, but a way of being.

10.4.4 CONSULTATION OF WORKERS AND COMMUNICATION ON HEALTH AND SAFETY MATTERS

Consultation and participation of workers is an important part of health and safety management. During the national emergency, the Company constantly provided information, directives and communications to all staff, as well as to external suppliers, in order to provide adequate support and suggest precautionary measures in the daily behaviour of workers.

Furthermore, to support all Sogei personnel, an assistance channel was used on the Microsoft “Yammer” Social Platform, which allows all workers to give voice to proposals, requests and ideas in a more informal way.

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

- inspections with the company doctor at all company offices (Article 25);
- evacuation tests at the various locations with the involvement of workers, also in collaboration with the host administrations (Article 46);
- classroom training for emergency and first aid training.

On the other hand, activities continued relating to:

- drafting, where required, of the “DUVRIs” - Single Document for the Evaluation of Interference Risks (Article 26) for initiatives to purchase services and coordination with contracting companies to inform the workers of external companies on the specific risks existing in the various locations where they are located and intended to operate, as required by art. 26, paragraph 1b, of Italian Legislative Decree no. 81/08;
- meetings with the Workers' Safety Representatives, including the annual meeting (Article 35) and the start of the preliminary stages for an assessment of the work-related stress risk, with the involvement of various company figures (DLDS, H&S Officer, HR, Company Doctor) and the support of experts in the sector.

10.4.5 WORK SAFETY TRAINING

The company periodically provides training and refresher courses for all workers, according to the procedures set out in the State Regions agreement of 6/7/2016. During 2020, classroom training was suspended due to the prohibition on aggregation; moreover, in the absence of the
previously indicated Consip agreement, it was possible to provide via virtual platforms, only the training course for the annual updating of the RLS and a course for the company Supervisors.

10.4.6 Health Promotion

The right for workers to adhere to a health policy guaranteed by the Mètasalute health fund, set up for the purpose of providing supplementary services to those provided by the National Health Service, as envisaged by the Metalworking National Collective Labour Agreement, continues. The employee has the possibility to extend the insurance services free of charge to the fiscally dependent family unit, allowing access to professional medical services.

The company promotes the well-being and health promotion of workers with a series of welfare initiatives, available on a dedicated web portal. At the end of April 2020, a special contribution of €500 was given to all workers, in addition to the possibility of paying the Result Bonus into the quota plan, guaranteeing a percentage increase of 12% with respect to the actual value.

With regard to specific health promotion actions within the workplace health and safety management system, it should be noted that no activities could be completed during the year due to the health emergency.

10.4.7 Accidents at Work

In the course of 2020, against a total of over 3.4 million hours worked, 11 accidents occurred, of which 7 during work travel time; it should be noted that the 4 accidents occurring during work activities (in company offices or at home) mainly concerning slips, falls and impacts, not attributable to performing of the work task and none of particular severity. Finally, for the year 2020 an injury rate was recorded (compared to 1 million hours worked) of 3.23 with injuries while travelling and 1.17 without injuries while travelling.

"Near misses": for each event there is an investigation by the staff of the Prevention and Protection Service and the recording in a dedicated register. There were no significant events in 2020.

10.5 Legal Proceedings

10.5.1 Almaviva Contact S.p.A. Worker Complaints

The dispute relates to a labour law dispute that initially had as protagonists a number of workers of COS S.r.l. (year 2007) and, subsequently, workers of Almaviva Contact S.p.A. (from

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8 The figure refers only to employees. The Company does not record accidents relating to workers who are not employees but whose work and/or workplace is under the control of the organisation.
2012 onwards), employed in the execution of the contract relating to the "contact centre service for users of the tax information system", managed by the latter company until the natural expiry date of the contract (31 July 2014).

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

- **first phase**: started in 2007, which saw 45 applicants as protagonists, decided with final judgements (three in favour of Sogei, one in favour of workers), currently subject to appeal for revocation by the respective losers with hearings set for 23 February 2021;
- **second phase**: launched in the period 2012-2013, involving 39 applicants;
- **third phase**: relating to the period March-April 2015, involves 46 applicants (30 of whom were already part of the 39 applicants referred to in the second phase).

With regard to the **first phase**, with sentence no. 27105 of 25 October 2018, the Supreme Court, Labour Section, confirmed the sentence pronounced at the appeal stage (R.G. no. 114/2010), for 10 applicants, in the context of the well-known Cos/Almaviva applicants line of 2007; therefore, the assessment contained in the afore-mentioned judgement of the Court of Appeal became final, which is now "in all respects between the parties" (Article 2909 of the Civil Code), with the further consequence that the current existence of a subordinate work of the afore-mentioned ten workers employed by SOGEI S.p.A. can no longer be considered in question.

For these applicants, starting from October 2019, Sogei took the initiative to proceed with the readmission to service, as resolved by the Board of Directors on 23 October 2019, which had a positive outcome for 5 of the applicants, while the other 5 rejected the proposal as inconsistent with the professionalism allegedly matured.

For the latter, the Company promoted disciplinary proceedings for unjustified absence, first imposing the related conservative sanctions, and, most recently with letters sent last November 2020, it proceeded to dismiss for just cause.

The dismissals were all challenged within the terms of the law.

Apart from the first phase, regarding the **second phase of the dispute**, all the appeals were entrusted to different judges of the Court of Rome and were brought together by objective connection in 4 so-called judgements. "Bearing" (grouping the position of 37 workers), with the exception of 2 positions, which were dealt with by the Court in individual form.

In summary, in the first instance, in a so-called “Bearing” judgement (regrouping the position of 10 workers) Sogei was unsuccessful, while the requests of the company in relation to the position of 29 applicants were accepted.
Appeals for all appeals were proposed by the respective losers at first instance.

For one of these judgements, brought against one of the afore-mentioned “individual” sentences, the counterpart filed the appeal which, however, was not communicated to Sogei and therefore the Court of Appeal with a sentence declared the appeal to be inadmissible.

As for the other judgements, the Court of Appeal decided them in favour of Sogei. In particular:

- it accepted the appeal proposed by Sogei against the only first instance sentence that had accepted the workers' requests, thus completely reforming the sentence of the Court (regrouping the position of 10 workers);
- rejected the appeal proposed by the workers against the three sentences referred to in the so-called "Bearers" (grouping the position of a total of 27 workers) and the other "individual" sentence (relating to a single position).

It should be noted that with regard to the judgements defined by the Court of Appeal, all in favour of Sogei, the workers have so far appealed to the Supreme Court against four of the afore-mentioned sentences (grouping the position of 28 workers), but the Court of Cassation has so far established the hearing for discussion only for three judgements, on 23 February 2021.

Lastly, with reference to the third phase of the dispute, joined by objective connection by the Ordinary Court of Rome in seven so-called "Bearing" judgements and concluded favourably for Sogei for all positions, it should be noted that in relation to one of these judgements (the one proposed by some of the 39 workers referred to in the proceedings relating to the second phase above, already recurring in the only first instance concluded in favour of the same, for the payment of the alleged salaries accrued after the termination of the contract between SOGEI and Almaviva Contact S.p.A.), the workers appealed against the first instance sentence, but the Court of Appeal, with sentence no. 1336 of 28 March 2017, rejected their request, confirming the first instance sentence. Against this appeal sentence, the workers appealed to the Court of Cassation and to the Supreme Court, with an order of 9 April 2019, rejected the workers' appeal, confirming the appeal sentence. The workers asked for the afore-mentioned ordinance to be revoked, proposing a new appeal before the Court of Cassation, which set the hearing for discussion on 23 February 2021.

As for the other six first instance judgements, however, the workers have so far proposed four appeals, one of which (grouping the position of 2 workers) was settled following judicial conciliation. On the other hand, regarding the other three, they concluded in favour of Sogei. The workers appealed to the Supreme Court against one of the appeal rulings, which set the hearing for discussion on 23 February 2021.
10.5.2 MANITALIDEA SPA

With sentence no. 34/2020 published on 4 February 2020, the Ordinary Court of Turin, sixth civil and bankruptcy section, declared, for all legal purposes, the state of insolvency of Manitalidea spa (the company that provided the “facility management service for the SOGEI offices “until 31 December 2019), appointing the judicial commissioners.

Starting from the afore-mentioned sentence, in fact, SOGEI has been the recipient of numerous appeals for injunctive decree and foreclosures brought against it by Manitalidea spa workers and Mrjob personnel (a company belonging to the Manital consortium which in the final phase of the contract took over from Manital management of the service) and, to date, the appeals have amounted to 129.

SOGEI has liquidated and is still liquidating the afore-mentioned injunctions in order to avoid incurring further increases in costs and charges.

On the date set for the transmission to the Extraordinary Commissioners of the request for filing Manitalidea's liabilities (June 3, 2020) SOGEI subrogated itself to the position of the workers and therefore requested the privileged admission of the credits deriving precisely from the payment of the afore-mentioned injunctions notified up to that time.

SOGEI also requested admission to the liabilities of Manitalidea relating to other items managed before the date of declaration of the state of insolvency.

As part of the prompt filing of the liability filed by SOGEI, the latter also brought to the attention of the Judicial Commissioners the credits for which compensation had already been made with the amount due to Manitalidea.

The preparation of a further request for late submission to liabilities is underway for the sums paid to workers who have proposed injunctive decree or foreclosures from the afore-mentioned date of 3 June 2020.

Furthermore, in the month of December 34 Manitalidea spa workers filed legal action against SOGEI in order to have sums recognised as remuneration not paid by the actual employer with hearings scheduled for 20 - 24 April 2021.

Given the above, pursuant to and by effect of art. 56 of the RD March 16, 1942, no. 267 (so-called “Bankruptcy Law”) as well as art. 1243 of the Italian Civil Code, SOGEI took steps to offset the overall credit to date and claimed from the state, with its debt to Manitalidea spa.

The timely filing request proposed by SOGEI will be scrutinised at the hearing already set for 26 November 2021.
11. PROJECTS AND ACTIVITIES

Sogei has always operated within a broad and differentiated reference framework. The constant development of new technological and management solutions, addressed to the Public Administration, is part of a defined, structured and constantly evolving context, which allows it to provide its stakeholders with the highest guarantees from the point of view of regulatory compliance and the quality of services.

Customers are fundamental interlocutors for Sogei to collaborate with, not only to meet their specific needs, but also to foster internal growth of the Company, in a climate of trust based on transparency, continuous dialogue and cooperation.

The Company is committed every day to ensuring its customers the best execution of the tasks entrusted and focuses constantly on proposing increasingly advanced and innovative solutions, with a view to integration, efficiency and cost-effectiveness.

Below is a summary of the main activities carried out in 2020 in relation to the different project areas. The new projects launched in 2020 and those that underwent significant updates or changes in the same period were reported. In any case, for further information on all types of initiatives that fall within the various project areas, reference should be made to the institutional website.

In addition, for each project, both the related objectives, derived from the Customer Operational Plans, in turn connected to the Three-Year Plan for IT in the Public Administration, and the needs of Sogei’s captive markets were summarised.

11.1 PUBLIC FINANCE

Public Finance includes all those activities with which the State, Regions and local authorities obtain the necessary funds to support the expenses for the provision of services intended for the community, such as health, school, transport, pensions, contributions, also including public debt management.

The systems that Sogei has created for the governance of Public Finance have the objective of supporting the monitoring of the financial effects of the measures envisaged in the budget and of the main measures adopted during the year, as well as being an aid to the activities of control and consolidation of public accounts.

11.1.1 SIMEC BI

As part of the SiMEC system - System for monitoring fraud and counterfeiting of the Euro and of payment cards, created for the Central Anti-fraud Office of Directorate V of the Treasury
Department - new functions for periodic and summary analyses were implemented in 2020 based on the information that the system manages.

In particular, in 2020 the business intelligence component of Simec was created, within the EIM platform of the DT, with the development of an area dedicated to descriptive statistics and standard reporting (annual, half-yearly, monthly indicators) and the introduction of a set of innovative technologies typical of Machine Learning- Artificial Intelligence Engine and Investigation & Entities Behaviour Analysis.

Artificial Intelligence and Machine Learning can help change the approach adopted up to now for analysing data on the phenomenon. Machine learning makes it possible to identify those signals that can lead to the detection of possible frauds more quickly and with greater precision.

The knowledge that comes from the analysis of these data allows the Administration to reconstruct in a faster and once again more precise way the logic followed to engineer fraud by sharing additional knowledge factors, useful for identifying the presence of similar attempts. in other territories or in other contexts.

11.1.2 EIM DT PLATFORM

The overall project aims to implement the platform for Enterprise Information Management (EIM) of the Department of the Treasury and the related data lake.

It has already merged the data from various internal and external sources in order, through algorithms and/or techniques of machine learning and AI, to enrich the data and correlate them, in order to transform them into valuable information, favouring an approach to data-driven type decisions.

In particular, in 2020, phase 3 of the implementation was completed, which enhanced the platform with the following components: creation of the Data Quality and Cleaning component, Data Encryption, Metadatation and Data Catalogue, Layer Rest API consolidation for access to the platform and error handling services, hardening or configuration of the SW components aimed at securing them, configuration of logging and monitoring services and, finally, tuning of the components.

As part of the project, the Business Intelligence component has also been evolved and is still under development, with the introduction of new data representation functions in order to expand the choice of options available in the design and planning of dashboards and to make the analysis by the TD Offices of the information assets more immediate and effective.
Within the EIM, the data of the DT systems relating to the assets of the PA, the State Guarantees, the monitoring system for fraud relating to the Euro and to payment cards and, in the medium term, the data of all the other DT systems and external sources will also converge, enriching them and providing further valuable correlation elements.

### 11.1.3 **GEDI - ITALIAN PUBLIC DEBT MANAGEMENT**

GEDI is a complex and integrated IT system to support Directorate II of the DT for the management of Public Debt with reference to forecasting, planning and money market operations, management of Treasury liquidity, issuance, management of securities transactions and hedging, payment management, analysis and monitoring, evaluation of Government Bond Specialists, management and monitoring of local debt and management of communications.

The GEDI platform is powered in real-time, through the Kondor+ suite, with market and finance data from the Refinitiv InfoProvider, and is integrated with the Account Availability and Sicoge systems of the State General Accounting Office and with SAPE, the tool used by the Treasury Department for portfolio simulations and analysis.

In 2020, action was taken on the Gedi system to modify some of the functionalities present and to implement them again also as a result of the pandemic situation in our country (e.g., Emissions Plan, Liquidity Plan, evolution of the pricing model, MTS buyback operation, new duration 5-year BTP Italia, new type of BTP Futura security, new calculation model of BKI Commissions, etc.).

### 11.1.4 **STATE GUARANTEES**

The State Guarantees program came about as a result of the Administration's need to equip itself with a technologically advanced platform suitable for the management, monitoring and reduction of the risks underlying the granting/authorisation of financial guarantees granted by the State.

The program, launched in the second half of 2019 with the study of the legislation and with the assessment of processes, is divided into several project streams which in 2020 led to:
- supporting the Administration, "Stream - Risk Model Guarantees" and "Stream - Export Governance and Italy Guarantee Model", in defining the to-be model for managing and monitoring the risk deriving from State Guarantees - in the areas of Export, Italy Guarantee, PMI and GACS Fund and of governance of the State Guarantees for the Export and Italy Guarantee areas;

- defining - in understanding the thematic, business and functional context - the IT platform for managing and monitoring of the Guarantees, in all its components;

- developing the BI system, "Italy Guarantee Monitoring Functions Development Stream" and "Export Monitoring Functions Development Stream", aimed at monitoring information, managing data acquisition on the EIM platform of the DT and creating a dashboarding system to support descriptions;

All information on the issue that is dealt with within the State Guarantees program flows into the new data lake of the DT EIM platform.

**Client:** MEF - Treasury Department (DT)  
**Material matters:** Digitalization and Digital inclusion, Public administration transparency (data and administrative processes)

### 11.1.5 Territorial Finance

During 2020, the Territorial Finance system was integrated with the new PA authentication system based on digital identity (SPID); the latter is therefore the only access mode for external users.

At the same time, the System electronically acquired the questionnaires of the Off-balance sheet debts relating to the Local Authorities, allowing a more effective and timely report of the phenomenon to the Parliament, rationalising the reporting activity.

The sending of documents by all the Territorial Bodies (Regions, PPAA, Metropolitan Cities, Provinces, Municipalities) relating to all the Regulatory Compliance that they have to the Court of Auditors entered full capacity.

Strengthening of the project activities made it possible to increase the number of documents received electronically from approximately 190,000 in 2019 to around 250,000 in 2020. This increase was also obtained thanks to the extension of the scope of action to all the Regional Control Sections with only 2 exceptions (two sections that continue to prepare the preliminary process in paper form) that we will start the electronic process in the course of 2021.

The dematerialisation process has generated value in terms of streamlining workflows and normalising data and document flows.
Finally, in 2020, Sogei carried out a study for the electronic acquisition of the questionnaires relating to the budget and final balances of all the Health Authorities. This study made it possible to launch a project that provides for the sending of these questionnaires starting from 2021 with consequent "use" of the "investigation process" (already implemented and used for the other Bodies), electronically also for these types of Bodies.

**11.1.6 DT - Collaboration**

The project involved the implementation of the Microsoft Teams platform and its adoption by all users of the Treasury Department.

Sogei’s response in full health emergency was rapid and effective and allowed the customer to have a collaboration tool in immediate time that allowed all the DT staff to continue to carry out their activities remotely without stopping the administrative processes.

As part of the project, the Teams platform was integrated with the Treasury Department infrastructure, in particular with the authentication system (*Active Directory*, via AD-Connect), with the on-prem Microsoft Exchange 2016 e-mail system (which was made hybrid and the version has also been raised from the previous 2010).

In addition, native integration with SharePoint *online* was adopted and, in the year 2021, the hybrid mode with SharePoint 2019 on-prem will also be implemented (the version from the current 2013 will also be raised for it). The tools offered by the "Power Platform" (Power Apps, Power Automate, Power BI) and the additional tools offered by the specially defined Office 365 tenant were also made available. The platform now allows the approximately 1,200 users of the DT to actively collaborate virtually through meetings, chats, document sharing, co-editing, etc.

**11.2 Cadastral System and State Assets**

This includes management of the processes and of the database of the Land Registry, as well as the databases of Real Estate Advertising, represented by the Integrated Data Bank (BDI), which consists of a single centralised archive, containing all the data of Real Estate Advertising and of the land and buildings cadastral registry, and which has as its primary objective that of correctly identifying the holders of real rights on the buildings surveyed. The assets of the State

**Client:** Court of Auditors  
**Material matters:** Digitalisation and digital inclusion

**Client:** MEF - Treasury Department (DT)  
**Material matters:** Digitalisation and Digital Inclusion, User & Customer eXperience
and of the territorial public bodies (regions, provinces, metropolitan cities, municipalities) are characterised by the presence of two categories: state property (necessary and accessory), intended to meet the needs of the community, and assets, unavailable or available, whether or not they are intended for public purposes.

11.2.1 **PA Assets**

The PA Assets platform supports the Administration in achieving its institutional objective of drawing up a patrimony account including all Public Administrations valued at market values, in order to have a complete and updated knowledge framework, aimed at the management and enhancement of public assets. The platform is divided into the following projects: real estate, equity investments, concessions.

The interventions completed in 2020 had the objective of integrating external data sources (e.g. Cadastre and Infocamere) in order to enrich information and to improve data quality and reliability, promoting data driven processes. In addition, new dimensions of analysis (KPI) were defined to support the evaluation of economic and financial performance and the use of machine learning models was introduced, made available through dashboards and advanced analytics. The systems use the data sources fed on the new data lake of the DT EIM platform.

**Client:** MEF - Treasury Department (DT)
**Material matters:** Digitalisation and Digital Inclusion, Public administration transparency (data and administrative processes)

11.2.2 **GIPI - Integrated Management of the Real Estate Assets MEF**

The project created a single flexible platform, covering facility management processes, for the monitoring and control of operational services, knowledge of real estate assets and of all the components that constitute it, support for processes related to the management of operational activities, support for strategic planning decisions and monitoring of the compliance of the activities carried out at the various MEF offices.

The goal of the solution is the creation of a standard in the management of facility management for the PA, defining the best practices of the related processes.

It also implies the involvement of several organisational structures, requiring the effective collaboration of several actors in the organisation. The results that the solution expects to achieve are greater quality and timeliness of performance, greater efficiency understood as a reduction in resources used, greater capacity in terms of control and monitoring and the standardisation of processes and strategic planning capabilities. It also provides for the professional growth of the personnel involved with the aim of creating an ecosystem within the
PA for the management of public assets, according to a *win-win* model (*facility* services for PAs and implementation of *governance* on assets).

**Client:** MEF - Department of General Administration, Personnel and Services (DAG)  
**Material matters:** Digitalisation and Digital Inclusion,

### 11.2.3 ACDat - Data Sharing Environment

The ACDat platform, created for the State Property Agency and active since July 2020, responds to the strategic need of the Agency itself to implement *Building Information Modelling* (BIM), for the management of interventions on state property.

The platform is a digital place aimed at collaboration between sector operators, who win tenders for interventions/services on the assets, and the officials of the Agency, collecting, according to the BIM process, the digital information of the real estate involved.

The ultimate goal of the project is the creation of a *digital repository*, expanded over time, which, in a circular manner, will be constantly updated. The digitisation of real estate information enables the creation of innovative services on the state assets (energy efficiency, seismic audit, monitoring with IOT, etc.) and cooperation with other administrations.

**Client:** State Property Agency  
**Material matters:** Digitalisation and Digital Inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes)

### 11.2.4 SIT (Integrated Territory System)

The SIT is a unified system in which cadastral cartography and the entire national real estate portfolio consisting of approximately 85 million parcels and 75 million urban real estate units are retained.

The project stems from the need to centralise the cadastral information system now distributed on 101 independent provincial systems in which census information, land and buildings, and cartographic information are stored on separate and non-integrated databases.

The integration of cartographic and census information, allowing the correct localisation of each property on the territory, favours dialogue with the user in advanced mode and exploits the potential of the search through geographical navigation extended to the whole national territory and made possible by the use in the system of a *web GIS* (*google-like*).

From an architectural point of view it is a performing and scalable platform that is used to respond to increasing volumes of requests for diversified services for users and delivery
channels (mobile, rich-client, etc.) and allows high performance of the system even in navigation. of the various cartographic layers. Thanks to the adoption of a mixed technology, raster-vector and cache management of the most navigated geographic data, it can be used to integrate other databases, relating them with census data through spatial relationships, thus being able to offer services to other bodies of the PA, as in the case of the Civil Protection for the management of calamitous events and for the geolocation of public assets.

The project, launched in 2015 with the design and installation of the single national database, underwent a first phase in which the SIT system flanked the information system of the offices, representing an additional tool to traditional systems; this allowed both cadastral investigation campaigns (rural buildings), which can be activated from the office without the need for inspections, and the start of a process of reclamation of cadastral addresses in collaboration with the municipalities. At the same time, the migration process of the entire information system of the territory to the new platform was started, which ended in 2019 with the remaking of all the redesigned applications both in the interface (Uikit4) and in the access to the data (Oracle 12.2).

In 2020, in order to allow an adequate period of training and instruction, preparatory to the commissioning of the GIS, a parallel system was set up with the availability of all the migrated applications and a national database, which allowed 8 selected offices to perform an intense test activity.

In 2021 the system will come into operation progressively starting from February and with closure expected by September.

Client: Revenue Agency (AE)
Material matters: Digitalisation and Digital Inclusion, Public administration transparency (data and administrative processes)

11.3 DIGITAL JUSTICE

Information technology applied to law and digital justice represents a crucial node, not only for the lives of citizens, but also for the economy and development of the country. Judicial IT responds to a variety of needs, differentiated according to the audience of the subjects involved: management regarding the phases of the procedure, documentary and certification for the provision of useful information to operators, administrative for everything related to the functioning of the judicial and decision-making machine relative to the consultation of specialist databases.
11.3.1 ACCOUNTING JUSTICE

During 2020, the year of the Covid-19 emergency, also thanks to the Judicial System, the Court of Auditors was able to give continuity to institutional services: the organisation of videoconference hearings was made possible by the System, with particular reference to the online availability of the procedural documentation. GiuDiCo, in fact, provides for the digitisation of all procedural documents, simplifying access to documentation, which is also usable through mobile devices, favouring, in fact, the path of adoption of the Electronic Process.

During 2020, the number of registrations (SPID) for services dedicated to external users of the Judicial System, increased both due to an ever greater digital propensity but also as a result of the opening to new types of users such as the prosecutors of the Attorney General’s Office.

The future development of the system will be characterised by the creation of all those services (e.g. online filing of deeds, online reporting) necessary for completion of the dematerialisation process of the accounting process and those of electronic connection with all the institutions that need to connect with the Court of Auditors (e.g., Attorney General's Office, TAR, State Council, UNEP, etc.).

Giudico’s knowledge system, essential for monitoring the progress of the judicial activity of the Court of Auditors, is also used to prepare the President’s Report on the occasion of the inauguration of the Judicial Year.

Thanks to the cloud architecture, the system is easily accessible from any workstation with an Internet connection; this ease of access has guaranteed business continuity even in the Covid-19 emergency.

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<tr>
<td>Judgements</td>
<td>12,601</td>
<td>9,789</td>
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<tr>
<td>Judicial accounts</td>
<td>97,174</td>
<td>63,265</td>
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Similarly, the accessibility of the Judicial Knowledge System via the Internet (Power BI platform) guaranteed business continuity, with approximately 35,000 views in 2020.

Client: Court of Auditors
Material matters: Digitalisation and Digital Inclusion, User & Customer eXperience, Development of ICT systems/services to combat illegality

11.3.2 COMMUNITY FRAUD

The SIDIF management system integrates the data from the IMS OLAF system of the European Commission’s Anti-Fraud Office with those from the Management Authorities, the Community Policies Department and MIPAAF and with data provided by the Customs Agency - SAISA (Autonomous Intervention Service Agricultural Sector) and provides the user with a BI system
called Data Mart SIDIF which offers the possibility of carrying out multiple investigations relating to reports of irregularities and fraud found on the management of EU funds.

In particular, in 2020, an improvement was made in the SIDIF interface towards the B2B services offered by the IRREGULARITIES MANAGEMENT SYSTEM (IMS) in order to significantly reduce the manual data loading activities carried out by users of the system so far. This activity has improved data consistency and normalisation, optimising workflows to end users.

Participation in round tables with COLAF, the Ministry of Justice, the MEF and the Territorial Cohesion Agency began in 2020 to participate in the project to create an International Anti-Fraud Platform (PIAF), a decision support system that can be used by the Managing Authorities when they have to assess beforehand the reliability of the physical or legal entities, recipients of EU funds.

Furthermore, during the second half of 2020, a project for the evolution of the SIDIF was presented as part of the "Digital Transformation/Public administration" measures of the National Recovery and Resilience Plan (PNRR). The plan provides, over 2 years, for the complete re-engineering of the SIDIF system and the interfaces to the systems it is intended to cooperate with.

During 2020, the SIDIF data were made available, through the creation of a specific data mart, as well as to the Control Section for Community and International Affairs, to all the Sections and to all the Public Prosecutors of the Court of Auditors with an increase of around 50 users compared to 2019.

**11.3.3 PUBLIC SALES PORTAL**

The Ministry of Justice has made available the Public Sales Portal in which all the notices of sale relating to executive and insolvency proceedings as well as to other proceedings for which publication is required by law are published.

The data contained in the portal are uploaded by the sales delegates, the insolvency proceedings bodies and by other persons authorised to do so. Each notice indicates the person to contact to obtain information on the published contents.

The Portal, managed by Sogei as it is considered a critical infrastructure for the country, represents a showcase in which assets are made more visible and sales more accessible and is a highly innovative tool from a technological point of view, capable of guaranteeing transparency and greater efficiency in sales mechanisms, overcoming the localism and slowness of individual procedures. In this context, the Portal:
- offers to subjects entitled to sell or to the referents of the procedure (delegated professional, curator, judicial liquidator, etc.) specific functions for the publication of advertisements;
- processes the offers received from citizens and sorts them for sales managers, guaranteeing transparency and security of the transaction, ensuring the legality of public auctions.

By virtue of the recognised criticality of the public sales portal, Sogei has implemented an infrastructural and application monitoring system, to keep all the main processes under control and to avoid stalls and inefficiencies at every stage of its growing use.

The total number of electronic auctions managed in 2020 is equal to 119,547; in the same period 220,100 advertisements were published.

**Client:** Ministry of Justice  
**Material matters:** Digitalisation and Digital Inclusion, Public administration transparency (data and administrative processes)

### 11.3.4 **JU.M.BO EQUITALIA GIUSTIZIA INFORMATION SYSTEM**

The information system of Equitalia Giustizia Ju.M.Bo. was created to support the execution of the processes necessary for Equitalia Giustizia for the management of the Single Justice Fund. It was then expanded with the automation of Credit Recovery.

The main business processes for the management of the Single Justice Fund and Credit Recovery relate to the acquisition of financial measures/"resources" and the management of "administered" resources, payments and reporting, financial resources, phases of the unified contribution and finally of the phases for the registration in the role of credit items.

During 2020, the re-engineering process of the information system was started with the aim of integrating all the existing applications (applications of the Ju.M.Bo., Treasury, Credit Recovery areas) residing on different technological infrastructures. A web app was created accessible in SSO from users' workstations. The application connects to the services offered by the IAM (Identity & Access Management) for retrieving user profiling information and showing links to authorised applications.

The solution identified makes it possible to migrate all applications to new technological standards, providing where possible a review of business processes incrementally and lays the foundations for the planned expansion of the Information System in the course of 2021 to civil and bankruptcy processes.
11.3.5 CARTESIO

Equitalia Giustizia manages, on the basis of a specific agreement with the Ministry of Justice, the quantification of debtor data and the quantification of receivables in the field of legal expenses. The centralisation of operational processes in Equitalia Giustizia is aimed at improving the efficiency of the Justice sector. In this context, in 2019, Soge
created a solution, based on machine learning algorithms, called Cartesio, characterised by high scalability (container), modularity (microservices) and interoperability with other IT systems.

This solution was adopted in the processing of the “Transmission notes of the unified contribution” received from the judicial offices of the Ministry of Justice distributed throughout the national territory. In particular, the solution automates the extraction of the information contained in paper documents (in pdf format), proposing it, in a specific “web app”, to the Equitalia Giustizia operator who need only validate it, allowing an increase in productivity processing phases of the procedure.

By adopting the solution on the A1 transmission notes of the unified contribution, the following results were obtained:

- precision of the extracted data equal to 93%;
- 60% reduction in processing times for files with consequent cost savings and increased productivity;
- increase in the quality of work, with reduction of errors;
- improvement of the governance of the process both in terms of monitoring and control, and in the standardization of procedures.

In 2021 the extension is foreseen, again in the context of the A1 Transmission Notes, to other models (Art. 248, Art.13 and Art.8), in addition to the Penalty news sheets, with the aim of making quantification of the Unified Contribution semi-automatic.

A real digital revolution that supports and assists human work, improving its quality and satisfaction and which can be easily applied by any Public Administration that has to manage a large amount of data by extracting them from paper documents.

Client: Equitalia Giustizia (EG)
Material matters: Digitalisation and Digital Inclusion, User & Customer eXperience, Security and Data Protection
11.3.6 State Advocacy 2020

The State Attorney’s Office (ADS) ensures the legal advice and defence consultancy in court of Public Administrations through the aid of a cloud native application services platform, enhanced with the help of Artificial Intelligence,

To cope with the exponential growth of legal disputes (to date largely electronic) and to embrace a new digital culture, the ADS 2020 Project was launched in 2019, which aims to redefine the organisational model of processes and operational flows from a digital first perspective and to disseminate a new digital culture, progressively eliminating paper flows.

The AdS 2020 project has obtained recognition for access to funds from the Action and Complementary Cohesion Program at the PON Governance and Institutional Capacity 2014-2020.

The activity required the re-engineering of the information system from a cloud first perspective with microservices architecture and the implementation, according to the latest technologies and security and privacy policies, of the website, Intranet, Extranet and competition portal. It was also necessary to operate with a view to simplifying IT interviews with the Administrations and with the judicial offices involved in the electronic processes with the aim of increasing the quality of data and improving access to information.

The ADS2020 project is divided into the following macro areas:

- Attorney's Desk;
- Management of Legal, Administrative and Personnel Affairs;
- Artificial Intelligence Solutions;
- New institutional site, Intranet, Extranet, competition site.

11.4 Public Accounting and State Budget

The object of public accounting includes all those activities that fall within the sector of extended public finance, that is, the work of all those who collect and manage public resources; in addition to summary documents such as the Financial Statements and the financial and patrimonial management of state assets, it also includes checks - administrative and judicial - on the correct use of public resources.
11.4.1 OpenBDAP Portal

OpenBDAP is the portal of the State General Accounting Office which makes public finance data available in the Public Administration Database (BDAP) in a clear, transparent and accessible way.

The OpenBDAP portal constitutes a single point of access to accounting and public finance data available to all types of users: from citizens who want to know or learn more about the facts and dynamics of public finance that animate the public debate on a qualified source to sector specialists interested in the availability of certified analytical data to work on specific elaborations. During 2020 the contents of the Portal were expanded. The areas of intervention, in particular, concerned:

- the evolution of the Finance thematic area of the NHS bodies following the introduction of the new budget models, Income Statement, Balance Sheet and Assistance Levels;
- publication of the first two issues of the series "I Quaderni della OpenBDAP"; "Annual monitoring of gross fixed investments in the public sector" and "The award procedures for public works in the municipalities: a territorial analysis"

In the near future, progressive enhancements are expected that will lead the OpenBDAP portal to constitute the only web dissemination tool for all accounting and public finance data of the State General Accounting Office. In particular, the following are envisaged:

- the publication of new content through the progressive addition of new thematic areas to the portal to cover all the relevant topics in the field of accounting and public finance, in particular that relating to public employment;
- the provision of new access and processing methods that allow the user to explore the data using interactive tools with ever-increasing levels of detail and to analyse the data with tools that allow self-service processing directly online.

Client: MEF - State General Accounting Office (RGS)
Material matters: Public administration transparency (data and administrative processes)

11.4.2 New Integrated Management System to Support the Accounting Processes of the PA (ERP of the PA)

During 2020, the analysis of the administrative processes and functionalities that will have to be implemented in the new INIT system of the State General Accounting Office was carried out for the management, through an ERP system, of financial accounting integrated with economic-asset accounting.

The new INIT system will introduce a new integrated information management method, gradually replacing the numerous systems that currently deal with State Accounting, eliminating
redundancies and improving data quality, aiming at innovation through the most modern and advanced technologies to in order to ensure the quality and reliability of the data collected for the monitoring and control of Public Accounting. The INIT system will, in fact, be integrated with advanced analysis and business intelligence tools, in order to satisfy the user's needs and operations as much as possible.

During 2020, the processes relating to economic and asset accounting and analytical accounting were examined and implemented.

11.4.3 New "LEGIT" pre-legislative system

The new LEGIT pre-legislative system supports the activities of the RGS and those of the other Departments and Administrations involved in the preparation of legislative documents, opinions and technical reports of all measures of both governmental and parliamentary origin.

During 2020, the first part of the Legit project was carried out for the management of opinions on documents, characterising the state's primary and secondary regulatory production system, with which the Accounting Departments carry out their institutional task. The complete digitisation of legislative proposals and related documents has begun.

With a view to improving the user experience, the system was created following the layout setting requests provided by the working group made up of MEF staff.

The rationalisation and re-engineering of document exchanges was also initiated to improve the quality of services between the RGS and the other interlocutors, both internal and external to the MEF.

The second part of the project involves the start-up of what has been achieved and the introduction of simple and complex text proposals, parliamentary amendments and the updating of cross functionalities.

11.4.4 Operational and strategic management of projects

The project, launched in 2020, has set itself the goal of creating a service platform capable of guaranteeing the maximum digitisation of the administrative processes relating to the
management of IT spending by the State General Accounting Office (RGS) and the Department of General Administration, Personnel and Services (DAG).

In order to meet this purpose, a model has been defined, on several levels, that is able to cover the macro processes and processes in the following areas:

- Multi-year Strategic Planning able to guide and direct Operational Planning focused on a shorter time horizon;
- Operational planning, through which the programs identified in the strategic planning are divided into projects divided into activities, with an annual time horizon;
- Operational management, consists of the management of activities. The process by its very nature is driven by the occurrence of events related to execution of the projects;
- Accounting management that allows the complete and organised recording of all events of economic and financial significance, in order to guarantee a constant flow with planning and dynamic adaptation in response to operational and/or financial changes. This process supports all phases of expense management: commitment, settlement, ordering and payment.

The system, built with microservices architecture, guarantees high flexibility and extension to other Departments of the MEF, or to other Public Administrations.

**Client:** MEF - State General Accounting Office (RGS), MEF - Department of General Administration, Personnel and Services (DAG)

**Material matters:** Public administration transparency (data and administrative processes)
11.5 National Application Platforms

The enabling platforms are solutions that offer fundamental, transversal and reusable functions in individual projects, standardising the delivery methods. These relieve administrations from the need to purchase or implement functions that are common to multiple software systems, simplifying the design, reducing the time and costs of creating new services and ensuring greater IT security. Some examples are identification, invoicing and payment services for citizens and businesses. Other platforms are primarily aimed at the PA, but are equally enabling, such as the National Resident Population Registry (ANPR). In this way it will be easier for administrations to offer citizens and businesses a uniform and simpler way of interacting and collaborating.

Some platforms are already operational but are not yet in use by all administrations while others are in the construction or planning phase, such as SIOPE+, NoiPA, National Administrative Procedures Management System and Conservation Poles.

Intangible infrastructures represent one of the areas of intervention contained in the Three-Year Plan for IT in the Public Administration for the three-year period 2020-2022. By participating in the country's digital growth strategy, Sogei continues to develop national application platforms on which digital services for citizens and businesses are based.

11.5.1 NoiPA

As is known, the NoiPA system represents the application component for the legal, economic and attendance management of central and local PA personnel, in relation to the specificities of the various sectors dealt with.

The NoiPA project is aimed at all public administrations in accordance with the provisions of the Ministerial Decree of 6 July 2012 “for the revision of public spending with invariance of services to citizens”. The project was, in fact, set up with the aim of rationalising public spending by supporting the Public Administrations in the making efficient and optimisation of personnel management processes. Another expected benefit is the guarantee of a homogeneous application for the PA, in terms of both timing and methods of application, of the regulatory provisions issued on personnel management. In 2020, around a hundred administrations adhered to the NoiPA services, the totality of which uses the salary processing processes, including the tax and social security obligations underlying the management of personnel (social security declarations, models and tax flows), and only part of the attendance recognition processes. In numerical terms, the NoiPA system counts around 2 million personnel and produces, annually, approximately 26 million payslips.

During 2020, the commitment made within NoiPA was aimed at supporting the personnel of the Public Administration engaged in the front line in the emergency that the country was faced
with. In particular, the system was called upon to rapidly comply with the provisions issued on the subject of economic management of PA personnel, and in particular for Healthcare personnel, Police and Armed Forces personnel and School personnel.

Client: MEF - Department of General Administration, Personnel and Services (DAG)
Material matters: Digitalisation and Digital Inclusion), Public administration transparency (data and administrative processes), Security and Data Protection

11.5.2 CLOUDIFY NoiPA

NoiPA, the personnel management system of the Ministry of Economy and Finance, provides salary services to the Italian PA: over one hundred Public Administrations served with almost two million public employees. The increased need for evolved and integrated services by the Administrations in personnel management require an update of the system and the development of new services.

The new Cloudify NoiPA project is NoiPA's multi-year digital transformation program (2016 - 2022), currently being implemented at the MEF, with the aim of meeting these needs through the creation of a single personnel management system for the entire Public Italian Administration, to increase the quantity and type of services currently made available by NoiPA, and innovating the delivery model. For this purpose, the involvement of users, administrators, partners and stakeholders in the various design phases is envisaged to allow the analysing of user needs and the rapid production of services capable of satisfying them.

The project responds to various operational objectives and determines a series of expected benefits such as meeting the country's need to make services more efficient through computerisation of the administrative processes of personnel management in the Italian PA, accompanying the digital transformation process of the Italian Public Administration. This objective is also accompanied by the desire to create innovative digital services aimed at simplifying the life of public employees and the administrations served, together with the possibility of generating significant savings for public spending: in particular, through the creation of a single centralised management system personnel that will lead to a reduction in the costs for the provision of the service, also thanks to the achievement of significant economies of scale generated both by the expansion of the number of administrations served and by the improvement of operational efficiency, also through the cloud computing paradigm. Ultimately, the project makes institutional functions more efficient and administrative action more modern and effective by enhancing the human resources involved in the various capacities and consolidating

- the available information assets relating to public employees and their use at all decision-making levels.
During 2020, the first releases began, making a new app available to Administrators to access services via mobile devices and to Administrations the Performance and Behaviour application, an advanced HR service developed with the requirements shared with the Public Function Department.

### 11.5.3 Family Card

The Family Card was introduced with the 2016 Stability Law and initially provided for the distribution of cards in physical form by the Municipalities, in addition to the stipulation, by the same, of agreements with operators.

Following the limited success of the initiative and the simultaneous affirmation of the bonus platform, the Department for family policies turned to Sogei with the aim of modernising the process and obtaining innovative technological support.

A prototype was therefore created by implementing the Customer experience management organisational model and, through the reuse of bonus applications, a solution was provided in a very short space of time.

The end user no longer has to go to an office to obtain the card or to find out the list of affiliated stores, but simply has to register on the platform with their SPID credentials and enter the members of their family unit. In this way, it is possible to ascertain the points of sale though use of a map and, thanks to the integration with Geopoi (map visualiaation software), view them directly on the online map.

Card management can take place via any type of device (smartphone, tablet, connected to the Internet, both by users and by operators (public or private entities) from which to purchase.

This project contributes to building the bonus platform aimed at satisfying requests from a wide variety of customers, but with a common goal: to offer effective and efficient services for citizens.

**Client:** Presidency of the Council of Ministers (Pdc) - Department for family policies  
**Material matters:** Digitalization and Digital Inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes)
11.5.4 IMMUNI

Immuni is the national platform of contact tracing managed on behalf of the Extraordinary Commissioner for the implementation and coordination of the containment and combat measures of the Covid-19 epidemiological emergency.

On 16 May 2020, the Convention for the management of the National System of "Immuni" Digital Contact Tracing was signed between Sogei, the Extraordinary Commissioner, the Department for digital transformation of the Presidency of the Council of Ministers and the Ministry of Health.

Under this Agreement, Sogei undertook, pro bono, to make available, configure, manage, monitor, conduct and maintain the website of the "Immuni" exposure notification application safely.

The main steps of the Immuni initiative were: release in the stores on 1/06/2020, the start of the experimentation in 4 pilot regions (Abruzzo, Liguria, Marche, Puglia) on 08/06/2020, the extension on the whole national territory on 15/06/2020.

The activities concerned in particular taking charge of the various versions of the app (IOS Android and Huawei) selected by the Ministry and the support for back-ends and European interoperability.

In fact, since 19 October, the solution involved cooperating with the other European contact tracing apps, based on the GAEN framework, through the European gateway, the so-called EFGS.

The Immuni app has a double value, that of contact tracing and that of an aid tool in the epidemiological investigation for the Ministry of Health.

Immuni represented a strong innovation from a methodological point of view, in terms of dissemination and experimentation involving new sharing and collaboration methodologies, open source code and platforms made available by Sogei for communication between stakeholders, from a technological point of view, such as the choice for the app of the decentralised model that follows the DP-3T (privacy preserving) protocol.

Client: Presidency of the Council of Ministers (Pdc) - Ministry of Health (MdS)
Material matters: Digitalisation and Digital Inclusion, Security and Data Protection

11.5.5 PAGO PA INTEGRATION

PagoPA is an efficient and innovative electronic payment management system which, through a platform, connects citizens, Public Administration and payment service providers (PSP) to each other, to make payments to the Public Administration safely and easily. The project makes use
of the "SogeipagoPA Platform" created by Sogeii qualified as a "pagoPA Certified Technological Partner".

Since 2015, innovative software solutions have been designed and implemented, with an architectural approach to micro services, to manage all the debt processes of the PA in order to allow payment by economic operators and citizens. At the same time, advanced monitoring and management tools were created for the reporting and verification of payments process for administrative officials.

Citizens and businesses in payment transactions to public administrations can:

- freely choose the payment service provider (e.g. bank, payment/electronic money institution) and the payment instrument (e.g. debit on current account, credit card, electronic postal order);
- choose the preferred payment technology channel to perform the transaction (e.g. web account, ATM, mobile);
- know in advance the maximum costs of the transaction to be carried out while at the same time guaranteeing the correctness of the amount to be paid and immediately obtaining a receipt with release value.

In 2020 for the Customs and Monopolies Agency, OPERA (Electronic Payment Operations and Automatic Transfer) was developed, the single payment portal to pagoPA of the Customs and Monopolies Agency that allows Italian/EU/non-EU citizens and economic operators to pay the debt positions of the various payment categories relating to the Excise, Customs, Monopoly operational lines on an accrual basis. The portal was studied in a generalised manner with respect to the various debt positions, in order to receive, over time, the payments that the Customs and Monopolies Agency intends to make available via pagoPA.

Furthermore, the integration activities with the afore-mentioned platform were completed for a number of services relating to the Land Registry and Real Estate Advertising through extensive management processes created so that they can then be reused for various services of the Revenue Agency.

Starting from July 2020, payment via pagoPA was activated for the afore-mentioned areas, both in the authenticated area (loading of the Castelletto virtual account) and in the unauthenticated area (Surveys and mortgage inspections) and this allowed the Revenue Agency to be able to monitor the process also for the aspects of accounting and accounting reconciliations. Below is a summary table of the payments made.


**AE service integrated with the platform**

<table>
<thead>
<tr>
<th>Payment Status</th>
<th>Number of payments</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loading of “castelletto”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>transaction not completed by the user</td>
<td>29,665</td>
<td>5,303,602.19</td>
</tr>
<tr>
<td>concluded with positive RT</td>
<td>85,352</td>
<td>17,354,456.01</td>
</tr>
<tr>
<td>concluded with negative RT</td>
<td>69,389</td>
<td>21,307,326.59</td>
</tr>
<tr>
<td><strong>Total service</strong></td>
<td><strong>184,406</strong></td>
<td><strong>43,965,984.79</strong></td>
</tr>
<tr>
<td>Mortgage inspections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>transaction not completed by the user</td>
<td>663</td>
<td>6,538.76</td>
</tr>
<tr>
<td>concluded with positive RT</td>
<td>7,176</td>
<td>71,850.35</td>
</tr>
<tr>
<td>concluded with negative RT</td>
<td>3,164</td>
<td>30,719.57</td>
</tr>
<tr>
<td><strong>Total service</strong></td>
<td><strong>11,003</strong></td>
<td><strong>109,108.68</strong></td>
</tr>
<tr>
<td>Mortgage inquiries for the citizen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>transaction not completed by the user</td>
<td>16,513</td>
<td>30,141.45</td>
</tr>
<tr>
<td>concluded with positive RT</td>
<td>47,712</td>
<td>96,201.00</td>
</tr>
<tr>
<td>concluded with negative RT</td>
<td>27,319</td>
<td>54,457.65</td>
</tr>
<tr>
<td><strong>Total service</strong></td>
<td><strong>91,544</strong></td>
<td><strong>180,800.10</strong></td>
</tr>
</tbody>
</table>

**Total payments with positive RT**

**140,240**  **17,522,507.36**

**Total**

**286,953**  **44,255,893.57**

Starting from the second half of 2020, as foreseen in the next phase of the project, the processes aimed at entering the payments of the Revenue Agency made through pagoPA in the Unified Payment were in full swing, without prejudice to the subsequent management processes.

**Client:** Equitalia Giustizia (EG), Customs and Monopolies Agency (ADM), Revenue Agency (AE)

**Material matters:** Digitalisation and digital inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes), Security and Data Protection

### 11.5.6 **Climate parks**

The Climate parks portal is a multiservice portal created for the Minister for the Environment and for the Protection of the Territory and the Sea which, with decree no. 43, approved the general Directive containing the political priorities and the guidelines for carrying out the administrative action and for the management of the Ministry for the year 2019 and 2020, a decree that, in the use of the funds acquired on the basis of the results of CO2 auctions, gives priority to interventions carried out in national parks for unitary projects overall aimed at reducing CO2 and adapting to climate change.

The portal is used to manage the system of publication of intervention programs and the integrated management of projects to be carried out in national parks in relation to interventions for adaptation to climate change, energy efficiency interventions, sustainable mobility and forest management interventions.
11.5.7 ANPR: National Register of the Resident Population

The National Resident Population Register (ANPR), established at the Ministry of the Interior, is progressively replacing the registers of the 7,904 Italian Municipalities, becoming the single point of reference for the Public Administration, investee companies and public service managers. ANPR is not just a database but an integrated system that allows municipalities to perform personal data services, to consult or extract data, to monitor activities and to carry out statistics.

The ANPR is used to:

- avoid the duplication of communication with Public Administrations;
- guarantee greater certainty and quality of the personal data;
- simplify the operations of change of residence, emigration, immigration, census, and much more besides.

Through ANPR, administrations can communicate efficiently with each other by having a single and certain source for citizens’ data.

Participating in the project are: the Ministry of the Interior, AgID, Istat, the National Association of Italian Municipalities (AnCi) representing the Municipalities, Interregional Centre for Information, Geographic and Statistical Systems (Cisis) for the Regions, Sogei as a technological partner.

The following are involved in the project: the trade associations of ICT providers of demographic services, the National Association of Civil Status and Registry Officers (Anusca), the PAs most interested in using the data contained in ANPR such as the Revenue, the Ministry of Foreign Affairs and International Cooperation, INPS, INAIL and the Civil Motorisation.

At the end of 2020, 7,186 Municipalities with a population of over 60 million citizens entered the ANPR. In December, the Municipality of Roma Capitale was also introduced.

The availability of ANPR, as a single register of personal data of residents on the national territory and of Italian citizens residing abroad, has made it possible to create the service that allows citizens to consult their personal data in the registry by accessing, through the portal www.anpr.interno.it, the new service "Access to Citizen Personal Data", using the Electronic
Identity Card or the National Service Card or the Public Digital Identity Service. The service is available to citizens residing only in the municipalities that have already entered the ANPR.

As the project progresses, it is also necessary to remember the objectives that still have to be achieved for optimisation of the functions connected to a single national registry database. In particular, the developments that constitute a goal for 2021 are:

- completion of entry into the ANPR by all municipalities;
- ensuring interoperability between databases and access methods to other Public Administrations and public service managers;
- making available to citizens a series of services that will allow them to request certificates and make the request for change of residence online.

11.5.8 NATIONAL CIVIL STATUS ARCHIVES

The civil status is the complex of the individual juridical positions belonging to the person in the family, in the state and in the juridical community. The records of the civil status respond to the need to publicly document influential facts on the status of persons such as birth, marriage, civil union, death and citizenship.

These deeds are collected in dedicated paper-based registers, in which the declarations made to the officer are registered, as well as the transcription of the deeds transmitted by other public officials and the annotation of deeds subsequent to the first registration. These registers are kept in each municipality.

The purpose of the National Archive of the Civil Status (ANSC) is to centralise the civil status registers in a single national database available to all the municipalities and all the bodies that have competence (consulates, courts, hospital districts, etc.).

The ANPR is not just a national database but a system fully integrated with the current ANPR registry system; it is used to automatically interact with the ANPR national registry system, in order to prepare the registry operations resulting from the issuance or correction of a deed to guarantee greater certainty and quality of the data (for which upon the registration of a civil status event, communication of the relative registry operation will immediately take place, which the registry officer will merely need to confirm).

ANSC is a system oriented not only to the dematerialisation of documents but to the centralisation of information, leading, on the one hand, to streamlining bureaucratic processes.
for the direct benefit of the registrar officers and, on the other, to avoiding errors or delays in communication between different municipalities, guaranteeing an immediate circularity of information without errors for the direct benefit of citizens.

In 2019, the first service for the management of the birth event was created and in 2020 the service was successfully submitted to a number of Municipalities identified as experimental offices. In the course of 2021, the services will be extended to further events: citizenship, marriage and death. The digitisation of the civil status will bring benefits not only to civil and registry officers but above all to citizens.

We are also working towards a situation whereby, in the near future, a parent can apply for birth registration directly from the hospital's birth centre, receiving, within a few hours, the birth certificate of their child and the health card for the choice of paediatrician.

11.5.9 **CHIL-ON-BOARD ALERT DEVICE BONUS**

The Bonus for possessing a child-on-board alert device is the result of the law of 1 October 2018, no. 117, containing "Introduction of the obligation to install devices to prevent the leaving of children in closed vehicles" and, in particular, of article 1, paragraph 1-bis which establishes the obligation to use a dedicated alarm device aimed at preventing leaving of the child, complying with the technical-constructive and functional specifications established by decree of the Ministry of Infrastructure and Transport of 2 October 2019 no. 122.

The project was carried out within the bonus platform. The bonus can be managed through any type of device (smartphone, tablet, computer) connected to the Internet, both by users and by the operators from whom to purchase the products provided for by the legislation.

From 21 February to 30 December 2020, 377,106 vouchers were generated.

11.6 **TAXATION**

As part of the Tax Information System (SIF), Sogei supports the management and control of State revenues. In order to respond to the innovation needs of the Financial Administration,
and in line with what is indicated by the regulatory context, the Company is constantly committed to ensuring the evolution of the system through the creation of new solutions and services, which allow the acceleration of fulfilments, the simplification of relations with taxpayers and that are of help for the fight against tax evasion.

11.6.1 Non-repayable contributions (Relaunch Decree and Ristori and Historic Centres Decrees)

Following the Covid 19 emergency, the Government adopted the following measures to support work and the economy:

- Relaunch Decree (Italian Law Decree no. 34 of 19 May 2020) - Non-repayable contribution;
- August Decree (Italian Law Decree no. 104 of 14 August 2020) - Contribution to historic centres;
- "Ristori" Decree (Italian Law Decree no. 137 of 28 October 2020);
- “Ristori bis” Decree (Italian Law Decree no. 149 of 9 November 2020);
- Christmas Decree (Italian Law Decree No. 172/2020).

The non-repayable contribution, provided for by the "Relaunch decree" (Italian Law Decree no. 34 of 19 May 2020), consists of the disbursement of a sum of money without the obligation to repay it. The contribution is due to the holders of VAT numbers who carry out business and self-employment activities or who are holders of agricultural income, and is commensurate with the decrease in turnover suffered due to the epidemiological emergency.

The amount of the contribution is determined by applying a percentage to the difference between the amount of turnover and fees in April 2020 and the amount of sales and fees in April 2019 (in detail, 20%, 15% and 10% for subjects with revenues or fees, respectively, not exceeding four hundred thousand Euro, exceeding four hundred thousand Euro and up to one million Euro, exceeding 1 million Euro and up to five million Euro in the tax period prior to the one in progress at the date of entry into force of the relaunch decree).

In any case, a minimum contribution is guaranteed for an amount of not less than one thousand Euro for sole proprietorships and two thousand Euro for subjects other than natural persons.

The Relaunch Decree entailed the implementation of a new management process for the very rapid disbursement of sums in favour of the subjects envisaged by the law through a direct conversation with the Bank of Italy for subsequent forwarding of the accreditation requests to the banks. Furthermore, prior to the consolidation of the amount to be credited, a PagoPA service was used to verify the existence of the tax code-IBAN pair.

The non-repayable contributions provided for by the "Ristori" decree (Italian Law Decree no. 137 of 28 October 2020) and "Ristori bis" (Italian Law Decree no. 149 of November 9, 2020)
consist of the disbursement of a sum of money paid by the Revenue Agency to the holders of VAT numbers who carry out the main activity in one of the economic sectors identified respectively in tables 1 and 2 annexed to the two decrees. In particular, the Ristori bis contribution is intended for taxpayers who have their fiscal domicile or operational headquarters in areas characterised by a scenario of maximum severity (so-called “red” regions).

A further contribution has been foreseen, following the decline in tourism, for the commercial activities located in the historic centres of the cities of art.

In this context, Sogei has carried out various tasks, specifically:

- it was involved in the estimation of recoveries during drafting of the standard;
- it designed and implemented the services for the electronic acquisition of the applications via the web and in a massive way, allowing the applicant to promptly check the processing status of the applications up to the final accreditation;
- it managed the production of payment orders to the Bank of Italy to be credited to the current accounts of the subjects who submitted valid applications, with a rapid process of availability of the sums due to the applicants;
- it allowed, in cases of credit not finalised by the bank to the IBAN originally indicated in the application, managing of the reissue of payments to a new IBAN communicated by the applicant through a special online service.

Below is a summary table of the payments made.

<table>
<thead>
<tr>
<th>Non-repayable contributions (Relaunch Decree and “Ristori” and Historic Centres Decrees)</th>
<th>No. payments</th>
<th>Amount (millions of Euro)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relaunch Decree</td>
<td>2,393,018</td>
<td>6,636</td>
</tr>
<tr>
<td>“Ristori” Decrees</td>
<td>892,701</td>
<td>3,285</td>
</tr>
<tr>
<td>Historical Centres</td>
<td>35,151</td>
<td>87</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,320,870</strong></td>
<td><strong>10,008</strong></td>
</tr>
</tbody>
</table>

**Client:** Revenue Agency (AE)

**Material matters:** Digitalisation and digital inclusion
11.6.2 **Tax credits (Tax Credit Holidays, Rents, Covid, Sanitation, Ecosisma Bonus)**

Following the Covid-19 emergency, the Government provided in the Law Decree of 19 May, no. 34 (Relaunch Decree) various urgent measures in the field of health, support for work and the economy, as well as social policies, connected to the epidemiological emergency:

- **Article 28** - Tax credit for commercial rents;
- **Article 119** - Ecobonus and Sismabonus at 110%;
- **Article 120** - Tax credit for COVID adaptation;
- **Article 121** - Transformation of deductions into tax credits;
- **Article 122** - Credit transfer;
- **Article 125** - Tax credit for sanitation;
- **Article 176** - Holiday tax credit.

**Article 28 - Tax credit for commercial rents**

It introduces a tax credit for the lease payments of properties for non-residential use and business leases, which can be used in the tax return relating to the tax period of incurring the expense or as compensation, pursuant to Article 17 of Italian Legislative Decree 9 July 1997, no. 241, following the payment of the fees. The charge provided for in this article is valued at 1,424.1 million Euro.

Based on the provisions of art. 122 of the Relaunch Decree 34/2020, instead of direct use, it is possible to opt for the transfer, even partial, of the credit to other subjects, including credit institutions and other financial intermediaries.

**Article 119 - Ecobonus and Sismabonus at 110%**

It introduces incentives for energy efficiency, bonus for earthquakes, photovoltaics and charging stations for electric vehicles. The deduction is applied to the extent of 110 per cent, for the documented expenses remaining to be paid by the taxpayer, incurred from 1 July 2020 and up to 31 December 2021, to be divided among those entitled in five annual instalments of the same amount.

**Article 120 - Tax credit for COVID adaptation**

It introduces a tax credit for the adaptation of work environments. In order to support and encourage the adoption of measures related to the need to adapt production processes and work environments, to subjects carrying out business, art or professional activities in places open to the public, associations, foundations and others private entities, including third sector entities, a tax credit equal to 60 per cent of the expenses incurred in 2020 is recognised, for a maximum of 80,000 Euro, in relation to the interventions necessary to enforce health
requirements and containment measures against the spread of the Covid-19 virus. This included construction measures necessary for the renovation of changing rooms and canteens, for the construction of medical spaces, entrances and common areas, for the purchase of safety furniture, as well as in relation to investments in innovative activities, including those necessary for innovative investments such as the development or purchase of tools and technologies necessary for the development of work activities and for the purchase of equipment for controlling the temperature of employees and users. The tax credit can be used in the year 2021 exclusively in compensation, pursuant to article 17 of Italian Legislative Decree 9 July 1997, no. 241. The charge provided for in this article is equal to 2 billion Euro.

**Article 121 - Transformation of deductions into tax credits**

It provides for the transformation of tax deductions into a discount on the amount due and into a transferable tax credit for those who incur, in the years 2020 and 2021, expenses for the following interventions:

- recovery of the building stock;
- energy efficiency;
- adoption of anti-seismic measures;
- recovery or restoration of the façade of existing buildings, including those for external cleaning or painting only;
- installation of photovoltaic systems;
- installation of charging stations for electric vehicles.

These subjects can opt, instead of the direct use of the deduction, alternatively:

- for a contribution, in the form of a discount on the amount due up to a maximum amount equal to the amount due, paid by the supplier who carried out the interventions and recovered by the latter in the form of a tax credit, with the right to subsequently assign the credit to other subjects, including credit institutions and other financial intermediaries;
- for the transformation of the corresponding amount into a tax credit, with the option of subsequent transfer to other subjects, including credit institutions and other financial intermediaries.

**Article 122 - Credit transfer**

It provides for the transfer of tax credits recognised by provisions issued to deal with the Covid-19 emergency. From the date of entry into force of this decree and until 31 December 2021, the beneficiaries of the tax credits may, instead of direct use, opt for the transfer, even partial, of the same to other subjects, therein including credit institutions and other financial
intermediaries. The provisions contained in this article apply to the following measures introduced to deal with the epidemiological emergency from Covid-19:

- tax credit for shops and stores (Article 65 of the Cura Italia Decree 18/2020);
- tax credit for the lease payments of properties for non-residential use and business leases (Article 28 of the Relaunch Decree 34/2020);
- tax credit for the adaptation of work environments (Article 120 Relaunch Decree 34/2020);
- tax credit for the sanitation of work environments and the purchase of protective devices (Article 121 Relaunch Decree 34/2020).

**Article 125 - Tax credit for sanitation**

It provides for a tax credit for the sanitisation and the purchase of protective devices. In order to encourage the adoption of measures aimed at containing and combating the spread of the Covid-19 virus, subjects carrying out business activities, arts and professional enterprises, non-commercial entities, including third sector entities and civilly recognised religious entities are entitled to a tax credit equal to 60 per cent of the expenses incurred in 2020 for the sanitation of the environments and tools used, as well as for the purchase of personal protection equipment and other devices designed to guarantee the health of workers and users. The tax credit is up to a maximum of € 60,000 for each beneficiary, within the overall limit of € 200 million for the year 2020.

**Article 176 - Holiday tax credit**

It introduces the holiday tax credit. For the 2020 tax period, a credit is recognised in favour of households with a valid ISEE, not exceeding 40,000 Euro, which can be used from 1 July initially until 31 December 2020, then extended to 31 December 2021 (Italian Legislative Decree no.183 of 31 December 2020 converted into Law no.21 of 26 February 2021) for the payment of services offered nationally by tourist accommodation companies, as well as by farm restaurant and accommodation, “agritourisms”, and bed & breakfasts in possession of the qualifications prescribed by the national and regional legislation for the exercise of tourist accommodation. The credit can be used by only one member per family unit, and is attributed to the maximum extent of 500 Euro for each family unit. The credit is 300 Euro for two-person households and 150 Euro for one-person households. This specific type of credit provided for an interview between the Revenue Agency and the app IO managed by PagoPA for the verification of the existence of the requirements and the subsequent confirmation of the bonus through a special web application for use by the accommodation facilities.

For each type of the afore-mentioned credits, a specific application was managed to accept requests to obtain the credit limit to be used in F24 or transferable to third parties and a different method of using the ceiling available for use in F24 compensation by taxpayers:
Sending by the body responsible for the subsidiaed credit (for example the Ministry for Economic Development) of massive information flows transmitted via FTP;

Sending via Certified E-mail Address by the Management Structure office of massive information flows with the same path referred to in section 1;

Communication by the Management Structure Office of timely data through a specific web function;

Retrieval of information through ad hoc automated procedures, activated on a daily basis, which query databases external to those of the Unified Payment.

In this context, Sogei has carried out various tasks:

- it was involved in the estimation of the number of subjects involved in each type of credit during the drafting of the standard;
- it designed and implemented the services for the electronic acquisition of the applications via the web and in a massive way, allowing the applicant to promptly check the processing status of the applications up to the final accreditation;
- it managed the process of using the various types of credits due in the F24 payment model;
- it adapted the already existing “Credit transfer platform” for the management of further types of receivables that can be transferred to third parties, creating a sort of “market place” that can be expanded in the future to include additional types of “receivables”.

Below is the summary table of the receivables processed.

<table>
<thead>
<tr>
<th>Type of receivable</th>
<th>No. claims</th>
<th>Amount (millions of Euro)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAX credit holidays (used as a discount at accommodation facilities)</td>
<td>770,558</td>
<td>274</td>
</tr>
<tr>
<td>Rents (use of credit as compensation via F24)</td>
<td>624,805</td>
<td>1,472</td>
</tr>
<tr>
<td>Rent (credit transfer)</td>
<td>38,042</td>
<td>343</td>
</tr>
<tr>
<td>COVID adaptation</td>
<td>5,977</td>
<td>34</td>
</tr>
<tr>
<td>Disinfection</td>
<td>442,719</td>
<td>603</td>
</tr>
<tr>
<td>Superbonus 110% sold or used as a discount</td>
<td>36,521</td>
<td>471</td>
</tr>
<tr>
<td>Other building bonuses sold or used as a discount</td>
<td>257,539</td>
<td>1,646</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,176,161</strong></td>
<td><strong>4,843</strong></td>
</tr>
</tbody>
</table>

(*) For the Superbonus 110% and the other building bonuses it represents the number of operations; in other cases, it represents the number of interested parties.

**Client:** Revenue Agency (AE)

**Material matters:** Digitalisation and digital inclusion
11.6.3 Electronic Invoicing

The project was created to introduce the obligation to issue and receive electronic invoices referring to the operations of sales of goods and services performed between subjects resident, established or identified in Italy, as well as the electronic transmission of data relating to goods selling operations and to the provision of services offered to and received from subjects not established in the territory of the State.

The operators are public and private. The provision has been mandatory since July 2018 for operators who have to carry out transactions regarding fuel and subcontracts within public procurement contracts and from 1 January 2019 for all private VAT payable subjects, with the exception of certain categories.

The process of issuing and receiving electronic invoices uses the format (XML) and the Exchange System - already in use since 2014 - for the transmission of electronic invoices to Public Administrations.

Compared to the technical rules envisaged, there are some simplifications in the delivery process for the B2B electronic invoicing process (between VAT-registered operators) and B2C (invoice issued for a final consumer). Furthermore, in order to cope with the expansion of the type of user and the diversification of the types of commercial transactions that are subject to electronic invoices, it was necessary to evolve the route and related controls, as well as expand the services to economic operators to make the stage of preparation, transmission and storage of electronic invoices affordable.

The project also includes a series of adaptation and re-engineering interventions of the processes and of the hardware and software infrastructure of the Electronic Invoicing system and of the Exchange System, to take into account the expected increase in the volumes of data exchanged.

In the period 1 January - 31 December 2020, the last day for the sending by taxpayers (with monthly VAT) of the invoices relating to the operations carried out in January, the Interchange System (SDI) did not show any problems in the acquisition of invoices on 4 channels - SFTP, WS, PEC and Portal. The same applies to the services made available (FE creation, consultation, proxies, etc.). Contacts with stakeholders continued to identify points for improvement or to remedy particular situations.

At 31 December 2020, the invoices sent numbered over 1.9 billion by over 3.9 million operators.

The number of rejects was equal to 1.6% of the items, and were mainly due to the indication of incorrect tax identification numbers, incorrect recipient codes, duplicate invoices or files with the same name.
The number of B2B invoices is equal to 51.64% of the total, B2C invoices are at 46.88% while PA invoices are 1.48% of those sent.

The percentage of use of the various channels was 55.37% for SFTP, 42.15% for WS, 1.92% for the PEC and 0.56% for the Portal.

During 2020, VAT subjects continued to use services in support of electronic invoicing. In total, as of 31 December 2020, 11.2 million proxies were issued for the services of the Invoice and Payment system, of which over 3.7 million through the Inland Revenue offices and over 7.4 million through other methods (reserved area of the Revenue website, certified e-mail address). Totalling 4.4 million, instead, were the registrations of the electronic address: this is the service that allows users to register the certified e-mail address or the recipient code to which the SDI automatically directs all electronic invoices. Just under 2.4 million VAT subjects requested generation of the QR code to be shown to the supplier, via smartphone, tablet or on paper, for the automatic acquisition of customer data.

Client: Revenue Agency (AE)
Material matters: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes), Data security and privacy, Development of ICT systems/services to combat illegality

11.6.4 INTERNATIONAL TAXATION

Mutual assistance between the competent authorities of foreign countries is increasingly achieved through the exchange of fiscal, asset and, in recent years, also financial information. IT interventions concerned the main macro areas of activity of International Cooperation:

- the automatic exchange of fiscal, economic, patrimonial and financial data between European and non-European states adhering to the OECD (AEOI);
- tax systems for VAT management in Europe and the resulting exchange of data.

In 2020, in the European context, the exchange of information to combat the global phenomenon of tax evasion in the financial field was enriched with another important tool, which will make it possible to identify cross-border mechanisms of aggressive tax planning (Directive 2018/822/UE - Directive Administrative Cooperation - DAC6). In fact, a mechanism has been created, operational starting from 2021, which will make it possible to exchange, between the member States the information that operators such as intermediaries, professionals and tax payers are obliged by law to provide. The information will concern the functioning of aggressive tax planning and asset concealment mechanisms, aimed at reducing the taxes payable and transferring the taxable profits to more favourable tax systems.

The data on Italian taxpayers with activities abroad obtained following the afore-mentioned exchanges are stored in the international tax database, INDACO. In 2020 there were data...
relating to approximately three million Italian taxpayers, with information concerning pension income paid by EU member States and/or income from employment or remuneration for activities carried out with European or OECD operators, and/or income from real estate held in EU countries, insurance instruments stipulated in other EU states, as well as information on bank accounts and other financial assets held in financial institutions based in the EU or OECD. The afore-mentioned number also includes multinational companies, whose economic and tax information has been communicated to us from abroad, as well as information relating to tax rulings exchanged internationally on the basis of Directive 2015/2376/EU (DAC - Directive Administrative Cooperation - - DAC3) and agreements in the OECD (ETR - Exchange Tax Rulings - BEPS Action 5).

The bureaucratic simplification introduced with electronic invoicing also convinced the Republic of San Marino that, starting from 2021, it will adopt it for sales operations with Italian operators. During 2020, the integration of IT systems was finalised. The exchange also includes a flow of information, managed by the international taxation project, which supports the control processes of the Revenue Agency.

Regarding the tax systems for the management of VAT in Europe and the data exchange that derives from it, starting from the second half of 2021 the European VAT system for the digital economy will be active, which will in fact facilitate compliance for the taxpayer and the collection of value added tax from the EU member State of consumption, when final consumers purchase goods and/or services online. The system, called One Stop Shop (OSS), will include services and all goods traded within the European Community and intended for final consumer, as well as imports from non-EU countries of modest value goods (not exceeding 150 Euro). Construction started in 2020 and will be completed by the first half of 2021.

**11.6.5 Synthetic Reliability Indices (ISA)**

The Synthetic of Reliability Indicators (ISA) project arises from a regulatory need, aimed at identifying the reliability index of each taxpayer by comparing sectorial and territorial business models with information - taken from the financial administration databases - refer to the eight years preceding that of application.

The outcome of the analysis is embodied in a Synthetic Reliability Indicator to which, when fully operational, a reward mechanism is associated with the taxpayer.
The ISA project underwent an experimental début in 2018, as its application was limited to a sample of 70 ISAs and a small circle of stakeholders, selected by the Revenue Agency from among the technical representatives of the software houses and of economic category associations.

2019 was the first year of full implementation of the project based on 175 reference ISA models, which were confirmed in 2020. The pre-calculated information developed on the basis of the eight years of sector studies/ISA prior to the tax year was made available to taxpayers and the reference software for the related declaratory requirements was developed and published.

2,807,134 ISA returns attached to the 2020 INCOME form were received.

### 11.6.6 Pre-filled tax return

The pre-filled declaration was introduced and used on an experimental basis for the first time, for the preparation of the declarations relating to the 2014 tax year and available through the electronic channels of the Revenue Agency starting from April 2015.

As a general criterion, the Agency prepares the pre-filled declaration for those taxpayers for which it is in possession of a Single Certification (transmitted by the withholding agents) or information relating to the various types of deductible expenses and charges (held by external agencies).

Depending on their tax characteristics, the taxpayer proceeds with the choice of the declaration form to be filled in and presented (the 730 or the Natural Persons Tax Return).

Over the tax years, the number of recipients of a Precompiled Declaration has expanded due to greater precision by the Tax Substitutes in the sending of the Single Certifications and to a constant expansion of the information sources collected in the Databases of the Revenue Agency.

In 2020, in order to prepare the pre-filled declarations for 59,182,283 citizens, the following information sources were used:

<table>
<thead>
<tr>
<th>Source used</th>
<th>Sending bodies 2020</th>
<th>Occurrences 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unique Certifications</td>
<td>4,088,584</td>
<td>68,208,236</td>
</tr>
<tr>
<td>Domestic workers</td>
<td>1</td>
<td>3,267,242</td>
</tr>
</tbody>
</table>
INTEGRATED REPORT 2020

Source used | Sending bodies 2020 | Occurrences 2020
---|---|---
Passive Interests | 493 | 8,319,695
Complementary Pension | 178 | 4,233,088
Healthcare Expenses - Refunds | 312 | 4,998,068
Healthcare expenses - Payments Supplementary contributions to the NHS | 149 | 520,467
University - Expenses incurred in the reference year | 171 | 3,539,018
University - Refunds referring to expenses incurred in previous calendar years | 85 | 84,501
University Expense Reimbursements provided by subjects other than universities | 27 | 84,765
Nurseries - Expenses | 6,917 | 452,942
Nurseries - Refunds | 334 | 13,915
Nurseries bonus | 1 | 320,648
Disbursements third sector entities - disbursements | 162 | 205,534
Disbursements third sector bodies - reimbursements | 1 | 26
Funeral expenses | 6,720 | 723,862
Social security and welfare contributions | 59 | 4,597,587
Condominium administrators | 32,451 | 6,343,268
Condominium administrators - transferees | 1,038 | 36,400
Insurance contracts and premiums - policies and contractors | 222 | 93,027,844
Contracts and insurance premiums - insured parties | 101 | 1,037,698
Bank transfers | 409 | 7,699,403
Total | 4,138,415 | 207,714,207

3,669,779 730 Declarations and 275,690 PF Income Declarations were sent via the WEB application made available by the Revenue Agency (with an increase of 18% compared to the previous year).

Client: Revenue Agency (AE)
Material matters: Digitalisation and Digital inclusion, Public administration transparency (data and administrative processes), Security and Data Protection

11.6.7 EVOLUTION OF THE TAX LITIGATION – REMOTE HEARING

The adoption of the remote tax hearing is part of a process of computerisation of the tax dispute that has seen a significant acceleration in the last two years, with the obligation of the electronic tax process and with the digitisation of jurisdictional measures and of hearing minutes.
The remote tax hearing was regulated by art. 16, paragraph 4, of the law decree 23 October 2018, no. 119, converted with amendments by Law 17 December 2018, no. 136 and article 27 of the law decree 28 October 2020, no. 137.

The related implementation phase was regulated by the Finance Director's Decree no. 46 of 11 November 2020.

Remote hearings take place via remote connections using the Microsoft Skype for Business 2015 (Enterprise Edition) product, implemented on-premise in the Sogei Data Centre in order to guarantee its operation within the infrastructure of the tax information system (SIF).

The procedures for summoning the parties are managed by Sigit - Information System of Tax Justice - appropriately modified to communicate to the trial parties, by certified e-mail, the decision of the President to call them remotely.

It is not only the trial parties but also the judges and section secretaries that can benefit from the remote hearing.

Within the Sigit, in support of the remote hearing, the functionalities for drafting of the digital hearing report signed with a qualified electronic signature or digital signature by the President or by the single judge and by the secretary of the hearing have been made available.

From 30 November to 31 December 2020, 339 remote hearings were held, of which 249 in public hearing and 90 in chambers.

The automation technical plan for the year 2021 provides for the evolution of the system with a view to optimising performance and further simplifying the user-experience.

11.7 CUSTOMS SYSTEM

The exponential growth of international trade, the growing globality of trade, the new criteria of competitiveness based on an increasingly stringent timing and the dictates of the new Union Customs Code represent the primary elements of development of the customs system.

Economic operators need to move goods easily and in the shortest time possible, with low costs for customs procedures. The port authorities, for their part, need to speed up customs clearance and control operations in order to limit the permanence of goods inside the port areas, which have always complained of a lack of space.
Sogei supports the Customs and Monopolies Agency in processes aimed at contributing to internal taxation and the protection of the financial interests of the country and of the European Union, through the development of solutions and services aimed at the collection of specific taxes, the fight against tax evasion and fraud, and the activity of preventing and combating offences of an extra-tax nature (e.g. illegal trafficking in counterfeit products, weapons, drugs, cultural heritage assets, etc.).

11.7.1 **Excise - DAS Electronicisation**

The circulation of energy products, alcoholic and alcoholic beverages with paid excise duty, referred to in article 12 of the consolidated excise text, takes place accompanied by the "DAS" (Simplified Accompanying Document), as required by Regulation no. 3649/92, of the European Commission, of 17 December 1992. The current legislation provides that for alcoholic products such as beer, wine and those marked, there is no obligation to circulate with DAS; this document remains mandatory in the remaining cases. For energy products, the DAS is always mandatory except in the case of circulation for private use with a quantity of goods not exceeding one thousand kilograms.

Making the DAS electronic is part of the "Full Digital" path of replacing paper obligations in the excise sector. It is currently used solely for internal circulation purposes and therefore only concerns movements with excise duty paid at national level, with advantages, for the Customs and Monopolies Agency, such as greater effectiveness of controls thanks to the availability of data before the goods leave the warehouse.

In 2020, the digitisation process continued according to the pre-established phases and taking into account the results of the experimentation carried out by the offices of the Agency and by economic operators.

The return to the economic operator, at the end of the processing of the data sent, of the print-out of the e-DAS in pdf format with *QR code* and seal of the Agency, essential for the circulation of the goods, considerably simplified the operation by not requiring human intervention to print the document with a view to total dematerialisation.

In the dedicated area of the single portal, two new *web-apps* were made available to economic operators in addition to the features already present: reception report and change of destination.

The functions relating to the execution of the "Receipt Report" and the "Change of destination" can also be carried out via the *app* created for Android and iOS.

For the purposes of roadside control, a *web-app* was created for the Finance Police that allows access to the e-DAS from a mobile device on the Android platform. Features have also been
created that allow economic operators to request the list of DAS in which they appear to be the sender or recipient.

**11.7.2 Digitization of the Ancona Port Procedure**

The port of Ancona is one of the most vital and active in the Mediterranean and plays a primary role in commercial exchange. It is classified as an international airport by the European Union, included in the Scandinavian Mediterranean corridor of the TEN-T networks.

The project provides for the extension to the port of Ancona of some of the procedures developed under the National Operational Program "Infrastructures and networks" 2014 - 2020, project PROG 0101 "Digitisation of procedures in the port of Bari - ADM", with a view to reuse of the software as required by the Digital Administration Code (CAD). This reuse will allow the integration of interoperability with Customs systems at the access points and within the port of Ancona.

The proposed solution is based:

- on the introduction of web oriented features that simplify the control of vehicles and goods in transit, increase surveillance and allow the automatic detection of abnormal vehicle behaviour;
- on the interoperability between the systems of the Agency and the Port System Authority of the Central Adriatic Sea for the exchange of information.

All these aspects also seek to promote interoperability, in line with the AGID guidelines and strategy, between the traffic flow monitoring software and the tools of the central bodies such as AIDA, PMIS (Port Management Information System), PLN (National Logistics Platform).

During 2020, Port Tracking developments and adjustments were carried out for the digitisation of customs procedures; in particular, the solution for the embarkation and disembarkation of Ro-Ro vehicles at the ferry dock in the port of Ancona was created, and Integrated tests were carried out between ADM and the Port System Authority of the Central Adriatic Sea.
11.7.3 UUM & DS

UUM & DS - acronym for Uniform User Management and Digital Signatures - is a project of the European Commission - Directorate General TAXUD (Taxation and Customs Union).

Italy, as a member State of the European Union, has created, according to the procedures defined and shared at European level, an infrastructure that allows the integration between the national IAM (Identity Access Management) and the European Community authentication services (ECAS: European Commission Authentication Service) that oversee access to the Central Services offered.

In this way, Italian customs operators and their representatives can access the services offered by the Commission at a central level, using the credentials already in their possession and registered for the national systems in a transparent manner.

The verification of digital identity takes place in the U2S (User To System) scenario, which involves the use of personal credentials (SPID, CNS, CIE) to access the Central Services interactively, with web browsing. During 2020, the S2S (System To System) scenario was also created, allowing the recognition and authorisation of users through their digital signature affixed to documents and messages exchanged between systems (National and Central).

In 2020, the number of operators authorised to access European portals reached approximately 6,900.

**Client:** Customs and Monopolies Agency (ADM)

**Material matters:** Digitalisation and Digital Inclusion, Development of ICT systems/services to combat illegality
11.8 **Regulated Gaming**

The Customs and Monopolies Agency - Monopoly Section is the guarantor of legality and safety, which must characterise the entire public gaming sector, with the dual purpose of making the gaming products authorised by the State recognisable and to strengthen the action that combats irregular gaming. Clear rules, maximum transparency, safety for all, this is the message that can be summarised with the brand "Legal and responsible gaming".

Sogei creates advanced technological solutions that allow the Customs and Monopolies Agency to carry out the control and management activities of the public gaming sector, guaranteeing safety and transparency to all the operators involved, contributing, on the one hand to combating illegal gaming and guaranteeing to the State the collection of taxes due, and on the other hand ensuring to players a regulated and constantly monitored environment and to operators a safe and reliable service.

11.8.1 **Ticket Lottery**

The 2017 Budget Law established a national lottery called Fee-paying Lottery, commonly known as the "Ticket Lottery" which will start in 2021 as required by Article 141 of Law Decree no. 34 of 19/05/2020 (Relaunch Decree).

Subsequently, the 2021 budget law then limited participation in the lottery to purchases made in *cashless* mode only.

In order to guarantee citizens' anonymity, in accordance with the recommendations of the Privacy Guarantor, Italian Law Decree 24/2019, again in art. 20, introduced the "lottery code", replacing the tax code initially indicated by the institutive regulation, to be associated with the single receipt with the explicit consent of the consumer.

Citizens in possession of the lottery code can go to any operator present on the national territory and, in the event of a purchase of good or service, express their willingness to participate in the lottery by communicating their code to the operator. Tickets will be automatically generated from the receipts, which will compete in the various draws foreseen during each year by the lottery regulations in force. The draw operations will take place, in an automated manner, under the responsibility of the Customs and Monopolies Agency.

The objective of the project is therefore the evolution of the administrative/accounting system for the electronic management of the related operational flows and controls. This system will have the purpose of encouraging consumers to request the issuing of tax certification in order to combat tax evasion (VAT and income taxes) by "concealing the fees" on sales and "retail" services.
The system set up consists of: a system for collecting and processing the transmitted data; a prize draw system; a web portal for citizens with access authentication and a monitoring and assistance system.

In 2020, the portal dedicated to the lottery was activated, which allows consumers to obtain general information about the lottery as well as that related to their commercial documents available. From 1 December, in agreement with the MEF, Customs and Monopolies Agency and in agreement with the Revenue Agency, the lottery code issue functionality useful for participation in the game was open to all citizens.

**11.8.2 SINGLE SELF-EXCLUSION REGISTRY**

As part of the action aimed at combating gambling addiction, the Single Self-excluding Register (RUA) was established in 2019, for the management of requests for self-exclusion from remote gaming. The self-exclusion of a subject has a transversal value, that is to say that it is valid towards all concessionaires who collect gaming proceeds remotely.

The request can be made both by players holding a gaming account and by subjects who do not have any account. Inclusion in this register can be made either through the concessionaire with whom a gaming account is held, or by making a request at the local offices of ADM, or autonomously through the PUDM (Single Portal of Customs and Monopolies), by accessing a reserved area with the use of SPID or CIE credentials.

Registration can be temporary (lasting 30, 60 or 90 days) or indefinite and has immediate effect on applicants, who will not be able to open new gaming accounts nor will they be able to move the accounts already active except to withdraw the sums held.

In the event of self-exclusion for an indefinite period, the self-excluded person can request the revocation of the self-exclusion provided that at least 6 months have passed since registration. In the case of self-exclusion for a fixed term, it is not possible to request revocation of the self-exclusion; it will be automatic at the end of the indicated period (30, 60 or 90 days).

In 2020, approximately 80,000 subjects sent a request for self-exclusion. Currently around 87,000 individuals are self-excluded.

**Client:** Customs and Monopolies Agency (ADM)

**Material matters:** Digitalisation and Digital Inclusion, User & Customer eXperience
11.9 INTELLIGENCE AND CONTROLS

Business Intelligence consists of the set of models, methods, processes, people and tools that make it possible to collect organised data generated inside or outside an organisation. The subsequent processing and analysis of the data allows them to be transformed into "information" which normally constitute a support for making decisions and developing strategies.

Sogei has developed control methodologies and tools to give greater effectiveness to the actions to prevent and combat tax evasion, offences, fraud, tax and extra-tax crimes, improving the quality of the controls and verifications carried out by the various agencies.

These tools, based on big data technology, allow, through the application of clustering algorithms, artificial intelligence, and the use of graphDB, the performing - in incredibly rapid times - processing on large amounts of data, both structured and non-structured.

Over time, Sogei has developed 89 advanced tools that combat illegal phenomena, of which 34 directly and 55 indirectly. In the last year we have continued to work according to what is necessary to improve the fight against illegality with new tools and with an integration and evolution of what already exists, as can be seen from the dedicated paragraphs.

11.9.1 FRAUD - EXCISE AND CUSTOMS SECTOR

Excise Database

It is a "new generation" tool that is used to quickly navigate between various sectors of the Excise world, also for the purpose of analysis relating to the identification of suspicious or fraudulent behaviour. The Bank has a direct integration with LuDAM and has been organised with different analysis views called Areas.

The activities carried out in 2020 concerned:

– the “Intelligence Analysis” Area with the introduction of new indicators and the integration of new information on the subjects;
– the “Statistical Analysis - Energy Products” Area with the integration of new attributes and threshold values;
– the “Circulation analysis tools” area with the introduction of new indicators relating to the transport of goods in suspension of excise duty and new application features.

New suspicion indicators were introduced relating to the subject of subjects expected to pay excise duties.
Excise tax supervision tools

In 2018 Sogei developed a tool aimed at highlighting and analysing anomalous situations in the context of products in suspension of excise duty (e-AD). With these purposes, in 2019, additional forecasting models were developed, an activity continued in 2020 in relation to the subject of fuel.

Adm Search

The application represents a single search engine for the many types of documents in the Customs and Excise world and is aimed at identifying which documents are involved in subjects, plates of means of transport, descriptions of goods, etc.

The activities conducted in 2020 concerned optimisation of the user layout through the use of new graphic features and tools to support navigation and queries. New databases were integrated and a new monitoring area was implemented, accessible only to authorised users of the Agency, which enables viewing, in compliance with the privacy regulations, of the main information on the activities of the application users. The application was also extended to the various peripheral customs offices.

Customs fiscal supervision tools

The application was created in 2019 as an aid in the activities related to the Customs Declarations Control Circuit, allowing simulations and analyses. In particular, the information processed relates to the customs operations of Imports registered by the customs offices in the last 2 years. During 2020 it was perfected with the introduction of new simulation and analysis models.

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11.9.2 Fraud - Games Sector

The betting and gaming market in general, especially in recent years, has undergone a very rapid expansion. Over the years, Sogei has introduced critical control tools both to monitor any illegal activities and improve law enforcement and to effectively monitor game flows and identify fraudulent behaviours. The solution, developed over the last three years, brings together various forms of the project to expand and innovate the tools to aid in the analysis and detection of illegal behaviour. The already present and increasingly used FRAUD Betting, FRAUD Online Poker, FRAUD Equipment (ASAP - Statistical Analysis Equipment), have been...
joined by new applications such as Fraud Analysis by Subject and the Anti-Money Laundering Platform.

**FRAUD Betting**

In the area of fixed-odds, offline and online sports betting, the activities conducted in 2020 concerned optimisation of the calculation procedures of a number of functional indicators for reporting abnormal bets; changes relating to reporting to support investigation activities; the evolution of the information collection system from the network and the creation of a consultation section of the data obtained.

**FRAUD Online Poker**

The activities of 2020 in the field of online poker (cash) were aimed at optimising the flow of massive loading of data relating to the gaming sessions; to create a new section of the application based on new risk assessment logics, to implement features that make it possible to make the qualification (ranking) of the risk of players more efficient and finally to prepare a parametric mechanism for simulation analyses.

**FRAUD - Analysis by Subject**

The Analysis by subject project was born as an aid to the control and monitoring activities of all the subjects present in the Monopoly supply chain, in relation to gaming and tobacco systems. Dashboards are available but also guided searches and through the creation of the DB graph it is possible to explore the connections and relationships between the various subjects and points of sale.

During 2020, new risk indicators were identified.

**Anti-Money Laundering Platform**

In 2019, the development of a new tool for the Customs and Monopolies Agency began which will contribute to the monitoring of control procedures and systems aimed at mitigating and managing the risks of money laundering and terrorist financing relating to the bingo and betting sectors and entertainment machines as well as to remote gaming agents.

During 2020, the database dedicated to identifying risk measures related to the guidelines to help gaming concessionaires on anti-money laundering was updated and strengthened. The web application relating to descriptive statistics of the general trends of the individual gaming sectors and the trend of a number of Risk Indicators already present or elaborated from scratch was also completely revised. New indicators were then implemented in the "Remote Gaming" segment for the reporting of anomalies in gaming accounts and a monitoring system in the VLT segment. Finally, a number of activities concerned the development of a new analysis model to identify possible anomalies in the Bingo hall sector, as well as the evolution of the sports betting monitoring system.
11.9.3 **LuDAM**

The LuDAM application (Customs, Excise and Monopoly Places) arises from the need to identify, on a map, the places of interest of the Customs and Monopolies Agency and to enter places not listed in the registry using mobile technology.

In 2020, new locations were introduced and a possibility of perfecting geocoding was studied.

11.9.4 **NUI (Natural User Interface) Applications**

The Customs Freight Flow is the first project to be carried out in an industrialised way based on the NUI (*Natural User Interface*) paradigm, i.e. IT tools that adapt to our needs and preferences in such a way that human beings can use technology in a more comfortable and natural way.

"The tool allows an interactive analysis of the flow of goods of imports and exports that pass through Italian customs through a visual representation of the routes of goods entering and leaving Italy. The representation engine used offers powerful tools for navigating maps and territories and above all for the representation of static and moving data on them: it was in fact designed to provide a *continuous navigation* experience that exceeds and increases current standards in terms of exploration of maps and geo-referenced data. The goal is to allow the end user to reach information more quickly and intuitively without losing information or in terms of general functionality. The interface created is in fact used to select the objects and filters of interest and to use zoom functionality on the details of the information with the classic gestures of *touch* devices.

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**Client:** Customs and Monopolies Agency (ADM)

**Material matters:** Digitalisation and Digital Inclusion, Development of ICT systems/services to combat illegality
11.9.5 **European Tobacco Tracking System**

The aim of the project is the implementation of the European Tobacco Tracking System (SETT) **web** application for economic operators in the sector.

The SETT application, created in 2019, is used to send requests for the assignment of the codes of economic operator, plant, machinery, as well as the unique identification codes (UI) of unit product and aggregate UI, necessary for the product tracking of tobacco from the moment of production and along the entire shipping route until resale is reached. The system integrates with the entire tobacco tracking system useful for following the goods in their various movements.

The benefits of the interventions forming part of this project are those of tracing tobacco products in order to combat the phenomenon of contraband or counterfeit goods, a potential cause of economic loss and damage to the health of EU citizens.

The project was also integrated with the interoperability services in order to have a reception platform for the various requests and dialogue with a **router** is also provided. Weekly and monthly checks of data and flows are carried out in order to be constantly aligned with the necessary updates at European level; active participation in the European Commission’s table was also guaranteed.

As part of the evolution of this system, integration with the PagoPA platform is introduced in order to automatically manage the payment linked to each request made.

In this context, in 2020 this system was also integrated with the new section dedicated to the legitimacy marks for the circulation of tobacco products on the national territory. The mark is configured as an additional security element against counterfeiting and alteration of the product. Within the SETT system, the functions useful for dematerialising and making electronic the interaction between ADM and the economic operators in the sales and reporting process of the stamps were set up.

**Client:** Customs and Monopolies Agency (ADM)

**Material matters:** Digitalisation and Digital Inclusion, User & Customer eXperience, Development of ICT systems/services to combat illegality

11.9.6 **Smart Evolution**

The Monitoring and Analysis System of the Territorial Gaming Collection offered through points of sale provides the Customs and Monopolies Agency with information relating to data on game volumes and the number of devices divided into national, provincial, regional and municipal levels, concluded for the last 3 years and, updated to the last two months, for the current year; the data are provided in an overall form and divided by type of game. The application is of
considerable support to Monopolies and local authorities for the verification activities on all types of gaming, in order to combat illegal gaming.

All the information collected is used for the calculation of appropriate statistical indexes in cartographic format by means of map representations, articulated for the representation of the distribution of the physical game offer differentiated by type, both with reference to the data spent, played, won and to the tax authorities, and referring to the number of game distribution points (VLT, AWP, Bingo, Betting, numeric games, lotto and lotteries) and the relative location of the shops and machines.

The application was made available in 2019 to the Central Directorate of the Customs and Monopolies Agency, to the Territorial Offices of the Customs and Monopolies Agency, to the Finance Police (General Command and Provincial Departments) and to the Municipalities. During 2020 it was also extended to the Regions and a re-engineering of the user interface was started with the aim of making the product fully usable in mobile mode.

**Client:** Customs and Monopolies Agency (ADM)

**Material matters:** Digitalisation and Digital Inclusion, Public administration transparency (data and administrative processes), Development of ICT systems/services to combat illegality

### 11.10 Health Expenditure Monitoring

The Health Card (TS) system, established pursuant to art. 50 of Law no. 326/2003, is aimed at the national electronic survey of medical and pharmaceutical prescriptions and specialist outpatient services provided by the NHS, in order to enhance the monitoring of both public spending in the health sector and initiatives to promote the appropriateness of prescriptions. It is also used for the allocation and verification of budgets, pharmacovigilance and epidemiological surveillance.

#### 11.10.1 Electronic Health Record

The Electronic Health Record (FSE) is the tool through which the citizen can consult the entire history of their health life, sharing it, if they so wish, with health professionals to ensure a more effective and efficient service.

In the field of online health, the creation of the Electronic Health Record represents a cultural leap of considerable importance whose key element lies in considering the ESF not only as a necessary tool to manage and support operational processes, but also as an enabling factor for improvement of the quality of services and significant cost containment.
The subject to which the Electronic Health Record refers is always a single citizen and the reference time horizon is their entire life. Furthermore, within the FSE, it is essential that a summary of the patient's clinical history is contained, the *Patient Summary*, in order to make the necessary information usable in an optimal manner.

<table>
<thead>
<tr>
<th>FSE [Electronic Health Record] data</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Regions</td>
<td>21</td>
</tr>
<tr>
<td>Active Records</td>
<td>33,117,455</td>
</tr>
<tr>
<td>Electronic Receipts Loaded</td>
<td>1,214,487,221</td>
</tr>
<tr>
<td>Document Requests</td>
<td>125,613,548</td>
</tr>
<tr>
<td>Index Requests</td>
<td>134,405,022</td>
</tr>
<tr>
<td>Indexing of documents in the FSE [Electronic Health Record]</td>
<td>571,505,943</td>
</tr>
<tr>
<td>Deletion of indexing documents</td>
<td>1,964,950</td>
</tr>
<tr>
<td>Patient Summaries</td>
<td>919,762</td>
</tr>
<tr>
<td>Laboratory reports</td>
<td>48,828,502</td>
</tr>
</tbody>
</table>

Alongside the FSE system, it should be remembered that it is necessary to implement the registry systems (of doctors and patients) and other supporting IT systems. The synergy of all the components, in fact, makes it possible to exploit the potential of online healthcare by creating a range of services that can significantly affect the effectiveness of assistance in terms of clinical and organisational appropriateness as well as the efficiency of processes. An important aspect to consider then concerns the respect for privacy and the protection of the citizen's personal data.

For 2021, the national portal for access by citizens and health professionals is expected to go into production, as well as the creation of additional services to support the purpose of care.

**Client**: MEF - State General Accounting Office (RGS)

**Material matters**: Digitalisation and Digital Inclusion, User & Customer eXperience, Security and Data Protection

### 11.10.2 Cross-border health care NCPeH

The project involves the construction of an IT network capable of ensuring the interoperability of e-health services through the European *Connecting Europe Facility* (CEF) program. The first services to be activated will be those in support of Community interoperability such as:

- *Patient Summary*, that is the summary health profile of the patient present in the Electronic Health Record of each region;
- ePrescription - eDispensation of pharmaceutical recipes, i.e. the prescription and dispensing by electronic prescription already in use in Italy since 2012.

The main objective of the project is to prepare, test and distribute the cross-border patient summary and e-prescription and to manage the national contact point for eHealth (NCPeH), taking into account the already existing national health record interoperability infrastructure Electronic and that of the Health Card project.

After the approval of the inclusion of the MEF/RGS in 2020, the implementation phase of the NCPeH/Italy system is expected with a possible test with other member countries by the end of 2021.

**Client:** MEF - State General Accounting Office (RGS)

**Material matters:** Digitalisation and Digital Inclusion), Security and Data Protection
11.11 Forecasting models and statistical analysis

The development of Forecasting Models and Statistical Analysis is aimed at supporting customers (RGS, DT, DF and Court of Auditors) in the development and management of quantitative tools useful for the analyses conducted by the MEF for the production of programmatic documents, for activities related to the European surveillance of the public budget and macroeconomic imbalances (implementation of reforms) and in general for the definition of the government's fiscal policy.

Due to the negative effects on the country's economy produced by the Covid-19 epidemiological emergency, support activities for the Administration were strongly intensified in 2020.

In the various collaborative contexts, the Department of Finance, the Department of the Treasury and the General Accounting Office of the State, numerous simulations were carried out to define and estimate the financial effects of the urgent measures to support credit and liquidity in favour of households and businesses, both from the point of view of public finance and from the macroeconomic point of view. These are the various measures adopted by the Government to counter the epidemiological emergency from Covid-19 contained in the "Cura Italia" Decree no. 18/2020, in the "Liquidity" Decree no. 23/2020, in the "Relaunch" Decree no. 34/2020, in the "Agosto" Decree no. 104/2020, in the four "ristori" decrees (Italian Law Decree 137/2020, Italian Law Decree 149/2020, Italian Law Decree 154/2020, Italian Law Decree 157/2020) merged into the Italian Law Decree 137/2020 as converted by the law 18 December 2020, no. 176 and in the Budget Law 2021 (Law 178/2020).

In this context, the traditional quantitative tools were strengthened, consisting of a set of statistical, econometric and machine learning models, mainly used to produce fiscal assessments and forecasts relating to economic, financial and public finance variables.

The production of policy scenarios was significantly intensified to respond to requests for variance in budget balances related to the measures introduced to manage the current economic emergency.

Currently, the portfolio of models developed on behalf of the MEF is very vast and detailed. The main tools used to produce forecasts, scenarios, simulations and sensitivity analyses, as a technical contribution to economic policy decisions, can be summarised as follows:

- macro-econometric models of the Italian economy, potential GDP and Output Gap;
- GDP Nowcasting models;
- stock-flow econometric model relating to the functioning of the banking, money and financial markets;
- general economic equilibrium models DSGE;
- Fair and Sustainable Well-being (BES) indicators;
- disaggregated model of public finance;
- long-term models of social spending (pensions, health, long-term care and education);
- micro-simulation models relating to the main direct and indirect taxes (IRES, IRAP, IRPEF, Excise, VAT, property taxation);
- models relating to income types of specific categories of taxpayers (Corporate Income);
- models relating to the distribution of income (taxable and non-taxable) and wealth (real estate and movable) of Italian families;
- tax-benefit model;
- sample surveys for the purposes of auditing the state budget and regional budgets.

In 2020, to supplement the set of tools described, actuarial estimation models of the resource requirements of the main state guarantee funds were developed and support was also provided to the Department of Finance for the construction of a Computational General Equilibrium (CGE) model for the evaluation of the macroeconomic effects of fiscal policies. The most significant activities carried out during the year are reported below.

With regard to the fiscal aspects, over 2,500 interventions were carried out (studies, analyses, estimates) regarding various macro thematic areas (indirect taxes, international taxation, corporate income, IRES, IRAP and IRPEF) to estimate the financial effects to be inserted in the Technical Reports. In particular, the activity, which was significantly strengthened, is divided into three main lines:

- traditional support, including the activities of:
  - assessment of the effects of revenue recorded or estimated based on actual results for the individual revenue measures in order to provide information to the Court of Auditors for the general revenue statement;
  - analysis and quantifications for the report on Tax expenditures;
  - assessment as part of the budget manoeuvre for 2021;
  - estimate of the regional manoeuvres relating to the additional IRPEF and the determination of the IRAP composition and weight of labour costs by size of company;
  - analysis and evaluation of the effects resulting from international agreements affecting Italy's direct relationship with foreign countries in the context of double taxation;
support relating to the measures aimed at countering the current economic situation through the support for the definition and estimation of the financial effects of the numerous extraordinary measures, which have been adopted to deal with the Coronavirus emergency and aimed at preventing and limiting its expansion and the effects on the economic system;

- support relating to tax reform proposals for particular types of tax.

With regard to the macroeconomic and financial aspects, in addition to the traditional support and the significant increase in the number of simulations of the models carried out to estimate the macroeconomic impacts of the afore-mentioned measures, the development of a release of the stock-flow econometric model relating to operation of the banking, monetary and financial market was completed, capable of producing counterfactual scenarios and out-of-sample simulations, such as those referring to the effects of the Covid-19 emergency on the Italian economy, in terms of lockdown and reopening and fiscal and monetary policy. Furthermore, following the introduction of the Government’s measures to support the liquidity of companies, models for estimating the credit risk of the positions present in the portfolios of the Guarantee Fund for SMEs, the Italian Guarantee Fund and the Italian Fund linked to exports were developed, which from 2021 provides for the launch of the new SACE-Mef co-insurance system.

With regard to public finance aspects, constant monitoring was carried out of the real effects of the afore-mentioned measures on the budget balances and a consequent update of the forecasts.

Finally, as part of the work with the European Commission for the assessment of social expenditure forecasts, simulations were carried out and the necessary documentation was prepared for the preparation of the Country Fiche Italy and the publication of the Ageing Report 2021.

**Client:** MEF - Department of the Treasury (DT), MEF - State General Accounting Office (RGS), MEF - Court of Auditors (Cdc), MEF - Department of Finance (DF)

**Material matters:** Public administration transparency (data and administrative processes),

### 11.12 Transversal Services and Solutions

This type of services and solutions refers to management information systems, administrative procedures, assistance services and CRM (Customer Relationship Management), web services and transversal and organisational support processes adopted by customers to achieve their institutional mission. Within this context, Sogei’s objective is to enrich the offer and the quality of the information produced, after carrying out rationalisation and standardisation of processes,
improving the approach based on independent silos, the methods of collecting, processing and integrating data also through the identification of new features, services and products.

11.12.1 **DOCUMENT MANAGEMENT AND PRESERVATION PLATFORMS**

The Document Management and Preservation Platforms area consists of protocol applications and services, document management and conservation for all the departments of the MEF, the tax agencies, MEF Legal Audit, Equitalia Giustizia, Finance Police, Sogei and Consip. Following the specificities of each entity and in compliance with the AgID guidelines, the applications created provide the necessary support for the completion of administrative procedures, ensuring compliance with the reference regulatory context.

The applications currently in use offer advanced *workflow* functions, capable of providing routing and process management rules both in relation to registration, signature and application cooperation services, as well as document archiving functions also in support of third party applications.

On the one hand, the dematerialisation process for the replacement of paper flows with IT documentation continued throughout 2020, and on the other, the rationalisation of the offer of services. To the recurring benefits, such as the recovery of efficiency, the reduction of costs and environmental protection, were added enabling of the remote working mode "Smart working", following the health emergency, which has allowed and still allows normal activities to be carried out without the need for paper supports. The need for remote work, in particular, led to a fundamental upgrade of work processes towards complete dematerialisation, resulting in an overall acceleration of the digitisation process.

Below, for certain customers, the indicative data of the volumes managed in 2020.

<table>
<thead>
<tr>
<th>Client</th>
<th>Inbound protocols</th>
<th>Outbound protocols</th>
<th>Document s Received</th>
<th>Document s Sent</th>
<th>Documents Archived</th>
<th>Document s Signed</th>
<th>Retained and being retained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Agency</td>
<td>7,934,721</td>
<td>11,147,752</td>
<td>32,896,717</td>
<td>23,772,316</td>
<td>83,258,218</td>
<td>8,144,250</td>
<td>1,320,747,544</td>
</tr>
<tr>
<td>State Property Agency</td>
<td>188,829</td>
<td>116,928</td>
<td>939,442</td>
<td>307,109</td>
<td>2,190,431</td>
<td>10,581</td>
<td>29,234</td>
</tr>
<tr>
<td>Customs and Monopolies Agency</td>
<td>2,973,563</td>
<td>1,391,055</td>
<td>10,433,654</td>
<td>3,034,108</td>
<td>17,409,601</td>
<td>1,821,293</td>
<td>106,974</td>
</tr>
<tr>
<td>Sogei</td>
<td>33,432</td>
<td>16,595</td>
<td>95,674</td>
<td>36,087</td>
<td>433,850</td>
<td>47,529</td>
<td>41,352</td>
</tr>
<tr>
<td>MEF - DDF</td>
<td>3,224,622</td>
<td>1,889,274</td>
<td>3,979,961</td>
<td>3,624,546</td>
<td>14,443,439</td>
<td>6,292,968</td>
<td>84,755</td>
</tr>
<tr>
<td>MEF - DT</td>
<td>80,259</td>
<td>17,012</td>
<td>198,030</td>
<td>40,901</td>
<td>238,931</td>
<td>19,670</td>
<td>18,703</td>
</tr>
<tr>
<td>MEF - DAG</td>
<td>186,660</td>
<td>133,769</td>
<td>719,100</td>
<td>542,070</td>
<td>1,261,170</td>
<td>233,241</td>
<td>161,097</td>
</tr>
<tr>
<td>MEF - RGS</td>
<td>2,883,052</td>
<td>1,396,726</td>
<td>9,596,467</td>
<td>1,585,252</td>
<td>11,181,719</td>
<td>1,511,362</td>
<td>4,291,262</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17,505,138</strong></td>
<td><strong>16,109,111</strong></td>
<td><strong>58,859,045</strong></td>
<td><strong>32,942,389</strong></td>
<td><strong>130,417,359</strong></td>
<td><strong>18,080,894</strong></td>
<td><strong>1,325,480,921</strong></td>
</tr>
</tbody>
</table>
11.12.2 E-learning Platforms (Auditors, RGS Campus, INIT Campus)

Legal Auditors

The remote training portal for Statutory Auditors was created to respond to the regulatory requirement for which, starting from 1 January 2017, all Statutory Auditors registered in the register pursuant to art. 2 of Italian Legislative Decree. no. 39 of January 27, 2010, are required to comply with continuing training obligations.

The fulfilment, by those enrolled in the register, of these obligations is guaranteed through participation in professional updating programs defined annually by the MEF and aimed at improving and maintaining theoretical knowledge and professional skills.

The portal is part of one of the activities of the MEF - State General Accounting Office - General Inspectorate of Public Finance which has, by law, the obligation to train the Statutory Auditors listed in the register (approximately 156,000 users, distributed throughout the country).

A technological architecture of the e-learning platform was created based on the open source application component "Moodle" and on the acquisition of cloud computing services for the technological infrastructure.

Since the launch of the platform in October 2017, 2,311,665 training hours have been provided to 76,396 professionals in the sector. Overall, an equivalent of 2,461,361 courses were consulted and 1,621,723 quizzes were carried out.

The first three-year training period ended on 31 December 2019 and the courses relating to the three-year period 2020-2022 are currently being provided, with a constant increase in use of the portal due to the concomitant pandemic which saw the traditional classroom training contributions provided significantly reduced from other official channels.

RGS Campus

The RGS Campus distance learning portal is the historical e-learning platform of the State General Accounting Office, with 6,500 total users and hundreds of courses in the catalogue. Established in 2005 on a proprietary platform, in recent years, following a joint Sogei-Ministry push, a total transition to open systems has been made. The portal is in fact based on Moodle open source LMS, as is the BigBlueButton virtual classroom component.

Thanks to the complete accessibility on the Internet, the last year has been particularly rich in training activities, in particular in support of users in smartworking. The training course for all MEF users, already involved in 2018, on the subject of safety was also completed, in collaboration with INAIL, and coordinated by the Department of General Affairs.

INIT Campus
As part of the program aimed at implementing the new accounting system, the State General Accounting Office identified a remote user training project with the aim of managing the change process, and within it, the issue linked to Training.

With this assumption, in December 2020 the new Campus InIt portal was placed in the production environment.

The goal of the portal, using tools such as training courses, virtual classrooms, digital library, is to train a user of almost 35,000 employees of all public administrations who use the accounting systems of the State General Accounting Office, from home as well as from the office, of its own Public Administration.

11.12.3 WEB PLATFORMS

The activities aimed at disseminating information and services through web communication channels have as a fundamental prerequisite the creation and management of Internet sites and portals, Intranets and mobile solutions for institutional customers, as well as the preparation and coordination of the related publishing processes, also including the definition of development methodologies and guidelines and for the execution of usability and accessibility checks.

All the sites and portals created, characterised by a high information content, are of an institutional type and represent an effective communication system through which the Administration promotes initiatives, discloses information of an economic, financial, social and administrative nature and provides useful or essential services to carry out the duties of competence.

Through in-depth knowledge of the regulations in force, such as the Guidelines for the PA websites, the new Digital Administration Code (CAD) and the law 9 January 2004, no. 4 (Provisions to facilitate the access of disabled people to IT tools), we have created new generation web solutions, capable of fully responding to the expectations of the reference customers.

During the period characterised by the Covid-19 emergency, many sites and portals were the subject of numerous adaptation activities in relation to contingent information needs.

The 2020 activities focused on the following areas:

- **Ticket Lottery Website**: in the first half of 2020, the information site of the Receipt Lottery was made available to users, to which the service was subsequently added that allows generation of the individual code necessary for participation in the lottery itself;

- **Revenue Agency Website**: in 2020, the project of revisiting the institutional site of the Revenue Agency was completed, which merged, in dedicated areas, the information from the sites of the Regional Departments;
– **MEF Portal**: The MEF Portal constitutes the access point for citizens, businesses, the public administration and the media for information and services of the economic and financial administration, including agencies and *in-house* companies. During 2020, the Government and Parliament introduced an unprecedented volume of resources to deal with the Covid-19 emergency. Starting from the first few days of the crisis, a section dedicated to urgent measures to protect the health of citizens and to provide immediate support to the world of work has been developed within the MEF portal in collaboration with the Minister’s staff. Healthcare, Employment, Liquidity, Taxation, Families and Businesses are the issues with the greatest focus. The section includes the answers to the most frequently asked questions regarding the economic measures taken by the Government. A page dedicated to "Solidarity taxpayers" was also prepared, a recognition to all those citizens who paid the suspended taxes despite the pandemic crisis. The “Covid-19 Emergency” section totalled over 5 million views during the year;

– **Revenue Collection Agency Portal**: in relation to the Intranet portal, a number of functions have been released for the Human Resources Department for the management of corporate objectives. The institutional website has undergone a profound review of its structure which allowed for the streamlining and simplification of the editorial activities;

– **Customs and Monopolies Portal**: the institutional portal of the Agency was revisited in the information architecture, following the reorganisation that involved the Agency, and in some aspects of graphics and *layout*;

– **Finance Department Portal**: in order to make the *user experience* consistent with that of the other departmental sites of the MEF, the Department’s site was revisited in terms of structure and graphics;

– **Treasury Department Portal** The Treasury Department portal is the place where citizens can find all the news on many financial topics such as, by way of example, data on public debt, government bond issues, economic documents financial, on thematic reports and much more. The portal has been re-engineered in order to meet the renewed communication needs, allowing all citizens better readability of the contents in all types of devices, thanks to the use of responsive templates. The implementation was performed according to the international technical rules WCAG 2.1 and W3C;

– **Intranet site of the Agency for Territorial Cohesion**: during the year, the project of the new Intranet portal of the Agency for Territorial Cohesion was completed which will allow, among other aspects, integration with the tools of the *Office suite* with *social* tools made available by the Microsoft suite. The site was also created using a new graphic layout and a navigation method that allows users of the Agency to more easily find the contents and documents useful for their work that will be available to users in the early months of 2021;
- **Sogei corporate website**: the www.sogei.it website was completely redesigned based on the new corporate graphic identity and was created using a new technology based on the Adobe Suite. The launch of the new site was carried out on the occasion of Sogei's 44th birthday. With regard to the obligations envisaged by the anti-corruption legislation, the so-called Whistle-blowing application was made available to employees and external users which is used to send anonymous reports of offences;

- **DAG Portal**: in the second half of 2020, the afore-mentioned solution was prepared for the Department of General Administration, Personnel and Services, in the logic of "software reuse" Whistle-blowing required by anti-corruption legislation. This function will be made available at the beginning of 2021 to employees and external users for the sending of anonymous reports of offences;

- **State Property Agency Tenders Management**: a web solution was developed for the management of the process of preparing the digital file of the documents necessary for the start of procedures for the assignment of services to third parties, in the institutional context of intervention and monitoring of heritage assets of the state. The solution provides for the automation of the publication of the digital dossier on the Agency's institutional website in compliance with the ANAC directives. The digitisation of the Agency's internal process aims to reduce operational activity and accelerate the reliance on interventions and services.

Below, for certain customers, the data on the use of the main portals in 2020.

<table>
<thead>
<tr>
<th>Client</th>
<th>Visits</th>
<th>Pages Visited</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEF - Institutional Communication Director (DAG)/Minister's spokesperson</td>
<td>4,689,007</td>
<td>7,858,471</td>
</tr>
<tr>
<td>MEF - Department of General Administration, Personnel and Services</td>
<td>258,224</td>
<td>496,138</td>
</tr>
<tr>
<td>MEF - Treasury Department</td>
<td>1,264,962</td>
<td>3,009,023</td>
</tr>
<tr>
<td>MEF - State General Accounting Office</td>
<td>2,204,133</td>
<td>4,746,374</td>
</tr>
<tr>
<td>MEF - Department of Finance</td>
<td>3,363,077</td>
<td>22,127,343</td>
</tr>
<tr>
<td>Customs and Monopolies Agency</td>
<td>13,878,661</td>
<td>91,912,380</td>
</tr>
<tr>
<td>Revenue Agency</td>
<td>156,501,486</td>
<td>554,339,909</td>
</tr>
<tr>
<td>Revenue Agency-Collection</td>
<td>8,697,269</td>
<td>26,761,080</td>
</tr>
<tr>
<td>Court of Auditors</td>
<td>1,015,277</td>
<td>3,031,183</td>
</tr>
<tr>
<td>Financial Education</td>
<td>520,141</td>
<td>1,029,869</td>
</tr>
<tr>
<td>Electronic Invoicing</td>
<td>51,983,400</td>
<td>436,802,354</td>
</tr>
</tbody>
</table>

**11.12.4 CRM**

In the context of *Digital Transformation*, Sogei has equipped itself with increasingly innovative tools to meet the information and operational needs of citizens.
With regard to CRM - *Customer Relationship Management* - a technological platform in *cloud* mode was introduced, which enables the offer of new services for customers. The modular and scalable platform allows integrated management of multiple *customer journeys*, contact points and channels to offer innovative services to citizens in a deeply interconnected ecosystem.

The transformation project initiated allowed, during 2020, the achievement of multiple objectives in the various project areas:

- **new self-service assistance models**: *chatbot* created for the Revenue Agency - Invoices and Fees, Customs and Monopolies Agency - Receipt lottery, Staams, Falstaff, Ruog. Through these tools it is possible to improve relations with end users, transforming the relationship between citizen and PA from reactive to proactive; helping citizens to make the "best" choices with respect to their situation, simplifying and normalising, requesting and providing only the necessary information (*once only*);

- **proactive communication**: *Campaign Management* for the Revenue Agency - SIT Integrated Territory System. The goal is to safeguard the continuity of operation of the operating machine through start-up plans that govern the transition from the old to the new with coexistence, experimentation, migration, evolution operations (*digital by default*);

- **service with operator for the digital transformation of the multi-channel assistance service**: services offered to users of the Ministry of Justice - Public Sales Portal, Presidency of the Council - Family Card, ADM - Receipt lottery, Healthcare. Through these tools it is possible to enhance the dialogue with the interlocutors in a *user-centred* perspective (citizens, patronages, sector operators) through the standardisation of the services offered and the technological revision of the IT assistance tools, adopting methods that facilitate dialogue and the sharing of information.
12. THE ECONOMIC-FINANCIAL PERFORMANCE

12.1 ANALYSIS OF INCOME RESULTS

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

<table>
<thead>
<tr>
<th></th>
<th>Budget 2020</th>
<th>Budget 2019</th>
<th>Change</th>
<th>Percentage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues from sales and services</td>
<td>625,665</td>
<td>576,002</td>
<td>49,663</td>
<td>8.6%</td>
</tr>
<tr>
<td>Change in contract work in progress</td>
<td>2,530</td>
<td>1,689</td>
<td>841</td>
<td>49.8%</td>
</tr>
<tr>
<td>Production value</td>
<td>628,195</td>
<td>577,691</td>
<td>50,504</td>
<td>8.7%</td>
</tr>
<tr>
<td>Consumption of materials and services</td>
<td>(379,148)</td>
<td>(330,166)</td>
<td>(48,982)</td>
<td>14.8%</td>
</tr>
<tr>
<td><strong>Added value</strong></td>
<td>249,047</td>
<td>247,525</td>
<td>1,522</td>
<td>0.6%</td>
</tr>
<tr>
<td>Cost of labour</td>
<td>(161,512)</td>
<td>(160,918)</td>
<td>(594)</td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>Normalized EBITDA (*)</strong></td>
<td>87,535</td>
<td>86,607</td>
<td>928</td>
<td>1.1%</td>
</tr>
<tr>
<td>Depreciation and write-downs of fixed assets</td>
<td>(42,628)</td>
<td>(36,188)</td>
<td>(6,440)</td>
<td>17.8%</td>
</tr>
<tr>
<td>Provisions for risks and charges</td>
<td>(7,341)</td>
<td>(13,326)</td>
<td>5,985</td>
<td>-44.9%</td>
</tr>
<tr>
<td>Various income and charges</td>
<td>(146)</td>
<td>3,736</td>
<td>(3,882)</td>
<td>-103.9%</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>37,419</td>
<td>40,829</td>
<td>(3,410)</td>
<td>-8.4%</td>
</tr>
<tr>
<td>Net income from equity investments</td>
<td>185</td>
<td>268</td>
<td>-83</td>
<td>-31.1%</td>
</tr>
<tr>
<td>Balance of financial income and expenses</td>
<td>(259)</td>
<td>(183)</td>
<td>-76</td>
<td>41.4%</td>
</tr>
<tr>
<td><strong>Pre-tax result</strong></td>
<td>37,345</td>
<td>40,913</td>
<td>(3,568)</td>
<td>-8.7%</td>
</tr>
<tr>
<td>Taxes</td>
<td>(10,387)</td>
<td>(11,079)</td>
<td>692</td>
<td>-6.3%</td>
</tr>
<tr>
<td><strong>Profit for the period</strong></td>
<td>26,959</td>
<td>29,834</td>
<td>(2,875)</td>
<td>-9.6%</td>
</tr>
</tbody>
</table>

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

12.1.1 NATURE OF REVENUES PER CUSTOMER

The following table shows the revenues achieved during the year by the Company, compared with those of 2019, divided between in-house and extra-house credit lines, with separate indication of those received pursuant to law, also in compliance with art. 16, paragraph 3, of the Consolidated Law on investee companies.
values expressed in thousands of Euro

<table>
<thead>
<tr>
<th>CLIENTS</th>
<th>Revenues 2020</th>
<th>Revenues 2019</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Agency</td>
<td>207,941</td>
<td>196,611</td>
<td>in house</td>
</tr>
<tr>
<td>Customs and Monopolies Agency</td>
<td>80,924</td>
<td>79,946</td>
<td>in house</td>
</tr>
<tr>
<td>State Property Agency</td>
<td>4,996</td>
<td>4,982</td>
<td>in house</td>
</tr>
<tr>
<td>Revenue Agency-Collection</td>
<td>27,114</td>
<td>28,736</td>
<td>in house</td>
</tr>
<tr>
<td>Department of Finance</td>
<td>19,497</td>
<td>22,708</td>
<td>in house</td>
</tr>
<tr>
<td>Healthcare Revenue</td>
<td>12,718</td>
<td>10,194</td>
<td>in house</td>
</tr>
<tr>
<td>RGS Healthcare</td>
<td>13,039</td>
<td>12,649</td>
<td>in house</td>
</tr>
<tr>
<td>Finance Police</td>
<td>8,884</td>
<td>7,969</td>
<td>in house</td>
</tr>
<tr>
<td>Direct Collaboration Offices</td>
<td>443</td>
<td>350</td>
<td>in house</td>
</tr>
<tr>
<td>MEF - CdC Convention (DT, DAG, RGS, UDC, CdC)</td>
<td>224,254</td>
<td>194,312</td>
<td>in house</td>
</tr>
<tr>
<td>Court of Auditors - Specific agreement for the management and security of the CED</td>
<td>5,715</td>
<td>2,159</td>
<td>in house</td>
</tr>
<tr>
<td>Consip</td>
<td>700</td>
<td>701</td>
<td>in house horizontal</td>
</tr>
<tr>
<td><strong>TOTAL CUSTOMER REVENUES IN HOUSE</strong></td>
<td><strong>606,226</strong></td>
<td><strong>561,316</strong></td>
<td></td>
</tr>
<tr>
<td><strong>% of total revenues</strong></td>
<td><strong>96.9%</strong></td>
<td><strong>97.5%</strong></td>
<td></td>
</tr>
<tr>
<td>Ministry of the Interior (ANPR)</td>
<td>5,393</td>
<td>5,861</td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>Territorial Cohesion Agency</td>
<td>5,174</td>
<td>3,028</td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>Carta ai docenti (MIUR)</td>
<td>237</td>
<td>82</td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>18 APP (MIBAC)</td>
<td>139</td>
<td>156</td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>Equitalia Giustizia</td>
<td>2,762</td>
<td>2,867</td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>Ministry of Justice</td>
<td>2,321</td>
<td>1,918</td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>State Attorney</td>
<td>791</td>
<td>694</td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>Presidency of the Council of Ministers</td>
<td>1,210</td>
<td></td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>Ministry of the Environment, Land and Sea Protection</td>
<td>826</td>
<td></td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>Ministry of Infrastructure and Transport</td>
<td>316</td>
<td></td>
<td>assignment pursuant to law</td>
</tr>
<tr>
<td>Other Initiatives (Geoweb and Horizon 2020 European Projects)</td>
<td>271</td>
<td>80</td>
<td>other</td>
</tr>
<tr>
<td><strong>TOTAL CUSTOMER REVENUES EXTRA HOUSE</strong></td>
<td><strong>19,439</strong></td>
<td><strong>14,685</strong></td>
<td></td>
</tr>
<tr>
<td><strong>% of total revenues</strong></td>
<td><strong>3.1%</strong></td>
<td><strong>2.5%</strong></td>
<td></td>
</tr>
</tbody>
</table>
Compared to 2019, there is a strong increase in revenues achieved by the Company, in particular for the activities carried out for Institutional Customers, for which the Company operates under the in house providing model.

There was also an increase in revenues relating to extra-house credit lines, due both to the increase in services provided to the Agency for Territorial Cohesion, and to the start in 2020 of the collaboration with the Presidency of the Council, the Ministry of the Environment and the Ministry of Transport, in implementation of the regulatory provisions that give these institutions the right to use Sogei for the creation of IT services, with a view to general improvement of the effectiveness and efficiency of administrative action, with the aim of promoting digitisation of services and processes, through infrastructure consolidation interventions, rationalisation of information systems and interoperability between databases, in line with the strategies of the three-year plan for information technology in the Public Administration. This collaboration will be strengthened in the course of the 2021 financial year.

12.1.2 Production value

<table>
<thead>
<tr>
<th>Professional services</th>
<th>Budget 2020</th>
<th>Budget 2019</th>
<th>Change</th>
<th>Percentage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Specific &quot;project&quot; products and services</td>
<td>124,316</td>
<td>117,812</td>
<td>6,504</td>
<td>5.5%</td>
</tr>
<tr>
<td>- Specific &quot;exercise&quot; products and services</td>
<td>236,874</td>
<td>225,555</td>
<td>11,319</td>
<td>5.0%</td>
</tr>
<tr>
<td>- Time and expense</td>
<td>31,791</td>
<td>28,777</td>
<td>3,014</td>
<td>10.5%</td>
</tr>
<tr>
<td>- Flat rate</td>
<td>18,614</td>
<td>18,006</td>
<td>608</td>
<td>3.4%</td>
</tr>
<tr>
<td>- Flat rate sw and support</td>
<td>1,098</td>
<td>893</td>
<td>205</td>
<td>22.9%</td>
</tr>
<tr>
<td>- Function Point</td>
<td>-</td>
<td>33</td>
<td>-33</td>
<td>-100.0%</td>
</tr>
<tr>
<td>- Expense Notes</td>
<td>36</td>
<td>199</td>
<td>-163</td>
<td>-81.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supply of goods and services for reimbursement</th>
<th>215,466</th>
<th>186,415</th>
<th>29,051</th>
<th>15.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Goods and services</td>
<td>214,566</td>
<td>184,901</td>
<td>29,666</td>
<td>16.0%</td>
</tr>
<tr>
<td>- Outsourcing</td>
<td>899</td>
<td>1,515</td>
<td>-616</td>
<td>-40.6%</td>
</tr>
</tbody>
</table>

Total | 628,195 | 577,691 | 50,504 | 8.7% |
The value of production grew significantly compared to 2019, both in the class of revenues relating to professional services, and to those relating to the supply of reimbursed goods and services.

The positivity of this result is underlined in such a particular year, marked by the Covid-19 emergency that has pervaded and conditioned the operations of the Company, which since March 2020 had to reconver its working methods (and that of its own Customers) and manage the reshaping of operational plans throughout 2020, as conditioned by the redefinition and reprioritisation of objectives and their deadlines, precisely due to the emergency context. In this dispute, the Company was in fact requested to provide significant support for the IT management of the extraordinary measures implemented by the Government, with particular reference to those aimed at implementing policies to support the economy.

Despite the complex operational and management dynamics that characterised the year, revenues from professional services recorded an overall growth of 21.5 million Euro compared to 2019. This growth attests to the strong commitment of the Company, to be evaluated even more favourably, if it is considered that this value represents a balance between the increase in revenues linked to the implementation of new projects and the growth in volumes of existing revenues due to the downsizing of activities related both to the lower economic resources of some customers (e.g. Department of Finance, which has seen its allocations reduced for 2020), and to the effects of the pandemic situation, particularly evident on some project and management services (e.g. processing of the cards played, management of horse racing and sports events, AdER Hosting service, assistance to users).

Analysing in detail the final data recorded on the different pricing methods, it is highlighted that:

- the growth in revenues for Specific Project Services Products was determined by the greater activities carried out in particular for
  - the Customs and Monopolies Agency, in particular for the creation of suitable tools to support and speed up the operations of the peripheral offices in the management of Personal Protection Equipment (PPE) (tracking, statistics, seizure and identification of the beneficiaries of the exemption VAT); for the enhancement of instrumental systems for the management of goods related to e-commerce significantly increased in 2020; for the creation of the digitised system for tracking goods in custody aimed at combating illicit trafficking in processed foreign tobacco (TEL); for the introduction of the new single register enabling the subjects operating throughout the gaming sector, provided for by art. 27 of Italian Law Decree 124/2019; for the adaptation of the ticket lottery system, whose launch has been postponed to 2021, to the regulatory interventions and regulatory changes that took place during the year;
• the Agency for Territorial Cohesion, for the growth of project activities due both to the evolution of the "core" services in support of the Agency's institutional activities, as well as for the development and implementation of new solutions and the preparation of the migration of all services the Agency on the Sogei campus, which will take place in 2021;

• the Sanità Entrate project, due to the increased production of TS-CNS with a volume of 10.2 million cards produced in 2020, compared to 8.3 million cards produced in 2019;

• the Finance Police, for the strengthening of activities in general in 2020 and in particular, for the design of the new module for the analysis of the IT Backbone and for the development of the application aimed at identifying the operational capacity needs of the Departments present in the territory;

• the creation of the Seat Bonus, Partitions Bonus and Mobility Bonus, of the Climate Parks Portal and for the activities carried out in favour of the Presidency of the Council, with the implementation of the activities relating to the Family Card, with support for the implementation of the digital transition and for the assessment aimed at defining a migration plan of the PdM Ced to Sogei;

- the increase recorded on the class of revenues of the Specific Service Products for the year is mainly linked to the new "smartworking" service in which the activities related to the "agile work" of Customer staff are managed, for a total of approximately 44 thousand workstations, as well as the growth in volumes of management services, in particular of the basic Disaster and Recovery service (+38% compared to 2019) due to the increase in historicised data (in particular invoices and electronic prescriptions), maintenance service of the software assets under maintenance (+5.1% compared to 2019), the management service of the Mainframe systems (+1.3% compared to 2019) and open systems (+1.7% compared to 2019); these increases offset the decrease in Mips (-8.6% compared to 2019) used in the management of the hosting on Mainframes service provided to the Revenue Agency - Collection and the user assistance service, both reduced as a result of the Covid-19 emergency situation;

- the increase in activities remunerated at time and expense is due to the growth in the coordination activities of the projects for the application evolution of the information system and of the relevant support provided to the Departments of the MEF, remunerated under the MEF-CdC Convention, with particular reference to the strategic projects of the Treasury Department, for the evolution of the risk analysis tools of the State guarantees, the realization of the new real estate system and the evolution of the system for the management of debt movements, and to the projects of the General Accounting of the State, for the creation of the new integrated management system to support the accounting
processes of the PA (ERP of the PA) and for the activities relating to the "RGS Transition" project, within which the relocation of the Department's ced at the headquarters in Via Mario Carucci, 99, all the activities aimed at defining the new RGS signed at the end of 2020 and those preparatory to the implementation of the new operating model provided for by the Regulations themselves;

- the increase in lump sum activities is linked to the execution, throughout 2020, of the specific agreement for the management of the CED of the Court of Auditors signed on 1 August 2019; this agreement also extended the service to the safety management of the CED, as well as to the management of the CED itself, allowing reclassification of the economic resources of the Administration from reimbursement charges, which further decrease compared to 2019, to professional services remunerated at a lump sum.

The value of the final inventories referred to the objectives not yet completed, work in progress, calculated using the "percentage of completion" evaluation criterion, is up compared to 31 December 2019 (6.6 million Euro in 2019 against 4.1 million Euro in 2019), for the postponement to 2021 of the conclusion of an increasing number of objectives compared to 2020, in particular for the Revenue Agency, particularly impacted by the reshaping of operational activities in favour of those necessary for the implementation of policies implemented by the government to support the economy.

The supply of reimbursable goods and services showed an increase of 29 million Euro compared to 2019, due in particular to the growth of professional IT services, the acquisition of software licences related in particular to the implementation of strategic projects of the Treasury Department and the implementation of the new management systems (ERP) of the Department of RGS as well as software rentals relating in particular to Microsoft O365 subscriptions in favour of the Agencies and the Department of Finance.

The consumption of materials and services shows an increase compared to 2019 equal to 49 million Euro, due to the increase recorded both in the "production and operating" cost classes, and in the cost of supplying goods and services for reimbursement.

<table>
<thead>
<tr>
<th>values expressed in thousands of Euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget 2020</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>Production and operating costs</td>
</tr>
<tr>
<td>- Direct production costs</td>
</tr>
<tr>
<td>- Production outsourcing costs</td>
</tr>
<tr>
<td>- External costs for R &amp; D/special projects and digital evolution</td>
</tr>
<tr>
<td>- Support and operating costs</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
</tr>
<tr>
<td>- Training costs</td>
</tr>
<tr>
<td>- Consip Agreement Costs</td>
</tr>
<tr>
<td>Costs for the supply of reimbursed goods and services</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Direct production costs (current costs directly related to operating activities) show an increase, compared to 2019, of 14.3 million Euro, due to higher costs:

- of professional IT services (+€ 6.7 million) due to the enhancement of cyber security towards customers with the evolution of the CERT system, for the creation of the new "Customer Relationship Management" (CRM) system to support new needs of Customers with a view to citizen experience of the services requested, and in general to the greater use of specialist supports aimed at the study and introduction of innovative infrastructural and application components (e.g. completion of the data lake infrastructure of the Revenue Agency, updating of the blockchain-based infrastructure for everything related to IBM technology, study and implementation of a hybrid system for managing Mail services and O365 collaboration for Microsoft, implementation of new services based on the new Container platforms, experimentation of the new Territorial System, introduction of methodologies UX and design thinking), as well as evolution and optimisation of the already existing environments and the management and security management of the CED of the Court of Auditors and classified until the signing of the relative agreement (1 August 2019) among the reimbursement supplies

- of maintenance and rental fees for software licences (+5.6 million Euro) resulting in part from a different software acquisition strategy that favours the incurring of costs for rentals, with subscriptions and payment of annual fees (e.g. CITRIX platform related to the development of the customers' agile work, MongoDB platform for the ticket lottery), and partly to the entry into maintenance of the IBM ELA licences acquired in 2018, the Oracle licenses (PULA) of 2019, the Qualys platform dedicated to Vulnerability assessment and the new Liferay Portal;

- higher costs of hardware maintenance fees (+1.7 million Euro), mainly due to the entry into the fleet of machines under maintenance of converged VxBlock systems, Simmetrix VMax systems, IBM Appliances and Storage HDS systems;

- higher costs of non-IT professional services (+0.6 million Euro) due to the increase in production of 1.9 million TS-CNS compared to 2019.
Production outsourcing costs refer to costs incurred for the execution of professional services relating to software development and maintenance activities and specific service products, not covered by internal production capacity. These costs have increased by 4.7 million Euro compared to 2019, as they are closely related to the increase in the volumes of activities carried out by the Company for institutional customers and in the context of new contracts, the strengthening of the system activities and the remodelling carried out by the Agency for Territorial Cohesion on the use of outsourcing with respect to that of different professional services.

The costs for research and development, special projects and digital evolution are substantially in line with 2019, as the activities related to the implementation of applied research projects and those of experimentation in the research and development laboratory and of digital innovation continued, as well as those aimed at the implementation of projects instrumental to the achievement of the strategic objectives that the Company defined in the 2019-2021 Business Plan, in the context of the development and evolution guidelines of the Operational Model, Innovation and Employee Experience.

The support and operating costs refer to all current costs relating to logistics and services necessary to ensure the operation of the headquarters and the organisational activities of the Company. On this cost class, compared to 2019, there was an increase of 0.7 million Euro, to be considered as the balance between:

- the lower costs incurred as a result of the emergency situation in which the Company operated which led to savings on the final balances of the main items of expenditure related to the use of "agile" work by employees (in particular catering and meal vouchers, personnel transport) and for the decrease in utility costs both for lower consumption and for the reduction in electricity tariffs that characterised 2020,

- the higher costs incurred for insurance for the expansion of the insured perimeter with the stipulation of the Cyber2 policy, for the increase in maintenance activities on the premises and systems, for the strengthening of the medical health unit, for software rentals related to the use of the CITRIX platform necessary to allow "agile" work extended to all employees, for outsourcing and specialist and organisational support functional to the implementation of projects to support corporate activities (website, company Intranet evolution and internal management systems, Security governance, etc.).

Training costs are slightly down compared to 2019. The Company, by reorganising the way the courses are used with remote delivery, managed to continue implementing the development action, aimed at enhancing the distinctive skills through technological and methodological training maintain the know-how of excellence, as well as the development of soft skills aimed at spreading the culture of change and professional and personal growth also in the digital environment.
The **costs for the Consip Agreement** refer to the fees paid to Consip for the activities carried out in its capacity as central purchasing body for the purchase of goods and services performed for Sogei. This cost in 2020 recorded an increase of € 0.45 million, related to the purchase plan carried out in 2020, considering that the remuneration methods provided for by the new purchasing agreement governing the outsourcing service provided by Consip, provide for a fee based on consumption punctually calculated on the basis of the number of tenders published and the purchase procedures actually concluded.

### 12.1.3 Cost of labour

The **cost of labour**, equal to 161.5 million Euro, is represented operationally net of the provision equal to 4.15 million Euro, relating to the integration of the "Generational value" project and the temporal extension of the project itself to 2023, the period in which the closure of the 2021-203 Business Plan falls; this amount is reclassified among the provisions for risks and charges, to make the data homogeneous and facilitate the comparison with the cost of labour incurred in the previous year.

The total cost of 2020 showed a slight increase (+0.6 million Euro compared to 2018), due to the increase in the annual per capita cost, equal to 74.6 thousand Euro, which recorded growth compared to 2019 equal to 0.68% due in particular to:

- **0.52%** relating to the hiring/resigning effect:
  - recruitments: 142 resources (43.5 person years), with an average cost per capita of € 47 thousand, of which 114 resources with professional apprenticeship contract, 25 experienced resources and 3 managers;
  - resignation: 76 resources (22.3 person years) with an average cost per capita of € 77 thousand, of which 72 resources with medium-high profile and 4 executives. Of the total number of people discharged, 44 resources left due to redundancy incentives and 12 resources as a result of reaching age limits;

- **+0.27%** relating to increases in the contractual minimum from June 2020 and two-year increments;

- **+0.33%** relating to the effects of the Supplementary Company Agreement signed on 21.03.2019 (monthly payment of the performance bonus from January 2020);

- **+0.60%** relating to variable items (supplementary health policy, corporate welfare, merit policies).

The number of personnel and costs for the year are shown in the following table.
12.1.4 Operating Margin and Depreciations

The gross operating margin, equal to 87.5 million Euro, is slightly higher than in 2019 (86.6 million Euro in 2019, +1.1%); the incidence of EBITDA on the value of production is 13.9% (15% in 2019).

Depreciations, amounting to € 42.6 million, increased compared to 2019, both due to the increase in depreciation relating to investments made in previous years, and to the increase in depreciation relating to the investment plan carried out in 2020, as shown in the table below.

<table>
<thead>
<tr>
<th></th>
<th>Budget 2020</th>
<th>Budget 2019</th>
<th>Change</th>
<th>Percentage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous depreciations</td>
<td>34,917</td>
<td>29,366</td>
<td>5,552</td>
<td>18.9%</td>
</tr>
<tr>
<td>Depreciations of new investments</td>
<td>7,711</td>
<td>6,822</td>
<td>889</td>
<td>13.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42,628</strong></td>
<td><strong>36,188</strong></td>
<td><strong>6,441</strong></td>
<td><strong>17.8%</strong></td>
</tr>
</tbody>
</table>

Investments in 2020, compared to 2019, increased overall by 18.7%, as shown in the following table.

<table>
<thead>
<tr>
<th></th>
<th>Budget 2020</th>
<th>Budget 2019</th>
<th>Change</th>
<th>Percentage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productive Investments</td>
<td>42,138</td>
<td>37,818</td>
<td>4,320</td>
<td>11.4%</td>
</tr>
<tr>
<td>Investments in infrastructure and production support</td>
<td>4,776</td>
<td>1,858</td>
<td>2,918</td>
<td>157.0%</td>
</tr>
<tr>
<td>Investments for R&amp;D/Special projects</td>
<td>286</td>
<td>81</td>
<td>205</td>
<td>253.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47,199</strong></td>
<td><strong>39,757</strong></td>
<td><strong>5,495</strong></td>
<td><strong>18.7%</strong></td>
</tr>
</tbody>
</table>

Production investments recorded a growth of 11.4% compared to 2019. The increase is due in part to the Covid-19 emergency which led to a review of investment policies, forcing the Company to review its purchasing strategies to meet the need to remotely manage, as in "smartworking", the work of its employees and those of its customers.

The productive investment plan implemented in 2020 is characterised:

- by the putting into production of the Convergent Systems, indicated among third party assets in the 2019 financial statements for 10 million Euro, whose testing operations were
completed in April 2020, further strengthened in 2020, with the aim of giving continuity to evolution of the technological infrastructure to support the Taxation System, both in qualitative and quantitative terms, so that it responds to the new and ever-increasing needs of the Administration and allows it to adapt to the transactional, processing, storage and networking loads that will be generated over time;

- by the acquisition of the investments necessary to strengthen the management of open systems with the purchase of servers, storage, networking and security appliances, as well as by the acquisition of Ficon/Fibre Channel Switches aimed at strengthening the Storage Area Network infrastructure in the Mainframe and related software licences;

- by the acquisition of VMWare virtualisation software, Microfocus anonymisation software aimed at strengthening the evasion risk analysis activities for the Revenue Agency, the three-year Liferay subscriptions to support the infrastructure of the Agencies' websites, as well as acquisitions linked to the renewal of the Microsoft Enterprise Agreement;

- by the acquisitions linked to the relocation project of the RGS Ced at the Carucci 99 Ced, preparatory to the launch of the new RGS Disciplinary.

The investments made for the adaptation and strengthening of the plant infrastructure of the headquarters and those in support of production activities also showed an increase of 2.9 million Euro. The increase is mainly due to the start of works relating to the "L1 Project", which involves the construction of a new medium voltage (MV) distribution network, new MV/LV (Low Voltage) transformer substations, and a new continuity system and a building to house the new company "power plant", to address the Company's future energy needs in terms of safety, reliability and sustainability, as well as upgrading of the servers to support internal systems and renewing Microsoft software licences intended for business operation.

12.1.5 EXTRA-CHARACTERISTIC MANAGEMENT

Provisions for risks and charges amounted to € 7.3 million, compared to € 13.3 million in 2019. The significant difference refers in particular to the provision made in 2019 for 11 million Euro, for the continuation of the "Generational value" project aimed at the renewal of the workforce and the containment of labour costs, for the three-year period 2020-2022; in 2020, an integration to this fund was made, for 4.15 million Euro, with the aim of extending the project itself to 2023, the period in which the closure of the 2021-2023 Business Plan falls. The additional amount set aside is instead linked to the enhancement of the risks associated with the failure to achieve service levels in active contracts, for 1.7 million Euro and labour law disputes, for 1.5 million Euro (see Explanatory Notes).

The balance of miscellaneous income and charges is negative for € 0.14 million, due to the prevalence of various charges such as lower revenues referring to previous years, taxes and
fees, penalties for non-compliance with customers, mainly generated in the execution of activities of reimbursement by suppliers, with respect to other income, for the non-existence of costs of previous years, mainly represented by adjustments of charges allocated for invoices to be received, by the absorption of provisions for risks and charges, by the higher revenues referring to years precedents and by minor penalties applied for non-compliance with customers,

The operating result was 37.4 million Euro compared to 40.8 million Euro in 2019.

The balance of financial income and charges shows a negative balance of 0.25 million Euro, mainly due to interest expense accrued on the residual debt to Fintecna S.p.A., against the loan taken out in 2007 for the acquisition of the corporate property in via M. Carucci 99 and those accrued for recourse to short-term debt to deal with temporary liquidity shortages.

12.1.6 Result for the year

Pre-tax result amounted to € 37.3 million. Net profit amounted to 26.9 million Euro (29.8 million Euro in 2019), after taxes of 10.4 million Euro, down compared to 2019 (11.1 million Euro).

The net profit achieved will be fully reversed to the State Budget as follows:

- 18.3 million Euro, in compliance with the requirements of the rules for the containment of public expenditure, which provide for cost reductions for companies included in the ISTAT list, whose savings resulting from the application of these rules, pursuant to art. 1, paragraph 506 of the Law of 28 December 2015, no. 208 (2016 Stability Law) must be paid upon distribution of the dividend (see paragraph "Istat list: economic effects") as follows:
  - 17.6 million Euro (savings for intermediate consumption) in Chapter 3412, Chapter X, of the State Budget, called “Sums deriving from expenditure reductions resulting from the adoption of the measures referred to in art. 8, paragraph 3, of Italian Law Decree no. 95/2012 and subsequent amendments, paid by entities and bodies, including those set up as a company, endowed with financial autonomy”;
  - € 0.7 million (savings on consultancy, public relations, conferences, exhibitions, advertising and representation) in chapter 3334, chapter X, of the State Budget called "Sums deriving from the reductions in expenditure deriving from the adoption of the measures referred to in Article 6 of Italian Law Decree 78 of 31 May 2010, paid by entities and administrations with financial autonomy “;

- € 8.6 million, for the strengthening of the financial administration structures, for the improvement of the quality of legislation and for the simplification of the system and of the
obligations for taxpayers, in accordance with the provisions of article 1, paragraph 358, of Finance Law 2008.

12.2 **VALUE GENERATED AND DISTRIBUTED**

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

**Determination of the generated value**

<table>
<thead>
<tr>
<th></th>
<th>Budget 2020</th>
<th>Budget 2019</th>
<th>Change</th>
<th>Percentage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production value</td>
<td>632,242</td>
<td>584,934</td>
<td>47,308</td>
<td>8.1%</td>
</tr>
<tr>
<td>Intermediate costs of production</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B10) Depreciations and write-downs</td>
<td>(42,628)</td>
<td>(36,188)</td>
<td>(6,441)</td>
<td>17.8%</td>
</tr>
<tr>
<td>B12) Provision for risks</td>
<td>(3,191)</td>
<td>(2,326)</td>
<td>(865)</td>
<td>37.2%</td>
</tr>
<tr>
<td>B14) Other management costs</td>
<td>(2,771)</td>
<td>(2,590)</td>
<td>(181)</td>
<td>7.0%</td>
</tr>
<tr>
<td>Characteristic generated value</td>
<td>583,652</td>
<td>543,830</td>
<td>39,822</td>
<td>7.3%</td>
</tr>
<tr>
<td>Accessory management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C15) Income from equity investments</td>
<td>185</td>
<td>268</td>
<td>(83)</td>
<td>-30.9%</td>
</tr>
<tr>
<td>C16) Other financial income</td>
<td>26</td>
<td>110</td>
<td>(84)</td>
<td>-76.2%</td>
</tr>
<tr>
<td>C17 bis) Profits and losses on exchange rates</td>
<td>(5)</td>
<td>(10)</td>
<td>5</td>
<td>-50.8%</td>
</tr>
<tr>
<td><strong>Total generated value</strong></td>
<td><strong>583,858</strong></td>
<td><strong>544,197</strong></td>
<td><strong>39,661</strong></td>
<td><strong>7.3%</strong></td>
</tr>
</tbody>
</table>
Generated value distribution

values expressed in thousands of Euro

<table>
<thead>
<tr>
<th></th>
<th>Budget 2020</th>
<th>Budget 2019</th>
<th>Change</th>
<th>Percentage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suppliers</td>
<td>379,148</td>
<td>330,166</td>
<td>48,981</td>
<td>14.8%</td>
</tr>
<tr>
<td>Community</td>
<td>11,809</td>
<td>11,997</td>
<td>(187)</td>
<td>-1.6%</td>
</tr>
<tr>
<td>People</td>
<td>165,662</td>
<td>171,918</td>
<td>(6,256)</td>
<td>-3.6%</td>
</tr>
<tr>
<td>Shareholder</td>
<td>26,959</td>
<td>29,834</td>
<td>(2,875)</td>
<td>-9.6%</td>
</tr>
<tr>
<td>Lenders</td>
<td>280</td>
<td>283</td>
<td>(3)</td>
<td>-1.0%</td>
</tr>
<tr>
<td><strong>Distributed economic value</strong></td>
<td><strong>583,858</strong></td>
<td><strong>544,197</strong></td>
<td><strong>39,661</strong></td>
<td><strong>7.3%</strong></td>
</tr>
</tbody>
</table>

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

12.3 The capital structure and financial management

The balance sheet structure is commented on with the support of the following summary table of balance sheet data, classified differently.
The analysis of the equity structure, as shown above, shows an invested capital less liabilities for the year of € 184,572 thousand, compared to € 170,563 thousand at 31 December 2019. The increase of 14,009 thousand Euro is mainly due to the positive change in fixed assets for 7,557 thousand Euro (in particular in the component of tangible investments) to which is added an increase in the value of the working capital for 6,453 thousand Euro determined by a better management of receivables and other activities which more than compensates for the increase in trade payables.

The change in severance indemnity, equal to -1,505 thousand euro (-6.6% compared to the previous year), corresponds to the dynamics of staff departures.

The invested capital less liabilities for the year and the severance indemnity amounted to € 163,208 thousand, compared to € 147,694 thousand at 31 December 2019.
From the point of view of hedges, there is a reduction in long-term indebtedness (Fintecnna S.p.A. loan contracted in 2007 for the acquisition of the corporate property in via M. Carucci, 99), while bank availability, equal to 25,357 thousand euro, decreased due to the decrease in short-term cash equivalents, mainly due to the higher financial outflows in the distribution of the 2019 profit, the higher taxes paid during the year and the higher outflows for investment activities.

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

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

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

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

- the financial structure index, given by the ratio between assets plus medium- and long-term debt and fixed assets, higher than one in both years under comparison (1.2 in 2020 and 1.3 in 2019);

- the financial availability index, given by the ratio between current assets and current liabilities, equal to 1.3 in 2020 and 1.4 in 2019;

- the weight of financial charges, measured as the ratio between financial charges and turnover, absolutely negligible (0.04% in 2020, 0.03% in 2019).

The financial performance of the year is commented on, with the support of the cash flow statement reported below, in the Explanatory Notes.
I NTEGRATED REPORT 2020

FINANCIAL STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net profit (loss)</td>
<td>26,959</td>
<td>29,834</td>
</tr>
<tr>
<td>Writedowns and depreciations</td>
<td>42,628</td>
<td>36,188</td>
</tr>
<tr>
<td>(Earnings)/losses from disposals of fixed assets</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Changes in working capital</td>
<td>(7,986)</td>
<td>(11,863)</td>
</tr>
<tr>
<td><strong>Net cash deriving from operating activities</strong></td>
<td>61,602</td>
<td>54,158</td>
</tr>
<tr>
<td><strong>Cash flows from investment activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from the sale of fixed assets</td>
<td>41</td>
<td>721</td>
</tr>
<tr>
<td>Investments in intangible assets</td>
<td>(9,982)</td>
<td>(28,205)</td>
</tr>
<tr>
<td>Investments in tangible assets</td>
<td>(40,246)</td>
<td>(12,119)</td>
</tr>
<tr>
<td>Increases in financial fixed assets</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net cash deriving from investment activities</strong></td>
<td>(50,187)</td>
<td>(39,603)</td>
</tr>
<tr>
<td><strong>Cash flows from financial activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changes in net capital</td>
<td>(16,693)</td>
<td>(16,778)</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>(13,141)</td>
<td>(11,032)</td>
</tr>
<tr>
<td>Changes in financial liabilities</td>
<td>(5,000)</td>
<td>(5,000)</td>
</tr>
<tr>
<td><strong>Net cash deriving from financial activities</strong></td>
<td>(34,834)</td>
<td>(32,810)</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in liquidity</strong></td>
<td>(23,419)</td>
<td>(18,255)</td>
</tr>
<tr>
<td><strong>Cash at the beginning of the period</strong></td>
<td>48,776</td>
<td>67,031</td>
</tr>
<tr>
<td><strong>Cash at the end of the period</strong></td>
<td>25,357</td>
<td>48,776</td>
</tr>
</tbody>
</table>

values expressed in thousands of Euro

12.4 ISTAT LIST: ECONOMIC EFFECTS

The inclusion of the Company, from 1 January 2015, in the list of entities and bodies, including those set up as a company, with financial autonomy, included in the consolidated income statement of the Public Administration as identified pursuant to art. 1, paragraph 2 of the Law of 31 December 2009, no. 196, and subsequent amendments (Accounting and public finance law), the so-called “ISTAT list”, imposed on it, also for the year 2020, the application of a series of rules for the containment of public expenditure, the economic effects of which are analysed below.

Law 160/2019, with the provisions contained in art. 1, paragraphs 590-602, partially modified the known regulatory framework, introducing into the legal system a number of provisions that provide for the termination of the application of the legislation on the containment and reduction of expenditure referred to in Annex A of the law itself with the aim of guaranteeing greater management flexibility and the more effective achievement of institutional objectives and improvement of public finance balances.
In particular, starting from the year 2020, the companies included in the ISTAT list cannot make expenses for the purchase of goods and services for an amount higher than the average value incurred for the same purposes in the financial years 2016, 2017 and 2018, as resulting from the related approved financial statements, in particular in items B6), B7) and B8) of the income statement of the financial statements drawn up according to the format set out in annex 1 of the decree of the Ministry of Economy and Finance of 27 March 2013.

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

In order to ensure compliance with the public finance objectives, the companies pay annually by 30 June of each year an amount equal to the amount due in the 2018 financial year in application of the rules set out in the appropriate chapter of the State Budget referred to in Annex A annexed to the law, increased by 10 per cent.

This is without prejudice to the provisions of art. 1, paragraph 506, of Law 208/2015 (Stability Law 2016) which provides for the companies included in the ISTAT list, that the payment to the chapter of the State Budget of the sums resulting from the savings deriving from the application of these rules is intended as a payment to be made at the time of the distribution of the dividend, if during the reference year the companies have achieved a profit and within the limits of the distributable profit in accordance with the law.

With reference to the verification of the achievement of the savings target required by the provisions of Law 160/2019, the Company set the reference target for the year 2020, equal to 403,791,671 Euro, calculated by adding to the average of the costs incurred in the three-year period 2016-2018, equal to 302,294,658 Euro, the difference between the revenues achieved in 2020 and those achieved in 2018 equal to 101,497,013 Euro.

Since the total costs incurred by the Company in 2020 amounting to € 378,587,197 (net of the expenses incurred to ensure the healthiness of workers and to cope with the Covid-19 health emergency) are lower than the target identified, the Company is compliant with the prescriptions of Law 160/2019 and will pay the state budget for an amount equal to 18,305,021, which represents, as required by the law, the amount due in 2018 plus 10%.

Details of the standards applied and their implementation are provided below.
12.4.1 INTERMEDIATE CONSUMPTIONS

12.4.1.1 Reference Standards
Art. 8, paragraph 3, of Italian Law Decree no. 95/2012 establishes that the entities and bodies included in the ISTAT list reduce costs for intermediate consumption by 5%, in 2012, and by 10%, starting from 2013, of the expenditure incurred for intermediate consumptions in the year 2010.

Art. 50, paragraph 3 of Italian Law Decree no. 66/2014 introduced a further 5% reduction in costs for intermediate consumptions, again compared to the costs incurred in 2010.

12.4.1.2 Implementation
Since this category of expenditure is contained in Annex A of Law 160/2019, the amount to be paid as a reduction in intermediate consumption is equal to that due by the Company in 2018 for this reason, plus 10%.

The Company will therefore make the payment of 17,611,620.94 Euro, at the time of the distribution of the dividend, in chapter 3412, chapter X of the State Budget, called "Sums deriving from the reductions in expenditure deriving from the adoption of the measures referred to in art. 8, paragraph 3, of Italian Legislative Decree no. 95/2012 and subsequent amendments, paid by entities and bodies, including those set up as a company, endowed with financial autonomy".

12.4.2 CONSULTING, PUBLIC RELATIONS, CONFERENCES, EXHIBITIONS, ADVERTISING AND REPRESENTATION

12.4.2.1 Reference Standards
Art. 6, paragraph 11, of Italian Law Decree no. 78/2010 provides that the companies included in the ISTAT list must comply with the principle of cost reduction for studies and consultancy, for public relations, conferences, exhibitions and advertising and for sponsorships. In paragraphs 7 and 8, the Italian Law Decree sets out the spending limit for studies and consultancy, public relations, conferences, exhibitions, advertising and representation, for 2015 equal to 20% of the expenditure incurred, for the same purposes, in 2009, while pursuant to paragraph 9 it is not permitted to incur expenses for sponsorships.

12.4.2.2 Implementation
As these categories of expenditure are contained in Annex A of Law 160/2019, the amount to be paid as a reduction in expenses for consultancy, public relations, conferences, exhibitions, advertising and representation is equal to that due by the Company in 2018 for this reason, increased by 10%.
The Company will therefore make the payment of € 693,400.33, at the time of the distribution of the dividend, in Chapter 3334, Chapter X, of the State Budget, called "Sums deriving from the reductions in expenditure deriving from the adoption of the measures referred to in Article 6 of Italian Law Decree 78 of 31 May 2010, paid by entities and administrations with financial autonomy".

12.4.3 **FIXED-TERM CONTRACTS AND COORDINATED AND CONTINUOUS COLLABORATION**

12.4.3.1 **Reference standards**

Art. 9, paragraph 29, of Italian Law Decree 78/2010 provides that unlisted companies, included in the consolidated income statement of the Public Administration, as identified by ISTAT, comply with the provisions contained in paragraph 28 of the same article, which provides for the possibility of making use of temporary staff or with agreements or with coordinated and continuous collaboration contracts, within the limit of 50% of the expenditure incurred for the same purposes in 2009.

12.4.3.2 **Implementation**

The expenditure incurred by the Company in 2020, equal to € 20,000, falls within the spending limit set by the law, determined as € 384,367. The application of the rule does not give rise to payments to income chapters of the state budget.

12.4.4 **ORDINARY AND EXTRAORDINARY MAINTENANCE OF BUILDINGS**

12.4.4.1 **Reference standards**

Art. 8, paragraph 1, of Italian Law Decree no. 78/2010, modifying the provisions of art. 2, paragraph 618, of Law no. 244/2007, sets the new limit for the annual expenses of ordinary and extraordinary maintenance of the buildings used by the central and peripheral administrations of the State starting from 2011, to the extent of 2% of the value of the property. With regard to leased properties pursuant to art. 2, paragraph 618, of Law no. 244/2007, only ordinary maintenance is permitted up to a maximum of 1% of the value of the property used. These limitations do not apply to mandatory interventions pursuant to Italian Legislative Decree 9 April 2008, no. 81, concerning safety in the workplace.

Art. 2, paragraph 623, of Law no. 244/2007 also provides that any difference between the amount of the afore-mentioned expenses relating to 2007 and the amount redetermined starting from 2008 must be paid to the State Budget.
12.4.4.2 Implementation

As this category of expenditure is contained in Annex A of Law 160/2019, the amount to be paid as a reduction in intermediate consumption is equal to that due by the Company in 2018 for this reason, plus 10%.

In determining the 2018 reference target, account was taken of the fact that the real estate complex in Via Mario Carucci 99, in addition to hosting the Company's offices, also houses the Data Centre, therefore the expenditure incurred in 2018 was distinguished between costs incurred for office use and those incurred for industrial use; for the purposes of complying with the limits of the law, only ordinary and extraordinary maintenance costs for office use were considered.

The Company will not make any payment, as no payment was foreseen for 2018, given that the expenditure incurred in 2007, the reference year of the law, taking into account the separation of costs between office use and industrial use, appears to be below the spending limit set for 2018.

12.4.5 Passive Lease Agreements

12.4.5.1 Reference standards

Art. 3, paragraph 1, of Italian Law Decree no. 95/2012, establishes that for the years 2012, 2013, 2014, 2015, 2016, 2017, 2018 and 2019, the update relating to the variation of the ISTAT indices, provided for by current legislation, does not apply to the fee due by the administrations included in the list ISTAT, for the use in passive leasing of properties for institutional purposes.

Furthermore, in paragraph 4 of the same article, it is established that for the purpose of containing public spending, with reference to passive leasing contracts relating to properties for institutional use stipulated by the central administrations included in the ISTAT list, the rents are reduced starting from 1 July 2014 by the amount of 15% of the amount currently paid.

12.4.5.2 Implementation

In 2015, the Company requested and obtained on the rent of the lease agreement in place with the company TORRE SGR S.p.A., concerning the property located in Via Mario Carucci 85, the reduction of 15%, equal to 443,954 Euro.
12.4.6 Meal Vouchers

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

12.4.6.2 Implementation
The Company, from 1 January 2015, adjusted the nominal value of the meal vouchers awarded to staff, including managerial qualifications, bringing them to € 7.00, as required by the law, with savings achieved in 2020 of € 52,588. The application of the rule does not give rise to payments to income chapters of the state budget.

12.4.7 Holidays and Leave

12.4.7.1 Reference standards
Art. 5, paragraph 8, of Italian Law Decree no. 95/2012, provides that the holidays, rest periods and permits due to the personnel, including managerial qualifications, of the public administrations included in the ISTAT list, are compulsorily used in accordance with the respective regulations and do not in any case give rise to the payment of economic replacement treatments.

12.4.7.2 Implementation
The Company has adapted to the provisions of the standard.

12.4.8 Passenger Cars and Taxi Vouchers

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

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

The expenditure incurred by the Company in 2020, equal to € 7,029, falls within the spending limits set by the law, determined to be € 25,057. The application of the rule does not give rise to payments to income chapters of the state budget.

12.4.9 Payment Timeliness Indicator

12.4.9.1 Reference standards

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

12.4.9.2 Implementation

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

The annual indicator achieved by the Company in 2020 is equal to -0.67.

12.5 Investee Company Consolidated Text: Economic Effects

12.5.1 Containment of Operating Costs

12.5.1.1 Reference standards

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

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

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

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

The Company complied with the efficiency parameter required by the law, recording a value of 76.03% compared to the target set of 77.6%.

12.6 Relations with Associated, Parent Companies and Companies Subject to the Control of the Parent Companies

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

12.6.1 GEOWEB S.p.A.

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

The share capital of GEOWEB is equal to 516,500 Euro, divided into 10,000 shares with a par value of 51.65 Euro each. The shares are held 60% by the National Council of Surveyors and Graduated Surveyors and 40% by Sogei, for a value of 206,600 Euro.
The table below shows the main balance sheet and income statement items recognised in relation to GEOWEB in the Sogei financial statements for 2020, compared with the previous one (data in Euro).

<table>
<thead>
<tr>
<th>Geoweb</th>
<th>2020</th>
<th>2019</th>
<th>Change</th>
<th>Percentage change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in Geoweb</td>
<td>206,600</td>
<td>206,600</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Trade receivables from Geoweb</td>
<td>30,307</td>
<td>29,530</td>
<td>777</td>
<td>3%</td>
</tr>
<tr>
<td>Trade payables to Geoweb</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs for services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues from sales and services</td>
<td>43,560</td>
<td>43,560</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Other income</td>
<td>37,488</td>
<td>37,280</td>
<td>(68,250)</td>
<td>1%</td>
</tr>
<tr>
<td>Dividends</td>
<td>184,744</td>
<td>267,515</td>
<td>(206,953)</td>
<td>-31%</td>
</tr>
</tbody>
</table>

At the end of the 2020 financial year, the registered professionals amounted to 46,807, compared to 43,558 in 2019, with an increase of 7.5%.

The GEOWEB 2020 draft financial statements, presented to the Board of Directors on 5 March 2021, show a net profit of 617,062 Euro (461,859 Euro in 2019) and revenues from sales and services of 5.3 million Euro, with an increase of 8.8% compared to the 2019 value, equal to approximately € 4.9 million.

2020 was characterised by the Covid-19 emergency worldwide. This emergency situation had a limited impact on GEOWEB, as the type of activity carried out, mainly of an electronic nature, meant that the provision of services continued without interruption and this offered customers the opportunity to work safely. At the same time, GEOWEB made an immediate transition to remote working, safeguarding the health of its employees and empowering them, satisfying the main needs of customers and ensuring business continuity, thanks to an IT system that fully supported the workload relating to the use of services by users, guaranteeing the security of systems from cyber attacks, adapting with absolute resilience to the new operating mode.

The activities that we report below are presented according to the guidelines set out and shared in the 2020-22 Three-Year Plan:

- **New types of support to the category**: during 2020 the activities related to the PMU service were followed up, monitoring, selecting and communicating the funding opportunities accessible to professionals from the ESI regional programming funds ERDF (European Regional Development Fund) and the EAFRD (European Fund for Agricultural and Rural Development) in the 20 Italian regions. This activity included the evaluation of project
files presented by professionals for the realisation of investments (mainly for the purchase of innovative technical equipment) and access to the related co-financing lines;

Also in the PMU area, the constant growth of the STATE PROPERTY service should be noted, which records and communicates, in mail push mode to the professionals enrolled in it, the targeted information relating to professional opportunities related to the procurement procedures for the assignment of technical works and services activated by a number of Administrations and EELL. At 31 December 2020, over 22,350 professionals were enrolled in the afore-mentioned service.

The process of architectural review and re-engineering of the GeoSDH Portal was completed, aimed at creating a work area, in the Cloud, dedicated to GEOWEB members, and at the same time also available to the audience of professionals belonging to the Technical Professions Network. The current state of implementation already sees the presence of processing services and tools capable of supporting the typical workflows of the professional activities of the GEOWEB reference market: the architectural paradigm used, based on the principles of micro-services and distributed systems, in the perspective of time-to-market reduction, will allow GEOWEB to integrate and expand the application solutions offered effectively and efficiently;

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

  Specifically, during 2020, part of the technical activities envisaged by the specifications attached to the EC loan agreement were carried out in full compliance with the project deadlines, with the delivery of 15 deliverables and the achievement of the first project milestone.

  The EC Auditors approved all the deliverables delivered up to now and expressed a positive opinion on the progress of the project activities as a whole;

- **Construction**: in February the UNI/PdR 75:2020 Reference Practice was published, "Selective Deconstruction - guidelines for selective deconstruction and waste recovery from a circular economy perspective", a document issued by the UNI regulatory body, with the coordination of the CNGeGL and the participation of the Network of Technical Professions and GEOWEB;

- **R&D**: on the topic of selective deconstruction, following the publication in 2017 of a scientific article, as part of the VISIGRAPP Conference, through which an effective convergence was demonstrated between what are the methodologies of 3D modelling and its contextualisation applied to the Construction & Demolition sector for the "modelling and
design of an intervention that sets out the principles of selective deconstruction”, the research and study activity continued with the creation of an innovative software for the reception of point clouds inside a 3D modelling of the LAR (Linear Algebraic Representation) type by RomaTre: a 3D modelling on a topological basis based on sparse matrices;

- Continuous loyalty/engagement training: the GEOFORMATION service was characterised, in 2020, by a considerable increase. In fact, 34,483 courses were provided compared to 6,171 in 2019.

This result, in addition to the important promotional actions activated by GEOWEB in accordance with the CNGeGL, was mainly determined by two factors:

- the number of surveyors involved from the expiry of the three-year training period 2018-2020, i.e. approximately 86,965 surveyors of the 93,522 listed in the Register (data collected as of 31 March 2020);

- the Covid-19 emergency and the Prime Ministerial Decree of 4 March 2020, which stopped all non-essential production activities. In this situation, professionals were able to devote more time to professional training;

- Estimo: in September the new Geo-Comparable service was published, provided in partnership with the company I.I.R.S.E. S.r.l., which makes available to the Client a portal for real estate valuation that allows the retrieval of market data and information necessary for the preparation of real estate valuation reports, according to national and international valuation methods and standards, provided for by the reference regulations, among which the UNI 11558:2014 standard.

### 12.6.2 Parent Companies and Companies under the Control of Parent Companies

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivables from parent companies</td>
<td>133,432,365</td>
<td>102,678,384</td>
<td>30,753,981</td>
</tr>
<tr>
<td>Department of General Administration, Personnel and Services</td>
<td>46,482,916</td>
<td>43,220,763</td>
<td>3,262,153</td>
</tr>
<tr>
<td>Treasury Department</td>
<td>22,725,201</td>
<td>14,369,085</td>
<td>8,356,116</td>
</tr>
<tr>
<td>Department of Finance</td>
<td>2,169,276</td>
<td>4,756,145</td>
<td>(2,586,869)</td>
</tr>
<tr>
<td>State General Accounting Department - IGESPES</td>
<td>2,264,786</td>
<td>5,626,292</td>
<td>(3,361,506)</td>
</tr>
<tr>
<td>State General Accounting Department - IGIT</td>
<td>59,790,186</td>
<td>34,706,099</td>
<td>25,084,087</td>
</tr>
<tr>
<td>Receivables from companies subject to the control of parent companies</td>
<td>511,435</td>
<td>533,065</td>
<td>(21,630)</td>
</tr>
<tr>
<td>Consip</td>
<td>511,435</td>
<td>533,065</td>
<td>(21,630)</td>
</tr>
</tbody>
</table>
### Receivables as of December 31st

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>133,943,800</td>
<td>103,211,449</td>
<td>30,732,351</td>
</tr>
</tbody>
</table>

### Payables to companies subject to the control of the parent company

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consip</td>
<td>2,724,875</td>
<td>3,460,578</td>
<td>(735,703)</td>
</tr>
<tr>
<td>Leonardo</td>
<td>3,052,415</td>
<td>2,992,894</td>
<td>59,521</td>
</tr>
<tr>
<td>Poste Italiane</td>
<td>3,463</td>
<td>0</td>
<td>3,463</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,780,753</td>
<td>6,453,472</td>
<td>(672,719)</td>
</tr>
</tbody>
</table>

The Company has no payables to parent companies.
13. THE ENVIRONMENT

Environmental protection is an essential component of Sogei's way of operating. The activity is carried out in compliance with international agreements and standards, conforming to the national laws, regulations and policies on health, safety and the environment.

The management of environmental issues is based on the principles of prevention, protection, information and participation and has as its fundamental objectives the saving of natural resources, the reduction of pollution and consumption, the safety of persons and, in general, the minimisation of negative impacts on the environment itself. These objectives are achieved through the implementation of investment policies in research and innovation, with the adoption of the most advanced technologies for the creation of products and processes with the best characteristics of environmental compatibility, safety and health protection, pursuing continuous improvement of the reference targets.

Company policies also provide for interventions aimed at promoting eco-sustainable behaviours in Sogei's spheres of influence - in particular Customers, suppliers and personnel, in order to reduce the indirect impacts of our activities such as those related to employee travel for work and company mobility, internal separate waste collection and the responsible use of paper.

13.1 ENVIRONMENTAL SUSTAINABILITY FOR SOGEI

Sogei promotes sustainable practices by consciously managing its activities and adopting initiatives aimed at reducing the environmental impact of the goods and services used.

Taking into account the importance that the issue of workplace safety and environmental protection assumes in the Company and also considering the dimensions of the organisational structure of Sogei and its activities, the complexity of the legislation, the technologies that can be used, the procedures, as well as the evolution of the technical regulations in these matters, starting from 2011, a number of managers of the Company have been granted specific powers for the functions and responsibilities of the employer in matters of health and safety in the workplace, as well as for the responsibility of environmental protection and fire prevention. In this context, certain internal structures aimed at promoting the protection of the environment and safety in the workplace operate in synergy with the existing company management systems, through training, the provision of information and the preparation of actions with the goal of encouraging culture, quality, safety and respect for the environment.

In 2020, no non-compliance with environmental laws and/or regulations was detected which led to the application of pecuniary penalties and non-monetary sanctions.
13.2 **GREEN IT - CODE OF CONDUCT ON GREEN DATA CENTRE**

Sogei has long since adopted the Green IT choice, for a sustainable and efficient approach in the adaptation and renewal of the infrastructure and technological systems, in order to contribute to the mitigation of the effects of climate change.

The choice of a sustainable IT infrastructure must at the same time safeguard the high level of quality and reliability of the services - provided 24 hours a day for 365 days - that has always distinguished Sogei.

The reference criteria for this approach are highlighted below.

<table>
<thead>
<tr>
<th><strong>Adozione apparati IT a massima efficienza elaborativa rispetto al consumo elettrico</strong></th>
<th><strong>Ottimizzazione spazio fisico con sistemi ad alta densità</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contratti energetici con approvvigionamento da fonti rinnovabili</strong></td>
<td><strong>Utilizzo di gas refrigeranti a basso impatto ambientale</strong></td>
</tr>
</tbody>
</table>

Sogei is constantly oriented towards Green IT, information technology, supporting the development of technological environments that are efficient from the point of view of energy consumption and with limited environmental impacts.

To ensure that Sogei's technological and plant evolution is in line with the Company's commitment to sustainability, Sogei refers to the framework of the *Code of Conduct on Green Data Centre*, an initiative of the European Commission, which aims to identify standards and best practices to support IT companies in defining a common eco-efficiency strategy in data centre management.

The purpose of the Code of Conduct is to define a European policy to reduce the environmental, economic and social impact of energy consumption and, at the same time, to provide an aid for better understanding and management of energy demand within the data centres, stimulating awareness on this issue and identifying best practices and energy efficiency objectives.

13.3 **SUMMARY OF THE COMPOSITION OF THE SYSTEMS OF THE SOGEI FARM**

In order to show a concise and significant overview of the parameters characterising the Sogei CED, a summary table with the main measures is shown to the side.
The ratio between the total quantity of logical servers installed and the quantity of physical servers hosted in Sogei Data Centre is equal to 6.0, in line with the value recorded last year. This value is obtained starting from the Sogei CMDB (Configuration Management Data Base) where, at the last survey (December 2020), it appears that the number of virtual servers is 6,967 and the number of physical servers is 1,161.

The PUE "Power Usage Effectiveness" - an internationally recognised index - is the main performance index for evaluating the effectiveness of energy use and the relative efficiency of a data centre infrastructure; it is defined as the ratio between the electrical power absorbed by the physical infrastructure serving the Data Centre (power supply, UPS systems - uninterruptible power supplies -, cooling, lighting, physical safety, fire protection, etc.) and the electrical load used by the IT (server, storage, switch, PC), according to the formula PUE = (Infrastructure load + IT load)/IT load.

The Sogei PUE was calculated on the annual average of the values detected by the monitoring and control system after having obtained the global annual electricity consumption (kWh/a) of the CED, separating the electricity consumption of the IT and the consumption of the electrical loads of the physical infrastructure equipment of the site. The PUE of the Sogei CED for the year 2020 was 1.73, in line with the values of recent years. It is, however, useful to highlight that in the context of a deterioration introduced by the use of two air-cooled refrigeration units, in the first months of the year, with the aim of carrying out maintenance work on the refrigeration plant, there was instead a positive effect with the replacement of an old refrigeration unit with one of the latest generation, or with a magnetic levitation centrifugal compressor. In addition to the changes in efficiency in the production of cold, it is important to underline the introduction, within the calculation of the PUE, of the losses of the medium voltage transformers for all the absorption items attributable to the Data Centre. This made it possible to obtain a higher level of precision of the PUE than in previous years.
13.4 ENERGY EMISSIONS AND CLIMATE CHANGE

The company is highly committed to limiting its energy consumption and, also thanks to the support of the Energy Manager, studies and implements continuous actions to rationalise and monitor consumption, both at the technological infrastructure and plant level, safeguarding the supply of highly reliable services.

13.4.1 RENEWABLE ENERGY SOURCES

To meet its needs, also in 2020, Sogei purchased electricity produced exclusively from renewable sources, certified by the RECS (Renewable Energy Certificate System) certificate, confirming its commitment to reducing CO₂ emissions to mitigate the effects of climate change.

13.4.2 ENERGY CONSUMPTIONS

In 2020, the trends in energy consumption items showed significant differences compared to the changes recorded for the previous year. In fact, there is an increase in consumption related to data centres of 9%, 2.48 GWh in absolute terms, but a reduction in the electricity and heat consumption of both office complexes.

Office complex A recorded a decrease of 37.3% and 18.7% respectively in electricity and heat consumption, while office complex B decreased by 14.2% and 40% respectively.

The reduction in electricity and heat consumption in the two office complexes is justified by the lower presence of staff in the two offices starting from March, caused by the Covid-19 pandemic.

The difference in the reduction in natural gas consumption between the two complexes is explained not only by the difference in staff present on site between the two complexes compared to the pre-pandemic situation, but also thanks to the different operations of the canteens, far less in the office complex B, where the decrease in consumption for the cooking of food and the production of domestic hot water for canteens, decreased by 87% compared to the average of the last three years.

The following table shows the overall consumption of electricity expressed in GWh divided by the three main users: the data centres, the offices of complex A and the offices of complex B.

<table>
<thead>
<tr>
<th>Total energy consumptions</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity (GWh)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CED</td>
<td>29,986</td>
<td>27,506</td>
</tr>
<tr>
<td>Offices</td>
<td>3,714</td>
<td>5,922</td>
</tr>
<tr>
<td>Building complex A</td>
<td>33,700</td>
<td>33,428</td>
</tr>
<tr>
<td>Building complex B (Offices)</td>
<td>1,782</td>
<td>2,078</td>
</tr>
<tr>
<td>Total (fully certified renewable)</td>
<td>35,482</td>
<td>35,506</td>
</tr>
</tbody>
</table>
The tables show the overall consumption of the energy carriers used in Sogei (electricity and natural gas) expressed both in the measurement units of the individual carriers and in terms of Joules as required by the GRI Standards.

It should be noted that the table expressed in GJ does not represent the primary energy but a direct conversion of the two vectors into Joules. In the case of natural gas, this conversion coincides with the primary energy as it is obtained from the product of the cubic meters consumed by the calorific value of the fuel.

**Total energy consumptions in Gj**

For 2020, the December figure relating to electricity was estimated using the quarter-hour readings requested from the supplier, as the final consumption balance is not yet available.

With regard to the two company offices in Via M. Carucci 99 (Building Complex A) and Via M. Carucci 85 (Building Complex B), the consumption in terms of electricity of the building complex A is approximately 95.0% of total consumption. This imbalance depends on the presence, within the Building Complex A, of the Data Processing Centres which alone in 2020 absorbed 84.5% of Sogei’s overall electricity consumption, for powering of the IT equipment and related auxiliary equipment (refrigeration, UPS, etc.).

The analysis of the data shows an overall consumption of electricity in line with the previous year, with a change equal to -0.07%, against a 9% increase in consumption linked to the data centres and at the same time a decrease in consumption of office complexes by 31.3%.
13.4.3 Energy intensity indices

In order to measure the average annual electricity requirement linked to the work activity of all the staff employed (employees and contract staff), the energy performance index called "Energy consumption per staff employed on site" is calculated, determined by the ratio between the total electricity consumption of the buildings (complexes of buildings A and B), net of consumption related to the Data Centres, and the personnel employed inside the buildings. Electricity consumption includes the absorption of the refrigeration units used for the summer cooling of all buildings.

The index of electricity consumption for site personnel shows a clear worsening due to the very low presence in the headquarters compared to previous years, obviously linked to the Covid-19 pandemic and, albeit slightly, to the influence of different methods of extraction and calculation of the average attendance at the headquarters which, starting this year, also includes attendance on Saturdays and holidays.

### Energy consumption for staff employed on site (employees and contract staff)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff employed in the offices</td>
<td>Annual average</td>
<td>483</td>
</tr>
<tr>
<td><strong>Office electricity consumptions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office complex A</td>
<td>MWhel</td>
<td>3,714</td>
</tr>
<tr>
<td>Office complex B</td>
<td></td>
<td>1,782</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>5,496</td>
</tr>
<tr>
<td>Office complex A</td>
<td>GJel</td>
<td>13,370</td>
</tr>
<tr>
<td>Office complex B</td>
<td></td>
<td>6,415</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>19,785</td>
</tr>
<tr>
<td><strong>Office complex A and B</strong></td>
<td>MWhel/p</td>
<td>11.38</td>
</tr>
<tr>
<td></td>
<td>GJel/p</td>
<td>40.96</td>
</tr>
</tbody>
</table>

* - staff employed on site

Two energy performance indices were also identified for monitoring of the thermal energy used for office heating, called "Office Heating Intensity". For these energy performance indices, a more detailed level of measurement is available with respect to the consumption of electricity connected to the work activity; it was thus possible to separate the consumption of all the offices in complex A, dividing the consumption of the VAT building (Old Tax Register) from that of the NAT (New Tax Register), buildings built in different periods and also having different construction characteristics.

Examining the data in the following table, a clear reduction in the thermal energy used for heating of all the offices can be seen, which can be observed both by normalising consumption with respect to the surface, and normalising it with respect to degree days. This is true both for
the offices of complex A, called VAT and NAT, and for the offices of complex B. Observing the normalised values with respect to the degree days, we can see how the reduction in percentage terms is roughly 26% in the VAT offices, 5% in the NAT offices and 21% in the offices of complex B.

Instead, by analysing the absolute reductions in natural gas consumption, without separating the consumption of canteens, the changes recorded were respectively equal to -16%, -25% and -40%.

The difference in the trends between the absolute values of consumption and the values for only normalised heating on the degree days is linked both to the different operations of the canteens distributed in the three offices, and to the varying presence of staff in the offices due to the Covid-19 pandemic.

Compared to 2019, the year in which the performance index with respect to degree days was introduced, "winter" degree day values were used, considering those referring only to the heating period for climate zone D, for which the switching on of the thermal systems for space heating is scheduled from 1 November to 15 April. In fact, in the 2019 report, in order to deduct the gas consumption of canteens from the total natural gas consumption, a regression analysis was carried out extended to all months and therefore the degree day values for the whole year were considered.

### Office heating intensity

<table>
<thead>
<tr>
<th>Offices Heating Intensity</th>
<th>Unit</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building complex A- VAT OFFICES</td>
<td>GJ/m²</td>
<td>0.274</td>
<td>0.379</td>
</tr>
<tr>
<td></td>
<td>GJ/GG</td>
<td>2.65</td>
<td>3.58</td>
</tr>
<tr>
<td>Building complex A – NAT OFFICES</td>
<td>GJ/m²</td>
<td>0.269</td>
<td>0.291</td>
</tr>
<tr>
<td></td>
<td>GJ/GG</td>
<td>1.98</td>
<td>2.09</td>
</tr>
<tr>
<td>Building Complex B - OFFICES</td>
<td>GJ/m²</td>
<td>0.210</td>
<td>0.273</td>
</tr>
<tr>
<td></td>
<td>GJ/GG</td>
<td>1.73</td>
<td>2.20</td>
</tr>
<tr>
<td>Degrees Day</td>
<td>GG</td>
<td>1,508</td>
<td>1,546</td>
</tr>
</tbody>
</table>

### 13.4.4 Interventions and projects for the reduction of energy consumptions and energy needs

In recent years, Sogei has implemented a monitoring and control system for electricity consumption, both of the systems serving the CED (i.e. cooling system, electrical continuity devices), and of the IT equipment, a system also used to calculate the PUE.

During 2020, an additional measurement system was installed, specifically dedicated to monitoring of the cooling energy produced by the CED cooling plant; high-precision water flow
meters and additional temperature probes were included which make it possible to measure the cooling energy. This monitoring system makes it possible to evaluate the actual energy performance of the refrigeration units, providing useful information both for the evaluation of maintenance interventions and for the continuous improvement of the management logics implemented in the automatic control system, installed between 2018 and 2019.

In addition to the insertion of the afore-mentioned monitoring system, in 2020 an old centrifugal refrigeration unit was replaced with a group of the latest technology, with a magnetic levitation centrifugal compressor, which significantly contributed to the improvement of the PUE of the CED (par. 13.3).

In addition to the above, further actions are being studied to reduce the energy consumption of the cooling of the CED thanks to retrofit interventions to be implemented in the Computer Room and by implementing new management logics for CRAH systems and refrigeration units. In addition, work is underway on the design of a new redundant hydraulic distribution that takes into account aspects of energy efficiency, improving the distribution of loads on the refrigeration units and consequently optimising their operation.

Energy efficiency measures are also being studied in the thermal power stations of building complex A which will concern both the production methods and the methods of regulation and control of the same.

The complete overhaul of the medium and low voltage electrical systems for powering of the panels in the Computer Room is underway. In 2021, new very high energy efficiency UPSs will be installed which, in addition to increasing overall efficiency, will improve the level of redundancy for powering of the IT equipment and, more generally, will increase the resilience of the entire data centre.

Thanks to its location, the Sogei Disaster Recovery Data Centre enjoys particularly favourable climatic conditions for the application of Free-Cooling technology, which uses the cooler outside air to feed, entirely or partially, the cold water production process.

Therefore, at the remote site, a water refrigeration system was created that can operate in the coldest periods of the year without triggering the compressors, with consequent optimisation and therefore savings in consumption and electricity costs.

13.4.5 Emissions

CO emissions can generally derive from direct emission sources and indirect emission sources.

The sources of indirect emissions derive in this case from electricity, refrigerant gases used in refrigeration units and from the fire-fighting system. The contributions of the latter two sources can be considered null due to the absence of leaks in the refrigerant fluids and activations of the fire-prevention systems.
**Direct emissions** - For the direct emissions of greenhouse gases, connected to the combustion of natural gas for the winter heating of the offices and for the production of DHW (domestic hot water) for the four canteens distributed in the two building complexes, the emissions calculations were carried out using the emission factor for heat production indicated in the ISPRA reports, most recently the 317/2020 Report with the updated data for 2018 equal to 190.1 gCO2eq/kWh. In the integrated report of 2019, for the conversion of cubic meters of natural gas into equivalent grams of carbon dioxide, the ISPRA data updated to 2017, the latest available, was used, which is why, when comparing the tables highlighted below with those of the last year, differences can be noted for 2019 (the figure indicated in 2019 was 1,115). The calorific value taken as a reference for natural gas is 9.758 kWh/m3, reported in the table of national standard parameters published in the ISPRA report in 2017.

<table>
<thead>
<tr>
<th>Emissions t CO2 eq</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural gas in Sm³</td>
<td>394,870</td>
<td>520,276</td>
</tr>
<tr>
<td>Natural gas in Gj</td>
<td>13,871</td>
<td>18,277</td>
</tr>
<tr>
<td><strong>Scope 1 - CO2 in ton (Gas)</strong></td>
<td><strong>732</strong></td>
<td><strong>965</strong></td>
</tr>
<tr>
<td>Electricity in kWh</td>
<td>35,482,275</td>
<td>35,506,014</td>
</tr>
<tr>
<td>Electricity in Gj</td>
<td>127,736</td>
<td>127,822</td>
</tr>
</tbody>
</table>

**Indirect emissions** - Emissions related to the consumption of electricity can be assessed as zero, thanks to the purchase of RECS (Renewable Energy Certificate System), essentially certified energy obtained only from renewable sources.

For electricity, therefore, the value of emissions avoided is indicated, calculated using the emission factors reported by ISPRA in the 317/2020 report, equal to 281.4 gCO2/kWh for 2018 and 276.3 gCO2/kWh for 2019 (a value also used for 2020, as it has not yet been updated). As for direct emissions, there are differences with respect to the data published in the 2019 integrated report due to the update of the emission factors (for 2019 the figure indicated was 11,298). The values used refer to electricity consumption and take into account the emissions originating within the national territory. They refer to the thermoelectric park including renewable energy production, net of pumping inputs.

The following table shows the values of indirect emissions avoided thanks to the purchase of renewable energy.

<table>
<thead>
<tr>
<th>Indirect emissions AVOIDED t CO2 eq</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity in kWh</td>
<td>35,482,275</td>
<td>35,506,014</td>
</tr>
</tbody>
</table>
**Indirect emissions AVOIDED t CO2 eq**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity in Gj</td>
<td>127,736</td>
<td>127,822</td>
</tr>
<tr>
<td><strong>Scope 2 - CO2 in ton (Electricity)</strong></td>
<td>9,804</td>
<td>9,810</td>
</tr>
</tbody>
</table>

**Emission intensity indices** - With regard to the emissions *performance* index, it should be noted that since it refers to the consumption of methane specifically for winter heating, the consumption related to canteens was subtracted.

<table>
<thead>
<tr>
<th>Offices Heating Direct Emissions Intensity</th>
<th>Unit</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building complex A - VAT OFFICES</td>
<td>tCO₂ eq/GG</td>
<td>0.140</td>
<td>0.189</td>
</tr>
<tr>
<td>Building complex A - NAT OFFICES</td>
<td>tCO₂ eq/GG</td>
<td>0.105</td>
<td>0.110</td>
</tr>
<tr>
<td>Buildings Complex B</td>
<td>tCO₂ eq/GG</td>
<td>0.091</td>
<td>0.116</td>
</tr>
</tbody>
</table>

The index of intensity of emissions for the heating of office buildings has been divided for the three buildings, in consideration of the fact that each of them has different building characteristics and orientation; moreover, each of these has its own thermal power plant with a dedicated PDR. The index shows the trend of the normalised absolute value with respect to the degree days, thus subtracting the meteorological effect. The 2019 values are slightly different from those published in the 2019 Integrated Report due to the change in the degree-day values considered and the updates of the emission factors.

### 13.5 The water resource

**Water as a shared resource** - The reporting standard for water resources (GRI 303) was updated in 2018 by the *Global Reporting Initiative*, with the aim of introducing *best practice* in water management into reporting practice. The standard is consistent with the SDGs/Sustainable Development Goals of the United Nations 2030 Agenda, in particular with Goal 6, which addresses the issues of drinking water, sanitation and hygiene, as well as quality and the sustainability of water resources around the world.

In Sogei, the planning of withdrawals and consumption of water resources follows a logic of reduction of the associated impacts and is part of an environmental policy of responsible use and consumption of resources.

The uses of water in Sogei mainly refer to the cooling towers, i.e. to the water that is needed as make-up water in the condensation circuit of the water-based refrigeration units used, the latter, for the production of cold water for cooling of the *data centre*. 
The other uses of water are related to domestic uses regarding toilets and canteens, in terms of the consumption of office buildings, and irrigation.

The availability of water from wells, necessary to ensure the functioning of the Data Centre, allows Sogei to have its own independent source of supply, limiting the impacts on the aqueduct network which, in the event of an accentuation of situations of water stress, could generate levels of problematicity.

**Water discharges** - The water used by the condensation circuit of the refrigeration units is dispersed by evaporation into the atmosphere, while the water for domestic use flows into the sewage systems.

The water withdrawals of Sogei, referred to in the following table, are recorded according to the origin by source of supply; water from the municipal aqueduct and water from wells, the first used for sanitary purposes, the second to satisfy industrial needs.

For the year 2020, the total water withdrawal was 91.5 million, of which 35.5 million supplied by Acea and used in office buildings and 56.0 million withdrawn from wells.

Compared to the two previous years, there is a clear reduction in both consumption items. The reduction in industrial withdrawals is due to the use of air-operated refrigeration units to replace part of the water-based refrigeration units, normally used to generate cold in the data centre; a use that was necessary, completely exceptionally, to allow the extraordinary maintenance of a number of water refrigeration units. The reduction in healthcare consumption is instead linked to the lower presence of staff in the offices due to the Covid-19 pandemic.

With regard to industrial consumption, the different characterisation in the table of the type of water with respect to what was indicated the previous year is emphasised; in fact, following chemical analyses carried out during the year, it was possible to find dissolved solids values higher than 1000 mg/l.
Water withdrawal by source (MI – Megalitres)\(^9\)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All areas</td>
<td>Water stress areas</td>
</tr>
<tr>
<td><strong>Surface waters</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fresh water (≤1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other types of water (&gt; 1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total surface waters</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Groundwaters/Wells</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fresh water (≤1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>56.0</td>
</tr>
<tr>
<td>Other types of water (&gt; 1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total groundwaters/wells</strong></td>
<td>-</td>
<td>56.0</td>
</tr>
<tr>
<td><strong>Sea water</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fresh water (≤1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other types of water (&gt; 1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total sea water</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Water produced</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fresh water (≤1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other types of water (&gt; 1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total water produced</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Third party water resources/Public aqueducts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fresh water (≤1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>35.5</td>
</tr>
<tr>
<td>Other types of water (&gt; 1,000 mg/L Total Dissolved Solids)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total third party water resources/Public aqueducts</strong></td>
<td>-</td>
<td>35.5</td>
</tr>
<tr>
<td><strong>Total water extraction</strong></td>
<td>-</td>
<td>91.5</td>
</tr>
</tbody>
</table>

As required by the GRI 303-3 information, the extraction data are reported in Mega Litres (1 cubic meter = 0.001 Mega litres). The table also shows the extractions in relation to the characteristics of the water, which is divided into: a) fresh water, i.e. water with a concentration of total dissolved solids equal to or less than 1,000 mg/l, or b) other types of water, which have a concentration of total dissolved solids greater than 1,000 mg/l.

**Water Stress** - Water stress refers to the ability, or inability, to meet the demand for water, both human and by ecosystems as a whole. Water stress can refer to the availability, quality or accessibility of water.

During the summer of 2017, the city of Rome was affected by an event of water scarcity and drought, which made it necessary to ration the water conveyed by the aqueducts. These situations did not repeat themselves over the following years. However, the geographical area

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of Rome, where Sogei is based, is classified as at risk of medium-high water stress. See the map below.

Source: Aqueduct Water risk Atlas

It is not believed that the uses of the water resource by Sogei to meet industrial needs have significant impacts on the availability of water for the reference area, but, in the table of extractions, they have been classified as having been carried out in areas with water stress.

13.6  WASTE

Responsible waste management, governed by a set of European Community and national regulations, represents a distinctive value for Sogei and provides evidence of the Company's contribution towards a circular economy, which makes it possible to significantly reduce the environmental impact and bring benefits in terms of saving natural and financial resources.

Significant for 2020 is the publication of Italian Legislative Decree 116/2020 which implements the EU directives 2018/851 on waste and 2018/852 on packaging and its disposal which redesigns the Italian regulatory framework on waste management, and, among other aspects, substantially modifies part IV of Italian Legislative Decree 152 of 2006, the so-called Consolidated Environmental Law. This has provided further points of reference that consolidate Sogei's virtuous path towards environmental sustainability, introducing other measures that

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10 As a tool for assessing water stress areas, reference was made to the Aqueduct Water Risk Atlas https://www.wri.org/aqueduct of the World Resources Institute. Water stress refers to the ability or inability to meet the demand for water, both human and by ecosystems as a whole. Water stress can refer to the availability, quality or accessibility of water.
allow adherence to the principles of the circular economy based on paradigms: prevention, recycling and reuse of waste or the adoption of a system that is increasingly capable of self-sustaining, of reusing materials after their use and of minimising waste.

In carrying out its business activities, Sogei mainly generates two categories of waste: waste that can be assimilated to urban waste and special waste, which in turn is classified as hazardous and non-hazardous.

**Waste similar to urban waste** - Sogei collaborates with AMA, the Municipal Environment Company of Roma Capitale, to implement separate waste collection within the company offices, through dedicated containers by type of waste made available by the AMA. Part of this waste (for example paper, plastic), considering the large volumes produced, is also sent for recovery through assignment to operators authorised for the collection and treatment of special waste in full compliance with the current legislation. For this reason Sogei benefits from reductions in taxes and tariffs established by the municipal regulations in force.

**Special waste** - Regarding this type, the largest share is represented by non-hazardous waste (e.g. waste from paper, cardboard, plastic packaging, wooden platforms, etc.). Occasionally, the production of hazardous special waste (for example lead-acid batteries) may also arise. Special waste, in line with the provisions of the Consolidated Environmental Law, is sent for recovery and/or disposal thanks to contracts that the Company stipulates with authorised companies, in compliance with the requirements relating to the handling and traceability of waste (e.g. forms, loading/unloading register, MUD - Single Environmental Declaration Model).

In the Covid-19 health emergency area, particular attention was given to the issue of the disposal of PPE (Personal Protection Equipment) provided daily to employees for their safety and to that of waste produced in the cleaning and sanitisation of environments. According to regional ordinances, these materials must be collected in a double sealed bag and then disposed of in the collection of undifferentiated dry waste (special non-hazardous waste) if there are no obvious positive situations, while they must be disposed of as potentially infected material in the cases of presence, in the company environment, of suspected or confirmed subjects of Covid-19 contagion. To comply with these rules, in accordance with the current legislation, special containers were therefore purchased that allow for adequate disposal according to the different situations. With a view to reducing environmental impacts, in addition to carrying out the separate collection and disposal of waste, Sogei continues its activity which favours the acquisition of environmentally-friendly products and urges, in the acquisition contracts, clauses that require suppliers to collect packaging and goods to be scrapped, or to dispose of the waste materials managed by the suppliers of plant and building maintenance services. Furthermore, with a view to reducing food waste, the supplier must submit a report on the management of food surpluses every six months in the catering service supply contract.
Finally, Sogei, where possible, uses a contract that values certain disposals of recyclable materials or reusable components.

During 2020 with specific reference to the Covid emergency, the low presence of employees at company offices, related to the smartworking phase in progress, gave the opportunity to carry out numerous building and plant maintenance interventions, which generated a significant production of certain types of waste, partially reusable in the economic life cycle (iron, lead, etc.); this recycling resulted in an economic return for the Company of approximately 23,500 Euro.

The volumes of waste disposed of during the year are shown below.

<table>
<thead>
<tr>
<th>Waste (Kg)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-hazardous</td>
<td></td>
<td></td>
</tr>
<tr>
<td>disposal</td>
<td>555,117</td>
<td>1,316,544</td>
</tr>
<tr>
<td>recovery</td>
<td>0.04%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>99.96%</td>
<td>96%</td>
</tr>
<tr>
<td>Hazardous</td>
<td></td>
<td></td>
</tr>
<tr>
<td>disposal</td>
<td>64,147</td>
<td>17,170</td>
</tr>
<tr>
<td>recovery</td>
<td>0.2%</td>
<td>9%</td>
</tr>
<tr>
<td></td>
<td>99.8%</td>
<td>91%</td>
</tr>
<tr>
<td>Total</td>
<td>619,264</td>
<td>1,333,714</td>
</tr>
</tbody>
</table>

13.7 Sogei Internal Projects

13.7.1 Sustainable Mobility

2020 was characterised by the health emergency which negatively affected the country's economic performance. The mobility and travel management sector was, among others, one of the sectors most hard hit by the pandemic.

The actions taken by government institutions aimed at the recovery of the national economy and the modernisation of the country, also by encouraging agile work, have confirmed sustainable mobility as a driving tool for relaunching and nourishing the community, thanks to the involvement of Mobility and Travel Manager of the entire production sector, and awareness of the beneficial effects.

From this point of view, Sogei, as in previous years, was among the promoters and main protagonists of the permanent work table, still active, set up by Roma Capitale and coordinated by Roma Servizi per la Mobilità. The members, over 100 travel managers of public and private companies, discussed topics such as smartworking, sharing mobility, collective transport service and TPL.
With the pandemic, the protection of the health and safety of employees therefore significantly impacted on company mobility, especially in relation to company travel (approximately 80% less than in 2019) and the collective transport service (around 70% less than in 2019) which, although they underwent a marked reduction due to the effect of remote working activities, were adapted to the emergency context also through the innovation that has always represented Sogei's DNA.

Thanks to the in-house development of an APP for the management of the collective transport service, a mobility management system was introduced which could also represent a model for local and private public transport, not only to ensure compliance with safety protocols during the pandemic, but also to promote the evolution of sustainable cities.

The increase in welfare contributions paid to employees and which can also be spent on the purchase of public transport subscriptions, with the further facilitation of paying in instalments, confirms the vision of the Sogei model towards the development of Smart cities in an increasingly green perspective.

### 13.7.2 DISPOSAL OF ELECTRONIC EQUIPMENT

In 2020, 172 devices were decommissioned and 692 new devices installed in the various data centres, according to the table below.

From the point of view of the overall nominal electrical power, the divestments led to a reduction of 84,325 Watts of power, 286 Amps and 207,920 BTUs, while the new installations account for 813,263 Watts, 3,334 Amps and 2,714,174 BTUs, with an overall increase of 728,938 Watts, 3,048 Amps and 2,506,254 BTUs.

<table>
<thead>
<tr>
<th>Site</th>
<th>Disposals</th>
<th>Installations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sogei</td>
<td>170</td>
<td>670</td>
</tr>
<tr>
<td>DR</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td>Mastai</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>172</strong></td>
<td><strong>692</strong></td>
</tr>
</tbody>
</table>

The significant increase in installations derives not only from what has been done to cope with the pandemic emergency, but also from the relocation of the CEDs of the Department of the Treasury and of the State General Accounting Office.
14. RESPONSIBILITY FOR THE SUPPLY CHAIN

14.1 THE CODE OF ETHICS AND THE BASIC PRINCIPLES OF THE RELATIONSHIP WITH THE SUPPLY CHAIN

The relationship between Sogei and suppliers is primarily governed by the principles contained in the Code of Ethics, an integral part of the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231 and by the company procedures that govern procurement processes, according to the principles of advertising, transparency, cost-effectiveness, good faith, equal treatment and non-discrimination between competitors, referred to in the contractual clauses and in specific commitments to observe them, which are signed and which are based on a series of international standards, on the express requirements of customers and on the characteristics of the sector. Collaboration with reliable partners is essential for the creation of value, to guarantee innovation, continuous improvement and to protect the integrity and reputation of Sogei on the market. Purchasing management also represents an additional tool, available to Sogei, to reduce environmental impacts and also social repercussions, in line with the objectives of sustainable development.

14.2 SOGEI’S PROCUREMENT POLICY AND CONSPI’S ROLE

Sogei buys goods, services and works necessary to guarantee:

a) the production activities carried out in favour of its Institutional Customers, regulated by contracts and with the aim of satisfying the specific needs of public administrations;

b) the internal functioning of the corporate structure.

The procurement takes place through the use of the following tools:

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

The planning and awarding phase of Sogei's purchases are mainly managed by Consip, which guarantees compliance of the purchasing procedures with the procurement code and with all the relevant legislation, including the measures necessary to reduce environmental impacts, whenever required by law.
In 2020, the contracts stipulated on purchase procedures managed by Consip or using the purchase instruments (conventions, framework agreements) always made available by Consip, net of additions or extensions, amount to 84% of the total stipulated.

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

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

Continuing with the subject of liability, a process of verification of suppliers has been activated, which takes the form of a periodic request for certification of the obligations relating to the regularity of the remuneration of employees employed in the contract and the payment of withholding taxes. In the event of a negative outcome, payments to the supplier are suspended until the regularity of payments to employees is restored.

14.3 THE AWARD CRITERIA

In order to more precisely integrate sustainability and service quality criteria for the selection of suppliers, where market conditions permit, it was preferred to propose to its contracting authority the award on the basis of the criterion of the most economically advantageous tender (EV) and not the lowest price (PB). This criterion intends to promote the selection of suppliers with higher quality elements also on sustainability issues. In 2020, tenders with the EV criterion were awarded to the extent of 52% of the total value of the tenders awarded in the same year. Still on the subject of supplier performance quality, in 2020 penalties were contested for a value of less than 0.07% of the overall use of existing contracts.

14.4 THE SUSTAINABILITY OF CONSIP’S PROCUREMENT

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

With regard to environmental aspects, the reference is represented by Sustainable Public Procurement, introduced in 2015 by UNEP (United Nations Environment Program), "an approach
based on which public administrations integrate environmental criteria in all phases of the process of purchase, encouraging the diffusion of environmental technologies and the development of environmentally sound products, through research and the choice of results and solutions that have the least possible impact on the environment, along the entire life cycle". Consip, as the national purchasing centre, has paid increasing attention to environmental issues over the years, adopting the new "sustainable" approach in various initiatives.

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

For this purpose, Consip makes use of tools that provide for the inclusion in the award procedures of environmental and social requirements and criteria such as the Minimum Environmental Criteria (CAM) and additional environmental and social criteria. The latest data available, referring to 2019, highlights how the "green" disbursement managed by Consip as a whole of its activities has reached a total value of Euro 5.5 billion (compared to 5 billion in 2018), of which 3 billion relating to the Conventions, 2.2 billion relating to the use of the Electronic Market of the PA (Mepa) and the remaining 0.3 billion deriving from the use of Framework Agreements and the Dynamic Purchase System of the PA (Sdapa), equal to approximately 40.44% of the total value of purchases made through e-procurement tools.
15. **THE VALUE OF RELATIONSHIPS**

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

15.1 **RELATIONS WITH CUSTOMERS**

Sogei, today more than ever at the centre of the digital transformation scenario underway, has fostered transparent and integrated communication with customers in order to support the dissemination of new development and qualification models to simplify the lives of citizens, professionals and businesses.

The Company, even during the health emergency, by ensuring the continuity of the services managed and putting 40,000 users-customers in smart mode (over 95% of the company workstations), has maintained the principle of inclusiveness, listening to the Customers, and similarly with all stakeholders, and reported on is activities and choices.

Recent events have forced Public Administrations to equip their organisations as a whole with agile, technologically advanced digital services, fully in line with the objectives of the European Digital Agenda and the Italian Digital Agenda, effectively rendering the old schemes and the established business-as-usual routines unusable.

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

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

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

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

15.2  INDUSTRIAL RELATIONS

The year 2020 began with the usual activity of dialogue with the internal trade union representatives and with the related territorial components that took place on the tables of the employers' association Unione Industriali.

Despite the health emergency situation dictated by the pandemic crisis, the dialogue with the trade union components was continuous and with constant updates, using the now well-known platforms for remote work. The main activities during the year concerned management of the health emergency in the company and support for the drafting and application of the protocol for the regulation of measures to combat and contain the Covid-19 virus. In this regard the discussion with the Workers' Safety Representatives (RLS) was important.

Sogei actively and continuously participated in the working groups promoted by Confindustria to analyse the operational, organisational and managerial implications of the regulations issued during the period of the health emergency. The commitment in supporting the Coronavirus Select Committee, in the management of repayment plans and in the application of the Directives issued during the year was significant.

15.3  EXTERNAL COMMUNICATION AND RELATIONS WITH THE TERRITORY

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

Sogei bases its work on the value of relationships every day and, through communication, promotes the creation of shared values and attitudes within and without, based on a greater sense of respect, listening and collaboration regarding common goals.
Through communication Sogei requires a methodology that combines elements of multilevel analysis (sentiment, predictive) with continuous and participatory planning techniques, all following an integrated approach that permeates the various actions to support and relaunch the Company's positioning.

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

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

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

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

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

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

Sogei communicates its task: to put the dialogue between all the actors of change at the centre also through the products and services it creates.
16. FORESEEABLE EVOLUTION OF MANAGEMENT

In the first few months of 2020 there was a sudden worsening of the macroeconomic situation following the spread of the Covid-19 pandemic globally. To address this health emergency, the governments of most countries adopted containment measures including travel bans, quarantines and other public emergency interventions with serious repercussions on economic activity and on the entire production system. Initial evidence is now being revealed of the impacts of such interventions on economic performance in the countries that were first hit by the pandemic. In the context of this crisis, the International Monetary Fund, one of the most important financial institutions, has significantly reduced its economic growth estimates for 2020. In any case, these forecasts are characterised by a high level of uncertainty, given the lack of visibility on various factors such as, for example, prolongation of the pandemic, the intensity and effectiveness of containment measures, progress in the health sector, the volatility of commodity prices and the speed of demand recovery.

Despite the uncertainty that persists regarding the spread and prolongation of the pandemic, the impacts of the containment measures, as well as the impossibility of predicting at the moment the speed and methods of recovery of market demand, Sogei has managed to contain the impact of the Covid-19 emergency on operating results, mainly due to the nature of the business in which it operates (over 95% through in-house credit lines), but above all thanks to a series of corporate measures aimed not only at providing continuity of action of the services disbursed for the country, but also allowing seizing of the potential that the emergency situation has offered.

In 2020, Sogei therefore focused its action on continuing the initiatives aimed at protecting the company cash flow, at containing operating costs as well as carrying out investments and projects with the purpose of transforming its business model based on the centrality of the customer and their needs.

In fact, the results of the year recorded a consolidation of all the main economic indicators, with a growth in revenues of 8.7%, a gross operating margin of 13.9%, a profit that stood at around 27 million Euro and an investment size of approximately € 47.2 million (+18.7% vs. 2019).

In 2021 Sogei will continue on its growth path, outlined in the latest 2021-2023 Business Plan, presented in March 2021, which aims to contribute to the modernisation of the country by actively participating in the digital transformation process of its Customers, to continuously improve the quality of services through creativity, innovation, functional supervision of the PA, the development of skills and investments in new technologies and digitisation, and above all, to build a new, simple, fast and completely digital Citizen eXperience to simplify citizens’ lives.
The Plan provides for strong growth in the Company's business with a cumulative investment program for the period 2021-2023 of approximately 213 million Euro. Investments will be aimed at innovating and digitising key processes, in favour of its customers, also in line with the provisions of the Italian Law Decree «Simplification and digital innovation» and the support that the Company will have to offer to its Customers in the context of the PNRR.

The evolutionary path of Sogei will be accompanied by the strengthening of skills and know-how, also through an evolution of the staff consistent with the objectives addressed by the Plan. Strengthening of the workforce will be addressed in particular to key professional figures (e.g. Cloud, Data, ML & Solution architects, Fullstack, Devops, Cyber-Sec, QA Engineer, UX & Service Designers, CX Measurer, etc.) to support digital development paths of the Administrations and will be enabled by a new People & Digital Experience model that will leverage innovation, new methodologies and work tools as an enabling factor for the development of a new way of working that is capable of enhancing the potential of people, promoting transparency, trust and openness.

Finally, starting from 2021, Sogei will give new impetus to the issue of sustainability through a new framework oriented to the broader principle of Social Sustainability, focused not only on the economic and environmental/climatic dimensions but on the systematic measurement of the social impact of services and the solutions implemented.

Lastly, the overall commitment will translate into expectations, in the period 2021-2023, of revenues in average annual growth of 4.7%, of EBITDA with an increase of 3.7% on average per year and of a compound annual growth of the operating free cash flow of 9.9%.
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**Digitisation**

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<td>DIG-2</td>
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**Combating illegality**

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<td>QAS-2</td>
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<td>125</td>
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<td><strong>Talent attraction capacity</strong></td>
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<td>PVT-1</td>
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<td>PVT-3</td>
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<td>PVT-4</td>
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<td>PVF-1</td>
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<td>PVF-2</td>
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<td>PVF-4</td>
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<td>Purchasing credit mapping (economically advantageous offer vs. lowest price)</td>
<td>Errore. Il segnalibro non è definito.</td>
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<td>GSC-2</td>
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<td>GSC-3</td>
<td>Penalties applied to suppliers in the reference period</td>
<td>Errore. Il segnalibro non è definito.</td>
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18. **AUDITOR’S REPORT**

The report of the independent auditors is shown at the bottom of the chapter "Final cash balance".