Impact
Report 2022

TeamSystem

Contents

Letter to the people and communities that are part of our world.

We like to think of TeamSystem as an organism made up of many people that work as one large form of "collective consciousness and intelligence". People who contribute to a common project by sharing the value of their invaluable diversities.

Their commitment is guided by the "common thread" of our values. For a number of years, three principles have inspired our main strategies as well as our daily work. They are: Entrepreneurship, Innovation and Inclusion.

In the course of 2022, we set out to give new meaning to these words by recognising our responsibility to the world.

Up until now, our values have always shown us what action to take. But now, they also tell us for whom we need to act.

Act for people, communities and the planet. It is a radical change in perspective, and one that requires a commitment to achieve a new business model.

A business model that goes beyond the traditional mission of generating profit, placing its ability to create value at the service of an increasingly urgent environmental and social transformation.

As a company, we want to be an active part of the global community. We feel the responsibility to contribute to environmental conservation and the sharing of well-being with an ever-increasing number of people: two objectives on which our own future, and that of future generations, now depend.

That's why we view the commitment to sustainability as an absolute priority, an indispensable premise for every strategic, organisational and production-related choice we make.

Sustainability first and foremost. Even in our role as digital leaders.

"Digital for good", doing digital to do good, is the purpose that guides us, the reason for our existence, and what we want to do for the world.

We believe that technological innovation and digital technology are powerful transformative forces that can help us have a positive impact on people's lives and the planet.

To achieve these goals, we are ready to embark on a long and challenging journey, supported by our determination to be more entrepreneurial, innovative, and inclusive.

The following pages tell the story of what we have already done on the path to sustainability, and what we aim to do in the future A commitment we wish to share with you all.

Happy reading,

Federico Leproux
TeamSystem CEO

Our values

Entrepreneurship

Taking action for the common good. We aim to achieve excellence, results and the company's growth, leaving personal interests aside.

We engage first-hand with a spirit of initiative, guiding the people that work with us and helping them to give their very best.

We take responsibility for the quality of our work, making choices and decisions, ready to challenge habits and conventions to understand, anticipate and meet the needs of our customers with a creative and innovative approach.

We are testimonials and "ambassadors" of the company's values in the world and our communities, with particular emphasis on sustainability issues.

Innovation

We design, experiment and implement new things and new ways of working, seeking creative solutions and learning from mistakes.

We are curious and value everyone's insights. We are open to contributions from others, and are always in search of the best ideas from inside and outside the company.

We believe in digital technology as a tool for the positive and sustainable transformation of the society we live in.

We like to remain one step ahead of change, and are firmly committed to implementing it.

Inclusion

We respect people, avoid any form of prejudice, and believe in the value of diversity. We make room for different kinds of talent, and create opportunities to allow them to grow.

We are aware that our values and common objectives stem from a wide variety of views and motivations.

We appreciate perspectives that differ to our own, and see them as opportunities for growth.

We believe that the sum of diverse experiences, knowledge, sensibilities and aspirations can generate the best solutions. For this reason, we promote conditions that allow everyone to express themselves in full.

We are ready to listen and engage in dialogue with the people and communities we are part of, in order to build a better future together.

Our commitment

Environment

Our goal is to reach positive impact by 2030, Zero Impact for scopes 1 and 2 by 2025, and Zero Impact for scope 3 by 2030

We will do so by:
- offsetting 100% of TeamSystem products;
- improving energy efficiency and the way we use resources;
- promoting the use of renewable energy sources;
- offsetting a portion of carbon emissions by working alongside the agricultural department.

Persone

Our goal is to become the benchmark company for Inclusive Culture by 2025

We will do so by:
- continuing to invest in the flexibility and well-being of our people through initiatives such as remote work, Light Fridays and other well-being programmes;
- consistently promoting personal and professional growth through training programmes;
- paying particular attention to inclusion, gender equality, and sustainability;
- contributing, through social responsibility initiatives, to raising awareness and promoting a culture of diversity and inclusion in all the areas in which we operate.

Business management

Our goal is to continue to follow a path towards achieving sustainability and ensuring ours is a transparent approach towards our people, customers, suppliers and communities

We will achieve this (by 2025) by:
- assessing 100% of companies which are bought out, using ESG criteria, amongst others;
- generating strategic alliances with stakeholders to promote a positive impact;
- investing 30% of all acquisitions each year in companies that have a measurable impact;
- rendering 100% of new products and 30% of existing products accessible to people affected by disabilities.

ENVIRONMENT

A shared responsibility in
a world that is increasingly
"small and close"

We are aware of being a part of a world which is growing "ever smaller and closer". One that is interconnected and interdependent, and which must tackle serious environmental preservation, climate change and biodiversity loss issues.

As a company, we feel the responsibility to help provide answers to questions that can no longer be postponed, sharing this commitment with all entities that belong to our world, both globally and locally.

We do this by reducing the impact of our activities on the environment.

Helping our customers, suppliers and the communities to which we belong to embark on a sustainable transition, including the virtuous use of digital technologies.

Brief outline of our commitment

Helping to safeguard the planet, along with the communities we are part of.

Reducing our impact

Reducing and rationalising our premises, promoting remote working to decrease consumption

Promoting conscious work practices and sustainable mobility for commuting

Utilising energy from renewable sources

Promoting a circular economy by recycling waste, using recycled and recyclable materials, and reusing hardware technologies

Choosing low-environmental-impact Data Centres

Developing digital tools as a means of achieving sustainability for our stakeholders

Reducing paper consumption with electronic billing and for internal/external corporate communication and management

Minimising travel for interaction with clients, suppliers and other stakeholders

Enhancing the environment and local community

Plogging activities for waste collection in the local area

Tree planting projects to offset CO_2 emissions

Engaging in organic and biodynamic farming activities

Promoting sustainable mobility in the local area

Our sites
Less, more sustainable offices

In Italy, our 15 largest sites host around 70% of the people who work with us. Alongside these sites are those of companies that have recently been bought out, which are located throughout Italy.

Our strategy is to gradually reduce the number of physical premises, by encouraging a partial shift to remote working. This will result in a reduced environmental impact, and lower CO_2 emissions linked to commuting.

In 2022, we took specific steps regarding day-to-day office life, such as incorporating sustainability criteria into our buildings, implementing smart lighting in our premises, using recycled and recyclable materials, and organising team-building activities focused on environmental sustainability.

We applied the Cingolani Protocol for saving the energy used to cool and heat our premises, resulting in a 2°C reduction, and 2 hours less heating during working hours.

We consistently measure the environmental impacts of our sites, with particular attention to striking the balance between renewable and carbon-based energy sources, waste production and electricity consumption data.

86
our sites in 2022,
of which 15 host 70%
of our people
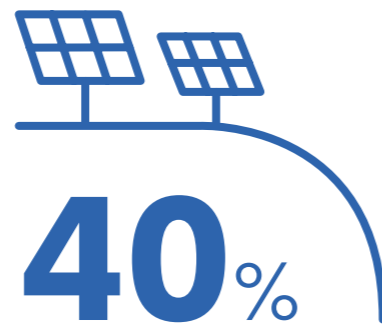
40%
electricity from
renewable sources
used in our offices

Mobility
Going electric

The fleet of cars we use comprises 847 vehicles, of which 109 are hybrid and 7 electric.

Our strategy includes transitioning to fully electric and hybrid vehicles.

During this process, we calculate the average distance travelled by each employee, allocating the most eco-friendly cars to those who cover longer distances.

To support electric vehicle usage, we have installed charging stations in our offices in Milan, Pesaro and Rome, and we aim to complete installations in the other sites in the near future.

847
the fleet of vehicles used,
of which 648 are diesel,
83 petrol, 109 hybrid
and 7 electric

Purchases of electric and hybrid cars, with a view to implementing the transition towards environmentally sustainable models, got underway in 2019 (hybrid) and 2021 (electric).

Actions ● **Consumption**
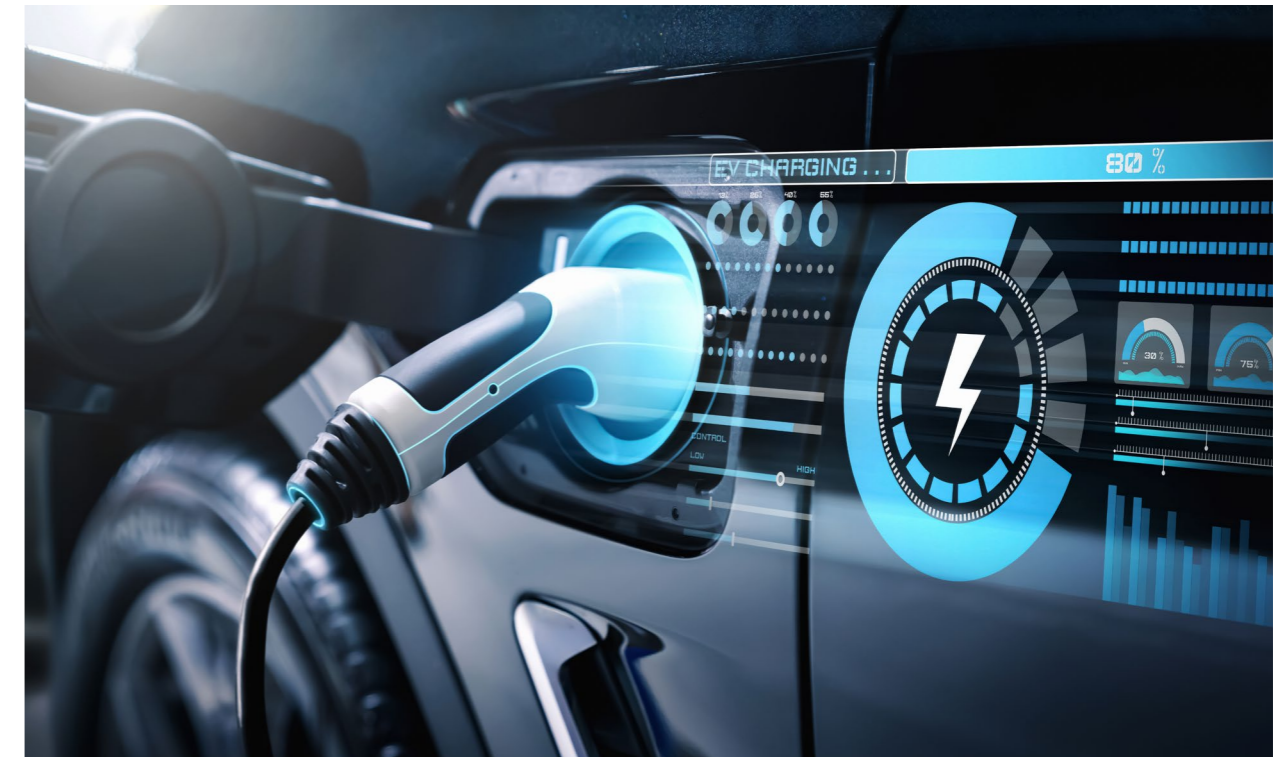
Data Centres
Less water and energy

Data management and storage are highly energy-intensive activities, requiring significant water usage to cool servers.
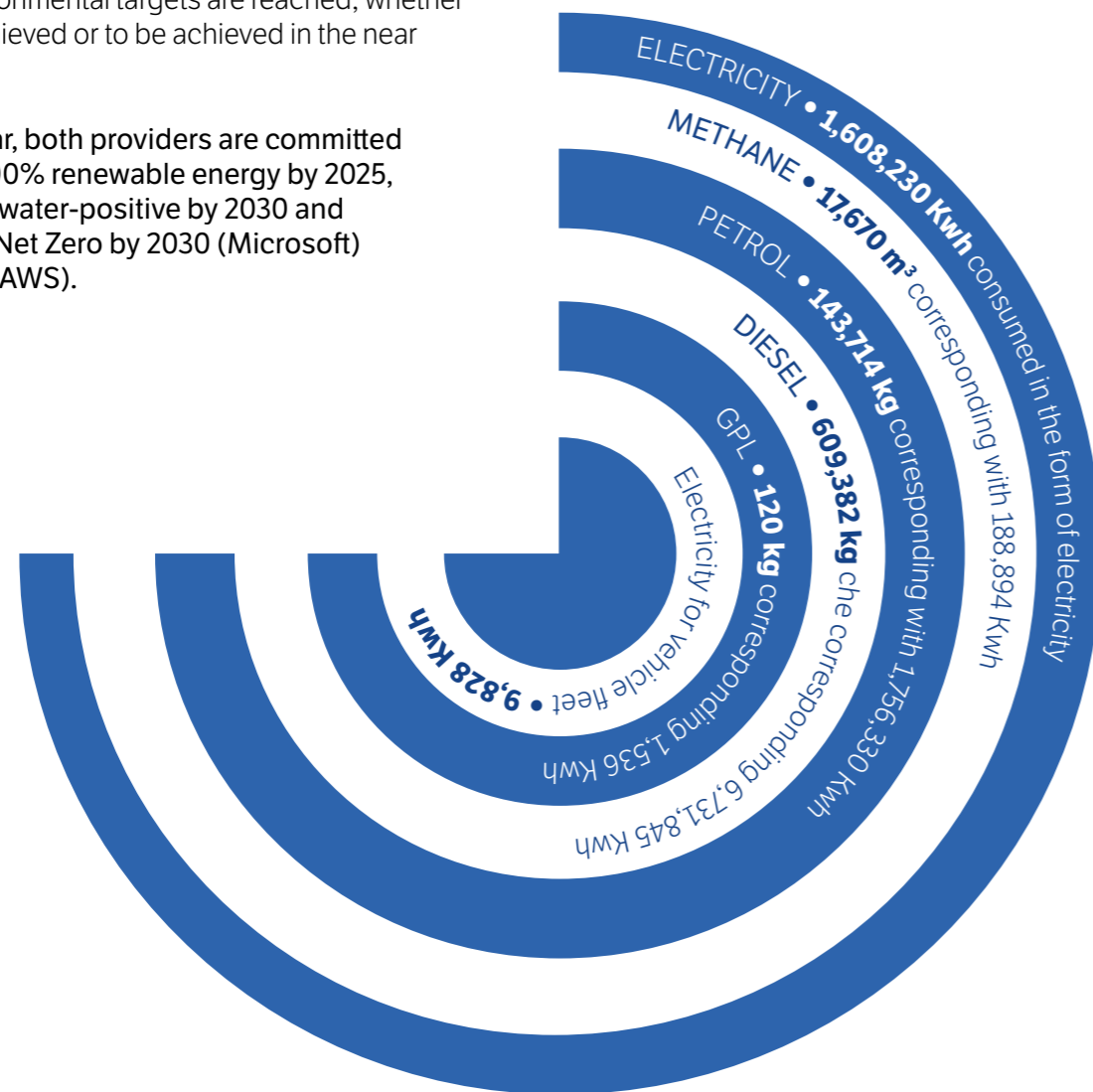
In selecting the providers we use to host our Cloud services, we have primarily chosen Data Centre services supplied by Microsoft Azure and Amazon AWS, both partners who share our commitment to sustainability and to ensure that major environmental targets are reached, whether already achieved or to be achieved in the near future.

In particular, both providers are committed to using 100% renewable energy by 2025, becoming water-positive by 2030 and achieving Net Zero by 2030 (Microsoft) and 2040 (AWS).

10,296,663 Kwh

total energy consumed
in 2022

ELECTRICITY • 1,608,230 Kwh consumed in the form of electricity

METHANE • 17,670 m³ corresponding with 188,894 Kwh

PETROL • 143,714 kg corresponding with 1,756,330 Kwh

DIESEL • 609,382 kg che corresponding 6,731,845 kg

GPL • 120 kg corresponding 1,536 Kwh

Electricity for vehicle fleet • 9,828 Kwh

Actions ● **Emissions**

Reducing and offsetting

Over 85% of our CO_2 emissions are linked to the Data Centres, whilst mobility and our buildings account for the rest.

We are consolidating a system to monitor CO_2 emissions, which will allow us to control and post the progress made to reduce and offset them. Our aim is to ensure we offer complete transparency to our stakeholders.

1,473

trees planted in Cameroon through the Treedom Web platform

We planted a "forest" in 2017 which will allow 81.02 tonnes of CO_2 to be absorbed in the first 10 years. We keep track of our forest, which also affords important social value: it is a microeconomic initiative that helps the local communities that harvest the plantation's fruits.

95%

the number of people that have taken up different types of remote working packages using the TeamSystem Next programme

In so doing, they are helping to cut the emissions generated by commuting.

Emissions generated

SCOPE 1

2,440 t
of CO_2 equivalent

These are the direct greenhouse gas emissions originating from activities owned by the company or operationally controlled by the company.
GOAL zero impact by 2025

SCOPE 2

447.22 t
of CO_2 equivalent

These include the indirect emissions of greenhouse gases stemming from the purchase or acquisition of electricity, steam, heat or cooling by the organisation, and their subsequent use.
GOAL zero impact by 2025

SCOPE 3

18,921 t
of CO_2 equivalent

These encompass all indirect emissions (not included in Scope 2) occurring in the organisation's value chain, and include emissions generated both upstream and downstream.
GOAL zero impact by 2030

Promoting the circular economy

Proper management of waste is fundamental for complying with the latest circular economy models, with a view to recycling all materials and potentially reducing waste production to zero.

We monitor and manage waste which is generated at a central level.

All our offices collect the various waste types to separate the different materials, and send them to be recycled or disposed of properly. Paper and cardboard, which account for the majority of the waste produced, are recycled in full through the municipal collection scheme.

We promote the use of recycled paper to help limit the consumption of trees, water and energy, thereby cutting emissions.

We have launched a campaign to limit use of plastics in our offices, not least by installing water fountains to discourage people from using disposable bottles.

We produce only a limited amount of electrical and electronic waste, and we are committed to giving a second life to disused devices by donating them through charitable organisations to help reduce the digital divide.

132
computers taken out of service in 2022

of which 12 have been donated to charities, and 60 kept aside for donating in 2023

Actions ● **Environmental initiatives**
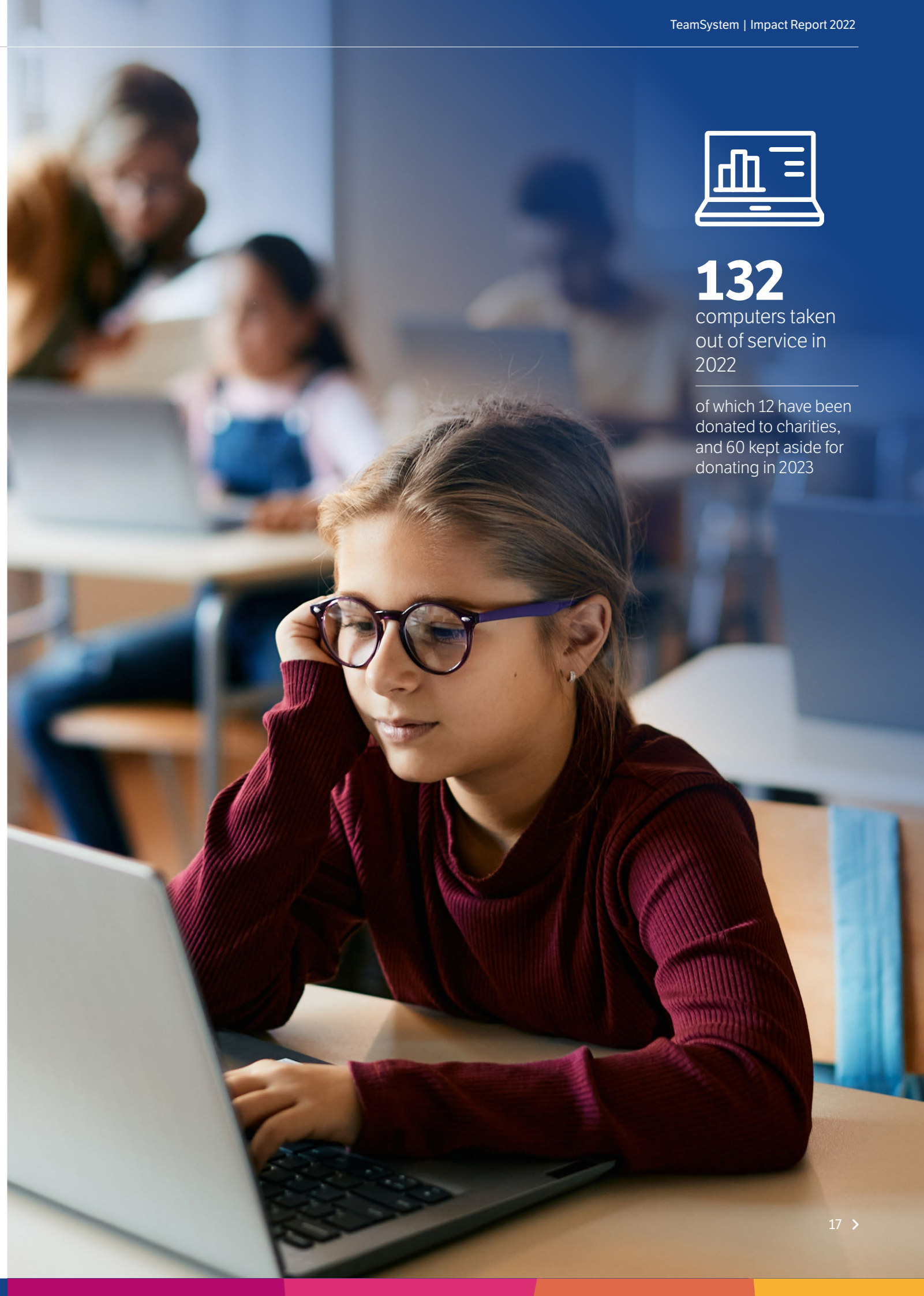
A Shared Commitment

We stage initiatives that help reduce the impact on local areas and promote environmental conservation to help safeguard the planet. We share our commitment with employees, customers, suppliers and the community.

Plogging

Collecting litter found along the path while walking outdoors.

In 2022, during our regular corporate retreats, we organised plogging walks, thereby helping to clean up the natural areas where we conducted our activities.

13
plogging initiatives carried out

1,160
participants

Sustainable farming

We employ five full-time farmers who are responsible for cultivating 10 hectares of land and forest using regenerative methods.

Our aim is to create a carbon credit offset model that complements the one generated by our Treedom "forest". In addition, the farm produce grown is distributed to all the people working with us.

Promoting Sustainable Mobility

In 2022, we worked in conjunction with FIAB (the Italian Federation for the Environment and Bicycle) to support the **Milan Bike Challenge**, an event organised by FIAB and sponsored by Milan City Council to promote cycling to work initiatives in companies, and encourage use of bicycles as a daily means of transportation and leisure.

Using the **Cycle2Work** app, routes and cycling distances were tracked, calculating the CO_2 saved as opposed to using other forms of transport. The app is available to members of the public free of charge, and can be used by anyone who wants to calculate the positive impact of their mobility choices.

24.2
tonnes of CO_2
saved during the Bike Challenge Milano competition

814
participants
from over 60 companies

In addition to these initiatives which have already been implemented, we have set ourselves the goal of raising our stakeholders' awareness of their environmental impact.

To do so, we have formed teams that will implement far-reaching measures.

Interdependence Agreements

We are in the process of creating a business agreement system with our suppliers to ensure both parties are committed to developing initiatives that reduce environmental impact.

This includes adopting environmentally responsible practices to reduce emissions and waste, or other activities that benefit the planet.

Sustainability Ambassadors

We conduct educational initiatives on environmental sustainability and social responsibility for our employees and co-workers. The aim is to promote greater awareness and engage them as ambassadors for the environment, introducing best practices within individual departments and teams.

Digital Solutions for Monitoring Climate Impact

We are committed to incorporating digital tools into our service platforms that enable businesses and individuals to monitor and reduce their environmental impact. This involves providing direct access to sustainability information, and the ability to manage offsetting measures, such as buying carbon credits.
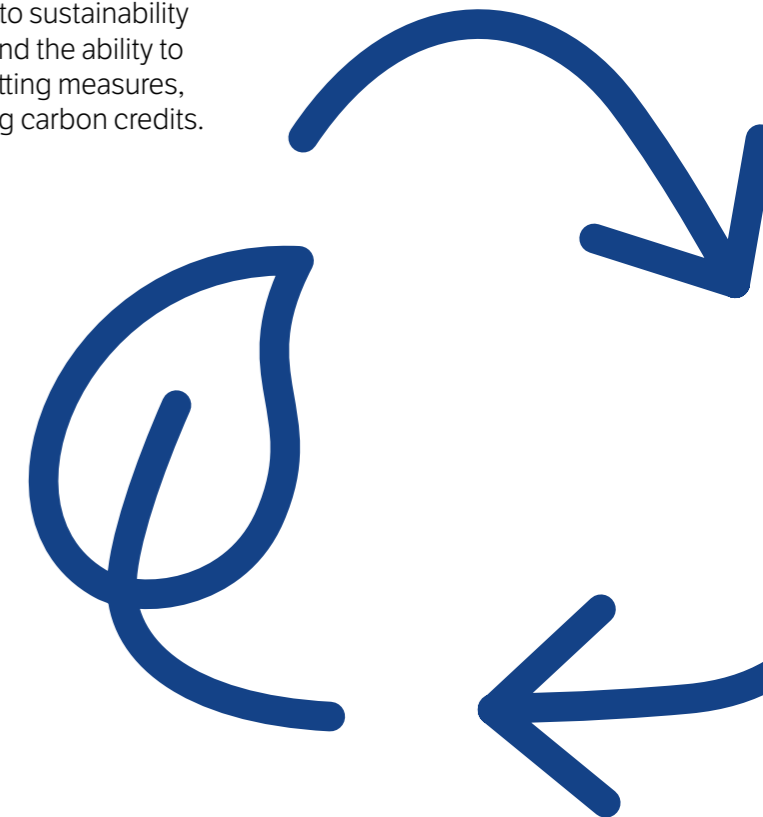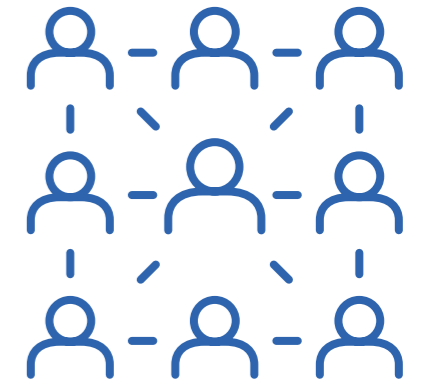
Embracing Digital for Good

We believe in digital solutions that are "made for the greater good": solutions born out of the desire to strive for excellence, and tools designed to bring about a positive and sustainable transformation that benefits people, businesses and the planet.

We are proud to have helped make the activities businesses and individuals engage in more sustainable. We do so by working alongside our clients, and by using digital technologies that reduce environmental impact.

Thanks to electronic invoicing and digital document storage, two of our core services, we help save paper by eliminating the need to print invoices, which are sent and stored in electronic form.

Our corporate management and communication software not only reduces paper usage, but it also optimises relationships and interaction between colleagues, clients, and suppliers, thereby reducing the need for travel to a minimum.

over

450 million

invoices were dematerialised in our systems in the course of 2022, saving the equivalent of:

406
million litres of water

10,289
tonnes of CO_2

123,470
trees not felled

Our commitment for the future

Becoming a positive-impact business by 2030

We set ourselves an ambitious goal with regard to the environmental impact of our operations and those of our clients: to become a zero-carbon-footprint business for scopes 1 and 2 by 2025, and scope 3 by 2030, when we also aim to become a positive impact organisation.

This means achieving carbon neutrality (zero impact) for both our in-house activities and the impact of our products, which will be 100% offset both while they are being produced and while they are being used. We aim to become a responsible entity that absorbs more CO_2 than it emits by 2030.
To achieve this goal, we are dedicated to implementing a number of various initiatives:

Energy efficiency and use of resources

We want to optimise processes and implement state-of-the-art technologies to increase energy efficiency and reduce resource consumption. We will continue working on efficiency and the number of sites we use, as well as renewable energy, waste management, emissions offsetting, and internal training, promoting sustainable practices among our employees and collaborators.

We are ready to enhance our TeamSystem Next programme by offering partial remote work and implementing Light Fridays for new staff, to reduce emissions and energy consumption involved in commuting.

Renewable energy sources

We have plans to install solar energy systems, purchase renewable energy certificates and implement green energy procurement: all crucial for achieving our zero-impact goal, and gradually reducing our dependence on non-renewable energy sources for both our facilities and our vehicle fleet.

Carbon emission offsetting through collaboration with the Agricultural Department

We've decided to work more closely with local farmers to manage and enhance our forest and "regenerative" cultivation activities by producing our own carbon credits.

This approach will not only ensure we offset emissions with a responsible approach that makes a direct impact on the area we work in, but also supports the local economy and promotes eco-friendly farming practices.

We will continue to collaborate with agricultural partners to develop forest management techniques that encourage conservation of biodiversity, and the regeneration of natural resources. In addition, we will promote training and technical assistance for farmers, to encourage them to adopt low-impact land use and farming techniques.

Certification

We are committed to adopting stringent certifications related to environmental preservation and related risks. We understand that sustainability is vital for building a better future, and we want to demonstrate our long-term commitment to environmental protection and social responsibility, ensuring our sustainability policies foster value and maximum transparency towards all our stakeholders, whether they are customers, suppliers, employees or investors.

The certifications we have pledged to adopt are:

ISO 14000

The series of standards for environmental management within organisations. It focuses on reducing negative impacts on the environment, optimising processes and responsible use of resources.

These standards will enable us to continually monitor and enhance our commitment to sustainability, and to cut emissions.

Taskforce on Climate-related Financial Disclosures (TCFD)

A voluntary disclosure framework will help us identify, evaluate and communicate the financial risks and opportunities arising from climate change, enabling us to make informed decisions and enhance the company's resilience.

EcoVadis

This sustainability assessment platform analyses the policies, actions and results of companies in environmental, social responsibility, ethical and sustainable sourcing issues. By adopting this certification, we aim to prove our ongoing commitment to operate ethically and responsibly, and secure the trust of our stakeholders.

To conclude
A better world
for coming generations

Our commitment to sustainability and climate change mitigation is at the heart of our corporate vision.

We wholly intend to become a positive climate impact organisation by 2030, and to have a positive influence on people's lives.
We believe we can offer a meaningful contribution to the fight against global warming, and to creating a more sustainable future for all.

Achieving these ambitious goals will only be possible through continuous commitment shared with our partners and all those who are part of our world.

This commitment is inspired by the values of innovation, knowledge, cooperation and inclusion, to collectively bring about a positive transformation for the planet and future generations.

PEOPLE

Protagonists
of our world

We understand that people are the true protagonists of our success.
We value the skills, passions, aspirations and ambitions of the people who work with us.
We believe in diversity as an opportunity to share different and complementary visions to contribute towards a common project.

We create practices and workplaces that promote well-being, creativity, relationships and freedom within a framework of mutual responsibility and trust, striking the right balance between work and personal life.

We provide real opportunities for personal growth, including ongoing training programmes and the sharing of digital and sustainability culture, to build a strong "collective intelligence" that can anticipate the trends of an ever-evolving market.

2,672
people work with us
(Figures for December 2022)

5 Business Units

- Enterprise Solutions: 422 People
- Market Specific Solutions: 369 People
- Micro and Digital Finance Solutions: 366 People
- Professional Solutions: 415 People
- HR Solutions: 171 People

Other departments:

- Finance, Marketing and Technology: 799 People
- CEO Office: 34 People
- General: 8 People
- HR & General Services: 80 People
- Legal & Corporate Affairs: 8 People

Brief outline of our commitment

Being "Naturally digital"

We are like the people we meet every day online: "naturally digital", passionate, collaborative, inclusive, curious, enthusiastic, and dynamic. We share ideas, knowledge, and experiences to create value for our customers, and together fulfil our mission: bringing digital technology to every business.

TeamSystem Next

A shared project that brings our new employee experience to life by harnessing a set of integrated and interconnected tools, principles, values, and initiatives. Our goal is to fulfil our mission and be "ambassadors of the future" in the businesses of our clients, and in the communities of which we are a part.

The principles of TeamSystem Next.
Fostering valuable relationships.

Flexibility and Well-being
Living in a work environment where you "feel good", with the freedom to manage time independently and in harmony with personal and team needs, thanks to the use of innovative digital tools and a new concept of physical and virtual spaces.

Responsibility and Trust
Being ready to propose initiatives and take ownership of decisions, feeling like protagonists and taking personal responsibility towards the customer, earning the trust given to us by the company and colleagues.

Engagement and Growth
Feeling the passion of an exciting job in a context inspired by values of cooperation, socialisation and inclusion.
Continuing to learn and grow together every day.
Sharing the company's commitment to sustainability, to help contribute to the well-being of communities and the planet.

7 Pillars for being "Next"

New ways of working	Spaces	Welfare and well-being	Diversity and inclusion
Communication and involvement	Training and development	Sharing values	

Autonomy, satisfaction and trust

We have created real, trust-based opportunities for managing time and work commitments autonomously, with an end to addressing individual and team-specific needs. We are aware that freedom and satisfaction in our people means the ability to "work better" and grow together.

Remote work

We offer the possibility to choose from different remote work options tailored to individual needs, in order to:

- ensure a proper balance between personal and professional life, taking into account the needs of individuals and their families;

- optimise work practices, allowing people the flexibility to assess when in-person work interactions are deemed necessary.

95%

of our people have entered into a remote work agreement

How much time we spend working remotely

People	Time spent working remotely
13%	40%
50%	60%
19%	80%
10%	100%
8%	0%

Light Friday

We have introduced a reduction in working hours on Fridays because we consider leisure time to be a moment for personal enrichment and family life.

50%

of people currently make use of Light Friday, and we aim to offer the same opportunity to 100% of employees by 2025

Sharing, relations, flexibility

We combine remote working and enhance the relationship between personal and work time with offices designed to adapt flexibly to different forms of work and interaction. These spaces are open to dialogue, group work and promote interpersonal relations.

The office layout is designed for sharing: open spaces, arena areas and break areas offer work zones as well as opportunities for gathering.

In particular:

the open space workstations allow people to join different teams based on their work needs, or to meet colleagues from other departments, creating opportunities for working together;

arena areas, like "town squares" serve as places to meet and chat informally, have a meal, attend meetings or participate in lessons;

the break areas are designed for exchange and conviviality, which are integral to our way of working.

Health, serenity, security

We consider the well-being of our people and their families as an absolute value, and an essential prerequisite for experiencing work in a serene and fulfilling way. For this reason, we develop initiatives to support personal life and health, as well as income support for families.

Jointly Balance

The online psychological counselling service we offer to all our employees.
A supportive relationship based on listening, assistance, and discussion, delivered by qualified professionals for:

- **helping people address daily challenges and feel more satisfied and fulfilled,** overcoming concerns caused by issues, changes and tensions that can negatively impact mental health. Such situations can limit the ability to think creatively and act, both in personal and professional life, and can affect relationships with colleagues negatively.

- **providing a response to the need for emotional support and dialogue,** especially in the wake of the uncertainty, instability and insecurity of the pandemic. A priority to ensure engagement, collaboration, and motivation in individuals and groups, and the organisation as a whole, ensuring a calm and participative internal atmosphere.

Jointly welfare services

The platform that offers the opportunity to access a wide range of services for individuals and families free of charge - without upfront payments, or with reimbursable expenses - for the following areas:
- school and education;
- public transportation;
- supplementary social security;
- recreational and leisure activities;
- medical expenses for tests, treatment, and prevention;
- assistance services for elderly or non-self-sufficient family members;
- company benefits in lieu of income.

over **100,000**

services available in addition to discounts and agreements

Welfare credit used

Activity	Amount spent	% of total
Wellness	197,778	9%
Pension fund	197,094	9%
Expenses for families	503,882	23%
Vouchers	644,845	29%
Experiences/holidays and leisure	539,251	24%
Reimbursement of a percentage of the passive interests of mortgages/loans	52,874	2%
Subscriptions to transportation services + refunds for utility bills	73,895	3%

(Figures for 2022)

Plurality, synthesis, innovation

We believe in the value of diversity. We know that better and more innovative solutions are the result of combining different sources of knowledge, experiences, sensibilities, aspirations and opinions. That's why we promote a stimulating and open work environment where everyone can express themselves to the fullest.

- **We value a variety of visions and perspectives** as a tool for growth and competitive advantage.

- **We interpret inclusion as the ability to listen** and actively seek diversity, and make inclusive behaviours part of our daily life.

- **We foster diversity through our acquisition policy,** which involves the continuous inclusion of new entities in the Group: new people from different backgrounds and with diverse habits become part of a positive and open environment that evolves thanks to their input.

In the light of this cultural model, we are committed to strictly avoiding any form of prejudice and discrimination based on gender, sexual orientation, race, religious beliefs, political opinion and social status.

Actions ◆ **Diversity and inclusion**

Gender equality

Our commitment to gender equality is a priority that shapes all the Group's activities and decisions linked to hiring, training, compensation and career opportunities, in line with the Sustainable Development Goals set by the United Nations.

We acknowledge that our industry is one that historically has always been male-dominated, and we are committed to promoting female inclusion and empowerment to give both women and men the opportunity to promote innovation in a balanced, diversified, and creative manner. We value the characteristics women bring to the table in the context of a healthy, inclusive and sustainable company.

Female staff

2019	2020	2021	2022
37%	38%	38%	39%

The culture of equality: not just in the company
We aim to nurture gender equality in social contexts and the communities where we work through initiatives and partnerships with women's associations and organisations promoting female employment.

Inclusion Marathon "4Weeks4Inclusion"
In 2022, we took part for the second time in "4Weeks4Inclusion", an event involving more than 250 Italian companies, universities, associations and non-profit organisations to promote a culture of inclusion in our country. It featured a range of events, webinars and talks held over four weeks, which were open to everyone.

From Conflict to Dialogue: Meeting to Get to Know Each Other and Recognise Our Differences
A streaming event organised in 2022 by our Group, with the participation of over 780 people. Discussions focused on how to create environments where differences unite and enrich people, transforming conflicts positively and overcoming prejudices.

Our partnerships

Valore D
The first business association committed to promoting gender balance and an inclusive culture for the growth of companies and the country. A partnership that involves our people in mentorship and training programmes, accelerating the spread of an inclusive culture and providing them with the necessary tools to implement it.

FIND OUT MORE

Women&Tech
The Association was founded with the aim of promoting female talent in technology, innovation, and scientific research, fostering projects aimed at countering gender stereotypes and discrimination, whilst helping to guide young people towards the jobs of the future and sustainable entrepreneurial models.

FIND OUT MORE

46%
the percentage of women working in the CEO's Office, the Group's management body responsible for strategic projects, and for merger and acquisition policies

Listening, awareness, belonging

We hold ongoing communication and listening initiatives dedicated to our people. The important goals we set ourselves include sharing strategies and projects, celebrating results, understanding the company's future prospects together, and being proud and aware that we are part of a great organisation.

We communicate in a clear, open, transparent and often informal manner to create an inclusive and engaging work environment. We achieve this by updating information at all times, exploring key issues is depth, including with the direct involvement of our leadership team.

We give a voice to the people who work with us, because we know that everyone's contribution is essential if we want to work better, promote innovation and provide our clients with the value of a strong, united team.

Our events: culture and social interaction

In addition to the regular updates held by the various Business Units and Group Companies, in 2022 we organised masterclasses, webinars, town halls, talks and Q&A sessions on specific topics of interest with the aim of circulating and strengthening our industry culture, as well as improving socialisation within and between teams, and sharing common goals.

58

events to cover given topics held face-to-face or online in 2022

11,478

participants

Surveys: the voice of TeamSystem

We assess the effectiveness of our communication initiatives at regular intervals, using internal opinion surveys to gauge the "pulse of the company' and gather questions, opinions, suggestions and ideas that enable managers to have an overview of general well-being and engagement.

Officevibe
A platform that allows us to provide a direct listening channel that is always open, to allow weekly opinion flows to be collected, measured and assessed in anonymous form in relation to ten different engagement metrics:
- relationship with colleagues;
- ambassadorship;
- feedback;
- happiness;
- recognition;
- relationship with managers;
- well-being;
- alignment;
- satisfaction;
- personal growth.

Net Promoter Score
An internal survey to measure the likelihood that a person will recommend our company as a good place to work.

16

the value recorded in 2022 on a scale from -100 to +100. This result is rated as a very good score by the platform.

26%

the percentage of Promoters, the total number of individuals who endorse the company as an excellent place to work. This percentage increases to 30% among those who participated in the survey.

Knowledge, competence, talent

Developing new knowledge, continued learning and exploring uncharted territories of digital culture is an essential strategy in an industry that is evolving in real-time. This is why skills training and talent enhancement are integral parts of our organisation and daily work.

Our training sessions are divided into three main areas:

Essential
Mandatory training required by Italian regulations, including safety at work, Model 231 (a corporate liability law), and GDPR (General Data Protection Regulation).

Core
Training programmes to develop personal skills that are relevant across the entire organisation. These include communication, change management, time management and more.

Technical
Specific technical training covering various areas of work.

People undergoing training

447 women

710 men

1,157 in total

more than
530,000 Euro
invested in training in 2022

Sales Bootcamp

This training programme is dedicated to our sales network, our front line with customers.
A platform designed to genuinely enhance personal potential, while taking into account all key sales skills and gradually filling any knowledge gaps over the course of time.

Leadership and Talent Programmes

In addition to traditional classroom activities, we offer programmes focused on developing soft skills, promoting a culture of leadership at every level and role, and enhancing individual talents, which are not limited to technical skills.

Your Leadership Your Journey

This programme is designed for new managers, individuals on a growth path and those in coordination roles. Its goal is to provide customised paths for developing personal potential and fostering growth.

Talent Programmes
(Skillab, Growing UP, LDP)

Structured into three separate pathways:

LDP (Leadership Development Programme)
This is designed for senior managers, to develop the skills needed to grow within the organisation. It includes a Master's in Business Administration, strategic project work, mentoring programmes and Emotional Intelligence training.

Growing UP
Dedicated to Junior staff members. An innovation-focused programme with the aim of acquiring and applying advanced digital skills, becoming part of a community of young and dynamic talents, and establishing a direct relationship with the Leadership Team.

Skillab
This programme is dedicated to technical staff and offers highly customisable training activities across three main areas: Leadership, Sharing Skills and Mastering Skills.

132
the number of people who completed their training programme in 2022, earning top certifications from leading partners in the development of a digital mindset and technological skills.

Future Shaper: Our commitment to young people and the local area

In 2022, we launched the Future Shaper programme, primarily aimed at promoting the employment of recent graduates in the areas where our sites are located.
The programme involves onboarding new arrivals with rotations across three different company departments, giving them a comprehensive and strategic overview of operations.
For us, it's an opportunity to get to know and acquire new talents that bring value and innovation to an inclusive and welcoming work environment.

17
"Future Shapers" joined the company in 2022

Entrepreneurship, innovation, inclusion

Entrepreneurship, Innovation and Inclusion are the values that inspire our way of doing business, our strategic choices, and our model of interaction with individuals and communities. We are dedicated to bringing them to life and ensuring they are an integral part of our language and daily commitment, and do so gradually and with determination.

In 2022, we implemented initiatives that were specifically dedicated to promoting our values to answer the question, "How can we incorporate entrepreneurship, innovation, and inclusion into our daily lives, and integrate them into our roles, teams and projects on a practical level?".

The Travelling Festival

Throughout the course of the year, alongside a "physical" communication campaign in all our main offices, we organised a Travelling Festival that took experiential and experimentation-based learning on the topic of values to every area of the company.

over **1,000**

people took part

12

days of training

over **1,200**

digital events and masterclasses

8

sites involved

Since the Festival, we have continued to share and promote our values and ensure they are applied. We have done so by holding workshops on the topics covered. Above all, we have incorporated these values into all the key processes involving interaction and communication with individuals.

Our commitment for the future

Training

Digital Matters - knowledge as a means of guiding change

A training programme and a meaningful opportunity to enhance our skills through content, making us the real protagonists of the digital transformation.

The programme includes six months of training led by over 40 expert instructors and 8 external partners, with a schedule which includes over 500 sessions. On average, each person will dedicate around 50 hours to developing their skills through masterclasses on topics related to digital areas, sustainability, communication and strategy, as well as specific courses tailored to different areas (R&D, IT, Management, and Sales).

Inclusion

TeamInclusion

We have launched an internal network called TeamInclusion, made up of individuals who volunteered to promote equal opportunities within the Group, acting as ambassadors that spread an inclusive culture and the values of a fair and welcoming working environment for all.

The network will help nurture engagement in all internal groups, including those that seem under-represented, by attracting a range of talents both within the network and across the organisation as a whole.

All the members will be actively involved in projects and initiatives in various working groups that focus on different inclusion-related topics. Their aim is to drive change and make the key value of inclusion a constant feature of daily life for everyone.

BUSINESS MANAGEMENT

Sustainability:
the value on which
our company
is founded

We believe that contributing to the well-being of the planet, people and communities is a purpose that gives meaning, shape and substance to our work.

As a result, we consider our commitment to sustainability an absolute priority and a cornerstone of every strategic, organisational and governance-related decision the company takes.

This commitment is incorporated into the corporate culture on a practical level, and shared with all our employees, suppliers and communities through relationships inspired by the values of ethics, transparency, and inclusion.

Brief outline of our commitment

Being a company that communicates with the world

Integration and sharing sustainability commitments	Ethics and transparency	Developing digital tools to promote sustainability	Community well-being
Establishment of an ESG office to promote a culture of sustainability within the Group	**Ethical and transparency assessments** conducted by internationally recognised, external organisations	**Developing digital solutions for ESG impact management,** not least through the most recent acquisitions of specialised companies in this field	**Offering career opportunities in the digital field** to people living in rural areas and economically disadvantaged regions
Implementing ESG tracking to monitor and address any breaches promptly	**Use of Legal Design tools** to improve accessibility and understanding of all information involved in official communication	**Improving digital accessibility of software products** with the aim of ensuring 100% of new products and 30% of existing products are accessible by 2025	**Commitment to innovative initiatives for the common good** through strategic partnerships with shareholders, customers, suppliers, and associations
Monitoring sustainability policies of suppliers to ensure initiatives and behaviour are consistent throughout the supply chain	**Adoption of an Ethical Code, Anti-Corruption Code, and Organisational Model 231** to control and reduce the risks related to criminal offences		
Assessment of ESG risks for 100% of acquired companies by 2025	**Sharing the Ethical Code with suppliers**		
Acquisition of companies that generate a significant positive impact, with the commitment to invest 30% of the total budget for new acquisitions	**Protecting personal data** using advanced cybersecurity technologies, ensuring the rights of individuals and organisations are respected		

A shared culture

In 2022, we created the Impact & ESG Office, a department dedicated to managing our social and environmental responsibility policies in order to help steer the sustainable transformation of all the Group's activities.

The Impact & ESG Office:

- **promotes the culture of sustainability inside and outside the company,** adopting relationships that constantly extend the boundaries of participation and inclusion of people working within the company, as well as its suppliers, communities and associations;

- **monitors and assesses impact** on the environment, on employees, on the community and every stage of the processes involved and the manufacturing and sales supply chain;

- **monitors for any breaches concerning ESG activities;**

- **promotes, plans, organises and manages ESG activities** in conjunction with all the people and parts of the Group, not least by gathering requests and proposals;

- **involves and trains an increasing number of "ambassadors" of our sustainability.**

The structure of the Impact & ESG Office

ESG Committee Comprises the CEO of the Group and several members of the Board of Directors.	**In charge of supervising** the work of the Impact & ESG Office.
Impact & ESG Officer	**In charge of activities and operational strategies** for developing policies and initiatives, involving employees and key figures in the company, whilst ensuring all the main proposals are incorporated into operations.
Topic groups	Areas covered: • **Environment:** with the aim of reducing the negative impact and initiatives to enhance the local area; • **Inclusion:** DEI strategies (Diversity, Equity and Inclusion); • **Transparency:** certification, external and internal communication, Data Ethics and Legal Design; • **Interdependency:** Cybersecurity, Life Cycle Assessment and relations with suppliers; • **Impact and products:** positive impact generated by our software platforms.
Advisory Board	Group of external experts who support development of specialist areas.

Certification
Gauging sustainability

We are aware that a key aspect of our sustainability journey is our commitment to continuously assess environmental, social and governance practices and initiatives in order to maintain an up-to-date overview of our results, identify areas for improvement and communicate with our stakeholders in a transparent manner.

Since 2022, we have assessed our sustainability activities using globally recognised and independent tools and frameworks.

Cribis Assessment

An international framework that provides a comprehensive approach to measure and communicate an organisation's impact on the environment, society, and the economy.

Ecovadis

One of the leading sustainability assessment tools used by large companies worldwide to gauge the environmental, social and ethical performance of suppliers and business partners. This assessment has also been validated by an external entity (Environmental Resources Management).

Novata

A platform that helps companies manage and monitor sustainability performance, building ESG activities into corporate management processes and highlighting their positive impact.

Legal Design and communication
Simple, clear, complete

We aim to facilitate understanding of our legal and regulatory documents using the latest techniques in Legal Design, to ensure we communicate even the most complex content in a clear and transparent manner. We create comprehensive tools that are easy to use to help keep individuals, organisations and official bodies abreast of the progress made with our ESG policies.

Legal Design is a technique that sets out to reduce the complexity of legal and regulatory communication by simplifying language, and using graphics such as diagrams and infographics.

Simplifying language in the corporate context means making knowledge available to an increasing number of people, and promoting awareness of individual and collective rights.

In this respect, Legal Design, and transparent and punctual communication in general, are important tools for helping to ensure a number of the Sustainable Development Goals of the 2030 Agenda outlined by the United Nations are achieved.

In particular:

| 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS |

We have applied the Legal Design techniques to the following:

- **the new privacy statement governing data processed by teamsystem.com** in accordance with EU Regulation GDPR no.2016/679, in order to improve accessibility and ensure users understand the information needed to safeguard their privacy and control how their data are used;

- **individual remote work agreements** drawn up to ensure employees have a contract that explains their rights and obligations in relation to remote working, and that it does so in a way that is clear and transparent, using simple language and an intuitive design.

An impact analysis conducted at the end of the project revealed significant improvements in terms of reading speed, text comprehension, and mnemonic recall of information compared to the previous version.
This had a positive effect on the way our company's reputation was perceived, in terms of innovation, transparency and orientation towards quality.

-50%
reduction
in reading time

+80%
understanding of
the content

+70%
ability to recall
the most important
information

Design Rights
A partnership to give value to Legal Design

Design Rights is a partnership between Mondora, one of the Group's companies, and the LCA law firm. The aim of the partnership is to create Italy's first company dedicated entirely to developing Legal Design projects.

DESIGN RIGHTS legal design thinking

www.designrights.it

Design Rights brings together the expertise and disciplines - legal, graphic, design thinking and cognitive psychology - needed to implement Legal Design tools properly.

In a business field which is as yet still relatively unknown, Design Rights has already notched up significant experience working for major customers of the calibre of Accenture, Banca Sella, DHL, Tecnomat, Sorgenia, Stellantis and TIM. The fields of application range from employment contracts to tender contracts, consumer contracts and many more.

Our ESG communication tools

With regard to our ESG journey, we continuously update and publish documents and information tools designed to provide a simple and immediate overview:

- **Impact Report:** an annual publication that provides detailed descriptions of actions and results achieved in the areas of environmental, social, and governance sustainability;

- **Documents on international certification standards obtained,** to demonstrate our commitment to complying with the highest sustainability standards;

- **Ethical Code** during integration with ESG topics, in addition to the Anti-Corruption Code and documentation for Organisational Model 231;

- **Sharing information through our social media channels** regarding initiatives and progress in our path towards achieving sustainability;

- **Information and training initiatives dedicated to employees,** in order to highlight their role as "ambassadors" to the outside world and protagonists of the sustainable transition.

21
key clients already acquired by Design Rights

27
projects which involved revising 37 documents

151
number of training hours delivered

Tracking ESG breaches
Prevention as a means of improvement

We have developed an internal system for tracking breaches related to ESG issues, in order to identify any discrepancies and respond with appropriate solutions.

In 2022, no significant incidents were recorded. In 2023, we are implementing an even more efficient monitoring model to enhance our ability to identify, assess and manage ESG risks and opportunities in a timely and effective manner.

Honesty, fairness and credibility

We believe that an ethical corporate governance model is essential for the success of every ESG project, and for ensuring our reputation as market leader is recognised in terms of leadership, competence and emphasis on sustainability.

We interpret our corporate role using instruments that commit us to engage in "virtuous" conduct on a practical level:

- **Code of Ethics,** drafted in 2017 and constantly brought up to date on ESG topics, maps the values and conduct to be adopted:
  - by TeamSystem, not least in its official role as the Group's lead company;
  - by the companies which belong to the Group;
  - by employees and co-workers, be it in the professional sphere or more generally as "ambassadors" of the company's values to the outside world;
  - by suppliers and external partners which we ask to share our ethical approaches, in order to ensure the utmost coherence in every phase of the business process.

- **Anti-corruption Code** adopted in 2016 to guarantee the utmost transparency in business relations, and take tangible measures to counteract corruption.

- **Organisational Model 231** adopted in 2017 in accordance with Legislative Decree 231/2001 by the Lead Company and the companies within the Group which engage in activities of a sensitive kind. This regulatory and organisational tool allows us to monitor, prevent and limit the risk of committing criminal offences in areas such as corruption, environment, taxation and workplace safety, amongst others.

These documents are published on the website teamsystem.com/compliance
All individuals working with us are required to subscribe to and adhere to the Code of Ethics, and take part in training initiatives regarding Model 231 issues.

Monitoring and Implementation

Compliance and implementation of Model 231 fall within the remit of the Data Protection Officer and the Compliance department at group level (DPO), which promotes implementation of the Model in every branch, and coordinates the activities of the various Supervisory Boards of the branches.

The risks of corruption, tax fraud and misconduct are monitored and reviewed by a Risk Committee made up of: The Chairman of the Board of Directors, the CFO, the Legal Affairs Director, the Compliance department and an independent administrator.

The Committee offers a proactive advisory role in order to:
- identify and map risks posed to the group;
- promote risk mitigation initiatives and policies;
- supervise anti-corruption policies and ensure they are complied with;
- promote and direct internal audits.

The independent supervisory Body

TeamSystem S.p.a. and the other companies of the Group which have adopted Organisational Model 231 have an independent supervisory body tasked with monitoring and supervising the actual implementation of the Organisational Model, Code of Ethics and Anti-Corruption Code, including with audits and regular inspections.

100%
the percentage of employees who took part in Model 231 training

100%
the percentage of employees who signed the Code of Ethics

Zero
flagged breaches of Model 231, the Code of Ethics and the Anti-Corruption Code

Personal data protection
Guaranteeing rights

We are aware that the right to privacy is one of the most sensitive issues, at a time when online activities do not always ensure personal identities are protected enough.
This is why we have developed strict processes to protect personal data in our activities. We also design software that allows our customers to ensure the highest levels of protection for those using their services.

We have implemented an organisational model that defines key roles and responsibilities to ensure proper control of data protection aspects.

Our companies take measures and precautions to develop data processing procedures that ensure all the appropriate protection principles are adhered to:

- principle of legality;
- fairness and transparency of processing;
- limiting the purpose of processing and data minimisation;
- accuracy and data updating;
- limitation of retention periods;
- data integrity, confidentiality, and security;
- measures to ensure compliance with regulations and adherence to the principle of responsibility.

We have also implemented a "protection policy" in relation to all the processes in the privacy protection chain, and directly manage:

- the rights of data subjects;
- suppliers processing data on behalf of Group companies;
- data transfers outside the European Union;
- data breaches and incidents;
- system administrators;
- risk analyses and privacy impact assessments;
- data retention and deletion of personal data.

Our software: designed to protect data

We are aware of the impact our platforms can have on the data processing operations conducted by customers.

We develop software solutions in compliance with the principles of personal data protection, both by design and by default, to enable companies and institutions using them to ensure an adequate level of protection for their users.

The organisational model

A Data Protection Officer (DPO) and a team of 5 people at Group level.	70 privacy coordinators and a network of local Data Protection Officers tasked with coordinating data protection processes at the level of individual organisational units.	Our extensive training plan includes differentiated courses, be it in the classroom or through e-learning, depending on role, risk profile and specific duties.

In 2022, we obtained or renewed the following security and data protection certifications:

ISDP ©10003:2020 in relation to the TS Digital platform for managing digital processes for schools and companies: TeamSystem Digital Invoice, TeamSystem Digital Fiscal Link, GDPR Log, TeamSystem Signature, Privacy in Cloud;

ISO/IEC 27001:2013, ISO/IEC 27017:2015 and ISO/IEC 27018:2019 in relation to the perimeter for "Delivery of design and management of ICT infrastructures, management of applications within the group, and management of the Cloud IaaS infrastructure" of TeamSystem S.p.A.;

ISO/IEC 27001:2013 in relation to the perimeter for "Designing, developing, delivering and providing assistance for the Public Digital Identity Service" (SPID) of TeamSystem S.p.A.;

ISO/IEC 27001:2013, ISO/IEC 27017:2015 and ISO/IEC 27018:2019 in relation to the perimeter for the "Digital Archive Service" (used in delivering the Electronic Storage service to public and private parties) of TeamSystem Service S.r.l.;

ISO/IEC 27001:2013, ISO/IEC 27017:2015 and ISO/IEC 27018:2019 in relation to the perimeter for "Managing information security in designing and implementing software solutions to manage eProcurement in Public Administrations and the private Supply Chain sector, which can also be delivered in SaaS mode" of TeamSystem S.p.A.

Zero the number of data breaches recorded in 2022 which have posed a risk to the rights and freedoms of individuals

Cybersecurity
Protecting value

Today, digitalisation processes based on computer systems and data storage are of key strategic value for companies and official organisations. In our capacity as an industry leader, we feel the responsibility to view system security as a priority of the utmost importance.

Intrusions and cyberattacks are events that can potentially compromise the integrity of organisations to a serious extent, with possible consequences for the job stability of individuals who are part of corporate communities.

We feel it is essential to deliver the highest levels of cybersecurity, both in terms of application design and infrastructure security, in order to ensure we offer a comprehensive protection system for every stage of data processing and storage.

To achieve our cybersecurity goals, we are committed on various fronts:

Organisational and governance structure	**Training & awareness**	**Tech**
The Board and the Risk Committee, along with the Supervisory Body, regularly meet with the cybersecurity departments to discuss the status and carry out new analyses of cyber risks, assess any incidents and discuss steps needed to neutralise any negative outcomes.	We conduct phishing attack simulations across our entire corporate population at regular intervals, to continuously monitor the vigilance levels of our employees.	We employ a wide range of tools and applications to monitor systems, protect corporate devices and ensure service continuity and data integrity.
The strategy for cybersecurity - IT risk & Compliance is also managed through product certification and third-party audits, compliance with various regulatory perimeters, and the design and development of secure applications.	A dedicated cybersecurity learning platform is available to all, along with specific meetings tailored to different groups of people.	We have established cybersecurity teams responsible for ensuring ongoing improvements, secure product development and the containment and mitigation of cyber risks associated with service delivery.

Suppliers
Together for sustainability

We view suppliers as an integral part of our corporate community, and a key element of our organisational model and success.

We share our commitment, passion, expertise and commitment to sustainability with them, with a view to working together to fulfil a common project.

We select and monitor our supply chain, ensuring priority importance is attached to shared ESG values: environmental protection policies, respect for human and labour rights, and an ethical approach to business.

We ask our suppliers to:
- subscribe to our Code of Ethics;
- demonstrate that they have earned the most important safety certifications.

An Italian and European network

99%
the value of our supplies sourced from companies based in Europe

of which
92.5%
from Italian firms

Actions ▼ **Ethics**

Work access policies
More value to local areas

Our sites are located throughout Italy, including in regions with low average income and a high unemployment rate. We are committed to helping to develop local economies by creating job and career opportunities in the most innovative technology and digital sectors.

Our presence in many of Italy's most disadvantaged areas places us under a moral obligation to develop practical measures which:
• leverage the potential of these regions and prevalent skills;
• promote a more equitable distribution of employment opportunities across the country;
• help offer access to digital and network technologies, reducing the digital divide;
• help break down geographic and socio-economic barriers;
• create new stable and valuable job opportunities.

Our commitment is based on three pillars:
• close connections between our sites and the areas they operate in;
• our extensive experience in organisation and practices for remote working, which already benefits 95% of our corporate community. It is a valuable tool to expand employment opportunities to people living in remote areas;
• the will and ability to conduct training to develop specialised skills for an increasing number of individuals.

approximately
14%
of people (around 500)
work in our offices in Sicily, Campania, Sardinia, Puglia, Calabria, Molise and Basilicata

Technology as a tool for achieving sustainability
Digital for good

We believe in digital technologies as a force and tool for change,
to drive a positive transition towards an increasingly sustainable
environmental and social model.

We are not only committed to reducing the impact of our activities and digital platforms, but also to developing digital products that help businesses and organisations assess, monitor and enhance their ESG impact.

These tools help those seeking to adopt more sustainable approaches, to measure their progress in achieving goals, and to communicate their sustainability policies in a clear, transparent way.

We partner with companies aiming to integrate ESG strategies into their day-to-day operations. Our aim is to meet the growing demand for sustainability, create new business opportunities and help build a better world.

To achieve this commitment in full, we have recently acquired companies that specialise in ESG impact management solutions.

Just some of our ESG products

**TeamSystem Business Check Up:
the ESG Platform**

Introduced in 2022, the platform measures developments in long-term sustainability indices and the future social and environmental impact of an activity.
It harnesses a proprietary system for conducting integrated ESG assessments, based on cutting-edge Artificial Intelligence technologies and the aggregation of standardised ESG data sources. This not only facilitates positive social and environmental outcomes, but also offers financial benefits.
It is a tool designed to assist companies in making sound and sustainable decisions over time.
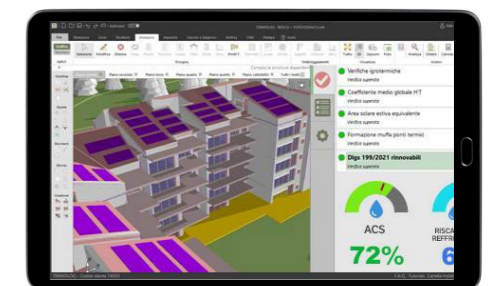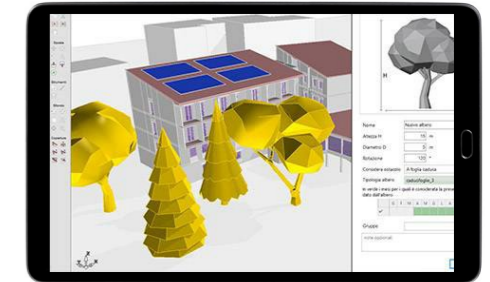
FIND OUT MORE

**Termolog:
reducing the impact of buildings**

At this moment in time, buildings are responsible or 40% of CO_2 emissions.
Designing low-impact environmental buildings is accordingly a crucial priority in addressing the issue of global warming.

Termolog is a platform for architects and engineers which allows them to design new constructions or carry out more sustainable renovations that:
* reduce energy consumption rates;
* monitor reductions in CO2 emissions;
* assess the alternative between fossil fuel and electricity consumption;
* calculate carbon emission offsetting measures;
* harness tax incentives for sustainable construction purposes;
* promote energy communities based on the use of photovoltaic energy.

Termolog is ready to handle any future developments in the sector, in line with European Union directives, focusing on the construction of zero-emission buildings through Life Cycle Analysis tools and Global Warming Potential assessments.

approximately
8,000
clients already use
Termolog

FIND OUT MORE

Our commitment for the future
Three "Pillars" moving towards 2025

We are determined to achieve ambitious goals to continue improving our ESG performance in all of the Group's areas and activities.

Our commitment is based on three "pillars" that guide us toward our targets to be reached by 2025.

1 ——— 2 ——— 3

Acquisitions

Promoting companies that stand out for their commitment to society and the environment.

Continuing to enhance the impact of companies already belonging to the Group.

100%
Group companies on which we will conduct an ESG risk assessment by 2025

30%
the percentage of investments destined to new acquisitions which will be allocated each year to companies with a significant positive impact

Synergies with other organisations

In order to achieve significant social and environmental impact, we will build strategic alliances with shareholders, customers and suppliers.

Accessibility

We want to ensure that all individuals, regardless of their abilities or disabilities, can use and fully benefit from our products.

100%
the percentage of new products we are committed to ensuring will be fully accessible

30%
the percentage of existing products which will be implemented with accessibility tools by 2025

First Pillar
100% of companies acquired will also be assessed in terms of ESG criteria

For future acquisitions, we aim to select companies that share our values and sustainability goals. We will take ESG factors into account in the acquisition's risk assessment process, anticipating any potential impact they might have on the Group's overall long-term operations.

The following aspects will be assessed:

Environment
- sustainable practices adopted;
- energy efficiency;
- responsible use of natural resources;
- waste and emission management;
- environmental impact of products or services offered.

Social
- corporate policies and practices related to employee rights;
- promotion of diversity and inclusion;
- workplace safety policies;
- responsibility towards the communities to which they belong.

Governance
- development of an ethical corporate governance policy;
- ethical practices and transparency towards stakeholders.

30% of overall investments for new acquisitions each year will be used for companies that have a sizeable impact.

These operations might include:

- **B Corp Companies** (Benefit Corporation) Part of an international community of companies that have obtained a positive sustainability assessment from B-Lab, a reputable American non-profit organisation;

- **Benefit Companies** A corporate form provided for by Italian legislation (Law 28 December 2015, no. 208) awarded to for-profit companies which, along with profit-making business, also pursue "one or more goals of common benefit";

- **Companies with an ESG strategy** Companies committed to creating long-term sustainable value by taking factors such as environmental impact, social risk management, diversity and inclusion, corporate ethics and transparency in stakeholder communication into account.

1

Second Pillar
Stakeholders joining forces to reduce impact

We aim to build strategic alliances with our shareholders, customers, employees and suppliers, to join forces and address the challenges of an increasingly complex world together, delivering a response to the demand for sustainability.

The keys for creating these partnerships and the Interdependency Agreement are:

- **a contract between two parties** identifying an action that generates a common benefit;

- **a tool to overcome the profit-only mindset** and generate positive changes in the environment, be it social or natural;

- **an opportunity to create a collaborative environment** for working together in a complementary way, leveraging a variety of resources and expertise to achieve results that wouldn't be possible without a joint effort;

- **a context that enables more ambitious goals to be achieved,** and the development of a broader vision of sustainability;

- **the ideal approach to enhance product sustainability,** engaging every actor in the production chain. This also involves the use of Life Cycle Assessment (LCA), a tool that gauges the environmental impact of a product through every stage of its lifecycle, from raw material extraction to final disposal, in order to identify and eliminate critical issues.

Third Pillar
100% of our new products and 30% of existing products will be accessible by 2025

We have set ourselves an important goal: to enable all our product users, including those with sensory, motor, and cognitive disabilities, to participate in digital working activities in full, promoting inclusion and participation in the business world for everyone.

We are committed to making 100% of our products accessible by 2025 (new solutions), and 30% of existing ones within the same year, by:

- complying with Italian legislation on the subject;

- referring to the specifications of the WCAG (Web Content Accessibility Guidelines), which represent the internationally recognised standard for web content accessibility, including software and applications;

- ensuring compliance with accessibility techniques for software code, user interfaces, content, and functionality of software.

TeamSystem