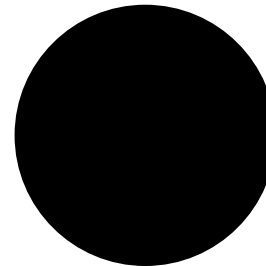
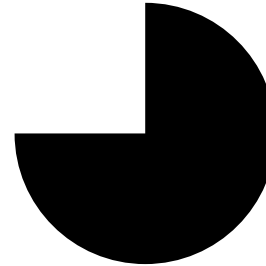


ANNUAL
report 24
POLITECNICA
building for humans



LETTER TO stakeholder

Now in its fourteenth edition, the Annual Report represents a valuable opportunity for us to offer all our stakeholders a transparent, structured and shared view of Politecnica's growth, responsibilities and contribution to sustainable development, sharing the strategies, initiatives and partnerships that have guided our daily operations and made it possible to achieve our goals during the year just ended.

The year 2024 marked the start of the new three-year strategic plan, based on the guiding principle of "Growth Governance." Although conceived as the beginning of a consolidation phase, it turned out to be a surprising year, far exceeding our expectations in terms of production value, but at the same time highlighting the first signs of a possible slowdown in the engineering market, particularly at the national level. A scenario, also confirmed by the data on public tenders (source: OICE), that invites us to plan for the future with foresight, rigor and prudence, strengthening commercial activities from the outset and directing development toward international markets, so as to compensate for the progressive decline in international demand.

All the goals set were met and exceeded, thanks to a collective and synergistic effort involving the entire professional community of Politecnica. The year 2024 closes with **the best balance sheet in our history: over 34 million euros in production value, almost 57 million in portfolio, and a professional community of over 300 people.** Our commitment now is to stably consolidate a size above 30 million euros and to further strengthen the cooperative's assets, aiming to surpass the 10 million euro threshold.

In continuity with the adopted strategic vision, people remain at the center of our development policies: true infrastructure of corporate value, form the basis of our production capacity and will continue to be the subject of investment and enhancement. At the same time, our internationalization path continues with determination, with a focus on priority areas such as the Ca-

ribbean and South America, and with the strengthening of our presence in the private market and in the public infrastructure sector. As a testament to this commitment, a new operational office in Rome was inaugurated at the end of 2024, destined to become a reference point for infrastructure design and historical patrimony rehabilitation work.

The year 2024 also saw a significant strengthening of the Sustainability sector, which, despite the apparent reversal of global market sensitivity, continues to represent a central strategic line for us, integrated, in the ESG logic, as much in corporate policies as in the technical content of projects, confirming itself as one of the hallmarks of our organizational identity. In line with our commitment to continuous improvement, and despite the absence of regulatory obligations, we have set the goal of certifying the Annual Report for the year 2025, entrusting its verification to an independent third party in order to ensure maximum transparency, reliability and credibility of the data and information shared with our stakeholders.

Finally, a major project to integrate **Artificial Intelligence** into our production processes was launched during 2024, with the goal of automating low-value-added activities, improving operational efficiency, and creating a queryable corporate database that will become a **collective asset of knowledge and innovation.** With pride and a sense of responsibility, we look to the future with renewed energy and full awareness of the challenges ahead, and we are committed to building together with our stakeholders a future that is sustainable, inclusive, and full of opportunities.

Together, we build the future this way.

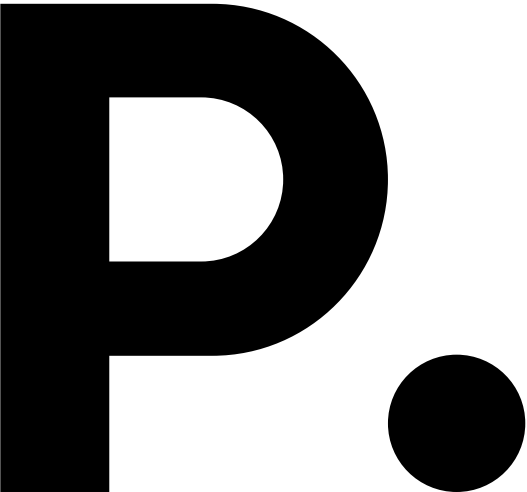


Francesca Federzoni, President Politecnica

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“ **We are committed to better communication.**
We chose to go beyond regulatory obligations to more fully tell the story of our impact.
This year's Report has been enriched with reference to ESRS standards and was born out of discussions with our stakeholders, because sustainability is a shared journey. ”



COMMUNICATING sustainability

Since 2011, the **Annual Report** has represented the tool by which Politecnica transparently communicates its commitment to sustainable development, illustrating the impacts generated on the economic, environmental and social dimensions and the management methods adopted. Drawn up on a voluntary basis and on an annual basis, the document accompanies the presentation of the Annual Report and is approved by the Board of Directors as an integral part of official reporting.

In 2024, the Report was further consolidated, retaining reference to the **Global Reporting Initiative (GRI) Standards**, adopted from 2022, and incorporating, for the first time, some disclosures required by the **European Sustainability Reporting Standards (ESRS)**. Although not mandated by legislation, Politecnica has embarked on a voluntary process of alignment with the **CSRD Directive** and **ESRS**, conducting a **post-materiality analysis** supported by a structured stakeholder engagement process. The survey mapped significant impacts (inside-out perspective) and ESG risks/opportunities (outside-in perspective), providing the basis for defining relevant issues and imposing the Report.

This approach, while not fully conforming to the standards expected of large companies, reflects the organization's commitment to increasingly structured and responsible reporting.

The document was drafted **with reference** to the principles and disclosures contained in **GRI 1 and GRI 2 (2021)**, also including the contents of **GRI 3** related to material issues, identified through materiality analysis. As for ESRS, the **two cross-cutting standards (ESRS 1 and 2)** and selected disclosures from the **ten thematic standards** were considered.

The document is based on verifiable data, consistent with the management control system and company accounting, and is drafted following the **Corporate Guidelines for Inclusive Language**, consistent with the **Accademia della Crusca's guidelines** for ensuring gender-responsive communication in the professional sphere.

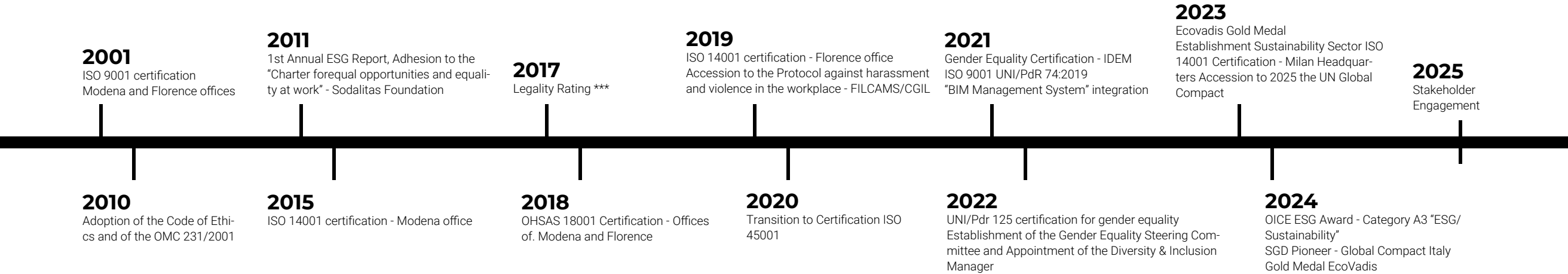
A CONCRETE COMMITMENT, year after year

We have integrated sustainability within the strategic business vision adopting an approach that recognizes the **synergy between environmental protection, corporate social responsibility and the ability to produce work and wealth**. Many steps have been taken over the years in terms of policies, actions and results evidenced by the **company's ISO 9001, ISO 14001, ISO 45001 and UNI PdR 125 certifications**.

Since 2011 we have published an **annual report on the organization's ESG performances**, prepared with reference to the **GRI International Standards** since 2022 and, starting in 2024, also to the European Sustainability Reporting Standards (ESRS). In 2023, we officially adhered to the **UN Global Compact** by making the first COP and submitted our performance to the evaluation

independent external from **EcoVadis**, an international sustainability rating agency, obtaining the **Gold Medal** (top 5% of more than 90,000 companies evaluated). The **"Sustainability" business sector** was also established, elevating it to an independent strategic line, with the aim of strengthening our commitment to the ecological transition by promoting energy efficiency and reducing the environmental footprint of our projects.

In **2024**, this path was enhanced by two important awards: the nomination of our member Alesio Gori as **UN Global Compact SDG Pioneer Italy** in the category "Small and Medium-Sized Enterprises" and the OICE award given to Politecnica for the category "ESG/Sustainability."





PERIMETER of reporting

The company is not part of a Group, and there are no other relevant entities that the organization controls or in which it has an interest (subsidiaries, joint ventures, affiliates, investees, etc.) either in Italy or abroad, which, individually or as a whole, are relevant for the purpose of true and fair representation of the financial and economic situation.

According to Article 27, paragraph 1 of Legislative Decree 127/91, the company is, therefore, exempt from the obligation to prepare a consolidated balance.

This Report and the data contained in it therefore refer only to the company Politecnica Ingegneria ed Architettura Soc. Coop.

In 2024, there were no mergers, acquisitions, and/or cessations of companies or parts of companies.

The values and information presented refer to the calendar year 2024. Where required and deemed meaningful, data for 2024 have been compared with the previous three years.

To ensure consistency and comparability of informations, where deemed necessary for the correction of any errors or to take into account the change in the measurement methodology of the indicators or in the nature of the activity, the quantitative data presented and relating to previous periods may be recalculated and restated with respect to what has been published in previous reports. The relations and criteria for recalculation are highlighted in the corresponding paragraphs.

It should be noted that some KPIs related to material issues related to the direct environmental impacts of the organization are referred only to the Modena, Florence and Milan operating sites subject to ISO 14001 certification.

01 / CORPORATE identity

who we are, what we do, what we believe in



SOCIETY

Founded in 1972, **Politecnica Ingegneria ed Architettura Soc. Coop.** is today one of Italy's largest integrated design- architecture, engineering and urban planning companies.

Formed as a limited-liability cooperative, it is headed by 46 professional partners, engineers and architects, and can count on 46 employees and 218 collaborators organized not only at its headquarters in Modena, but also in several other operating offices in Italy (Milan, Florence and Rome) and abroad (Bucharest, Copenhagen, Tirana, Addis Ababa and Kingstown).

Among the first companies to adopt BIM, it offers design and construction management services in accordance with ISO 9001, ISO 14001 and ISO 45001, as well as having recently achieved certification according to UNI

PdR 125:2022 for Gender Equality. It is a member of the Green Building Council and promotes best practices of environmental sustainability in compliance with major international protocols for the construction and redevelopment of buildings and infrastructure such as LEED® and Envision®. Fundamental is also the attention given to Project Management according to international codified practices and UNI 11648:2016 certified professionals.

The integration of different skills, professional collaboration, multidisciplinary project approach, dialogue and transfer of knowledge and experience are the fundamental elements of the project culture that the company pursues and promotes.

“With more than 300 people including designers, planners, engineers, consultants and technical specialists, we integrate diverse skills - from architectural to structural design, from plant engineering to urbanistics - thanks to teamwork and complementary professionalism. We develop projects in the public and private sectors, in schools and health care, industry, services, and infrastructure, and with the international division we carry out civil and infrastructure works in numerous developing countries as part of projects financed by International Financial Institutions.”

Politecnica Budget Assembly 2024, spazioTENGO Coop Reno, Castel Gulfo, Bologna.



HISTORY

The company was founded on Dec. 21, 1972, in Modena on the initiative of nine engineers and architects who decided to enter the profession in cooperative form and assume the name C.I.A. Cooperativa Ingegneri e Architetti s.c.r.l.

Since its inception, the cooperative has believed in the value of interdisciplinarity-which is embodied in integrated progress and has jealously cultivated its independence.

The founders were gradually joined by other professionals and companies, with parallel development of business volume and turnover.

In 1981, a part of Techno-export - a company operating in the field of animal husbandry and agro-industry - was incorporated into C.I.A.

In 1994, following the incorporation of I.F. Idroforma - an associated firm in Florence - and Tecnoprogetti in Bologna, it assumed its current name of Politecnica Ingegneria e Architettura.

In 1996 the Florence office was added, in 2014 the Milan office, and finally in 2024 the new office in Rome was opened.

During 2018, thanks to major orders acquired in Denmark and Romania (definitive and executive design of the Zealand University Hospital in Køge and the expansion of two new World Bank-funded hospitals in Bucharest) opens the **foreign branch offices** in Denmark and Romania, with others being added over the years to follow up on various projects abroad.

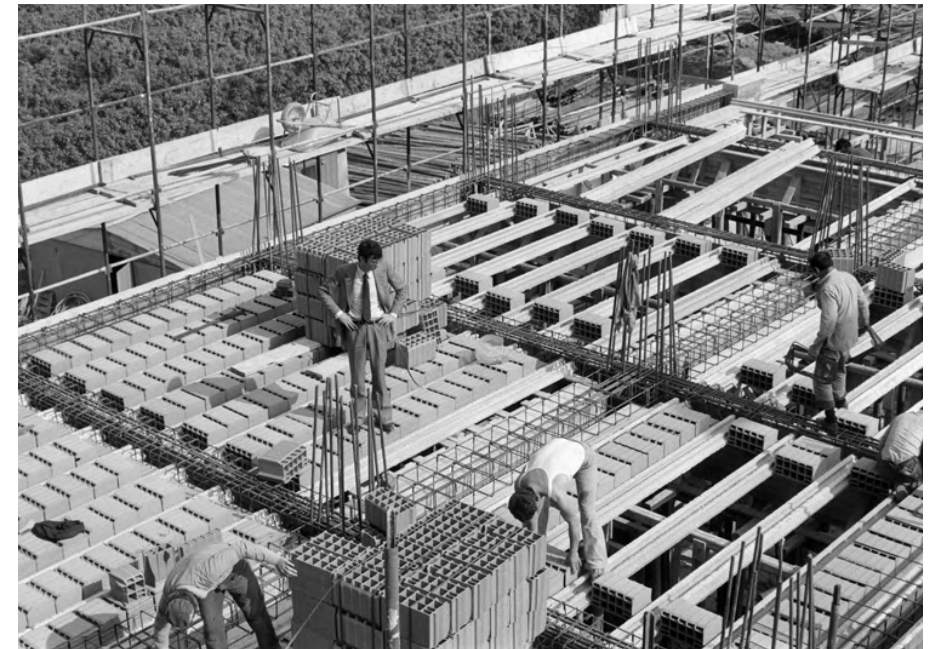
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*With more than **50 years of history** behind us, we continue to build the future with the same passion and vision with which we started in 1972.*

*Over the years we have gone through profound changes, faced complex challenges and achieved important milestones. But what has never changed is the way we work: **together, with competence, respect and responsibility.** This is where we start from every day, ready to design sustainable solutions and generate positive impact for people and territories.*

*Looking back, we see a path of steady growth and innovation. But it is looking ahead that we feel an even stronger responsibility and desire to contribute, through our work, to a more sustainable, inclusive and shared future. **Our roots are solid, our vision always open to change.***

”



LOCATIONS

There are **4** offices in Italy in Modena, Milan, Florence, Rome, and **10** countries of presence abroad in **3** continents (Belize, Denmark, Jamaica, Guyana, Kenya, Romania, Albania, Ethiopia, St. Vincent and the Grenadines, Sierra Leone). At the end of 2022, the Maltese branch was closed.

LEGAL HEADQUARTERS

Modena
Via Galileo Galilei 220, 41126
T. +39 059 35 65 27

OPERATIONAL HEADQUARTERS

Florence
Viale Amendola 6 int. 3, 50121
T. +39 055 200 16 60

Milan
Via Della Moscova 12, 20121
T. +39 02 629 125 12

Rome
Piazza Alessandria 24, 00198
T. +39 02 62912512

BRANCHES AROUND THE WORLD

Copenhagen, Denmark
H. C. Andersens Boulevard, 37 c/o The Italian Chamber of Commerce, 1553

Bucarest, Romania
Via Subcetate 24, 37007

Kingstown, Saint Vincent e Grenadine
Bonadie Street 298

Tirana, Albania
Rruga Mihal Popi Vila 8, 1001

Addis Ababa, Ethiopia
Kirkos, Woreda 01, 400/5

PROJECT OFFICES

Belmopan, Belize
Freetown, Sierra Leone
Georgetown, Guyana
Nairobi, Kenya
Kingston, Jamaica



SERVICES offered

The purpose of the Cooperative is to undertake, in Italy and abroad, both from public and private entities, in-charge relating to technical, economic and financial feasibility studies, research, consultancy, design, supervision and testing of works, environmental impact studies, verification activities of the design of works for the purpose of valuation, and any other assignment falling within the field of engineering, architecture and urban planning.

“We offer our interdisciplinary expertise at- tween a wide range of services spanning every phase of the project life cycle. **From project management to construction management, from technical investigations to planning and design,** we strive to provide innovative, customized solutions that are always independent.”



Surveys and technical studies represent the essential starting point of any design path: a preliminary activity that allows for a thorough understanding of the **state of affairs**, asks the **right questions**, and builds a solid foundation on which to develop effective and sustainable solutions. Politecnica coordinates and implements all activities of **data collection, analysis and correlation**, with a systematic and interdisciplinary approach. The service encompasses the full range of specialized skills connected to technical, regulatory, environmental, and territorial **due diligence**, functional to the definition of reliable and shared project strategies. This preparatory phase is **essential for accurate planning**, both in the public and private spheres, and contributes decisively to the technical, economic, and social sustainability of interventions.

“Every project is born from a deep analysis of reality. With accurate data, integrated vision, and specialist expertise, we build the foundation for informed, efficient, and sustainable interventions.”



ANNUAL report 2024

At Politecnica, **project management** is conceived as a **poly- participatory and poly-technical** process, capable of combining technical expertise, creative vision and active listening to stakeholders. The approach taken is **participatory and cooperative**: each project is developed by analyzing the different points of view of the subjects involved, valuing dialogue, shared responsibility, and interdisciplinary work. Project management relies on **knowledgeable and competent leadership** that aligns objectives, time and costs, mitigates risks, and optimizes the use of resources. A systemic, integrated approach that coordinates professionalism and heterogeneous contributions in a harmonious manner, like an orchestral direction that transforms visions into high-quality project solutions. The team of **PMP® (Project Management Professional)** and **UNI 11648:2016** certified project managers guarantees the adoption of the main international protocols, ensuring the quality of the processes through compliance with **recognized and third-party verified standards**.

“We manage complexity, turning it into shared value. With a participative and structured approach, we ensure quality, consistency, and innovation throughout the project lifecycle.”



“**We design with passion, expertise and vision.**
We shape integrated solutions that combine sustainability, innovation and creativity, always putting people and territories at the centre.”

Integrated design is the pulsing heart of Politecnica's activity: a creative process that is both participatory and technical, aimed at generating concrete and sustainable responses to the needs of public institutions and private clients, in Italy and abroad.

Each project stems from the desire to **build value for people and territories**, reconciling functionality, aesthetics, innovation, and social responsibility. From the **enhancement of the existing** to the design of new works - even in complex and constrained contexts - Politecnica works with a multidisciplinary approach, involving experts in architecture, town planning, structures, infrastructures, landscape and interior design.

The in-house team, made up of **professionals specialised in all technical disciplines**, works in every sector: industrial, health, residential, tourist and commercial construction, up to large road and railway infrastructures. Politecnica adopts and promotes **participatory design models**, enhancing discussion with all stakeholders, including local communities, to ensure effective, shared and future-oriented solutions.



Politecnica carries out **Construction Management** activities with a rigorous, independent and multidisciplinary approach, **ensuring full compliance between design, implementation and client objectives**.

The team is made up of professionals with transversal experience and consolidated skills in site management, capable of meeting operational challenges and technical complexity with reliability, flexibility, and attention to detail.

Following the **best international best practices**, Politecnica actively oversees all phases of execution, ensuring that each work is carried out on time, on budget, in accordance with regulations, and to the required quality standards.

Direct supervision of construction sites, in Italy and abroad, is accompanied by constant coordination, verification and management of the construction process up to final testing.

Independence is a founding value: the company acts exclusively in the interest of the client, accompanying him with commitment, transparency and responsibility towards the full achievement of project goals.

“**We manage every phase of the construction site with competence and responsibility.**
With an independent and multidisciplinary approach, we guarantee quality, compliance and results.”



Politecnica supports **public administrations and private investors** in the planning of territorial transformations, accompanying them along all stages of the process: from the drafting of **master plans and Implementation Plans**, to the management of **Program Agreements** and **Social and Environmental Impact Assessment (ESIA)**.

There are two main strengths of the approach adopted: the **systemic vision**, capable of integrating territorial complexities, regulatory tools and new technologies, and the **effective management of participatory and negotiation processes**, involving institutions, communities, administrations and investors from the preliminary stages in order to guide choices toward shared and sustainable solutions.

Special attention is paid to **urban and territorial regeneration interventions**, in which the ability to **connect diverse interests and generate widespread benefits** is a key element of success and durability over time.

Each intervention starts from a **deep knowledge of the territory and the communities that inhabit it**: customs, habits, and local culture are the basis on which to build visions that respond to the challenges of the present and contribute to re-establishing a better territory for future generations.

Politecnica works alongside **public and institutional bodies** to rethink the territory as an engine of **cultural, social and economic development**, offering multidisciplinary expertise to guide informed choices oriented toward the common good.

“*We plan today the territories of tomorrow. Knowledge, participation and vision to accompany sustainable and shared transformations.*”



With the establishment of the new **Sustainability Sector**, the company has created a **dedicated competence center** composed of a team of professionals with **certified competences** in the main areas of environmental, energy and social sustainability.

Today, the sector is the reference point for the definition of **technical, plant-engineering and productual solutions** in line with **international best practices**, capable of guaranteeing **high performance, minimizing the use of natural resources and maximizing the energy efficiency** of interventions, promoting the adoption of advanced sustainability standards in accordance with internationally recognized certification protocols. The offering includes **specialized services**, including:

- **Environmental certification** consulting (LEED®, BREEAM®, WELLTM, ENVISION®, GBC HB, etc.).
 - **Energy and daylighting simulations, thermal and visual comfort, CFD simulations**
 - **Life cycle assessment (LCA) and life cycle costing (LCC)** analyses
 - **Acoustic** audits and simulations
 - Plant and envelope **commissioning**
 - Sustainable site management and **reuse of materials**
 - **Nature Based Solutions**, environmental geology, compensation works
 - **Environmental assessments and procedures** (EIA, VIncA, AUA), social impacts, climate vulnerability and carbon balance.
- Sustainability is therefore considered at all design stages: from planning to implementation, from the choice of materials to the relationship with the context and people.

“*Sustainability is a technical choice and an ethical commitment. We value each project by always seeking the best possible balance between environmental impact and economic sustainability, with responsibility, transparency, and long-term vision.*”

VALUES, mission and vision

Politecnica's values are the foundations on which the corporate culture is co-built, influencing every aspect of the business, from day-to-day decision-making to the elaboration of long-term strategies, guiding people's behavior and actions toward common goals.

Cooperation in order to achieve, through the joint exercise of professional activity, the best economic, social and professional conditions through the constant practice of integrated design, professional collaboration, interdisciplinary dialogue, transfer of experience and dissemination of knowledge.

Social responsibility towards workers, towards clients, towards the end users of the work, towards the territory, towards the planet and its resources.

Solidarity that stems from the awareness of a common aptitude and the sharing of a purpose: people at the center, in every project, in every realization. Independence from any interest other than that of the client.

Legality and Integrity not only the unavoidable compliance with the laws and regulations in force in all the countries where the company operates but also professional ethics, intellectual honesty and transparency.

Diversity and Inclusion for an open and inclusive society that provides space for pluralism and guarantees non-discrimination, tolerance, social justice and equality.

Sustainability, applied both to its own organization and activities as well as to the works designed and implemented and " understood in its broadest sense and including digital



“ We believe in co-operative work, where the centrality of the person and the relational dimension, ethics and community spirit are founding elements, and we have made our own the values of co-operation contained in the “Declaration of Co-operative Identity” approved by the International Co-operative Alliance at the 31st Congress in Manchester and set out in the Code of Ethics.

Designing the future for the new generations is the challenge we have been facing for more than fifty years in Italy and abroad: the result of thoughtful choices, intuitions, and peculiar opportunities that have intertwined over the years.

Our mission is to **create value for people**: opportunities for employment and professional growth for workers and for well-being and sustainable economic development for the area and communities that will benefit from the work.

Building for Humans: the vision of design in the service of people, where design challenges are measured against the needs of communities with the goal of creating works that contribute to improving the quality of life.

”

02 / BUSINESS organization



GOVERNING BODIES, management and control

CORPORATE BODIES

The traditional system of corporate governance includes a Board of Directors with administrative functions and a Board of Statutory Auditors with supervisory functions over the administration, both of which are appointed by the shareholders’ meeting.



P.

ASSEMBLY of members



As of today, the Members’ Meeting consists exclusively of Cooperative Members, or professionals working in the field of engineering and architectural services who make their professional skills available to the cooperative and contribute their labor activities to the pursuit of social objectives.

To this end, the members, upon admission, and in relation to the work to be performed, establish with the cooperative an additional employment relationship on an independent basis with the consequences and effects defined by the provisions of the law.

Cooperative members may not engage in self-employment or have interests in other enterprises engaged in activities identical or similar to and in competition with those of the cooperative.

The number of cooperative members is unlimited. The admission of new members is decided by the Assembly itself because of the concrete development needs of the cooperative. The Articles of Association provide for the establishment of a special category of cooperative

members because of the interest in their professional training and/or their insertion into the enterprise, which is done with the support of a Tutor according to an established training/insertion plan. The by-laws also provide for the category of subsidizing members consisting of individuals or legal entities whose contributions are intended for the establishment of funds for technological development, corporate restructuring and maintenance, as well as that of honorary members, which does not exist to date. For more details on the composition of members, please refer to the relevant section of this document. Shareholders’ meetings, both ordinary and extraordinary, are called by the Board of Directors.

Francesca Federzoni



Paolo Muratori



Marcello Mancone



Tommaso Conti



Corrado Giacobazzi



**BOARD OF
administration**



The Board of Directors, is responsible for managing the company, within the limits and in compliance with the corporate purpose.

The members of the Board of Directors are elected by the Shareholders' Meeting, which also establishes the number (from a minimum of 3 to a maximum of 9), the term of office (in any case, not more than 3 fiscal years expiring on the date of the meeting to approve the financial statements of the last fiscal year of the term of office) and any remuneration in accordance with the Articles of Association.

The method of selecting Board members does not currently guarantee gender representation. Although it is possible under the by-laws to elect individuals who do not belong to the membership, in the history of Politecnica the Board has always been appointed from among the co-operative members, ensuring on the one hand, competent guidance with respect to the sector, products and market and consequently with respect to the impacts of the organization and independence from any outside influence or conflict of interest, the members being bound by internal regulations to the non-competition and exclusivity obligation with reference to the activities carried out by the cooperative.

The Chairman of the Board of Directors has the legal and judicial representation of the company before third parties and in court, and the corporate signature. **Is the strategic guide and supervises the overall activity of the cooperative by presiding over the mission and implementation of company policies.** It is, in ad-

dition, responsible for the consolidation of an adequate corporate culture with reference to quality, environment, safety, ethics, legality and gender equality issues and the implementation and dissemination of the System Integrated Management and the systematic control of its application.

The current Board of Directors was appointed on 25/05/2023 for 3 fiscal years and is composed of 4 men and 1 woman, the President, **Eng. Francesca Federzoni**, who has held this position since 2011.

From September 2018 to September 2023 she was **Member of the Board of the Chamber of Commerce of Modena**. From April 2018 to April 2024, she served as Consigliere of Promos Italia, the national agency of the chamber system that supports Italian companies in internationalization processes and works alongside institutions in the development of the local economy and the enhancement of the territory. He currently carries out institutional activities within Legacoop, the association that now brings together more than 15 thousand cooperative enterprises, active in all regions of Italy and in all sectors, capable of creating development and wealth by always putting people and the territory at the center (**Vice-President without delegated powers of Legacoop Nazionale, Vice-President of Legacoop Estense, Member of the Presidential Council of Legacoop Produzione e Servizi, Member of the Executive Board of Legacoop Emilia Romagna and Lombardy**).

She is, in addition, **Vice President with responsibility for Sustainable Development of OICE**, the trade asso-

ciation, a member of Confindustria, representing Italian engineering, architecture and technical-economical consulting organizations in Italy, and **Board Member of EFCA**, the European Federation of Engineering Consulting Associations.

Vice-President **Eng. Marcello Mancone** is also **Member of the Board of Directors of AIS - Sustainable Infrastructure Association**, a technical-scientific association aimed at raising awareness among economic, social and political forces on the importance of arranging, designing implementing and managing infrastructure of any type and size according to criteria of environmental, economic and social sustainability.

Such additional assignments not only do not compromise the Board's ability to exercise its functions in the organization, but rather are synergistic respect to the cooperative's development interests and goals.

Members of the BoD are remunerated according to the same rules as all Cooperating Members of which they are members. The Chairman of the BoD is granted an additional condition in a fixed amount, which is also decided by the Shareholders' Meeting. To date, a performance evaluation system has not been implemented in the company either for staff or for the BoD and Management.

**COLLEGE
union**



The Board of Statutory Auditors monitors compliance with the law and the articles of association, compliance with the principles of proper administration and, in particular, the adequacy of the organizational, administrative and accounting structure adopted by the Company and its actual operation, overseeing the pursuit of the mutual purpose.

The Board of Statutory Auditors has also been entrusted to date with the legal control of the accounts. In 2022, as a result of the superation of the threshold of indivisible reserves provided for in Article 15 of Law No. 59/1992, as amended by Article 11 of Legislative Decree 220/2002, within the framework of the supervision exercised over cooperative entities, the obligation to certify the financial statements by an auditing firm took over.

The auditors, in accordance with the law, attend the meetings of the Board of Directors and the Shareholders' Meeting and may at any time provide, including individually, acts of inspection and control.

The Board of Statutory Auditors consists of 5 members, 3 regular and 2 supplentes, and is appointed by the Shareholders' Meeting, which determines its remuneration. The term of office lasts for 3 fiscal years expiring on the date of the meeting to approve the financial statements for the last fiscal year of the period and is renewable.

**BODY OF
supervision**

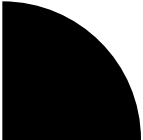
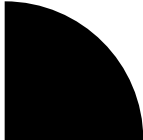
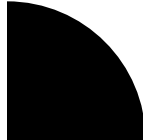


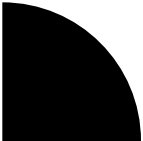
Politecnica's Supervisory Board has a single-member composition: the position is held by an external professional with the requisites of honorability and professionalism required to perform the function as well as independence and full autonomy from the company and top management.

In compliance with Article 6 of Legislative Decree 231/2001, it supervises the functioning and observance of the Model and takes care of its updating. To carry out this mandate, the Supervisory Board is vested with powers of inspection and control, and it is guaranteed free access to all documents and information it deems relevant.

The SB is appointed by the Board of Directors and reports to the Board of Directors on the implementation of the Model and, as needed, to the Board of Auditors and the Shareholders' Meeting. The term of office lasts 3 fiscal years and is renewable.

COLLEGIAL BODIES

 COMMITTEE technical	 DIRECTION operations	 COMMITTEE FOR the integrated management system	 COMMITTEE gender equality guide
The Technical Committee is an advisory body through which Sector Managers can relate to Management in an orderly manner on aspects related to operational management from the standpoint of production and professional training. It consists of the Sector Managers, the Production Manager and is chaired by the General Manager. It meets whenever it is deemed useful by the Production Manager or the General Manager, or at the request of the Sector Managers, to discuss matters of common interest of corporate importance.	Serves as the link between the elected bodies and the operating structure and supports the BoD in overall governance and day-to-day management. It consists of the General Manager, the President, the Italy/Foreign Sales Managers, the Production Manager, and the Administrative Manager and meets on a regular basis when convened by the General Manager.	The Integrated Management System Committee coordinates the implementation and monitors the effectiveness of the Management System in all aspects, Quality, Environment, Safety, Gender Equality, Ethics and Crime Prevention according to the strategic objectives of the Company with the aim of preserving the continuous improvement of all activities. It consists of the Chairman, the General Manager, the Production Manager, the Technical Project Verification Manager, the Integrated Management System Manager, the Prevention and Protection Manager, the Supervisory Board Representative, the Diversity & Inclusion Manager, and the Headquarters Contact Persons. The Committee meets at the request of the Chairman or the Integrated Management System Manager for the Periodic Review of the Integrated Management System to be submitted to Management or for the implementation of the Annual Improvement Plan.	The Gender Equality Steering Committee, established in October 2022, is composed of the President, the General Manager, the Human Resources Manager, and the Diversity & Inclusion Manager. It defines, in agreement with the Board of Directors, the Gender Parity Policy and provides for the drafting and monitoring of the implementation of the Strategic Plan, which declines the issues identified by the Policy into measurable objectives and establishes actions and responsibilities for their achievement. The Committee meets annually and whenever a member detects changes in the internal and/or external context, incidents of harassment, mobbing, discrimination, and external or internal reports regarding the violation of company principles on equal opportunity and, in particular, gender equality. The Committee is informed of decisions to be made when they could impact the working conditions and future of the laborers (for example: financial choices, strategies, etc.).



COMMITTEE
for corporate sustainability

In 2025 Politecnica established the Corporate Sustainability Committee, with the aim of ensuring effective and integrated governance of ESG issues, consistent with international reference standards and commitments made through participation in the United Nations Global Compact.

The committee has advisory and strategic guiding functions, and supports the organization in monitoring, reporting and continuous improvement of environmental, social and economic performance. It consists of:

- Chairman of the Board of Directors to guarantee commitment at the highest decision-making levels and foster the implementation of strategic actions.
- General Manager to ensure operational coordination in line with sustainability goals and evaluate economic and financial impacts.
- Head of Human Resources to oversee issues related

to gender equality, diversity, inclusion, organizational wellness, and personnel management.

- Sustainability Sector Manager to ensure the integration of sustainability in the services provided.
- Integrated Management System Manager to integrate sustainability in management systems and business processes (quality, environment, safety, gender equality).
- ESG Reporting Manager to manage the reporting process, alignment with international standards (GRI, ESRS) and SDGs, COP and rating platforms (e.g., EcoVadis).
- Depending on the specific topics covered, they may also participate
- Topic experts (environmental and social) who support no analysis of specific areas of sustainability.
- Office managers involved for topics related offices.

- Head of Marketing and Communication to ensure consistency of internal and external communication and enhance sustainable initiatives.
- Workers' Representative to ensure that policies and promoted actions respect people's rights and business.
- Supervisory Board to ensure alignment between Model 231 and policies on ethics, legality and anti-corruption.

ABSENCE OF CONTROL AND CONFLICT OF INTEREST

To date, the share capital is wholly held by Cooperative Members. There are no subsidizing members or additional cooperative share holders.

Each cooperating member has only one vote, whatever the amount of the subscribed share capital.

The Assembly, whether ordinary or extraordinary, passes resolutions validly by an absolute majority of the votes of the members pre-heard and represented on all items placed on the agenda, with the exception of resolutions on the admission and exclusion of members for which a majority of at least 2/3 two-thirds of the members entitled to vote is required.

Resolutions of the Board of Directors are also taken by an absolute majority vote of the directors present. Therefore, no control situation can be configured.

The members of the Board of Directors as well as all cooperative members, by regulation, do not hold stakes or have interests in other organizations, either in Italy or abroad, that could lead to a conflict of interest situation.

BUSINESS organization

Politecnica has a matrix-organized operational structure that allows it to combine the positive aspects of functional organization (with vertical hierarchical structure) and project-based organization (with horizontal structure).

Specifically, there are seven sectors of activity with a predominantly disciplinary character, each with its own internal head: architecture and building technologies, structures, infrastructure, facilities and energy, and fire and safety. All sectors operate in a coordinated manner, supported by the work of five multidisciplinary, cross-disciplinary areas.

Each job order has a dedicated work group constituted by professionals working in the different areas and coordinated by a project manager who plans, manages, and supervises the implementation of the individual service. In this way, each professional is accountable both to the project manager of the job order for aspects pertaining to the development of the specific service and to the Category Manager of his or her specialized discipline, which guarantee the unity of the company's work.

Within the organizational structure, professionals have been individuated to assume the role of Technical Director in accordance with Ministerial Decree 263/2006. An important change in the corporate organization that took place in 2022, as part of the three-year strategy for gender equality, inclusion, and reconciliation, was the introduction of the new figure of the **Diversity & Inclusion Manager** deputized to:

- Ensure equal conditions and treatment (equal access to work, pay and career) without distinction of gender, ethnicity, age and religious beliefs.
- Raise awareness among corporate resources about corporate values and, in particular, issues related to equality and inclusion, through training and/or communication activities.
- Propose the adoption of measures for female empowerment and work-life balance.
- Collect reports of any uncomfortable situations, unacceptable practices, and/or harassment (physical or psychological).
- To support, within the appointed Steering Committee, the adoption and continued implementation of the gender equality policy.
- offices and services of the enterprise, acting as the point of synthesis between the specialized functions and the project management functions (with the exception of the commercial departments);
- is responsible for Management Control and the achievement of the Absolute Corporate Contribution Margin.

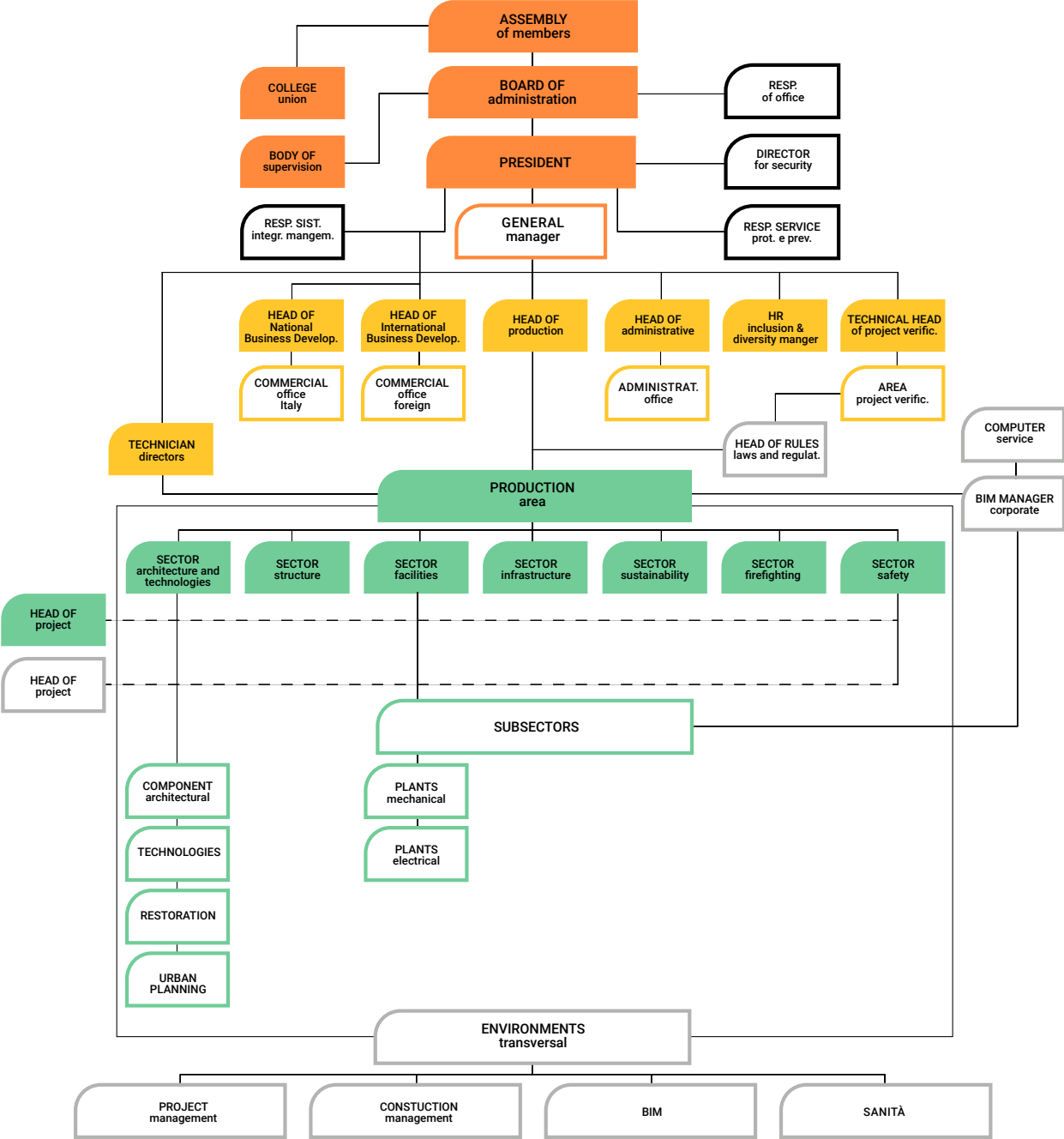
The year 2023 also saw the emergence of the sustainability sector, which thus moves out of the dimension of discipline, albeit transversal, and takes on the importance of a strategic line, which is integrated, in ESG logic, with corporate policies and especially with the technical content of projects.

During 2022 Politecnica initiated a general reorganization project through which the position of **General Manager** was introduced in 2023 to better address the change of scale in the economic and human dimensions of the Society.

The General Manager has the mandate to render operative, relating to the President, the corporate guidelines defined by the Board of Directors co-ordering the organization and supervising the various corporate sectors. Specifically:

- promotes, defines and executes the cooperative's implementation, industrial and financial plans;
- holds decision-making and executive powers, extended over the

“ In 2025, we established a Sustainability Committee to guide the “ our ESG choices with competence, vision, and accountability. We involve cross-organizational figures to integrate environment, people, and economics in every decision. ”



STRATEGIC planning

Politecnica's strategic planning is divided into the management levels typical of integrated Total Quality Management systems:

- The **Vision** (Building for Humans), which expresses the company's present and future ideals, goals and identity values: in a nutshell, Politecnica's strategic positioning. Teamwork, an overall vision of the project and its realization, where the project is seen to serve humans, the client first and foremost, but also the end users of the work. Members, employees and collaborators are guided by this common cultural and social vision, which is the essence of the human and professional development of Politecnica's persons and projects.
- The **Mission** is declined through the fundamental principles that guide the Company's Im- pledge to set goals and policies in the areas of Quality, Environment, Occupational Health and Safety, Ethics and Social Responsibility, i.e., the model of action through which Politecnica intends to pursue the Vision.
- The **Policies for Quality, Environment and Safety, Ethics, Gender Equality and Social Responsibility**, which are in fact a reinterpretation of the Mission from the perspective of Politecnica's individual management sub-systems.
- The **Three-Year Planning**, which represents the set of operative strategies and the identification of the resources needed to achieve the medium- and long-term objectives related to turnover, geographical areas of activity, type of services to be provided and their quality.
- **Annual Planning**, within which the level of achievement of the overall objectives that substantiate the so- vordinated planning levels (Vision, Mission, Policies and Three-Year Plan) is monitored through partial objectives assigned to specific business functions/processes.

The value references acquire fullness of meaning only if they find concrete application in corporate management and are integrated into corporate growth strategies.

Among the fundamental values recalled in the company's policies, the link between industrial strategy and sustainability emerges with evidence. Politecnica is aware of the influence, even indirectly, that its activities have on people's living conditions, on the economic and social development of the territories in which it operates, and on the general well-being of the community.

For this reason, the company plans its investments and conducts its processes to pursue sustainable success in the medium to long term and works to integrate care for the social and environmental aspects of activities with corporate development strategies.

Policy commitments made by the organization are deliberated by the Board of Directors and ratified by the Shareholders' Meeting.

Company Policies are part of the Integrated Management System and, with it, are made available on the company intranet. The Company conducts periodic awareness initiatives and provides initial briefing to new resources in the onboarding phase.

The Gender Equality Policy and the Code of Ethics are, moreover, available on the company website and are, therefore, also usable by third parties with whom the Company does business (Clients, Suppliers, Public Administration, etc.) to know what ethical behavior they are entitled to expect from the Company and to which they must conform in their dealings with it.

The company's reorganization, which began in 2022 and was brought into full swing in 2023, has gone in the direction of dividing, given the size to which Politecnica is striving, governance from execution, with a view to increasing

singly separating the strategic directions given by ownership (Shareholders' Meeting and Board of Directors) and the implementation of those directions, which is the responsibility of directors and department heads.

Management control is carried out on a quarterly basis by verifying the achievement of planned objectives and highlighting any critical issues that emerge. The results are shared in Operations Management with the President of the Board of Directors.

Evaluation of the results achieved is carried out annually and presented to the Shareholders' Meeting.

The Statement of the Chairman of the Board of Directors on the Company's sustainable development strategy, achievements during the reporting period, and the organization's main challenges, goals, and future targets is contained in the preface of this Report.

MANAGEMENT OF nonconformities and complaints

Politecnica recognizes the importance of dealing promptly and responsibly with any possible negative impact that its activities may have caused or contributed to towards its stakeholders. The effective management of **nonconformities and complaints** includes specific operational procedures aimed at ensuring listening, analysis and appropriate response to each report received.

Anyone—employees, contractors, customers, suppliers, partners, or other stakeholders **can report issues** related to service quality, environmental protection, health and safety, human rights violations, personal data protection, and other relevant areas.

For some particularly sensitive issues, such as violation of the Code of Ethics, non-compliance with the Organizational Model provided for in Legislative Decree 231/2001, discrimination, harassment or violence in the workplace, a specific internal channel, both paper and computer, has been activated, which allows all stakeholders to communicate securely and confidentially, including anonymously, directly with the Supervisory Board.

Upon receipt of a report or complaint, a **preliminary substantive assessment** is conducted to determine how it will be handled and the responsibilities involved. Directors and department heads are actively involved in the resolution phase and in **verifying the effectiveness of the actions taken**. When the severity or frequency of the event requires it, the corporate Direction evaluates and activates corrective actions aimed at removing the root causes of the event, with the goal of preventing its recurrence through a process of **continuous improvement**.

All reports are tracked and recorded, and their **effectiveness is also periodically monitored** in terms of meeting stakeholder expectations.



03 / STAKEHOLDER involvement and materiality analysis



MAPPING AND stakeholder engagement

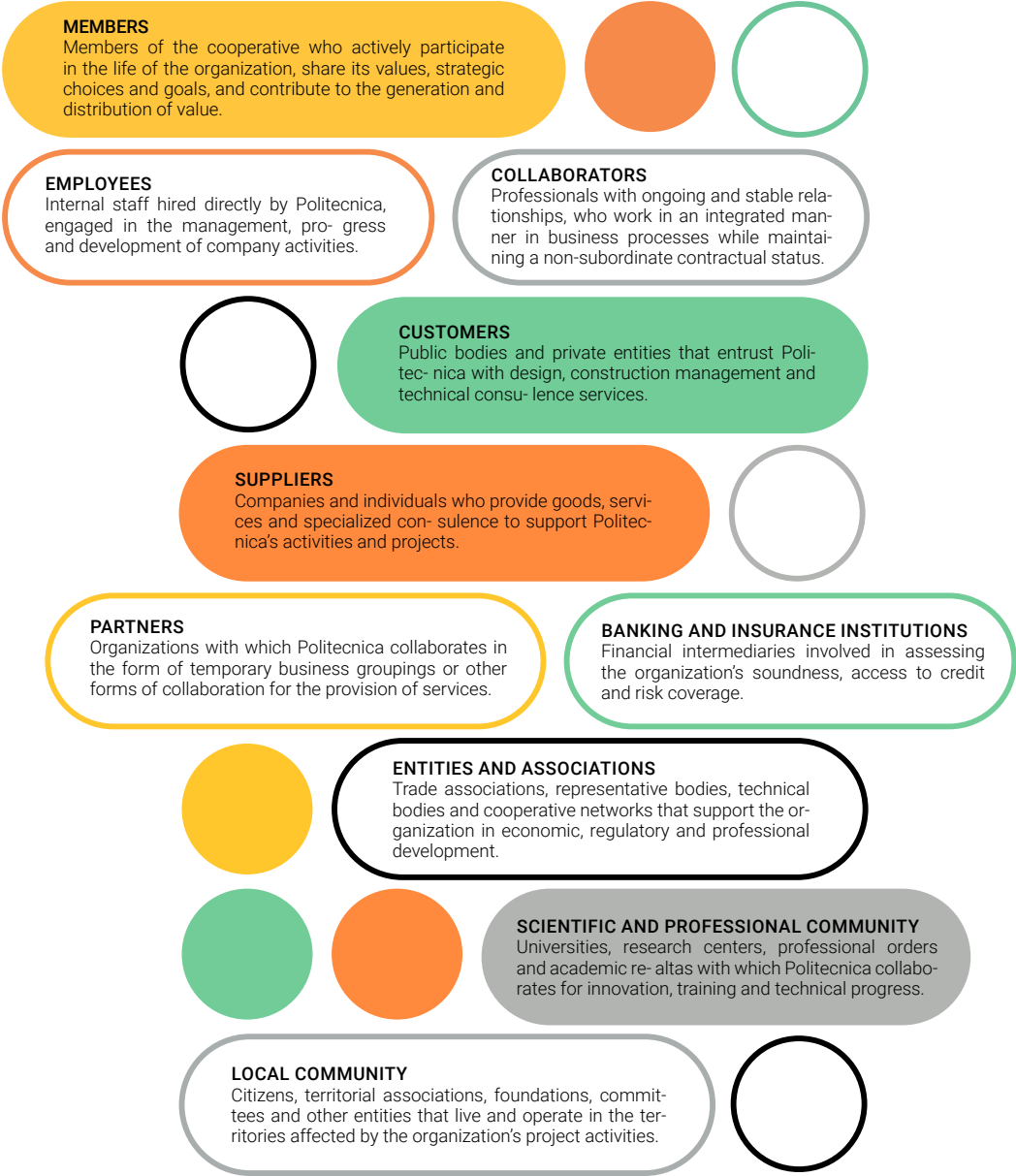
Stakeholders represent the main direct and indirect recipients of the value generated by Politecnica, as well as of any externalities, positive or negative, produced by the organization's activities. The relationship that binds them to the Company is based on a principle of reciproce influence: every business decision can affect stakeholders, just as their expectations can guide strategies and operational choices.

In this context, Politecnica is committed to building and maintaining relationships based on trust, adopting an inclusive, proactive, and ongoing approach in contact with stakeholders. The goal is to enhance the outcomes of dialogue as leverage to improve processes and results, in compliance with the commitments made through company policies and the principles enshrined in the Code of Ethics.

Stakeholder engagement is considered a structural element of corporate management and not an isolated or occasional activity. It is an integral part of the governance system, decision-making processes and operational activities, consistent with the principles of inclusiveness, transparency and accountability.

The organization has identified key stakeholder categories through an analysis based on criteria of **strategic relevance, level of influence, and degree of mutual dependence along the value chain**.

These include:



Methods of engagement differ according to the nature and characteristics of each category, and include both **formal** (e.g., assemblies, surveys, institutional meetings, structured communications) and **informal** (e.g., operational interactions, project collaboration, spontaneous feedback) means.

	COOPERATIVE MEMBERS	EMPLOYEES	COLLABORATORS	CUSTOMERS	SUPPLIERS
EXPECTATIONS	• Responsible management of resources • Soundness and sustainability of the business • Adequate compensation • Job opportunities and professional growth • Positive organizational climate • Transparency • Corporate reputation • Ethics and legality • Fairness and equal opportunity • Participation and sharing • Health and safety • Protection of privacy • Adequacy of tools and work environments	• Employment security • Adequate remuneration • Protection of privacy • Positive organizational climate • Health and safety • Professional growth • Fairness and equal opportunity • Work-life balance • Information and involvement • Provision of appropriate tools and work spaces	• Job opportunities and professional growth • Continuity of employment relationship • Punctuality of payments • Positive organizational climate • Collaboration and knowledge sharing • Fairness and equal opportunity • Protection of privacy • Health and safety • Ethics and sustainability • Enhancement of skills	• Professional ethics and legality • Design quality • Adherence to contractual time and cost • Safety for the users of the work • Environmental and social sustainability of the work • Technological innovation • Privacy and data protection	• Contractual fairness and punctuality in payments • Transparent and professional relationships • Opportunities for continued collaboration • Alignment with corporate values (ethics, sustainability, legality) • Compliance with regulatory and technical requirements
INTERACTION	• Quarterly meetings with communications from the Board of Directors on results, forecasts, risks, and strategies • Meetings with Production and Administration Departments for quarterly management control • Continuous access to data and documents via intranet/mail: orders, suppliers, tenders, normative, etc. • Thematic tables and moments of experiential exchange • Periodic surveys • Whistleblowing channel for whistleblowing and rights guardianship • Participation in educational and informational moments on the life of the cooperative	• Labor relations for renewal of integrative contract (three years) • Semi-annual BoD-RSU meetings on investments, training and strategic plans • Periodic surveys • Internal job postings for professional mobility • Annual communications for level updates • Collective and individual training programs • Whistleblowing channel for whistleblowing and rights guardianship	• Initiatives aimed at spreading knowledge • Sharing of corporate codes of ethics and policies • Periodic surveys • Access to documentation and tools via intranet • Collective and individual training programs • Whistleblowing channel for reporting and rights protection	• Structured meetings during project lifecycle (sharing choices, progress, handling critical issues) • Use of shared document environment (ACDat/CDE) for managing information flows. • Whistleblowing channel for reporting misconduct or ethical risks	• Qualification through supplier register • Sharing of codes of ethics and company policies • Integration of ethical and social clauses in contracts

	PARTNERS	BANKING AND INSURANCE INSTITUTIONS	CORPORATIONS AND ASSOCIATIONS	SCIENTIFIC AND PROFESSIONAL COMMUNITY	COMUNITÀ LOCALI
EXPECTATIONS	• Collaborative and transparent relationship • Ethics and legality • Operational continuity and reliability • Values consistency • Exchange of skills and know-how • Recognition of role in pro- gual success	• Economic and financial reliability • Consistency with ESG criteria • Transparency and timeliness in reporting • Regulatory and management compliance • Detailed information on environmental, social, and governance risks and impacts	• Active participation in association life • Promotion of innovation, legality and sustain- ability • Networking and exchange of best practices	• Access to innovative projects • Sharing of technical-scientific • Research and development • Professional recognition • Construction of networks of excellence	• Listening and inclusion in decision-making processes • Positive impact on the territory and theenvi- ronment • Opportunities for development and employ- ment • Respect for local rights and culture • Transparency and accessible dialogue
INTERACTION	• Clear sharing of roles and activities in com- munities • Shared working tables (technical, manage- ment, strategic) • Collaboration in document and operational management of projects • Participation in events, publications, activities • Joint communication and advocacy	• Submission of ESG documentation • Provision of financial statements, environmen- tal and social data, governance information • Alignment with demands for transparency and trac- ciability in reporting processes	• Presence on governing bodies or technical committees • Participation in projects, committees, confe- rences and policy-making tables • Support for educational, legislative, or standar- dization initiatives • Collaboration on industry events and research	• Collaboration on R&D projects • Workshops, seminars and technical training con- jointly • Participation in working groups, committees and commissions • Internships, research grants, curricular intern- ships and applied theses	• Meetings and initiatives for par- ticipated and shared planning • Consultations in the preliminary stages of projects • Dissemination materials and events on projected/directed works • Support for cultural, educational, and social cohesion activities

IDENTIFICATION OF ISSUES potentially relevant

For the identification of potentially relevant sustainability issues, Politecnica conducted a multifaceted analysis that integrated the market scenario, regulatory environment, historical- political framework, and key industry benchmarks, along with national and international best practices.

Globally recognized principles, including the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda, and the most accredited reporting standards, particularly the Global Reporting Initiative (GRI) and the European Sustainability Reporting Standards (ESRS), were considered to support the process.

The process also included analysis of the criteria adopted by international ESG rating agencies such as Ecovadis and Open-es, with the aim of capturing emerging expectations from investors and stakeholders more concerned with environmental, social, and governance performance.

In addition to external sources, numerous internal documents and tools were considered, including the company's policies on quality, environment, health and safety, gender equality, and social responsibility; ISO 9001, ISO 14001, ISO 45001, and UNI/PdR 125:2022 certifications; the Code of Ethics and the Organizational Model under Legislative Decree 231/2001; Integrated Management System (IMS) procedures; and company regulations on privacy and personnel management.

The preliminary analysis made it possible to define a long list of potentially relevant issues, subdivided according to a dual classification: on the one hand, according to the level of control exercisable by the organization; on the other hand, according to the three classical dimensions of sustainability.

From the first point of view, they were identified:

- **Direct issues**, related to the operational activities carried out by Politecnica, that generate impacts over which the organization has power of control and can intervene directly through strategic and management choices. Examples include office energy consumption, waste management, and organizational well-being;
- **Indirect issues**, related to the impacts generated by the designed and direct works throughout their life cycle, with respect to which Politecnica does not have direct decision-making control but can exert influence by proposing sustainable solutions at the design stage and in site management. They fall into this category, for example, the energy efficiency of buildings, the environmental impact of infrastructure, or social inclusion in the territories involved.

From the second point of view, the issues were brought back to the three basic dimensions of sustainability:

- **Environmental**, with reference to prevention and mitigation of ecological impacts (e.g., climate change and efficient use of energy resources);
- **Social**, in relation to staff well-being, equity and inclusion, health and safety tutelage, and enhancement of human capital;
- **Governance**, including ethical integrity, management transparency, corporate responsibility, risk management, and regulatory compliance.

This classification provided the cognitive basis for the successful materiality assessment, constituting a starting point consistent with regulatory expectations, stakeholder demands, and the organization's strategic objectives.

The following classification provides, for each potentially relevant theme, a summary description, references to GRI and ESRS international standards, and alignment with the Sustainable Development Goals (SDGs) of the 2030 Agenda.

ENVIRONMENT SOCIETY GOVERNANCE

Long list of potentially relevant issues

DIRECT ISSUES

related to the activities performed

THEME	DESCRIPTION	GRI	ESRS	SDGs
CONSUMPTION OF ENERGY RESOURCES	Energy that the company uses to carry out its activities. For Politecnica, this translates into the use at its offices of electricity for the operation of IT systems and equipment and for office air conditioning, and methane gas for heating.	302	E1-5	
EMISSIONS TO THE ATMOSPHERE	The amount of carbon dioxide and other greenhouse gases that the company directly or indirectly emits into the atmosphere, contributing to climate change. For Politecnica, this translates into the emissions generated as a result of the use of electricity and heat in its offices and travel by car (company and non-company), train and aeroplane (especially for jobs carried out abroad) to work sites and workplaces.	305	E1-6 E1-7	
WASTE GENERATED	Quantity and types of waste generated by company activities. For Politecnica, waste comes from office activities (paper, packaging, used toners, electronic equipment) and from the catering areas (cans, plastic packaging, compostable materials, organic waste).	306	E5-3 E5-4	
USED MATERIALS	Materials used by the company in carrying out its activities. For Politecnica, this translates into the use of paper and toner for printing.	301	E5-1 E5-2	
CONSUMPTION OF WATER	Quantity of water withdrawn and used for carrying out company activities. For Politecnica, water is supplied exclusively through the municipal aqueduct and consumption is limited to use in offices for sanitary purposes.	303	E3	
ATTRACTION AND RETENTION	Set of strategies and practices adopted by an organisation to attract qualified professionals and encourage their retention, ensuring motivation, growth and skills development. In the Politecnica sector, the search for highly qualified profiles is complex due to the specialisation of skills and strong competition.	401-1	S1-6 S1-7	
POSITIVE AND COLLABORATIVE WORK CLIMATE	Presence of a positive working environment, with a collaborative climate and adequate support for psychophysical well-being. Politecnica carries out integrated design activities with multidisciplinary teams, where the ability to collaborate effectively is essential to ensure the success of projects.	401-2	S1	
ADEQUACY OF COMPENSATION	Guarantee of adequate remuneration with respect to skills, responsibilities and market standards. In Politecnica, the remuneration system is proportionate to the quantity and quality of work performed for Co-operating Members and Collaborators and is regulated by the National Collective Labour Agreement 'Professional Studies' for Employees, which is flanked by the Supplementary Company Contract.	401-3	S1-8 S1-10	

WORK-LIFE BALANCE	Company measures and policies aimed at reconciling staff and personal work needs, promoting well-being, satisfaction and productivity. In the context of Politecnica, work is often characterised by tight deadlines and constant reviews, requiring effective work planning, clear communication on objectives and deadlines, and the adoption of measures such as flexible working hours and smart working.	4405-1 405-2	S1-3 S1-4	
DIVERSITY, INCLUSION AND EQUAL OPPORTUNITIES	Policies and measures to promote diversity, eliminate gender bias and support equal opportunities in selection procedures, professional advancement opportunities and remuneration policies. For Politecnica, diversity is not a constraint but an enrichment: teams with different skills but also different perspectives generate more innovative and creative project solutions, capable of responding more effectively to community needs.	4405-1 405-2	S1-9	
HEALTH AND SAFETY AT WORK	Set of measures, policies and protocols aimed at protecting workers from risks and hazards, preventing accidents and occupational diseases, and ensuring a safe and healthy working environment. For Politecnica, prevention, through appropriate protocols and training, is fundamental, especially for those involved in site inspection activities.	403 416	S1-4	
TRAINING AND SKILLS DEVELOPMENT	Planning and delivery of training courses and awareness-raising initiatives aimed at enhancing workers' professional and personal skills, supporting their growth and strengthening the company's competitiveness. For Politecnica, investing in training means reinforcing know-how and guaranteeing high quality standards, while at the same time giving responsibility for ethical and professional issues, so that each person contributes to the sustainable growth of the organisation.	404	S1-4	
EMPLOYEES' RIGHTS IN THE VALUE CHAIN	Safeguarding working conditions along the entire value chain, ensuring that suppliers, partners and customers involved in the company's activities respect human rights, safety and regulations. For Politecnica, the value chain is articulated upstream, including partners and subcontractors of specialised consultancy and design support services, as well as suppliers of goods and services, and downstream, including public and private clients, end users of the works realised and local communities.	414-1	S2	
SUPPORT TO THE LOCAL AREA	Initiatives to support the social, economic and cultural development of local communities, creating shared value and strengthening ties with stakeholders. For Politecnica, commitment to the community translates into actions aimed at fostering social growth in the territories in which it operates, such as participating in solidarity and fundraising projects, promoting cultural initiatives, supporting non-profit organisations and offering training opportunities for young people through internships and apprenticeships.	413-1	S3	
LEGALITY AND PREVENTION OF CORRUPTION	Ensuring compliance with the laws, rules and regulations, both mandatory and voluntary, applicable to the company's activities, by adopting measures to prevent corruption. For Politecnica, this translates into a commitment to ensure maximum integrity and transparency in its business processes, through the adoption of a Code of Ethics and an organisational model pursuant to Legislative Decree 231/2001 to prevent unlawful behaviour.	2-27 205-1 205-2 205-3	G1-3 G1-5	
ETHICS AND CORPORATE CULTURE	Promotion of and respect for ethical principles and values that guide business decisions and define the way in which the company relates to its stakeholders. For Politecnica, business ethics is based on cooperation, understood as the shared exercise of the profession to create economic, social and professional value. This principle translates into integrated design, interdisciplinary collaboration and the dissemination of knowledge, fostering a participatory business model.	2-23 2-24 206	G1-1 G1-2	

THEME	DESCRIPTION	GRI	ESRS	SDGs
COLLABORATION AND NETWORKING	Building strategic relationships with public institutions, research organisations, sector associations and industrial partners to foster knowledge exchange, business growth and innovation. For Politecnica, this means actively participating in research projects, working tables and regulatory initiatives in the sector, contributing its know-how to the definition of guidelines, standards and best practices.			
TRANSPARENT COMMUNICATION	Providing clear, complete and accessible information to stakeholders in order to establish a relationship based on trust and transparency, encouraging dialogue and the active involvement of stakeholders. For Politecnica, transparent communication is a pillar of its corporate identity, promoting an image based on ethics, legality, sustainability, technical expertise, inclusiveness and reliability.	2-29		
DATA PROTECTION AND SECURITY	Set of measures and procedures adopted to guarantee the security, confidentiality and integrity of the information collected, preventing unauthorised access, data leakage or improper use. Politecnica manages sensitive and non-sensitive data in the context of orders, ensuring their protection through strict internal procedures and using secure IT systems with limited access and periodic backups.	418-1		
ECONOMIC PERFORMANCE	The ability to generate value by guaranteeing the possibility to invest in innovation, training and development, face market challenges, ensure employment stability and contribute to the growth of the territory. For Politecnica, economic solidity makes it possible to guarantee adequate remuneration for internal and external professionals, support technological development and the professional growth of personnel, and strengthen the company's financial stability.	201-1		
TECHNOLOGICAL INNOVATION	Adoption and development of digital tools, methodologies and processes to improve operational efficiency, performance quality and market competitiveness. For Politecnica, this theme mainly concerns the use of advanced software for the design and digitisation of works and the possibility of exploiting artificial intelligence to optimise business processes, analyse data and improve operational efficiency.			
SERVICE QUALITY	Ability to guarantee high standards in the services offered, responding to clients' needs, expressed and/or implied, both technically and in terms of cost and time. Politecnica, in addition to full compliance with contractual specifications, sector regulations and technical standards, the management of environmental and safety issues, support to the client in the decision-making stages, and the methods of communication and involvement are becoming increasingly important.			
SUPPLIER RELATIONSHIP MANAGEMENT	Adoption of practices aimed at guaranteeing fair, transparent and sustainable commercial relations, ensuring the quality of goods and services supplied, compliance with delivery times and contractual conditions, with particular attention to fairness in payments and compliance with company and regulatory standards. For Politecnica, supplier management focuses mainly on subcontractors of specialist consultancy and design support services, which provide.	308-1 308-2 414-1 414-2	S2 G1-2	
PARTNERSHIP RELATIONSHIP MANAGEMENT	Creation and maintenance of strategic partnerships with other companies for the realisation of shared initiatives by integrating skills, resources and technical capabilities. For Politecnica, partnerships are mainly developed through the establishment of temporary groupings of companies or other forms of collaboration aimed at the integrated management of multidisciplinary projects.	3-3	G1-1 G1-6	

INDIRECT THEMES related to planned / directed works

THEME	DESCRIPTION	GRI	ESRS	SDGs
ENVIRONMENTAL SUSTAINABILITY OF WORKS	Buildings and infrastructure have a significant impact on the environment, influencing land consumption and transformation, biodiversity, use of natural resources, pollutant emissions and energy consumption. These effects are manifested throughout the entire life cycle of the building: from construction to use, to decommissioning. During the design phase, Politecnica assesses the environmental impact of the work at every stage, verifying compliance with mandatory standards and proposing improvement options to the client that will reduce the ecological footprint and optimise the environmental performance of the work, also with a view to obtaining certification according to internationally recognised protocols.	302 303 305 306 308	E1 E2 E3 E4 E5	     
SOCIAL SUSTAINABILITY OF WORKS	All works and, in particular, infrastructures and urban regeneration projects have a significant impact on communities and people's well-being, affecting quality of life, accessibility to services and safety. Politecnica considers aspects such as health and well-being in buildings, accessibility and inclusion, improved safety and climate resilience, and impact on the economic and social fabric during the design phase.	416-1	S3 S4	   
SAFETY OF END USERS	Set of measures aimed at ensuring that the goods and services provided are safe, through compliance with regulatory standards, quality control and the adoption of strategies to reduce the risk of accidents, malfunctions or damage. For Politecnica, this translates into the design of buildings and infrastructures that comply with the highest standards of quality, stability and safety, guaranteeing the protection of users and preventing risks associated with structural failures, plant malfunctions or accidental events.	416-1	S3 S4	
CO-DESIGN	The involvement of local authorities, citizens and stakeholders in the design process is fundamental to ensure that works meet the real needs of the territory and the community. For Politecnica, this means interpreting local needs and supporting the client in the integration of participatory solutions, providing tools and expertise to facilitate dialogue with stakeholders and make the process more effective and inclusive.	413-1	S3 S4	

METHODOLOGY of analysis and prioritization

In 2025, Politecnica updated its materiality analysis in accordance with the principle of **dual materiality** provided for in the Corporate Sustainability Reporting Directive (CSRD) and governed by the European Sustainability Reporting Standards (ESRS).

The update included an integrated assessment based on two distinct but complementary dimensions:

- **impact materiality**, the significance of the effects generated, positive or negative, actual or potential, on people, the environment and the economy;
- **financial materiality**, understood as the effect that a given question can have, or can reasonably be expected to have, on the organization's financial, economic, and asset situation in the short, medium, and long term.

The process consisted of two main phases, **external engagement and internal valuation**, both oriented to detect the perceived materiality of issues according to the two perspectives of dual materiality.

The quantitative survey was conducted by means of an **online questionnaire** re-aimed at a large panel of stakeholders, who were asked to give a score from **1 to 5** to express the perceived relevance of each potential issue from the perspective of **impact materiality**.

In addition, **banking and insurance institutions** were asked to identify the **10 issues considered most significant from a financial materiality perspective**, based on their experience.

Each stakeholder category was weighted by assigning an **influence coefficient from 1 to 5**, calculated according to the level of interaction and reciprocity of the relationship with Politecnica. **Material relevance to stakeholders** was then determined through the weighted **average of the scores** attributed to each theme.

In parallel, **internal focus groups** were organized with the involvement of the **Sustainability Committee**, composed of representatives from the Sustainability, Human Resources and Integrated Management System Areas.

Again, a score from **1 to 5** was given for each issue, assessing both the **relevance of the impact**, according to criteria of magnitude, importance, and likelihood (for potential impacts) and **financial relevance**, understood as the combination of the magnitude and likelihood of economic-financial effects, consistent with the ESRS standards.

A **materiality threshold of 3.5** was defined and applied to both the prospective impact statement and the financial statement.

An issue is considered relevant under the impact perspective only if it exceeds the average value of 3.5 for both stakeholders and the Sustainability Committee's internal assessment, and **relevant overall** if it is so **under even one of the two perspectives**: impact or financial.



ENVIRONMENT SOCIETY GOVERNANCE

MATRIX
of materiality

Following the inter- na consultation and evaluation acti-
vities, the following areas emerged as priorities:

THEME	IMPACT MATERIALITY	FINANCIAL MATERIALITY
DIRECT THEMES RELATED TO THE ACTIVITIES CARRIED OUT		
ATTRACTION AND RETENTION	Effective	R-O
POSITIVE AND COLLABORATIVE WORK CLIMATE ADEQUACY OF FEES	Effective	
WORK-LIFE BALANCE	Effective	R-O
DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY	Effective	
TRAINING AND SKILLS DEVELOPMENT	Effective	R
FORMAZIONE E SVILUPPO DELLE COMPETENZE	Actual	R
LEGALITY AND PREVENTION OF CORRUPTION	Potential	R
ETHICS AND BUSINESS CULTURE	Effective	
DATA PROTECTION AND SECURITY	Effective	R
ECONOMIC PERFORMANCE	Actual	R-O
TECHNOLOGICAL INNOVATION	Actual	R-O
QUALITY OF SERVICE	Actual	R

THEME	IMPACT MATERIALITY	FINANCIAL MATERIALITY
INDIRECT THEMES RELATED TO WORKS PLANNED/DIRECTED		
ENVIRONMENTAL SUSTAINABILITY OF THE WORKS	Effective	R
SOCIAL SUSTAINABILITY OF THE WORKS SAFETY OF END USERS	Effective	
SICUREZZA DEGLI UTENTI FINALI	Potential	R

The materiality analysis confirmed the **centrality of diverse issues** directly related to the organization, particularly those related to **the management and enhancement of human capital**. Attraction and retention, adequacy of compensation, training and skill development, work-life balance as well as positive work climate all appear to be material in terms of impact, with the first three also assuming financial relevance as they are crucial to the organization’s competitiveness and business continuity. Diversity, Inclusion, and Equal Opportunity was identified as a topic with significant impact and also potential financial risk, as any incidents of discrimination could compromise corporate reputation.

Regarding governance, legality and corruption prevention, as well as data protection and security, were assessed as issues with potential material impact and high financial relevance, due to the risk associated with possible regulatory violations or reputational damage.

Economic performance, technological innovation, and service quality are material under both perspectives, as they are directly related to the economic stability of the company and its ability to generate value. Innovation, in particular, is also an opportunity for development.

Among the indirect issues, **environmental sustainability of the works and end-user** safety were both considered relevant in terms of both impact and financial risk, highlighting the importance of environmentally sustainable

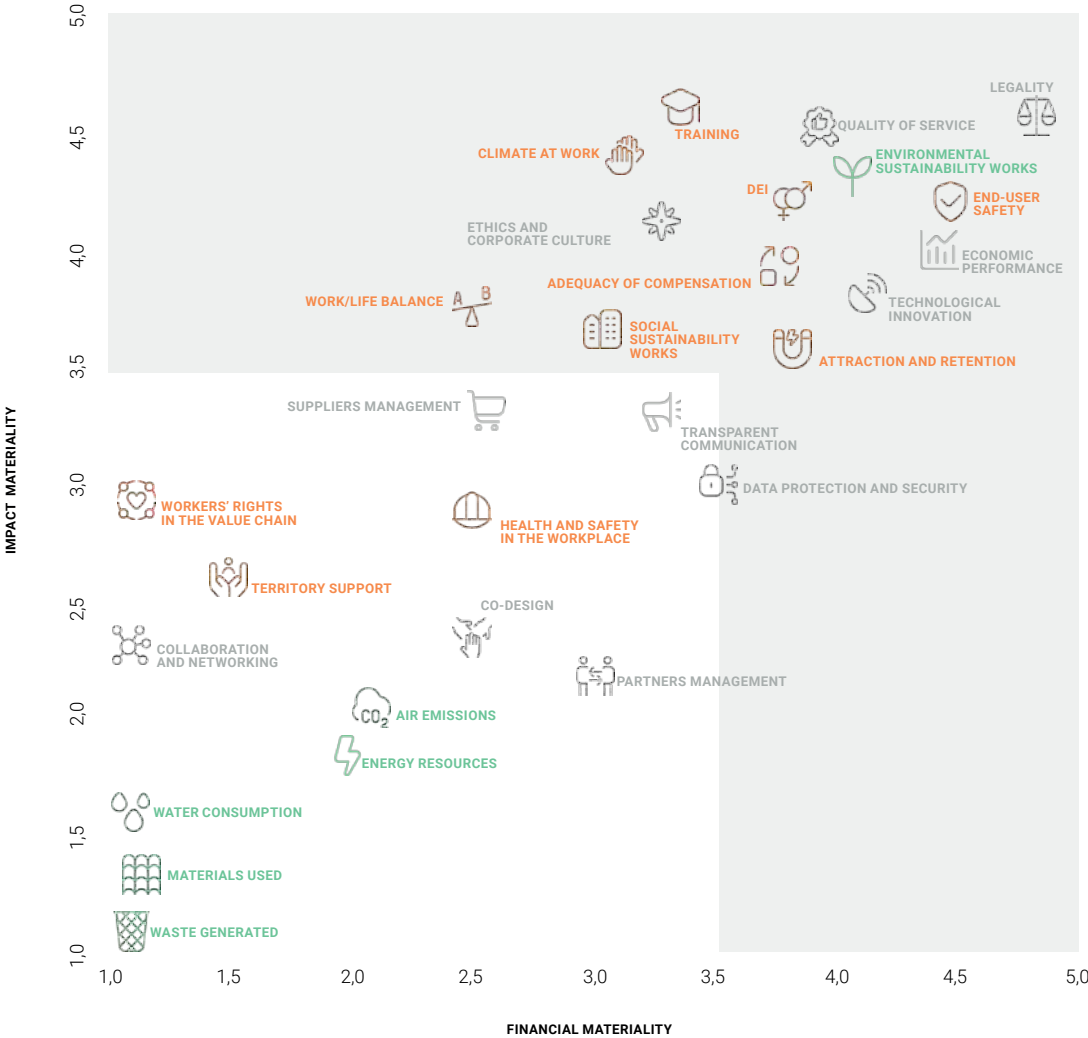
and safe projective solutions. The social sustainability of the works received a high impact rating, although it is not currently associated with direct economic risks or opportunities.

The **materiality matrix** represents in visual form the relevant issues for Politecnica, positioning them according to the two dimensions of dual materiality:

- **Vertical axis:** materiality of impact on people, environment, society, and stakeholders;
- **Horizontal axis:** financial relevance to the organization, in terms of risks and opportunities.

These issues form the basis for corporate ESG prioritization and reporting according to GRI and CSRD standards. Their oversight is a key element in strengthening organization resilience, stakeholder trust, and strategic coherence of corporate policies.

Non-material issues, while not representing strategic priorities, will continue to be monitored and, where deemed appropriate, reported on.





STAKEHOLDER engagement

Stakeholder engagement ensures that the analysis of material issues is not self-referential, but actually reflects the most relevant issues not only for the company, but also for its stakeholders. This approach makes it possible to more accurately identify priority issues to focus on and to better orient the company's strategy. In the first quarter of 2025, Politecnica carried out a structured listening and engagement initiative on key stakeholders, with the aim of gathering opinions and suggestions on potentially relevant issues and updating its materiality analysis.

The identification of stakeholders for engagement was based on an updated stakeholder mapping, according to criteria of **strategic relevance, economic volume, and positioning with respect to ESG issues**.

The selection involved the integrated use of qualitative and quantitative parameters to ensure representativeness and effectiveness of engagement. Cooperating members were included in their entirety, as stakeholders prima-

riors of the organization and individuals actively involved in strategy setting and corporate governance. Their direct involvement permitted internal expectations related to the strategic vision, mission, and value coherence of the organization.

For **employees**, the questionnaire was also sent to 100 percent of current staff, including all organizational areas and levels of responsibility. This allowed us to gain a cross-reading with respect to the issues of internal sustainability, organizational well-being and corporate culture. Similarly, all **employees with ongoing professional relationships** were included, as individuals stably integrated into productive and project processes. Their operational knowledge of company activities and involvement in strategic projects make their views particularly relevant. With regard to **customers**, a two-level selection criterion was adopted. First, a Pareto analysis was conducted on the 2024 workload, which identified the customers most economically relevant. Subsequently, the sample was expanded with additional strategic cu-

stomers, due to importance in terms of business or interest in ESG issues, for a total of 50 customers. Suppliers were selected through a classification into two macro-categories: core and support **suppliers**. The former include subjects directly involved in the implementation of projects while the latter cover cross-cutting services that are fundamental to the company's operations (such as software, training, logistics). Thirty-two subjects were selected on the basis of spending volume, relationship stability, and strategic relevance.

In the case of **partners**, selection was conducted by combining the analysis of historical data on past collaborations with a prospective assessment of future potential, identifying 52 subjects. For **banking and insurance institutions**, 12 subjects were selected based on the nature and intensity of existing relationships, favoring those with a significant role in financial support and a recognized focus on ESG aspects.

In addition, 5 representatives of **trade and professional associations** to which Politecnica belongs were included, by virtue of their active participation in institutional tables, technical committees and policy-making initiatives.

For the **scientific and professional community**, 6 interlocutors belonging to universities, research institutions, professional orders and innovation networks, already involved in collaborations on calls, research projects and technology transfer, were selected.

Finally, 4 representatives of the **local Modenese community** were involved, identified from foundations, third-sector entities, civic committees, and public administrations.

In total, the panel included **475 individuals**, including members, employees, collaborators, customers, partners, suppliers, financial institutions, trade associations, and the local and scientific community.

Engagement took place through an anonymous **online questionnaire**, accessible from PCs and smartphones, which allowed for the collection of quantitative assessments and suggestions about the perceived relevance of key sustainability issues for Politecnica, providing a concrete basis on which to update the organization's strategic priorities.

In addition to questions on relevance, the questionnaire included two specific sections on aspects deemed strategic by the organization, the results of which will be analyzed during 2025 in order to update corporate strategies. The first, dedicated to "Diversity, Inclusion and Equal Opportunity" and addressed to partners, employees and collaborators, aimed to detect internal perceptions with respect to the fairness and inclusiveness of the work environment, in line with the impacts undertaken by Politecnica through the UNI/PdR 125:2022 certification. The second, centered on the "Sustainability of Works" and intended for clients, aimed to understand which environmental and social dimensions are considered priorities and in which areas clients are willing to invest to achieve greater environmental and social benefits. To encourage participation and strengthen the social impact of the initiative, Politecnica associated the completion of the questionnaire with a solidarity donation: for each response received, 5 euros were donated to Dynamo

Camp, a foundation that offers recreational therapy activities to children and young people with serious or chronic illnesses.

The initiative recorded a **response rate of 51 percent**, well above the average for voluntary surveys. The result highlights the high level of stakeholder involvement and sense of ownership, confirming confidence in the organization's transparency and consistent values. The collected evidence, analyzed in aggregate and processed anonymously, fed into the **2025 materiality matrix**, providing an empirical and participatory basis for the identification of material relevant issues and the subsequent updating of the corporate ESG strategy. This approach strengthens Politecnica's ability to guide its decisions in a way that is informed and consistent with stakeholder expectations, consolidating governance based on inclusion, transparency, and active dialogue.

La sostenibilità per Politecnica - Stakeholder engagement

* Obbligatoria

Dimensione Sociale

Secondo la tua opinione, quanto dovrebbero essere rilevanti i seguenti temi sociali per Politecnica?

Indica un valore da 1 a 5:

- 1 - Per niente rilevante - Questo tema non ha alcuna importanza per Politecnica e non dovrebbe essere considerato una priorità.
- 2 - Poco rilevante - È un tema di scarsa importanza e ha un impatto limitato sull'attività di Politecnica.
- 3 - Moderatamente rilevante - Questo tema ha un impatto moderato, non rappresenta una priorità immediata ma può essere considerato con interventi limitati.
- 4 - Molto rilevante - È un tema significativo per Politecnica e merita attenzione con azioni dedicate.
- 5 - Estremamente rilevante - È un tema prioritario per Politecnica e dovrebbe essere al centro delle strategie aziendali.

Nota: Un tema è tanto più rilevante quanto maggiore è il suo potenziale di generare impatti positivi e/o negativi sulle persone e sul territorio in cui opera l'azienda, influenzando anche, talvolta, la capacità dell'azienda stessa di creare valore nel lungo termine.

7. Clima lavoro positivo e collaborativo *

Presenza di un ambiente lavorativo positivo, con un clima collaborativo e un adeguato sostegno al benessere psicofisico. Politecnica svolge attività di progettazione integrata con team multidisciplinari, dove la capacità di collaborare efficacemente è essenziale per garantire il successo dei progetti.

- ☐ 1 - Per niente rilevante
- ☐ 2 - Poco rilevante
- ☐ 3 - Moderatamente rilevante
- ☐ 4 - Molto rilevante
- ☐ 5 - Estremamente rilevante

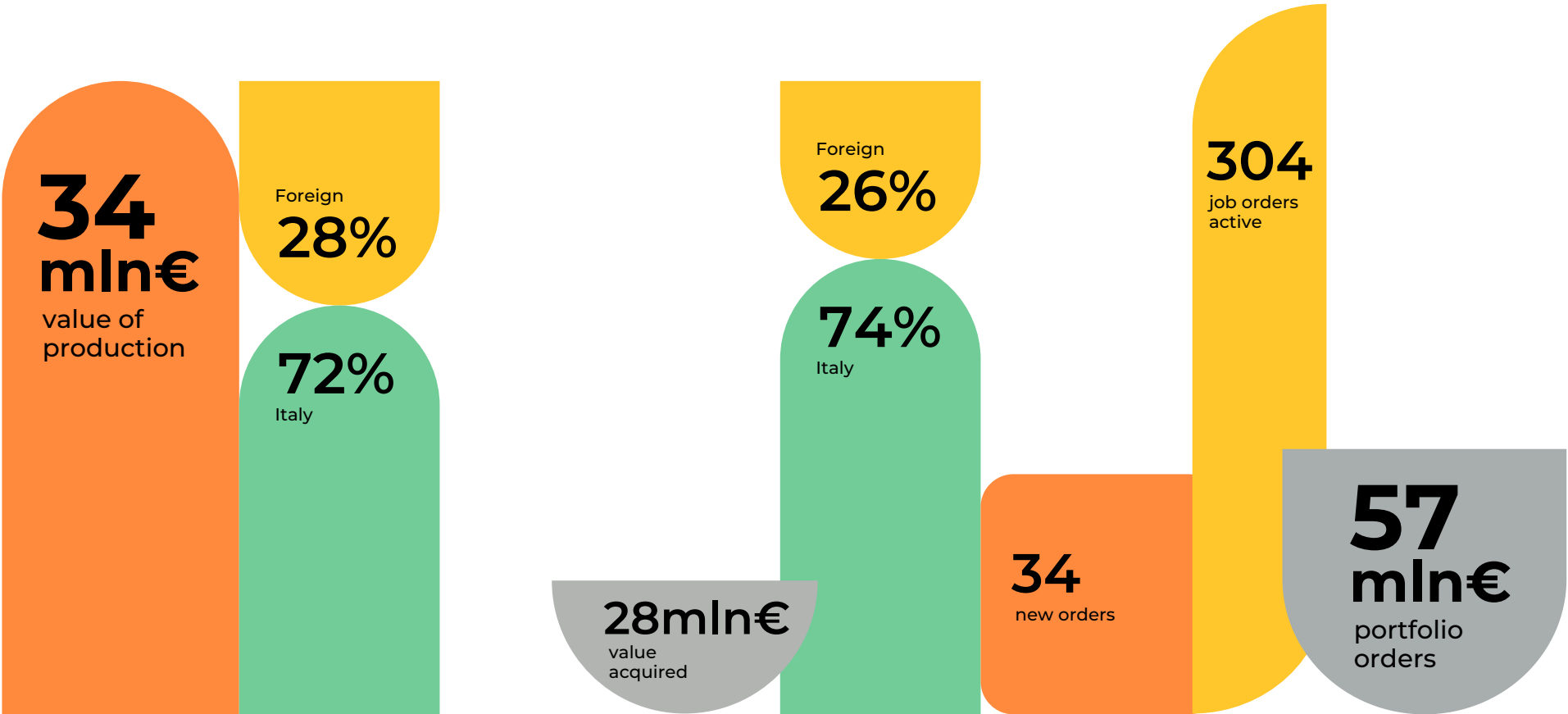
04 / GOVERNANCE AND business management



“2024 was a year of consolidation and growth. We achieved the highest production value in our history and profitability increased. But it is not just a matter of numbers: these results tell of the soundness of our technical and strategic choices, the trust of our customers and partners, and the quality of our people's work.

We have generated value for those who work with us, for communities, and for the future of our cooperatives. Every project carried out is a shared investment that strengthens our ability to face the future with vision, competence and responsibility. Growth, for us, means continuing to create economic, social and human value.

”

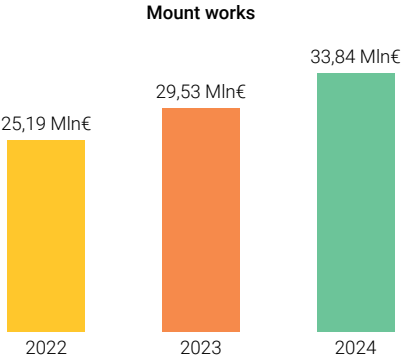


ECONOMIC performance

ORDER BACKLOG AND PROFITABILITY

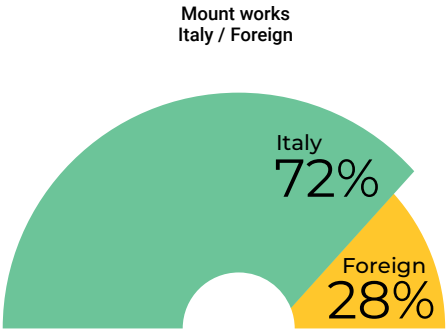
In the past year, operational production recorded further growth, confirming the positive trend observed in the post-pandemic years. Analysis of the amount of work and associated profitability highlights the soundness of the design and management approach adopted by the Company, as well as the centrality of certain key orders in sustaining the overall value generated.

In 2024, the total amount of works reached approximately **34 Mln€**, marking an increase of **14.6% over 2023**. Although the rate of growth is slightly lower respect to previous years, the figure represents the **highest absolute value in the history of the organization**, testifying to the full utilization of **in-house production capacity**.



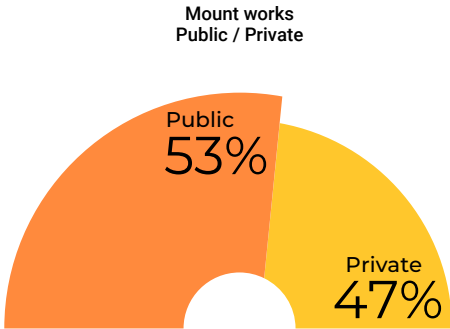
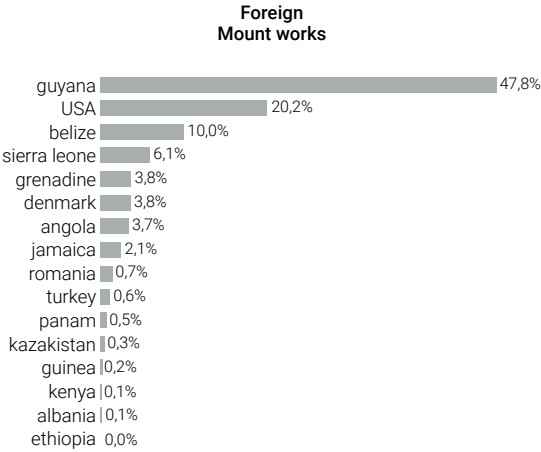
From the point of view of **geographic composition**, 72% of the total amount of works derives from activities carried out in Italy, while the remaining 28% comes from foreign contracts, with a **balanced balance** between public (53%) and private (47%) clients.

The distribution of the amount of work abroad shows a marked project concentration in the Latin- merican area, with **Guyana** in first place and accounting for **47.8%**, or almost half of the total volume of international activities. This is followed by the **United States** with **20.2%** and **Belize** with **10%**, which, together with Guyana, together account for about **80% of the total**. In terms of concentration, a high incidence of certain strategic orders is confirmed in 2024 as well: **23% of the orders produced about 80% of the total value**, with 8% generating 50% of production alone.

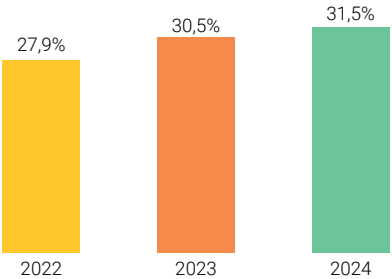


Major initiatives abroad include inter- ventures in **Guyana, the United States, and Belize**; domestically, production covered key sectors such as **infrastructure, hospital construction, and manufacturing**. Major orders include:

- New Demerara Bridge and Mabura Road Project in Guyana;
- New PMI plant in the United States;
- New Hospital Complex in Padua, Cavallerizza Reale of Turin and Former Cerimant Barracks in Rome;
- Bulgari factory in Valenza and Green- milk Granarolo plant in Pasturago di Vernate.



Margine di commessa



“In 2024, we reached a new record: almost 34 million euro in total works, the highest ever. Profitability also increased, bringing us to 31.5%. This result confirms the soundness of our technical, managerial and strategic choices.”

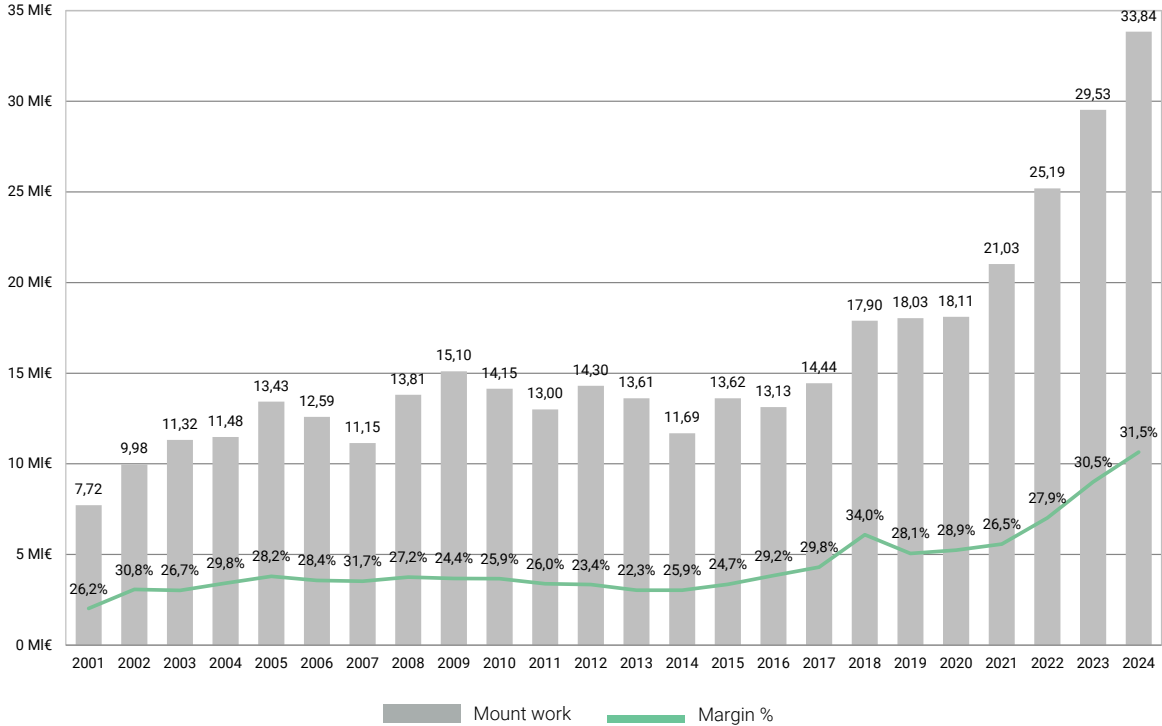
On the profitability side, the order margin stands at **31.5% an improvement of one percentage point** over 2023. The figure confirms a **steady growth trend initiated** (+5 points in three years), the result of rigorous technical-economic management of communities and an **industrial strategy oriented toward operational efficiency and sustainability**.

Analysis of historical data on the amount of work shows a steady but nonlinear growth, with a **sharp acceleration starting in 2018**. After a long stabilization phase around 13-15 Mln€ between 2006 and 2017, the value started to rise significantly, reaching around **34 Mln€ in 2024**, the highest peak recorded.

In parallel, the order margin (%) also shows an interesting development. After a phase of decline and stagnation between 2009 and 2017, a **decisive recovery is observed from 2018**, with an increase from 29.8% to **31.5% in 2024**, marking a growth of **more than 5 percentage points** in seven years.

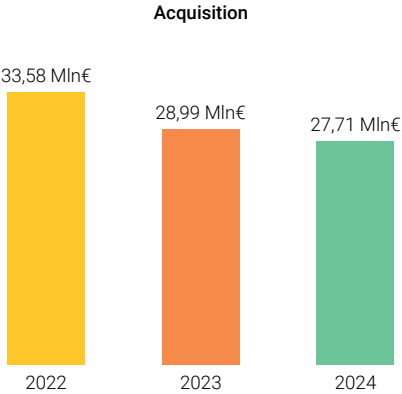
This double growth - **absolute value of production and its profitability** - testifies to the effectiveness of the strategies implemented, particularly in terms of **optimization of technical processes, selectivity of communities and improvement of operational management**.

Trend of the total amount of work and the margin of the contract



BUSINESS ACTIVITY:
ACQUISITION RESULTS AND PORTFOLIO

In 2024, the total value of the acquired - resulting from the sum of new orders and changes in existing ones - is about **28 Mln€**, registering a **4.4%** decrease compared to 2023. The contraction, while confirming a slowdown trend that started in the last two fiscal years, occurs in a context characterized by selectivity in opportunities, rationalization of supply, and consolidation of relationships with strategic clients.

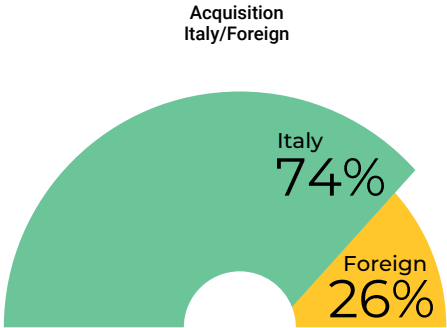


There are **34 new orders acquired** with a value of **11.40 Mln€**, or **41% of the total acquired**. To these are added the changes in existing contracts that mainly concern the activation of implementation contracts within framework agreements and the exercise of options already provided for in the contract and, secondarily, recalculations of fees, variant appraisals and added activities that emerged during service delivery.

Contract integrations amount to a total of **16.31 Mln€** and account for 59% of the complexly acquired value. From a **geographical** point of view, **74% of the acquired business was generated in Italy**, for a total of **20.60 Mln€**, while the remaining **26% came from foreign orders** (7.11 Mln€), confirming the continuity and extra-territorial relevance of international activities. As for the **type of customer**, there is a prevalence of the **public sector (65%)** over the private sector (35%), confirming the centrality of the public sector in the Company's business strategy.

In 2024, the Italian market generated a complete value of 20.60 Mln€, corresponding to 74% of the total acquired. Of this, 7.72 Mln€ came from new orders, while 12.88 Mln€ came from variations on existing orders. Regarding the type of client, 64% of the value acquired in Italy is attributable to the public sector, amounting to 13.28 Mln€. On the other hand, the remaining 36%, amounting to 7.32 Mln€, comes from private clients. The acquisition confirms the strategic nature of some key sectors for the domestic market, particularly health care, school building, and industrial manufacturing, with major new orders such as the design of the Greenmilk plant for Granarolo, the Oderzo Hospital, and the Liceo Virgilio in Empoli.

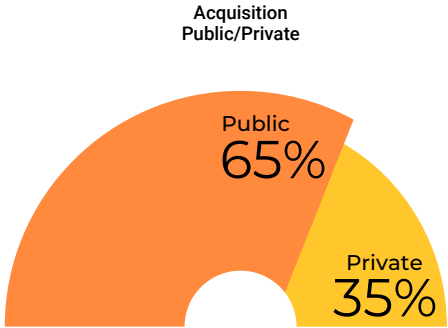
In 2024, the foreign market contributed 7.11 Mln to the total amount acquired, accounting for 26 percent of the total value. Of these, 3.68 mln€ came from new orders and 3.43 Mln€ from changes in existing orders. The breakdown between public and private clients shows an



incidence of 67% and 33%, respectively, confirming the prevalence of the institutional channel.

The strategy of presiding over priority areas in the extra-national context is confirmed to be effective, with a portfolio diversified both in terms of areas of intervention and geographical localization.

Major new acquisitions and additions include the construction management of the **New Mackenzie-Wismar bridge in Guyana**, the **National Laboratories Center project in Ethiopia**, and the **Cultural Hub in Bellevue** in Saint Vincent and the Grenadines and the project for a **new industrial plant in the USA**.



At the end of 2024, the order backlog stood at about **57 Mln€**, down from the previous year (-9.8%).

Despite the contraction recorded in 2024, analysis of the 20-year trend shows a path of structural creation, consistent with the expansion of the Company's activities and the strengthening of internal production capacity.

The **Coverage Index** (ratio of portfolio to workload for the year) remains **above 1.6**, confirming the **organization's ability to ensure operational continuity**, stability in the medium term, and sustainable workload management.

ECONOMIC AND FINANCIAL SOUNDNESS

In the three-year period 2022-2024, Politecnica has significantly strengthened its **economic solidity**, demonstrating its ability to generate value in a stable and profitable manner, and has consolidated its **capital structure**, guaranteeing balance and sustainability in the long term.

Overall, the analysis of the main economic indices shows a **solid and resilient structure**, capable of sustaining production growth and maintaining positive margins over time. The trend in share capital and reserves further strengthens the equity position, in line with the principles of cooperation and reinvestment of profits for the benefit of the company's community.

The value of production shows an **increase of 35% in three years**, a sign of a progressive strengthening of production capacity and the acquisition of new contracts. The increase in costs is in line with the growth in production value, keeping the gross operating margin stable. The net result **grew by 60% over the three-year period**. This increase is a clear indicator of sustained economic growth and management efficiency, especially considering the parallel increase in operating costs.

The level of taxes remained stable compared to the previous year, despite a growing net profit, reflecting effective tax management. The constant growth in reserves reflects the desire to **strengthen the internal capital base** by setting aside undistributed profits, in keeping with cooperative principles and prudent management.



Share capital also showed a steady and progressive increase, highlighting a management approach geared to sustainable growth and capital solidity, capable of nurturing investment, innovation and risk response capacity over time. This is an **indicator of internal confidence** and a strategy consistent with the mutual values that guide Politecnica.

The profitability indices confirm the good economic balance achieved over the three-year period. The slight decrease recorded in 2024 compared to the previous year is attributable to the increase in operating costs needed to support the increase in production, in a context of expansion. However, the values remain at fully positive levels and consistent with careful management, oriented towards efficiency and process control.

Overall, the trend of the indices shows a solid structure, capable of facing market dynamics with stability, consolidating the results achieved and sustaining future development on a sustainable basis.

INDEX	2022	2023	2024
Net ROE	11,00%	13,81%	12,92%
Gross ROE	14,94%	16,38%	15,15%
ROI	17,19%	20,18%	17,04%
ROS	5,71%	6,97%	5,05%

“ We have worked to strengthen our economic and asset bases, ensuring **stability, growth and continuity** for all our stakeholders. **Every project implemented is also an investment in our future.** ”

ECONOMIC PERFORMANCE

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
Focus the Italian market in 2024 on specific segments such as infrastructure, healthcare and restoration with new orders and additions.	In 2024, the Italian market was successfully targeted across all identified strategic segments – infrastructure, healthcare and restoration – through the acquisition of new contracts and the activation of contractual additions to existing assignments.	●
Develop the foreign market in 2024 in specific geographical areas (Guyana) with new contracts and/or additions to existing contracts.	In 2024, new contracts and contract additions were acquired in Guyana (New Mackenzie-Wismar Bridge and New Demerara Bridge) and Saint Vincent and the Grenadines (Cultural Hub), confirming the strategic continuity of the area.	●
Focus the foreign market in 2024 on specific segments such as infrastructure (roads and bridges) and hospital construction in the public sector and industry in the private sector with new contracts acquired.	In 2024, contracts were acquired in the infrastructure (Guyana), healthcare (Ethiopia) and industrial (USA) sectors.	●
WHAT WE WILL DO		
PRODUCTIVITY AND MARGIN		
Achieve a total order book of at least €30 million in 2025		
Achieve a contribution margin of over 28% in 2025		
ACQUIRED		
Achieve total revenue in Italy of at least €20 million in 2025		
Achieve total revenue abroad of at least €10 million in 2025		
STRATEGIC POSITIONING		
Focus the Italian market in 2025 on specific segments such as infrastructure, healthcare and restoration with new contracts and additions		
Develop the foreign market in 2025 by consolidating our reputation with donors, continuing in regions where we already have a presence and exploring opportunities in adjacent markets.		
Focus the foreign market on targeted segments: road and hospital infrastructure in the public sector, industrial plants in the private sector, aiming to acquire new contracts.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Job Mount (Mln€)	25,19	29,53	33,84
Mount works Italy (%)	75,7%	76,7%	72,0%
Foreign mount of work (%)	24,3%	23,3%	28,0%
Job order margin (%)	27,9%	30,5%	31,5%
Value of the acquired (Mln€)	33,58	28,98	27,71
Value of the acquired Italy (Mln€)	23,89	24,85	20,60
Value of foreign acquisition (Mln€)	9,69	4,13	7,11
Order portfolio (Mln€)	63,30	62,66	56,63
Value of production (Mln€)	25,33	29,76	34,26
Net income (Mln€)	0,81	1,24	1,30
Share capital (Mln€)	2,12	2,47	2,82

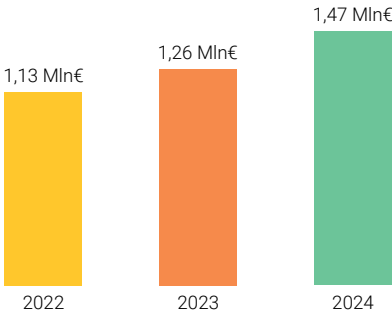
TECHNOLOGICAL innovation

AN INTEGRATED DIGITAL STRATEGY TO FACE THE FUTURE

Since 2018, all of Politecnica's new orders have been developed using **Building Information Modeling (BIM)** methodology, which is now fully integrated into the Company's operational practice. This approach has made possible a more collaborative, transparent and efficient design, enhancing coordination between disciplines, work life cycle management and data traceability. The gradual maturation of internal know-how enabled it to tackle complex hospital and infrastructure projects, consolidating the Company's leadership in technology-intensive markets.

In 2024 alone, ICT investments-including hardware upgrades, specialized software, training, and infrastructure-reached **1.47 million euros, or 4% of the value of production**. The increase over previous years confirms a strategic vision geared toward continuous digital transformation, in which technology is an enabling factor for operational efficiency, design quality, and sustainability. This path is accompanied by targeted initiatives to upgrade skills, with particular attention to the advanced use of BIM.

ICT expenses



Confirming the design quality and digital maturity achieved, Politecnica has won numerous national awards over the years, including the prestigious **"BIM & Digital Awards"**, sponsored by Cluser Build, ASSOBIM and SAIE. Among the most significant achievements:

- **2022:** second place in the Infrastructure category for the New Albiano Bridge project over the Magra River;
- **2021:** double first place in the Public Buildings and Infrastructure categories for the EU Corporate Restaurant at the Joint Research Center in Ispra and the new Control Tower at Milan Linate;
- **2020:** first place in the Infrastructure category with the Zealand University Hospital in Denmark; second and third place respectively for the former STA Barracks. VE.CO in Bologna (Restoration and enhancement of patrimony) and for the Modena and Baggiovara Intensive Care HUBs (Digital and Covid).

In parallel, the Company actively participates in working groups and technical commissions, both at the national and international level, contributing to the development and dissemination of open digital standards and interoperability tools to support public clients and the entire construction supply chain. This commitment is realized through the sharing of expertise and the promotion of innovation models, in line with the principles of sustainable digital transformation.

Among the main collaborations:

- **Working Group IFC Road Italia IBIMI - buildingSMART Italia (2021-2022)** In collaboration with the University of Padua, for the validation of the IFC 4.3 standard with particular reference to information modeling of linear infrastructures, such as roads and railways.
- **IBIMI Infrastructure Domain Commission - buildingSMART Italy (2024-ongoing)** Aimed at the development of open standards for smart data and the integration between BIM models and GIS systems, promoting the integrated management of the built environment throughout the entire life cycle of infrastructure works.
- **IBIMI Building Domain Commission - buildingSMART Italy (2024-ongoing)** Committed to definition of tools and technical specifications for the integration of structural data into the building information model, in order to support the entire life cycle of the

work (planning, design, construction, operation and maintenance).

- **IBIMI Structures Working Group - buildingSMART Italia (2022- 2024)** Dedicated to the development of guidelines for interoperability between BIM software and structural calculation software, with reference to the main BIM uses of the discipline (seismic calculations, verifications of existing buildings, technical reports).
- **OICE BIM (2023-2024)** For the drafting of the OICE Standard Information Chapter, included in the 7th OICE Report on Digitization, to support contracting stations in defining information requirements for BIM-oriented procurement.

In recent years, the focus has also expanded verso new frontiers of digital transformation, with particular reference to **artificial intelligence (AI)**. The goal is to assess its potential impact on business processes, improve service quality and increase competitiveness, while keeping the integration of technology, skills and organizational culture at the center.

FROM INTERNAL ASSESSMENT TO SUPPLY CHAIN PROJECT: AI AS A SHARED LEVER

In 2024, Politecnica consolidated its commitment to responsible digital **transformation by following up on the internal assessment on artificial intelligence** launched the previous year. The initiative returned a picture of the opportunities and priority needs for effective, safe, and responsible adoption of artificial intelligence within the organization.

Building on these results, Politecnica initiated the **controlled adoption of generative artificial intelligence technologies**, with particular reference to the use of ChatGPT, through dedicated technical instruction within the Integrated Management System (IMS). The initiative was developed from a responsible governance perspective, with a focus on data protection, content traceability, and usage awareness.

To strengthen this path, Politecnica joined the **“AI Cooperative Chain”** project in 2024, promoted by CPL Concordia (lead partner) and CAMST, with funding from Coopfond under the Cooding program. The initiative currently underway involves the definition of a **policy on the ethical and responsible use of AI**, in line with the European regulatory framework (AI Act) and cooperative principles, and, subsequently, the feasibility analysis of two vertical solutions, one for the Tender-Projecting-Commercial Area, aimed at optimizing bidding processes, and one for the **HR-Selection Area**, to support decision-making processes with automated screening and matching tools. The project has a strong systemic value and may represent a **replicable model** within the entire Legacoop ecosystem, promoting a conscious, sustainable and shared adoption of artificial intelligence technologies.

KNOWLEDGE THAT UNITES: THE FUTURE ACCORDING TO POLITECNICA

In 2024, the second edition of the **Politecnica Futura Prize** was dedicated to exploring the potentialities of **artificial intelligence applied to engineering and architectural services**. The initiative, aimed at members, dependants, and collaborators from all Italian and foreign offices, provided an important opportunity for cross-fertilization on innovation issues, stimulating the division of ideas and the elaboration of digital solutions capable of generating value for the company and its clients.

The winning proposal, selected by a jury composed of figures from inside and outside the organization, stood out for the **concreteness of the approach, replicability in business flows, and consistency with the company's strategic goals**. Developed by a multidisciplinary team, the idea involves the creation of an evolved digital assistance capable of indexing, organizing, and making the company's technical and normative documentation searchable.

Based on generative artificial intelligence and semantic analysis technologies, the system provides simple and immediate access to technical content distributed across multiple repositories and obtains timely and consistent answers, supported by direct references to document sources.

Designed to integrate into day-to-day operational flows, the project is a **strategic tool for enhancing the company's information assets, potentiating the dissemination of know-how, promoting a culture of cross-collaboration, and supporting rapid and informed decisions**. The 2024 edition confirmed the value of the Politecnica

Futura Prize as a tool for fostering participation, nurture a sense of belonging, and bring out the widespread innovative potential within the organization. The ideas that emerged are a valuable stimulus for the evolution of business processes and are already being explored for future operational application.

“We asked our people: how can AI improve the way we work? The answers exceeded expectations: concrete ideas that are already ready to be tested. A solution that speaks of innovation, but also of collaboration.”



Winners of the Politecnica Futura Prize dedicated to Artificial Intelligence in Santa Clara, in the heart of Silicon Valley, to take part in the AI & Big Data Expo Global, among the leading international events in the field.

TECHNOLOGICAL INNOVATION INNOVAZIONE TECNOLOGICA

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
TECHNOLOGY INFRASTRUCTURE		
Carry out upgrades and improvements to the IT infrastructure at the Milan office by 2023.	Implementation in 2023 of the new VDI workstation virtualisation system, which allows operators at the Milan office to work directly on servers in Modena using virtualised machines.	●
Invest in the implementation and maintenance of information and communication technologies to ensure and improve day-to-day management, operational efficiency and competitiveness in the market.	In 2024, approximately €1.47 million was invested in ICT, equal to 4% of the value of production. Investments focused on hardware upgrades, the purchase of professional and collaborative software, and the upgrading of the company's network infrastructure.	●
Assess the possible applications of artificial intelligence to business processes by 2024 and implement solutions by 2025.	In 2023/2024, a technical and functional assessment of the adoption of AI in business processes was carried out through internal surveys, use case analyses and thematic workshops. In 2024, in collaboration with CPL and CAMST, the "AI Cooperativa di Filiera" (AI Supply Chain Cooperative) project was launched with the aim of defining a shared ethical policy and testing vertical AI applications.	●
Promote and stimulate internal discussion on the use of artificial intelligence to improve the quality of work, the efficiency of business processes and the results of services by 2024.	The theme of the 2024 Politecnica Futura Award was artificial intelligence, involving employees and collaborators in an active reflection on the potential of AI in business processes.	●

DIGITAL SKILLS DEVELOPMENT	●
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Invest in the implementation and maintenance of information and communication technologies to ensure and improve daily management, operational efficiency and competitiveness in the market.	In 2024, five courses on BIM modelling (total duration 90 hours) and seven courses on the use of design software (total duration 36 hours) will be held.
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STRATEGIC COLLABORATIONS

Participate in projects and initiatives with associations, universities and research institutions to accelerate the development of new technologies.	Participation in five initiatives in 2024, including specific committees and working groups promoted by iBIMi – buildingSMART, OICE BIM and AI Cooperativa di Filiera.	●
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WHAT WE WILL DO

TECHNOLOGY INFRASTRUCTURE

Continue investing in ICT technologies to support operational efficiency and competitiveness.
Implement artificial intelligence solutions in business processes based on ongoing trials by 2026.

DIGITAL SKILLS DEVELOPMENT

Increase staff digital and technological skills by providing training courses in BIM modelling and the use of design software.
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STRATEGIC COLLABORATIONS

Participate in projects and initiatives with associations, universities and research institutions to accelerate the development of new technologies.
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- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
ICT costs (M€)	1,13 Mln€	1,26 Ml€	1,47 Ml€
ICT costs / Value of production (%)	4%	4%	4%
BIM skills certifications (no.)	17	19	20
Training hours provided for updating technological skills (course duration in hours)	56	104,5	126
Projects and initiatives with associations, universities and research bodies to accelerate the development of new technologies	2	2	5

QUALITY of service

SERVICE COMPLIANCE

The market for engineering services is oriented toward increasing attention by Clients to the qualitative characteristics of engineering services. In addition to the evaluation of costs and timelines, qualitative aspects such as independence, management of environmental and safety issues, assistance in the performance of the Client's responsibilities, and methods of communication and involvement are becoming increasingly important.

In such a context, the identification of the actual needs and priorities of the Client cannot be handled by contractual tools alone but goes through the following steps:

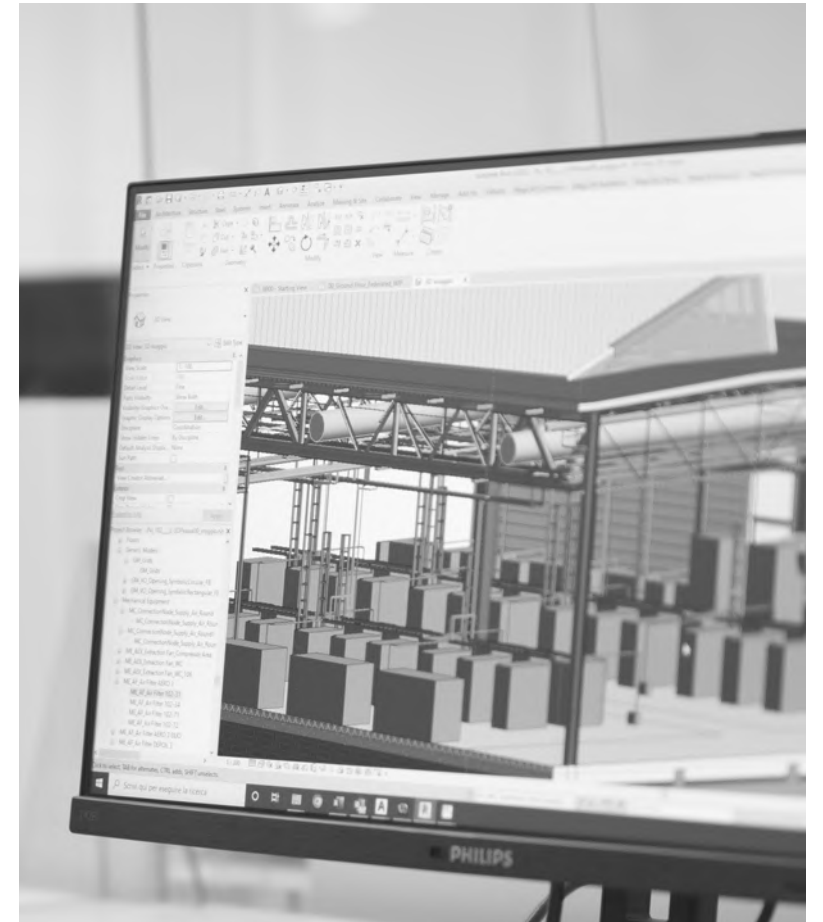
- Analysis of specifications, guidance and design documents or other documentation useful for highlighting the actual requirements of the Client;
- Collection and examination of applicable legislation and reference ;
- Determination of any needs or expectations of the Customer implicit or unexpressed and solicited by the company;
- Definition of any additional services that, although not made explicit, are nevertheless necessary to be able to ensure the satisfactory execution of services.

The basic data and requirements, determined downstream from the superior analysis, constitute the input to the Job Order Quality Plan, prepared by the Job Order Manager in accordance with documented procedures, which is the main planning, management and control tool for the service. The Quality Plan is constantly updated as the service progresses and in light of findings from design review and site meetings, including with the involvement of the Client.

All design drawings are reviewed and verified prior to their issuance and are subject to approval by the client, any public agencies (Fire Department, former Civil Engineers, Conference of Services, A.U.S.L., etc.) and, if necessary, validation by verification companies or agencies.

A separate discussion deserves the activity of Construction Management in which the Company's task is to verify the work of the Contractor by controlling the quality of materials and supplies, monitoring the progress and proper execution of the work in compliance with regulations and rules of art, and supervising the application of environmental and safety regulations, so as to ensure the final satisfaction of the Client regarding the quality of the work carried out.

The activity of management control is a central moment in the monitoring of the progress of the orders, both from an economic point of view and from the point of view of the overall performance of activities and relations with the Customer.





CUSTOMER SATISFACTION

Customer satisfaction is essential for long-term success. In addition to the possible direct financial consequences, nonconformities in the services provided result in increased commercial risk for the organization due to consequent reputational damage. Monitoring is carried out both directly at design review meetings and site meetings and indirectly through the analysis of complaints received or formal reports of dissatisfaction regarding the quality level of services rendered that are not limited to the identification of nonconformities that can be resolved through the use by the Committee of normal contractual dialectics.

No formal complaints were registered during the year, while four nonconformities were detected and resolved promptly, with no significant impact on the perception of quality.

Politecnica has also implemented a feedback monitoring system for completed projects through sample interviews.

The survey is based on a structured questionnaire sent to a panel of clients selected according to quantitative and qualitative criteria (economic value, complexity and strategic importance of the contracts). The questionnaire included assessments on nine dimensions of service quality, including:

- technical quality
- value for money
- staff flexibility
- ability to identify customer needs
- operational efficiency
- adherence to deadlines
- availability
- adequacy of BIM technology
- compliance with BIM project scope

Responses are expressed on a scale of 1 (not satisfied) to 4 (very satisfied). The results show a general appreciation of the services provided, with average scores ranging from 3.2 to 3.7. The overall media of satisfaction stood at 3.45, confirming the soundness of the company's qualitative approach and constant attention to the trusting relationship with customers. The analysis allows us to highlight strengths and areas with room for improvement.

The highest score (3.7) was recorded for the ability to identify customer needs, testing to design sensitivity and the ability to listen and personalize the service. Excellent feedback was also recorded on staff flexibility (3.6) and on-call availability (3.6), indicators of the continuous availability and support provided by the teams in charge.

Quality/price ratio is the indicator with the lowest average (3.2), suggesting the need for greater alignment between value perception and performance delivered, especially in more complex orders.

Operational efficiency and adherence to schedule (both at 3.3) also show good results but with room for optimization in terms of management of execution phases. With reference to the aspects related to process digitization and information modeling, the results obtained reflect a high and renowned level of BIM maturity, both on the technical level and on compliance with the expected standards.



CERTIFICATIONS AND BUSINESS RATINGS

Certifications represent for Politecnica not only a relevant aspect of the quality of the services provided and respect for the environment, but an approach aimed at continuous improvement of both the production process and the operational and design methods.

Already since 2001 the company has been certified according to the **UNI EN ISO 9001** standard. In 2012, the Management System was renewed and extended to include project verification activities for validation purposes and in 2017 adjusted to the 2015 version of the standard. Finally, in 2021 it was adjusted to comply with the requirements reported in **UNI/PdR 74:2019** "BIM Management System."

This path has resulted in **constant improvement** that has affected not only the aspects related to the quality of processes and services, but has also gone so far as to include issues related to the environment and safety, with the implementation in 2013 of a single integrated manual. The document provides the overall framework of the Management System implemented by Politecnica to cope with the need to provide evidence, both inside and outside the Company, of the definition and application of organizational methods aligned with industry best practice, in order to increase the efficiency and effectiveness of its activities and to ensure its congruence with all mandatory requirements and voluntary regulations adopted as a reference.

Regarding environmental aspects, in 2015 the Management System was certified according to **UNI EN ISO**

14001 for the Modena office, then extended also to the Florence office as of 2019 and to the Milan office as of 2023. Throughout 2017 Politecnica's Management System underwent integration and revision to include Occupational Health and Safety aspects, leading in early 2018 to the certification according to OHSAS 18001 standard of the Modena and Florence offices, then updated in 2020 following the transition to **ISO 45001**. In 2023, certification was also extended to the Milan office.

In 2021, the Company obtained, and subsequently renewed in 2023, the **Gender Equality certification issued by IDEM**, a university start-up founded through collaboration between professors and researchers at the University of Modena and Reggio Emilia, with the participation of the Marco Biagi Foundation, a research body specialising in the interdisciplinary analysis of labour relations, and JobPricing, a consulting firm in the field of remuneration policies and home to the Observatory on Remuneration Dynamics in the Italian Labour Market.

In 2022, confirming the path already taken, Politecnica obtained **UNI/PdR 125** certification issued by Bureau Veritas, which certifies the effectiveness of the policies and organisational measures adopted to reduce the gender gap in relation to pay equity and career opportunities, as well as to protect parenthood and work-life balance.

In 2024, Politecnica confirmed that it had been awarded the Gold Medal by EcoVadis, the leading international platform for assessing corporate sustainability. The award places the company in the top 5% of companies

assessed worldwide, based on criteria that comprehensively cover the main ESG areas: **environment, labour and human rights, ethics and sustainable procurement**. Founded in 2007, EcoVadis is now the largest international collaborative network for corporate sustainability assessment, with a database of over 130,000 companies assessed in more than 180 countries and active in over 220 industries.

The assessment is based on a **structured and comparative methodology**, supported by documentary evidence and anchored to recognised international standards.

In 2017, Politecnica obtained the **Legality Rating**, pursuant to Article 6, paragraph 2, of the Regulation adopted by the Antitrust Authority with Resolution No. 28361 of July 28, 2020, with the highest possible score, **3 stars**, as a guarantee of an operation under the principles of legality, transparency and social responsibility. The Rating was then confirmed in 2019, 2022, and lastly in 2024.

In addition to third-party certifications and ratings, the company performs self-assessments on its level of sustainability on platforms in order to identify strengths and room for improvement (Synesgy, Sodalitas D&I, etc.).

“Le certificazioni non sono per noi semplici etichette, ma il risultato di un **impegno concreto e continuo** per migliorare la qualità, l'ambiente, la sicurezza e l'equità. Negli anni abbiamo costruito un **sistema integrato e trasparente**, riconosciuto da enti di terza parte a livello nazionale e internazionale. La **medaglia d'Oro EcoVadis** è una conferma che stiamo andando nella direzione giusta: **siamo nel top 5% delle aziende più sostenibili al mondo**. Un risultato che ci riempie di orgoglio e ci sprona a fare sempre meglio, ogni giorno, **per l'ambiente, per le persone e per l'etica del nostro lavoro**.

”

QUALITY OF SERVICE

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
SERVICE COMPLIANCE AND CUSTOMER SATISFACTION		
Implement a rigorous and continuous management control process to prevent misalignments and ensure a high level of customer satisfaction.	In 2024, management control was carried out regularly on a quarterly basis to assess the progress of orders and related management issues.	●
Conduct regular customer satisfaction surveys to obtain feedback on the services provided.	The customer satisfaction survey carried out in 2024 with the involvement of a sample of customers showed a good overall level of satisfaction.	●
By 2025, carry out a structured process of customer consultation and engagement to contribute to the definition and review of material issues, ensuring that the priorities identified accurately reflect their expectations and market needs.	The stakeholder engagement questionnaire was sent out at the end of March 2025. The results were used to update the materiality analysis presented in this annual report.	●
CERTIFICATIONS AND RATINGS		
Maintain company certifications and evaluate opportunities to obtain new certifications.	Maintenance of ISO 9001:2015, ISO 14001:2015, ISO 45001:2023, Gender Equality IDEM, and UNI/Pdr 125:2022 certifications.	●
Maintain and improve company ratings.	Maintenance of the 3-star Legality Rating and Ecovadis Rating with the award of the Gold medal.	●
WHAT WE WILL DO		
SERVICE COMPLIANCE AND CUSTOMER SATISFACTION		
Continue quarterly management control to ensure continuous monitoring of order progress, timely identification of any management issues and maintenance of high levels of quality and customer satisfaction.		
Maintain the annual customer satisfaction survey programme to obtain feedback on the services provided.		
Integrate the results of the materiality analysis into the strategic plans by 2025.		
STRATEGIC COLLABORATIONS		
Maintain company certifications and evaluate the opportunity to obtain new certifications.		
Maintain and improve company ratings, monitoring areas for improvement and implementing corrective actions.		
Extend ISO 9001 and UNI Pdr 125 certifications to the Rome office by 2025.		
Extend ISO 14001 and ISO 45001 certifications to the Rome office by 2026.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Service nonconformities (no.)	2	3	4
Customer complaints (no.)	0	0	0
Corporate certifications	5	5	5
Business ratings	2	2	2



ETHICS, LEGALITY and integrity

CODE OF ETHICS

Politecnica is committed to managing its activities in an ethical and sustainable manner, taking into account the economic, social, and environmental impacts of its decisions and actions, seeking to create value not only for its shareholders, but also for other stakeholders, such as employees, suppliers, clients, and the communities in which it operates. In line with its core values, Politecnica has adopted a **Code of Ethics** that defines and communicates both within the company and to external stakeholders its fundamental principles such as commitment to coop- eration, integrity, legality and anti-corruption, protection of health and safety at work, protection of the environment, transparency and fair- ness towards the market and protection of competition, and respect for human and labor rights.

The Company has adopted the principles drawn from the SA 8000 standard, in compliance with current national legislation, ILO Conventions and Recommendations (No. 29, 87, 98, 100, 105, 111, 135, 138, 146, 155, 159, 164,177, 182), the Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child and the United Nations Declaration to Eliminate All Forms of Discrimination, focusing on the following themes also identified according to the reference context:

- Employment;
- Occupational health and safety;
- Training;
- Non-discrimination, respect for diversity and equal opportunities.

Respect for all human and labor rights assumes par- ticular importance in Politecnica, which, as a Cooperative Society, has always considered human resources as a central and qualifying element of its at- tivity. All direc- tors, managers, employees and collaborators are requi- red to abide by the rules and principles established in

the Code of Ethics while carrying out their activities as a fundamental element of contractual responsibility.

During 2024, Politecnica **updated its Code of Ethics**, with the aim of **strengthening its alignment with the la- test normative references**, as well as with the evolving **internal policies of sustainability, transparency, and so- cial responsibility**.

The intervention concerned, first of all, the **adaptation to the new predicate offenses** introduced in the perimeter of **Legislative Decree 231/2001**, in order to ensure the effectiveness and at- tuality of the Organization, Mana- gement and Con- trol Model, and the transposition of **Legislative Decree 24/2023** on whistleblowing, with the consequent integration of the provisions relating to the management of reports of wrongdoing and the protection of the reporter. The update also included the **explicit inclusion of the Ten Principles of the United Nations Global Compact**, relating to rights human, labor standards, environmental protection and anti-corrup-

tion, consistent with the Company's formal adherence to the initiative. **Updated principles on confidentiali- ty and protection of corporate data and information** were also introduced, in line with current legislation on information security and personal data processing. The disci- pline regarding the **prevention of conflicts of inte- rest** has been strengthened, with a clearer definition of the situations to be mo- nitored and the related duties, and a section dedicated to **respect for fair competition** has been integrated, aimed at promoting fair, transpa- rent and antitrust-compliant behavior.

During 2024, a statement on the Code of Ethics was prepared to be signed for acknowledgement and accep- tance by all partners and suppliers involved in foreign orders, at the time of contract signing, thus helping to promote a culture of ethics and legality also in in- ternational operating contexts and along the value chain.

231/2001 ORGANIZATIONAL MODEL

Politecnica has conducted a corruption risk assessment in its operations and implemented policies and procedures to manage these risks in order to prevent and combat corruption and unethical practices.

Since 2010, the Company has adopted an Organizational, Management and Control Model for the Prevention of Offenses pursuant to Legislative Decree 231/2001, including the Company's Code of Ethics, risk analysis, procedures to be applied, disciplinary/sanction system, reporting obligations to the Supervisory Board, and methods of reporting violations (so-called whistleblowing). The Organizational Model analyzes the types of offenses, processes, and areas most at risk, and establishes the behavioral protocols that shareholders, directors, managers, employees, and collaborators in general must observe in order to prevent the identified crime-risk behaviors.

Acknowledgement of the documents constituting the Company's OMC 231 and the sharing in full awareness of the principles and rules of conduct contained therein, enshrines the individual commitment of each Shareholder, Director, Statutory Auditor, Employee, Consultant, Supplier, Customer, etc. to act responsibly on behalf of the Company.

To this end, the company has made available on the company intranet the documents of the Organizational Model of interest to the various recipients and has published on the website the Code of Ethics in addition to providing adequate information and training on the risks and protocols to be followed. All newly hired/newly inducted personnel carry out an initial information session on the Organizational Model and the reporting system (whistleblowing) adopted by the company.

During 2024 Politecnica updated the representative documentation of the Organizational Model (General Part and Special Part), in order to give evidence of the transposition of legislative innovations in the field of administrative responsibility introduced after the adoption of the previous version of the Model itself and to align it with the existing organizational structure.

Both in 2024 and in previous years, the Supervisory Board did not receive any reports about the violation of the Model, nor did it find any significant facts or omissions in this regard, and there were no incidents of corruption or lawsuits referring to unfair competition, anti-trust and monopolistic practices or, in general, significant cases of non-compliance with laws and regulations that resulted in administrative or judicial sanctions and fines.

reference:

- Employment;
- Occupational health and safety;
- Training;
- Non-discrimination, respect for diversity and equal opportunities.

WHISTLEBLOWING

In 2019, an internal paper and computer channel was activated that allows any stakeholder of the Company (shareholders, employees, collaborators, customers, suppliers, etc.) to communicate, securely and confidentially (including anonymously), with the Supervisory Board to report problems related to the correct application of the Code of Ethics and the Organizational Model that the Company has given itself for the prevention of offenses under Legislative Decree 231/01 concerning the administrative liability of entities. In 2023, in corre-

lation with the legislative changes in the area of administrative liability of legal entities, Politecnica adapted its whistleblowing management system to the requirements of Legislative Decree 24/2023 on the implementation of Directive (EU) 2019/1937 of the European Parliament and of the Council of October 23, 2019 on the protection of persons who report breaches of Union law and on provisions concerning the protection of persons who report breaches of national laws.

Consistent with the principles of the Code of Ethics regarding the protection of the physical integrity and moral personality of workers and with the gender equality policies followed by Politecnica and in fulfillment of the agreements signed regarding harassment and violence in the workplace, the internal channel may also be used to report any act or behavior that takes the form of discrimination or social exclusion (because of race, sex, culture, religion, disability, etc.) or harassment or violence in the workplace.

Through access to the company website in the special section "Reporting-Whistleblowing" it is possible to make reports in a computerized written mode. The application also allows the possibility of making reports in written paper and oral mode. Reports are handled by a committee composed of the Head of the Supervisory Board and the Head of Human Resources.

The handling of reports is done with full guarantee of the confidentiality of the identity of the reporter. The system also allows for the possibility of making reports anonymously.

With respect to the person making a report, no form of retaliation or discriminatory measures, directly or indi-

rectly, affecting working conditions for reasons directly or indirectly related to the report shall be permitted or tolerated.

Both in 2024 and in previous years, no incidents of violations of the Code of Ethics and/or violence or bullying as well as any other form of discrimination on the basis of race, color, gender, religion, political opinion, nationality, or social origin, as defined by the ILO, involving Politecnica staff were reported through legal action or complaint or otherwise detected by the organization. In 2023 and 2024, incidents of alleged verbal harassment involving stakeholders outside the organization were reported in the context of foreign orders. All reports were appropriately evaluated and dealt with to the extent that they were outside the company's direct control.

RATING DI LEGALITÀ

In 2017, Politecnica obtained the Legality Rating with the maximum score of three stars, which was confirmed successively in 2019, 2022 and 2024. This recognition, issued by the Antitrust Authority in accordance with Article 6, paragraph 2, of the Regulations in Resolution No. 28361 of July 28, 2020, attests to the company's commitment to the principles of legality, transparency, and social responsibility.

ETHICS, LEGALITY AND INTEGRITY SERVICE QUALITY

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
COMPLIANCE WITH LAWS, RULES AND REGULATIONS AND COMPLIANCE WITH THE CODE OF ETHICS		
Verify the need to update the Organisation, Management and Control Model for the Prevention of Offences pursuant to Legislative Decree 231/2001 in relation to new legislation on the administrative liability of legal entities by 2023.	In 2023, a risk analysis was conducted, which confirmed the soundness of the 231 risk profile already mapped in the 2021 review, making no further immediate updates necessary.	●
Inform and raise awareness among new resources on the principles of the Code of Ethics and the procedures of MOG 231/01 to prevent the commission of offences.	Information and awareness-raising activities have been guaranteed during the onboarding phase since 2010, with the delivery of documents and signature for acknowledgement by staff.	●
Inform and raise awareness among Partners and Suppliers on the principles of the Code of Ethics.	The Code of Ethics has been published on the company website since 2016. In addition, specific acceptance clauses have been included in collaboration and subcontracting agreements since 2010.	●
Update the whistleblowing system in accordance with Legislative Decree 24/2023.	The reporting system, which has been in place since 2019, was updated in 2023 to incorporate the provisions of Legislative Decree 24/2023, with the introduction of confidential digital channels and a management procedure in line with the new legislation.	●
Provide specific information/training on the new whistleblowing system updated in accordance with Legislative Decree 24/2023 by 2024.	Since October 2023, specific training on the use of whistleblowing has been provided to all new collaborators and employees during the onboarding phase. In 2024, a notice was prepared and distributed to all staff regarding the new reporting system, specifying the rights of whistleblowers, the facts/omissions that can be reported and how to access and use the internal reporting channel.	●
Provide specific information for orders abroad, illustrating Politecnica's Code of Ethics and the channels for reporting illegal and unethical behaviour by 2024.	Starting in February 2024, contracts with suppliers and partners involved in international orders will include a specific annex containing the company's ethical principles and commitments, to be signed for acknowledgement and acceptance.	●
Update the Code of Ethics and the MOG 231 in line with new legislation on the administrative liability of legal entities and train the personnel involved by 2024.	In 2024, the Organisation, Management and Control Model (MOG 231) was updated and approved by the Board of Directors at its meeting on 28 October 2024 to incorporate the new predicate offences introduced by the legislation. At the same time, the Code of Ethics (rev. 5 of 23/04/2024) was also updated to include new principles relating to IT security, gender equality, fair competition and adherence to the Global Compact. During the same meeting, a training session was held for shareholders, with a presentation of the updated contents of MOG 231.	●

WHAT WE WILL DO

COMPLIANCE WITH LAWS, RULES AND REGULATIONS AND ADHERENCE TO THE CODE OF ETHICS

Provide specific training for all staff on the new whistleblowing system, updated in accordance with Legislative Decree 24/2023, by 2025.
Activate a periodic review of shareholders (due diligence) to assess certain relevant aspects (such as the presence of conflicts of interest and relationships with individuals holding management positions in public administration) by 2025.

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Non-compliance reported or detected regarding compliance with the principles of the Code and the application of MOG 231/01 (no.)	0	0	0
Administrative penalties/criminal convictions resulting from failure to comply with mandatory legislation (no.)	0	0	0
Disciplinary sanctions for violations of the Code of Ethics and the more comprehensive MOG 231 (no.)	0	0	0
Reports (via whistleblowing or other channels) relating to violations of the Code of Ethics and MOG 231/01 by the organisation's personnel (n.)	0	0	0

COLLABORATION AND networking

ASSOCIATIONS/PARTNERSHIPS

In addition to its longstanding membership in the **League of Cooperatives**, in whose values it fully recognizes itself, Politecnica participates in various capacities in various industry and technical-scientific associations through which it can contribute to its mission by providing its vision and know-how within events and debates, working tables and committees useful for nurturing a collaborative dialogue between companies and national institutions and regulatory bodies.

As far as trade associations are concerned, the company is a member of **CONFINDUSTRIA Emilia**.

Politecnica is a member of and participates, through the figure of the president, in the presiding board of OICE, a trade association, member of Confindustria, which represents Italian engineering, architecture and technical-economic consulting organizations.

As an OICE member, she is a member of **EFCA (European Federation of Consulting Engineering Associations)** and **FIDIC (International Federation of Consulting Engineers)**, which represent the engineering consultancy sector in Europe and around the world.

The president also serves as vice president of Legacoop Estense and, since 2023, as vice president of the national presidential council of Legacoop, which includes the main Italian engineering, construction, and facility management cooperatives, among others.

The Society is a supporter of **Envision Italia**, a community that believes in the Envision protocol as a system to give credibility to sustainable infrastructural design.

Politecnica is a member of the **Green Building Council Italia (GBC Italia)**, a nonprofit association whose members include the most competitive companies and the most qualified Italian associations and professional communities operating in the sustainable building segment. GBC Italia is part of the World GBC, a network present in more than 70 countries, representing the largest international organization in the world active for the sustainable building market.

The Society is a member of **AIS - Sustainable Infrastructure Association** (among the members of the Board of Directors is the vice president of Politecnica, Eng. Marcello Mancone). AIS is a technical-scientific association, which is characterized as a Think Tank of excellence, positioning itself as a self-responsive and valuable interlocutor for public and private institutions. The main objective of the Association is to foster the dissemination of a broad and qualified culture of sustainability and an increasing awareness of the social and economic value of having sustainable infrastructure.

Politecnica joins **Clust-ER Build**, an association of companies, research centers, and training institutions that share skills, ideas and resources to support the competitiveness of the building and construction sector in the Emilia Romagna region.

Several partnerships with universities (Florence, Genoa, Molise, Naples, Padova, Parma, Perugia, Pisa, Milan, Modena and Reggio Emilia, Bologna, San Marino, IUAV Venice, Ferrara, Turin) for the activation of curricular and extra-curricular internships.



LEARNING AND DIALOGUE INITIATIVES

Since 2023, the company has participated in the United Nations Global Compact, pledging to uphold its Ten Principles on human rights, labor, the environment, and anti-corruption, and to annually transmit the Communication on Progress making its stakeholders and the global community aware of its efforts and progress in achieving the Sustainable Development Goals. In 2024, a corporate delegation took part in the Leaders Summit in New York, the annual conference promoted by the United Nations Global Compact, which brings together political leaders, representatives from business, civil society, and international institutions to take stock of progress made and challenges still open on the path to global sustainability.

Through plenary sessions, thematic workshops, and multilateral networking moments, the Summit offered a unique opportunity for advanced learning and international dialogues, further reinforcing Politecnica's commitment to embracing the principles of the Global Compact not only as an ethical reference, but as a concrete lever for transforming corporate strategy, organizational culture, and daily operating practices.

The presence at the Leaders Summit is not only symbolic: it represents Politecnica's concrete choice to be a protagonist of change, bringing its contribution to a shared vision of sustainable development at the global level.

INSTITUTIONAL APPOINTMENTS

Corporate representation in professional and professional bodies and associations can contribute significantly to an organization's indirect economic impacts by influencing policy, industry regulation, and labor practices. Below are the main institutional positions within profes-

sional and trade bodies and associations held by Politecnica professionals:

Eng. Francesca Federzoni (Partner and President of the Board of Directors).

- Vice-President of the Presidential Council with responsibility for Sustainable Development at OICE (2022-present);
- Member of the Board of Directors of Promos Italia (2018-2024);
- Vice-President of Legacoop Estense (2023-present)
- Member of the Management Board of Legacoop Emilia Romagna (2023-present);
- Member of the Management Board of Legacoop Lombardia (2023-present);
- Vice-President without specific responsibilities of the Presidential Council of Legacoop Nazionale (2023-present);
- Member of the Presidential Council of Legacoop Produzione e Servizi (2020-present);
- Member of the Board of Directors of EFCA (2025-present).

Eng. Marcello Mancone (Partner, Vice-Chairman of the Board of Directors, Technical Director and Business Manager Infrastructure Sector).

- Member of the Executive Board of AIS – Sustainable Infrastructure Association (2023-present);

Eng. Ferdinando Sarno (Head of Sustainability Sector).

- Member of the steering committee of the Emilia Romagna Chapter of the Green Building Council Italy (2022-present).

“We are firmly committed to active participation in writing the **common rules that govern our industry**. Collaboration with entities, institutions and regulatory bodies represents for us not only an opportunity for growth, but also a responsibility to the system in which we operate. We believe that contributing to institutional and technical dialogue means **strengthening shared understanding of normative challenges and, at the same time, proactively participating in building a fair, transparent, and future-oriented regulatory environment.**”



Francesca Federzoni



Marcello Mancone



Ferdinando Sarno



RESEARCH PROJECTS AND WORKING GROUPS

In recent years, Politecnica has participated in the following projects and initiatives promoted by entities and associations:

- 2021-2022 | AIS Working Group 'Sustainable Construction Sites'
- 2021-2022 | IFC Road Italia IBIMI Working Group – buildingSMART Italia
- 2022 | Research project – 'Hospitals, technology and networks: The evolution of healthcare infrastructure post-COVID-19'
- 2022-2023 | AIS Working Group 'Stakeholder Engagement and Sustainable Infrastructure'
- 2022-2024 | IBIMI Working Group – buildingSMART Italia
- 2022-2024 | UNI/CT 058/GL 01 Working Group 'Governance and development of sustainable cities and communities'
- 2022-ongoing | Joint Research Platform Healthcare Infrastructures (JRP HI), created by the Politecnico di Milano with the Fondazione Politecnico di Milano
- 2022-2024 | AIS Working Group 'Life Cycle Assessment for Sustainable Infrastructure'
- 2023-2024 | OICE Working Group 'BIM'
- 2023-ongoing | OICE Working Group 'Energy'
- 2023-ongoing | OICE Working Group 'Legislative Developments'
- 2023-ongoing | AIS Working Group 'Excavated Earth and Rocks'
- 2024-2025 | OICE Working Group 'Urban Regeneration'
- 2024-ongoing | OICE Working Group 'ESG'
- 2024-ongoing | AIS Working Group 'Sustainable Infrastructure and Finance'
- 2024-ongoing | IBIMI Infrastructure Domain Commission – buildingSMART Italia
- 2024-ongoing | IBIMI Buildings Domain Commission – buildingSMART Italy

“Through participation in **technical tables, joint projects, and moments of sectoral confronts**, we make available our technical expertise and experience gained in the field, with the aim of ensuring that regulations reflect the real needs of the sector, **promoting responsible innovation**. This commitment enables us to positively influence the evolution of regulatory practices and contribute to the **creation of a regulatory framework that promotes sustainable, inclusive, and long-term oriented development**.

”

COLLABORATION AND NETWORKING

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
MEMBERSHIP IN TRADE AND PROFESSIONAL ASSOCIATIONS AND PARTNERSHIPS WITH RESEARCH BODIES AND INSTITUTES		
Aderire o rinnovare l'adesione ad associazioni di categoria e professionali e instaurare o mantenere partnership con Enti ed Istituti di ricerca.	Join or renew membership of trade and professional associations and establish or maintain partnerships with research bodies and institutes.	●
INSTITUTIONAL ASSIGNMENTS		
Company representation in institutions and associations.	Company representation in institutions and associations with nine active institutional positions in 2024, demonstrating the organisation's active role in contributing to the development of the sector and in dialogue with public and private stakeholders.	●
LEARNING AND DIALOGUE INITIATIVES		
Rinnovare l'impegno nei confronti dell'iniziativa UN Global Compact e dei suoi obiettivi ed effettuare la COP annuale.	Renew commitment to the UN Global Compact initiative and its objectives, and hold the annual COP.	●
RESEARCH PROJECTS AND WORKING GROUPS		
Actively participate in working groups and research projects, particularly on topics related to sustainable development and digital innovation.	During 2024, Politecnica took part in 13 initiatives, including committees, working groups and research projects, contributing its multidisciplinary expertise to the development of innovative and sustainable solutions.	●
WHAT WE WILL DO		
LEARNING AND DIALOGUE INITIATIVES		
Renew commitment to the UN Global Compact initiative and its goals and carry out the annual COP.		
RESEARCH PROJECTS AND WORKING GROUPS		
Actively participate in working groups and research projects, especially on the topics of sustainable development and digital innovation.		
Actively participate in events and round tables promoted by organizations and associations.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Membership of trade and professional associations (n.)	6	6	5
Partnerships with technical and scientific associations, universities and research bodies (n.)	3	4	4
Institutional roles in bodies and associations	5	10	9
Participation in working groups and research and development projects	8	9	13

DATA PROTECTION AND cyber security

PERSONAL DATA PROTECTION

In keeping with its commitment to social responsibility and the protection of individual rights, Politecnica places the protection of personal data at the core of its policies and operations. The Company is fully aware of the importance of ensuring the confidentiality of the information it handles, particularly information collected in the context of orders, and has implemented strict procedures and company policies in accordance with Regulation (EU) 2016/679 (GDPR).

The protection of client data-sensitive and otherwise-represents an indispensable value based on trust, which Politecnica considers essential. Data are processed exclusively for purposes strictly related to the generation of orders, through computer systems protected by access restrictions, secure backups and guaranteed traceability. Any use of the data different from the original purposes is subject to the explicit consent of the client (e.g., in public contexts such as fairs or conferences).

The Company has disaster recovery procedures in place and manages even- ing cases of data breach in compliance with the GDPR, reporting to the Guarantor within 72 hours after the incident is ascertained.

In 2024, Politecnica appointed a Data Privacy Officer (DPO) to monitor and coordinate activities related to the management and protection of personal data, ensuring full compliance with European and national regulations. The Data Controller is identified in the person of the President pro tempore.

For any reports or complaints, a dedicated e-mail box is available: privacy@politecnica.it.

To date, the Company has never received any complaints regarding privacy violations, either from customers or third parties or authorities, nor has it ever been involved in any incidents of data theft, loss, or leakage.

CYBER SECURITY

The increasing digitization of business processes, combined with the complexity of current cyber threats, has made the security of information systems a central aspect of protecting Politecnica’s digital assets. To this end, in 2024 the Company conducted a structured Cybersecurity Risk Assessment aimed at identifying the main technical and organizational vulnerabilities, classifying the level of risk associated with business processes, and defining a mitigation roadmap.

The analysis included assessment of risks related to processes, infrastructure, and applications, with a focus on the impact on business continuity, data integrity, regulatory compliance, and corporate reputation. The work followed an internationally recognized methodological framework, assessing the level of exposure for each area examined and identifying a set of priority interventions as well as the basis for the development of a future Information Security Management System.

With a view to progressively developing its digital resilience capabilities, Politecnica intends to have a Disaster Recovery Plan, which will define operational procedures for restoring critical data and services in the event of extraordinary events or prolonged system outages. The plan will include technical and organizational measures in line with Regulation (EU) 2016/679, including secure backups, defined recovery times, and assignment of key roles.

In parallel, the Company intends to develop an integrated Business Security Plan capable of dealing systemically with high-risk scenarios, such as natural disasters, infrastructure disruptions, cyberattacks, or human error. The goal of the strategy is to ensure organizational resilience, protection of digital assets, and business continuity, with an approach that combines technology, governance, and risk culture.

This commitment reflects an integrated vision that combines technical needs, ethical expectations, and regulatory compliance, in line with international cybersecurity best practices, ESG standards, and GDPR core principles.

DATA PROTECTION AND CYBERSECURITY

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
ORGANIZATIONAL MEASURES		
Appoint a Data Protection Officer (DPO) to monitor, evaluate and organise personal data management procedures, ensuring compliance with European and national regulations by 2024.	In 2024, a DPO was appointed to oversee GDPR compliance and support the evolution of company privacy policies.	●
Conduct an in-depth analysis of IT systems, IT processes and information security in order to assess regulatory compliance and identify information security risks by 2024.	In 2024, a structured Cybersecurity Risk Assessment was conducted, which classified risk levels and defined a mitigation roadmap aligned with key international standards.	●
WHAT WE WILL DO		
ORGANIZATIONAL MEASURES		
Develop a Disaster Recovery Plan to ensure system recovery in the event of critical events, in line with the GDPR.		
Implement an integrated Business Security Plan focused on business resilience and proactive management of cyber threats.		
Build a documented, monitorable and improvable system for the protection of company information (also for the purpose of possible certification in accordance with ISO/IEC 27001).		
Enhance internal training on privacy and IT security issues, with dedicated courses for technical and administrative staff.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Complaints regarding privacy violations (n.)	0	0	0
Incidents of data leakage, theft or loss (n.)	0	0	0

COMMUNICATION, transparency and reputation

INSTITUTIONAL COMMUNICATION

In 2024, Politecnica strengthened its commitment to **integrated institutional communication** geared toward transparency, project enhancement, and shared corporate culture. The payoff **"Building for Humans"** has been at the center of every message, helping to define a coherent and recognizable identity, capable of narrating not only the technical competences but also the human and sustainable vision that guides the company's design actions. Communication was managed in a **multichannel** way, actively involving professionals, media, clients, and stakeholders through a plurality of tools. During the year, new **strategic media partnerships** were consolidated and high-value content was developed, such as the **Spazio Tengo docufilm**, the **CRIF21 monograph**, thematic articles, and popular videos. Membership in the Global Compact and SDG Pioneer Italy recognition further strengthened Politecnica's reputation as an impact committed to promoting sustainable development.

The **restyling of the visual identity**, the launch of the **new website** and the opening of the **Instagram page** marked an evolution in the communication strategy, laying the foundation for a more accessible, inclusive and interaction-oriented narrative.

CORPORATE IDENTITY

The complete restyling of the visual identity represented a fundamental step in the company's communicative evolution. The intervention focused in particular on the **renewal of the corporate logo**, maintaining continuity with Politecnica's history, but introducing **contemporary graphic and chromatic elements** capable of visually representing the "Building for Humans" mission and the cooperative and multidisciplinary approach that characterizes the company.

COMMUNICATION TOOLS AND CHANNELS

The institutional website (www.politecnica.it) was confirmed as the centerpiece of the digital presence, completely renovated in 2024 to improve its **navigability, accessibility, and communicative clarity**. Among the main interventions: the revision of the texts in an inclusive way, the reorganization of the contents, the expansion of the sections dedicated to sustainability and the search for new contributors, and the production of **original multimedia content**.

Social channels, particularly **LinkedIn**, continued to grow, reaching over 176,000 users in the period between January and December 2024, while Instagram surpassed 800 followers in its first three months of operation.

The editorial activity was flanked by an intense and qualified production: **15 press releases, 7 interviews, 15 in-depth articles**, which performed to strengthen the visual identity, enhance the emblematic projects, and apply the narrative of the corporate vision, combining **communication, design, and storytelling**. These actions ensured widespread media coverage, with more than 350 articles published in local and national newspapers.



In contrast, the **monograph “Designing for the Future”** - edited by THE PLAN Editions - delves into the project for the **expansion and transformation of the CRIF campus** in Bologna. Published in Italian with English translation opposite, the monograph offers a **multidisciplinary and choral** reading of the intervention, giving voice directly to the projects involved: architects, engineers, urban planners, and interior designers. The CRIF21 Business Centre is presented as a **model of integrated design**, capable of combining urban regeneration, people’s well-being, architectural quality and environmental sustainability. The volume is configured as a **self-referential editorial tool**, able to tell the story of Politecnica’s technical expertise and cooperative approach, strengthening its position in the national and international business design scene.



click here: https://www.theplan.it/whats_on/crif21-business-centre-politecnica-volume-the-plan-editions

SPECIAL PROJECTS

In 2024, Politecnica complemented its institutional and digital communication with the production of editorial and multimedia content with high added value, with the aim of telling its design and cultural identity in a deeper way. This commitment was concretized in two projects curated together with **THE PLAN**, which fully express its vision and values.

The **docufilm “Spazio Tengo”** - curated by THE PLAN Media House - tells the story of the project for the new management center of **Coop Reno** in Castel Guelfo (Bologna), developed by Politecnica together with **Fabrica-lab.eu**. It is not just a work space, but a real **corporate campus with a social vocation**, conceived as a place open to the territory, to relationship, training and sharing. The film returns an example of **ethical and regenerative design**, where technological innovation and environmental sustainability are integrated with strategies of inclusion and positive impact on the local community. The images, testimonies and narrative language adopted make it an **effective dissemination tool**, capable of powerfully conveying Politecnica’s founding values and design culture.

click here: <https://www.theplan.it/architettura/centro-direzionale-coop-reno-politecnica-fabrica>





INSTITUTIONAL EVENTS

In 2024, Politecnica actively participated in **46 events including conferences, fairs, round tables and international appointments**, strengthening its position in the engineering and architecture sector, both in Italy and abroad. These occasions represented spaces for discussion, updating and dialogue with public and private stakeholders, as well as opportunities to enhance projects, methodological approaches and strategic vision.

Some of the most significant events include:

- **MIPIM 2024 (Cannes)**, leading international real estate fair;
- **Perspective 2024 (Milan)**, a meeting platform for designers, investors and developers;
- **FIDIC World Infrastructure Conference (Geneva)**, with a focus on the role of engineering in global development;

- **Leaders Summit UN Global Compact (New York)**, an annual event referring to corporate sustainability at the global level;
- **COP29 (Baku), UN Climate Change Conference;**
- **ICA 2024 (New Delhi)**, dedicated to infrastructure engineering in emerging contexts.

Participation in these events has strengthened the company's network of institutional relationships, generating new opportunities for collaboration, multilateral dialogue, and exchange of best practices. The active involvement of Politecnica's professionals as speakers, guests, and moderators helped consolidate the company's reputation as an influential player in the integrated design scene and as a proactive voice on issues of sustainability, innovation, and social responsibility.

TRANSPARENCY AND DIALOGUE WITH STAKEHOLDERS

Politecnica has strengthened its commitment to transparency and responsibility, confirming its desire to build an authentic relationship based on listening with its stakeholders. The Annual Report, prepared with reference to the Global Reporting Initiative (GRI) standards, has maintained a rigorous and integrated approach, with the aim of representing in a clear and accessible way the impacts generated by the company's activities, the actions undertaken, and the progress made in the ESG sphere.

In view of the entry into force of the European Sustainability Reporting Standards (ESRS), Politecnica has embarked on a path of gradual voluntary alignment, although it is not currently subject to the reporting requirement of the Corporate Sustainability Reporting Directive (CSRD). The goal is to integrate some of the principles, criteria, and methodological requirements of ESRS into reporting, particularly with regard to dual materiality analysis, stakeholder engagement, and information consistency between impacts, risks, and opportunities.

With this in mind, a structured stakeholder engagement process was carried out in the first quarter of 2025, with the aim of updating the materiality analysis. *The initiative is described in the materiality analysis section of this report.*

AWARDS AND RECOGNITION

Public recognition of the work carried out represents not only confirmation of Politecnica's **technical and design quality, but also a reputational value that testifies to its concrete commitment to sustainable innovation, social responsibility and the enhancement of human capital.**

In 2024, Politecnica confirmed its position among the leading companies in the sector, ranking **35th among the Top 200 Engineering Companies** according to the GUAMARI report.

In 2024, Politecnica also received the **OICE 2024 Award in the ESG/Sustainability category**, given to engineering and architecture organisations that stand out for their adoption of integrated environmental, social and governance strategies, policies and practices.

Also in 2024, Alessio Gori, partner and Project Manager at Politecnica, was awarded the **SDG Pioneer Italy Award**, the national round of the global competition promoted by the **United Nations Global Compact** with the aim of identifying business leaders who stand out for their significant commitment to promoting the Sustainable Development Goals (SDGs) of the 2030 Agenda through their daily work.

The award was presented in the "Small and Medium-Sized Enterprises" category in recognition of the contribution made to the construction of the **New Coastal Highway in Belize**, a 58 km strategic infrastructure inaugurated in 2023 that combines mobility, safety and environmental protection requirements through the use of advanced technologies for soil stabilisation and the protection of coastal and forest areas. The same project also received the **"Award of Merit" in the Roads/Motorways category of the ENR Global Best Projects 2023**, awarded by an international jury of industry experts.

“ At Politecnica, we believe that sustainability requires collective action, in which every person has **the power and responsibility to generate change**. Addressing the challenges of the ecological transition requires increasing a chain reaction that only dialogue, discussion, and collaboration can make possible. Being pioneers of sustainable development means **embracing this vision and translating it into concrete action**: within the company, in the scientific and professional community, and throughout the value chain. ”



Premio SDG Pioneer Italy UN Global Compact

INTEGRATED COMMUNICATION

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
INTEGRATED COMMUNICATION		
Update the company website by 2024.	The new website was launched in 2024 with a revamped structure, revised texts with a focus on inclusivity, and greater attention to ESG content.	●
Develop a new corporate logo by 2024.	In 2024, the company logo was redesigned to remain consistent with its historical identity while taking on a more contemporary and recognisable look.	●
Keep the website and LinkedIn page constantly updated with the latest news.	Over 350 articles and updated content were published on the website and social media channels in 2024, with regular media coverage and growth in the number of users reached.	●
Actively participate in industry events and initiatives.	Participation in 46 national and international events in 2024.	●

TRANSPARENCY AND DIALOGUE WITH STAKEHOLDERS		
Aggiornare l'Annual Report relativo al 2024 con riferimento agli standard ESRS volontari dedicati alle PMI.	Update the 2024 Annual Report with reference to the voluntary ESRS standards for SMEs.	●
Realizzare un'attività di stakeholder engagement formalizzata e strutturata sulle principali parti interessate entro il 2025.	Carry out formalised and structured stakeholder engagement activities with key stakeholders by 2025.	●

AWARDS AND RECOGNITION		
Ottenere premi per la società e/o i progetti realizzati.	Obtain awards for the company and/or projects carried out.	●

WHAT WE WILL DO		
INSTITUTIONAL COMMUNICATION		
Continue to update the website and digital channels on an ongoing basis.		
Communicate events, projects and initiatives through articles, press releases and media relations activities.		
Participate in industry events with active and qualified contributions.		

TRANSPARENCY AND DIALOGUE WITH STAKEHOLDERS		
Entrusting the verification of the 2025 Annual Report to an independent third party, thus ensuring maximum transparency and reliability of the data and information contained therein.		
AWARDS AND RECOGNITION		
Submit projects and companies for national and international awards and promote the recognition obtained through integrated communication.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Articles in trade and general publications, both offline and online (n.)	369	431	350
Press releases dedicated to company initiatives (n.)	10	13	15
Interviews in trade press and generalist publications with national circulation (n.)	7	6	7
News published on the website (n.)	46	39	28
Posts published on LinkedIn profile (n.)	100	93	72
LinkedIn followers (n.)	14.700	15.480	19.377
Active participation in events and initiatives (n.)	30	30	46

RELATIONSHIP MANAGEMENT

with suppliers and partners

Politecnica considers the management of relationships with suppliers and partners a strategic lever to ensure project quality, operational continuity and alignment with its sustainability goals. Within a complete and articulated supply chain such as the one in which the Company operates, it is essential to co-instruct solid relationships based on transparency, accountability and shared innovation.

In line with its Code of Ethics, Politecnica is committed to ensuring that its partners and suppliers operate within a framework of absolute legality and in full tutela of human rights and the environment. Collaboration agreements and supply contracts prepared by the company require compliance with the Code of Ethics and the applicable procedures and technical instructions of the Integrated Management System.

TOWARD A SUSTAINABLE AND RESPONSIBLE SUPPLY CHAIN

Politecnica has classified its suppliers, distinguishing them into two macro categories: **core suppliers**, who participate directly in the implementation of projects, and **support suppliers**, who although they do not affect the orders are essential to the day-to-day operation of the organization. Core categories include entities that provide outsourced design services, specialized consulting, and technical surveys. Support suppliers, on the other hand, include areas such as ICT, training, logistics, legal services and communication, etc.

The evaluation involved assigning each category a weighted point score based on five criteria: strategic relevance, sustainability impact, volume of expenditure, operational synergy, and innovation capacity. The analysis showed that the most strategic category appears to be design support providers. This is followed by the ICT category, in which there is evidence of high innovation capacity, and that of ESG consulting and certification providers, which play an increasing role in corporate sustainability governance.

For suppliers of design services, Politecnica applies a formalized qualification system through an internal procedure that governs how they are selected, included and updated within the company's Vendor List. The process is based on rigorous criteria, which include verification of technical and professional skills, possession of quality, environmental and safety management system certifications, and compliance with the organizational model required by Legislative Decree 231/2001.

The qualification phase involves the preparation of a documentary dossier, which includes the questionnaire completed by the supplier, the evaluation form prepared by the reference partner and the main references. The system also provides for ongoing monitoring of performance through a semester evaluation carried out by the contract managers, the results of which are used for periodic updating of the Vendor List and for possible revision of the partnership.

At the same time, a transition to a more sustainable procurement system of goods and services for office operations has been initiated, giving preference to products with a low environmental impact, with eco-labels or made from recycled materials. With this in mind, in 2023, Politecnica adopted guidelines to guide the procurement of goods and services consistent with environmental and social criteria.

The application of the guideline covers purchases such as paper, stationery, electronic treatments, remanufactured toner, hygiene products, cleaning services, transportation, waste disposal and energy supply. For each supply, documentary evidence was collected and filed to prove compliance with the set criteria, including environmental certifications (ISO 14001, Ecolabel, FSC), eco-labels, and environmental performance attestations.

This first operational application represents a pilot experience, useful for defining methods and indicators that can be progressively extended to other types of supplies, with a view to continuous improvement and strengthening the consistency between operations and corporate ESG objectives.

STRATEGIC COLLABORATIONS FOR INTEGRATED PROJECTS

In a highly specialized field such as engineering and architecture, professional and technical partners take on a decisive role in project implementation. For Politecnica, strategic partnerships are an essential tool for dealing with the increasing technical and organizational complexity of orders, both nationally and internationally. Collaborations are mainly developed through the creation of temporary business groupings for joint participation in public and private tenders.

One of the distinctive elements of the collaboration strategy adopted by Politecnica is the enhancement of the link with the territory. The Company considers the support of local partners, capable of providing profound knowledge of the geographical, urban and institutional contexts in which projects are developed, to be strategic. This approach makes it possible to improve the interlocution with public administrations, to respond in a timely manner to critical operational issues and to contain costs related to mobility, while ensuring a positive impact on the local economy through the creation of job opportunities.

Collaborations may involve both structured companies and highly qualified individual professionals, such as archaeologists, geologists, biologists, agronomists, and restorers. Regardless of the contractual form, all partners are required to operate in compliance with Politecnica's Code of Ethics, current regulations, and the technical instructions of the Integrated Management System. The goal is to ensure that all collaboration is based on legality, transparency, protection of human rights, and environmental protection.

The Company is aware of the strategic value that these relationships bring in terms of design quality, technical innovation and competitive capacity. For this reason, it is working on adopting valuation and monitoring tools for partners as well, in continuity with what is already in place for suppliers, in order to ensure consistency with its sustainability and continuous improvement goals.

“*In our work, each project is the result of a network of relationships. With our suppliers we co-instruct transparent and quality-oriented relationships. With partners we share visions and goals, pooling expertise to meet complex challenges. For us, collaboration is a value and a strategy, to grow together under the banner of sustainability.*”



RELATIONSHIP MANAGEMENT WITH SUPPLIERS AND PARTNERS

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
SUPPLY CHAIN ETHICS AND SUSTAINABILITY		
Introduce specific clauses into partnership agreements and supply contracts requiring compliance with the Code of Ethics, with particular attention to legality, health and safety at work, human and labour rights, and the protection of the environment and the local area.	The collaboration agreements and subcontracting contracts drawn up by the company require compliance with the Code of Ethics and the applicable procedures and technical instructions of the Integrated Management System since 2010.	●
Identify environmental, ethical and social sustainability requirements for the purchase of goods and services for office operations.	Adoption of guidelines with the introduction of environmental criteria for certain types of products and services.	●
Complete the definition of guidelines containing environmental, ethical and social sustainability requirements for the purchase of goods and services functional to work activities and extend their application by 2024.	In 2024, guidelines for sustainable procurement were drawn up containing environmental and social criteria, and current suppliers were analysed to identify possible alternatives.	●
Classify suppliers according to the different types of goods/services purchased in order to determine the impact on the business and the end customer and on company principles and policies, with particular attention to the relevance to the environment, safety and corporate social responsibility.	Classification of suppliers by category and assessment of their strategic, economic and environmental impact according to ESG criteria.	●
WHAT WE WILL DO		
SUPPLY CHAIN ETHICS AND SUSTAINABILITY		
Update the core supplier qualification questionnaire by introducing additional ESG criteria and extend its application to strategic partners, with the aim of strengthening oversight of sustainability issues throughout the value chain by 2025.		
Increase the supply of goods and services for office operations with sustainability requirements in line with company guidelines by 2025.		
Develop a Sustainable Procurement Policy.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

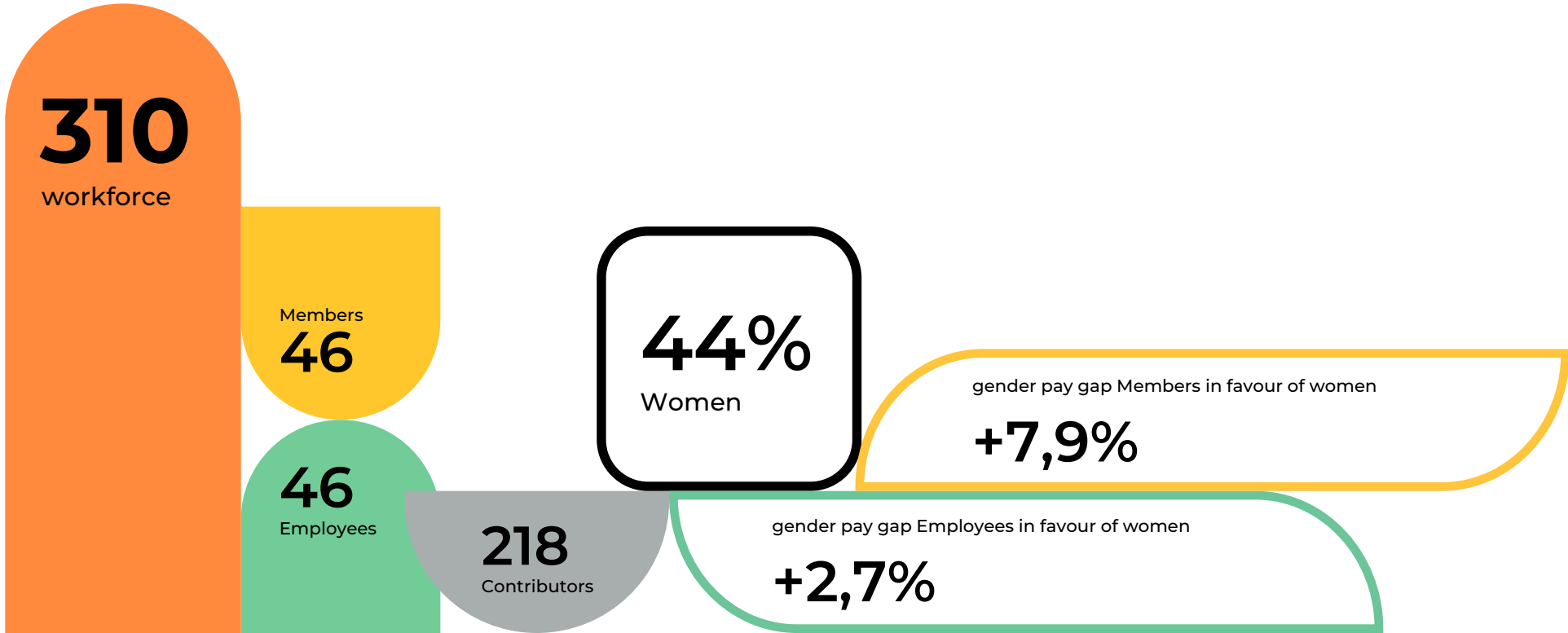
MAIN KPI'S	2022	2023	2024
Active supplies with sustainability requirements according to company guidelines (no.)	-	-	8

05 / PEOPLE AND social responsibility

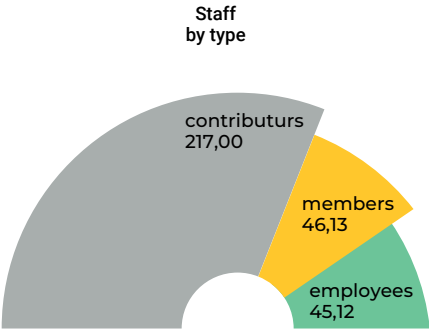


HUMAN CAPITAL: composition, grading, and compensation

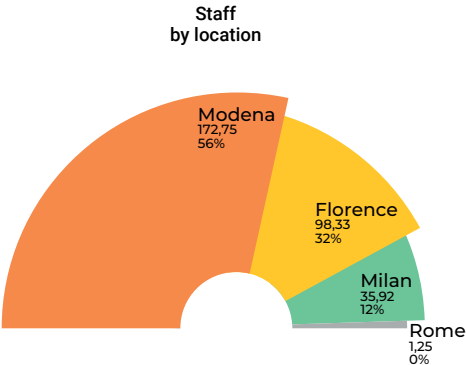
The workforce represents one of the most relevant strategic assets for Politecnica, reflecting the cooperative, interdisciplinary and inclusive vision of the organization. The human capital consists of cooperative members, employees and collaborators who work in different roles and ways, but integrated in a professional system oriented to quality, innovation and continuous improvement.



There has been a steady growth in the workforce over the three-year period, reaching an average of **308.25 members, employees and contributors in 2024.**



This development is accompanied by a distribution over several operating locations, confirming the national and multicenter vocation of the Society.



Politecnica Budget Meeting 2019

The characteristics of the workforce are illustrated below, distinguishing the main contractual categories and pay patterns.

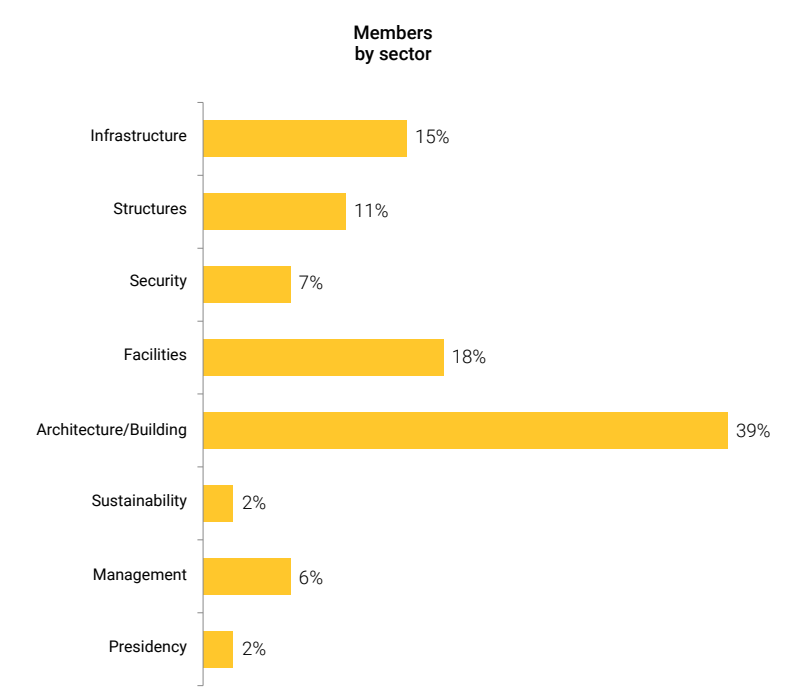
COOPERATIVE MEMBERS

Politecnica's identity core is represented by its **corporate structure**: professionals-primarily engineers and architects-who share a common vision of design as a lever of sustainable development at the service of people, communities, and territories. Since its founding, the interdisciplinary and cooperative approach has been the Company's hallmark, helping to build a cohesive and complementary team capable of meeting the challenges of contemporaneity thanks to its experience and constant openness to innovation.



“Being a member of Politecnica means participating first-hand in a shared project, with responsibility and a shared entrepreneurial spirit.”

As of 12/31/2024, there are 46 active cooperative members. These are self-employed workers who work full-time within the cooperative, without subordination, but fully integrated into business processes and subject to shared regulatory and deontological obligations. Below is the distribution by sector:



The following table shows the detailed composition of cooperative members by age group and gender in terms of the **average for the reporting period**.

COOPER. MEMBERS	WOMEN	MEN	TOTAL
age			
age<36	1,00	3,25	4,25
36≤age<46	2,00	12,00	14,00
46≤age<56	5,00	11,00	16,00
age≥56	3,00	8,88	11,88
Total	11,00	35,13	46,13

About 24 percent of the members are women, and about 60 percent are over 46 years old, indicating a high level of technical seniority and professional continuity over time.

Given the cooperative nature of Politecnica, the **Members are owners**, thus they contribute to the formation of the share capital and participate in the business risk and economic results, and, **at the same time, workers** who perform professional services in the service of the company in a self-employed relationship of a freelance nature, within the limits of compliance with the non-competition and exclusivity obligation.

In the exercise of their professional activities, although in the absence of the constraint of subordination and with respect for autonomy and intellectual freedom, members are obliged to comply with the duties provided for by law, the Articles of Association and the Company Regulations, including adhering to the company's organization, working methods and procedures, observing the principles of the Code of Ethics and applying the procedures of the Integrated Management System on quality, environment and safety, including the Organizational Model pursuant to Legislative Decree 231/2001, as amended.

The applicable economic and normative treatment and its effects, are described by special internal regulations, drawn up by the Board of Directors and approved by the Ordinary Shareholders' Meeting most recently on 16/03/2016. The professional remuneration paid to cooperative members shall be proportionate to the quantity and quality of work rendered to the cooperative, also taking into account the professionalism, specialization, experience accrued by each member and his or her inclusion in the ordinary or special category. By Social Regulations, such treatment may not be less than the comaverage pensions in use for similar services rendered in the form of self-employed freelance work and is determined on the basis of the expected performance of the financial year, according to the criteria and procedures established annually by a resolution of the Assembly on the proposal of the Board of Directors.

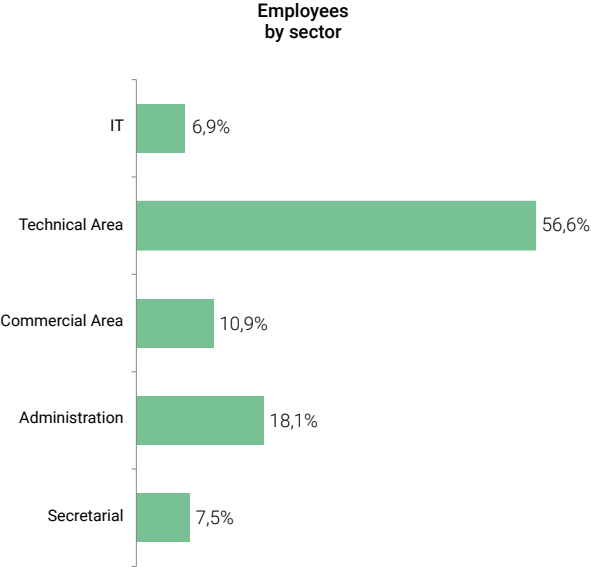
Upon approval of the annual financial statements, the General Meeting, upon proposal of the Board of Directors, may resolve on the disbursement of additional compensation, in a manner proportional to the quantity and quality of the mutualistic exchange based on the overall compensation received by the member and the professionalism possessed by the member and the nature of the duties performed during the member's fiscal year within the limits of the realized operating surplus. The Chairman of the Board of Directors and the members appointed as Technical Directors are granted a lump-sum function allowance, which is also decided annually at the General Meeting.

EMPLOYEES

As of 12/31/2024 Politecnica has **46 employees** with an average age of about 49 years. Internal staff represent a strategic resource in the cooperative’s operational and organizational management, supporting project, management and support activities.

The professional structure consists of 93 percent clerks and the remaining 7 percent managers. There are no blue-collar workers or managers, as the top figures belong to the corporate structure.

Below is the distribution by sector:



All employees are hired on a permanent basis. In 2024, a previously fixed-term administration contract was stabilized, confirming the company’s commitment to employment continuity.

About 13% of the workforce works part-time, on a voluntary basis. All requests for reduced hours came from women (25% of the total female workforce) and were fully granted, reflecting organizational flexibility and attention to work-life balance.

The table below shows the average annual distribution by gender, age group, working hours, contract type, and job classification, expressed both in **average number of people** and in **FTE (Full Time Equivalent)**:

EMPLOYEES	WOMEN	MEN	TOTAL
classification			
Executives	0 / 0	0 / 0	0 / 0
Middle managers	2 / 2	1 / 1	3 / 3
Clerical staff	21,84 / 20,24	20,29 / 20,29	42,12 / 40,52
Workers	0 / 0	0 / 0	0 / 0
woring hours			
Part-time	6 / 4,4	0 / 0	6 / 4,4
Full-time	17,84 / 17,84	21,29 / 21,29	39,12 / 39,12
Hours not guaranteed	-	-	-
contract duration			
Fixed term	0 / 0	0,32 / 0,32	0,32 / 0,32
Indefinite term	23,84 / 22,24	21,29 / 21,29	45,12 / 43,52
age			
age<36	2,84 / 2,71	4,29 / 4,29	7,12 / 7
36≤age<46	2 / 1,75	6 / 6	8 / 7,75
46≤age<56	6 / 6	6 / 6	12 / 12
age≥56	13 / 11,78	5 / 5	18 / 16,78
Total	23,84 / 22,24	21,29 / 21,29	45,12 / 43,52

Politecnica fully applies the National Collective Bargaining Agreement “Professional Studies” to all employees. This is flanked by a Corporate Integrative Agreement, signed with the company trade union representatives (RSA), FILCAMS/CGIL and Legacoop, most recently renewed in November 2022 for the three-year period 2023-2025. The agreement provides for economic improvements and the introduction of corporate welfare measures.

Pay is broken down into:

- Table base pay;
- Seniority steps;
- Company production bonus proportionate to classification; • Any additional allowances.

In addition, there is an additional variable compensation agreed upon in supplementary con- negotiation paid equally to all staff.

The variable part of the salary is calculated according to the company profitability (ratio of Aggregate B to Aggregate A of the Income Statement), to be related to the professional classification level and reportioned for part-time workers.

All employees, regardless of job classification, hours, or location, are entitled to a range of benefits, including: integrative health care, supplementary pension fund, meal vouchers, annual production bonus linked to company profitability, continuing education, and hourly flexibility.

All employees also enjoy the rights of union representation, participation and social protection provided by Italian law, with full access to the instruments of collective bargaining and the protections guaranteed by the public and contractual welfare system.

CONTRIBUTORS

As of 12/31/2024 Politecnica relies on the collaboration of **218 collaborators**, selected on the basis of technical skills, specialized experience, and ability to work in synergy with internal staff. They are predominantly self-employed with freelance assignments, embedded in an integrated but non subordinate operating ecosystem.

This component is a relevant asset to ensure **operational flexibility, territorial coverage and continuous updating** in highly innovative areas. Collaborators are mostly young professionals: more than **58%** are **under 36 years old**.

The collaborative relationship is governed by **professional service contracts**, which provide:

- full technical discretion and autonomy in execution;
- absence of subordination and no hourly or hierarchical constraint;
- freedom in the choice of means and time of work.

Nevertheless, to ensure quality, safety and regulatory compliance, employees are required to:

- comply with the Code of Ethics and Model 231;
- comply with safety regulations, particularly on construction sites and in the company spaces;
- maintain confidentiality of company data and processes;
- adhere to the procedures of the Integrated Management System (quality, environment, safety).

Employee compensation is determined in accordance with a principle of fairness and internal consistency, regardless of gender, age or pro-geographical venience.

The economic valuation system is based on criteria consistent with the level of responsibility, the complexity of the entrusted activities, and the professional experience of the employee.

The main elements taken into consideration include:

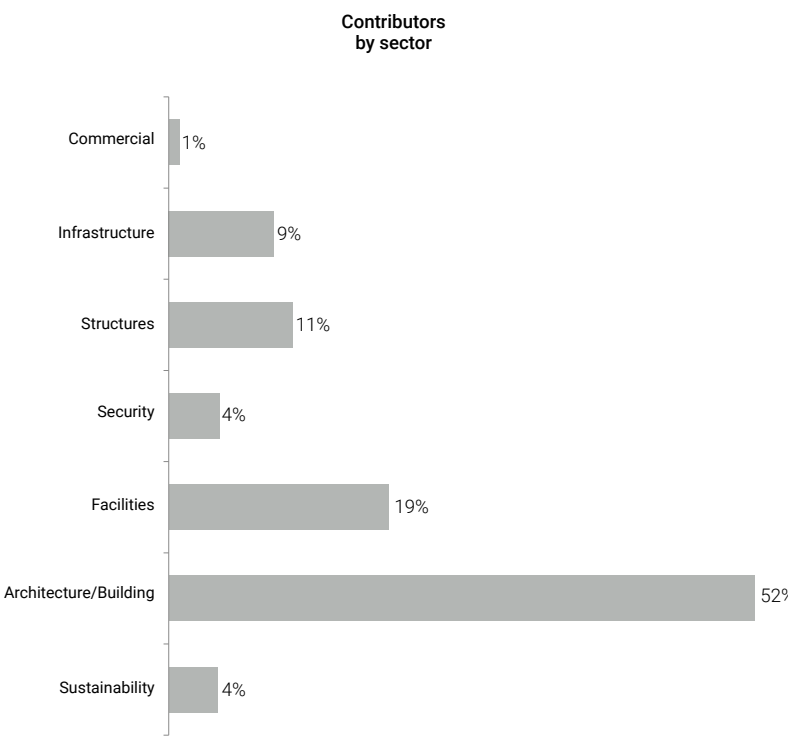
- **Role and responsibility:** compensation is differentiated according to the type of assignment (e.g., designer, project manager, site assistant), level of autonomy required, responsibility in operational management, and impact on the overall result;

Below is the average annual composition by age group and gender:

CONTRIBUTORS	WOMEN	MEN	TOTAL
age			
age<36	63,17	63,00	126,17
36≤age<46	28,67	35,17	63,83
46≤age<56	8,25	10,75	19,00
age≥56	1,00	7,00	8,00
Total	101,08	115,92	217,00

- **Professional experience:** compensation takes into account the seniority of the pro- fessional, with bands defined for junior, middle and senior profiles, based on years of activity, specialization and demonstrated management skills;
- **Professional experience:** compensation takes into account the seniority of the pro- fessional, with bands defined for junior, middle and senior profiles, based on years of activity, specialization and demonstrated management skills;
- **Technical area of expertise:** some specialized areas may be subject to additional economic enhancement in the presence of technical competencies that are highly specialized or difficult to find on the market;
- **Average market levels:** fees are defined taking into account the economic conditions commonly recognized to professionals with similar products in the sector, based on direct experience and informal comparison with practices adopted by other comparable realities;
- **Duration and intensity of the assignment:** the estimate takes into account the pre-seen number of hours, the continuity of the commitment, and the possible need for physical supervision (e.g., on-site activities);
- **Location of performance:** where relevant, surcharges related to the territorial context may be recognized (e.g., metro- politic areas with higher cost of living or higher logistical costs).

Below is the distribution by sector:



Remuneration is defined at the start of the assignment through a **professional engagement letter** that details its content, disbursement methods and mutual obligations.

As freelancers, collaborators are enrolled in their own social security case of reference (e.g., Inarcassa or INPS separate management), which guarantees access to forms of social security and welfare protection, in compliance with current regulations on self-employment.

In the case of on-site or on-site activities, Politecnica provides coverage for accidents and third-party liability.

HUMAN CAPITAL: COMPOSITION,GRADING AND COMPENSATION INTEGRATED COMMUNICATION

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
ADEQUACY OF COMPENSATION		
Motivate employees to actively participate in the financial success of the company by implementing a fair and transparent variable remuneration system.	Accordo sul salario variabile per il triennio 2023-2025 che prevede il riconoscimento di un compenso aggiuntivo modulato in funzione della redditività aziendale.	●
WHAT WE WILL DO		
ADEQUACY OF COMPENSATION		
Confirm the variable remuneration system provided for in the renewal of the supplementary agreement for the three-year period 2026–2029.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Total workforce (average for the period)	269,47	293,52	308,25
Cooperative members (average for the period)	41,16	45,95	46,13
Employees (average for the period)	40,23	42,32	45,12
Collaborators (average for the period)	188,08	205,25	217,00
Permanent employees (%)	97,5%	99%	100%
Employees covered by collective agreements (%)	100%	100%	100%

ATTRACTION AND loyalty

STRATEGY

In an increasingly competitive labor market, se- gned by structural difficulties in finding qualified technical figures, the **ability to attract, engage and retain motivated and competent professionals** rappresents a critical success factor for Politecnica.

To meet this challenge, the Society adopts a **coopera- tive organizational motion** that combines professional growth, a sense of work, and belonging to a community, offering stable employment conditions, multidisciplinary am- bients, high value-added projects, and a mission oriented toward the common good.

The work experience at Politecnica is conceived as a **space for personal and professional fulfillment**, within a stimulating, inclusive and project- structured context. The dynamic, cross-functional work groups enable the expansion of individual social capital through collabora- tion with outstanding professions and companies, oper- ating on a national and international scale.

The **daily work is itself a path of apprehension**, in which young people can express their innovative potential and actively contribute to the development of projects, while gaining experience and vision through constant compa- rison with more experienced figures.

Politecnica invests in **technical and transversal training** and **knowledge sharing** that strengthens generational and professional continuity within the organization.

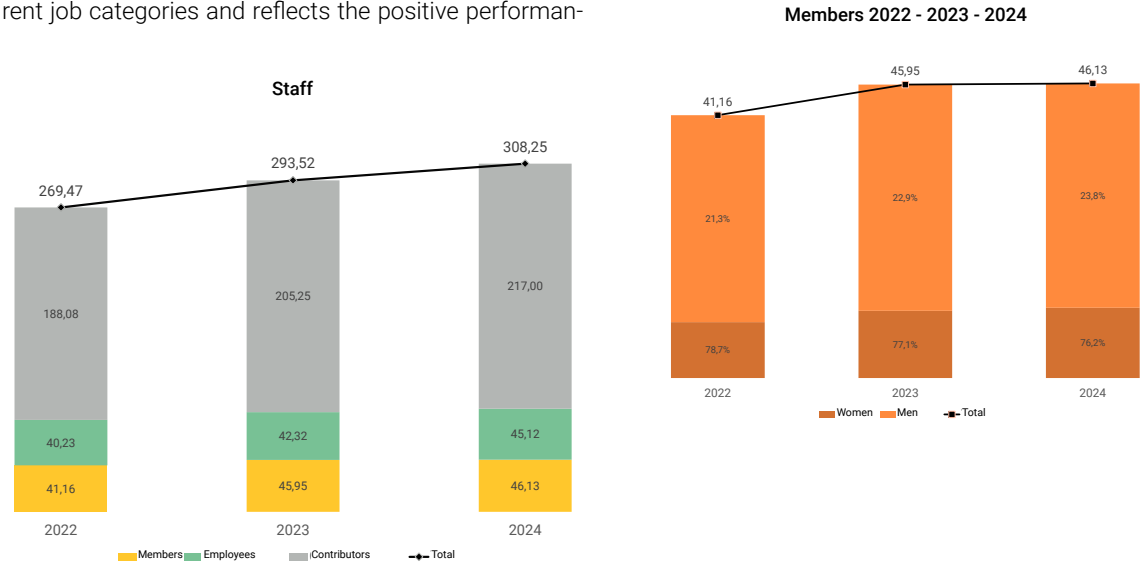
This is complemented by an ongoing commitment to **technological innovation**, understood not only as updat- ing digital tools and skills, but as a true future-oriented design culture. The adoption of advanced technologies constitutes an additional element of attraction for highly qualified figures and a competitive advantage vis-à-vis the market.

Aware of the new expectations of emerging generations, Politecnica promotes a rewarding and sustainable work experience that enhances work-life balance through flexible organizational models and attention to fair pay. But it is above all in the cooperative vocation to the com- mon good that the deep sense of professional experien- ce in Politecnica is rooted. A **mission oriented toward the environmental and social sustainability** of the works designed, the creation of infrastructures of general interest and the improvement of the quality of life of the communities served, fuels the sense of belonging and professional pride of those who work in the organiza- tion.

EVOLUTION OF THE ORGANIZATIONAL STRUCTURE

In the three-year period 2022-2024, Politecnica recorded steady growth in human capital, confirming the soun- dness of the organizational structure and the ability to at- draw new skills. The total average number of wor- kers-including cooperative members, employees, and collaborators-has increased from 269 in 2022 to more than 308 in 2024. This increase, about 14.5 percent on a three-year basis, is evenly distributed among the diffe- rent job categories and reflects the positive performan-

ce of the work portfolio and project activities. The membership grew pro- gressively over the three-ye- ar period, with a com- pletive growth of about 12%. Turnover among members decreased significantly: from 17% in 2022 to 4.3% in 2024, a figure that highlights the stabilization and retention of key figures. During the year, 1 member left due to death and 1 new member joined.



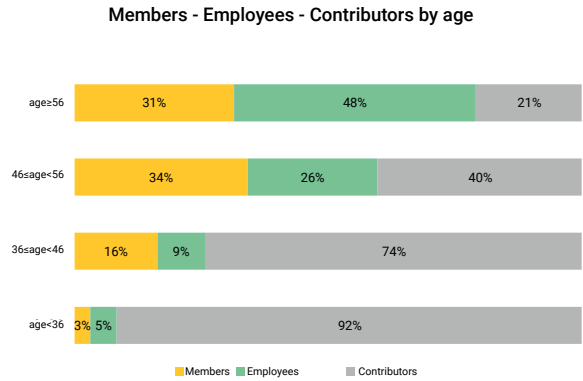
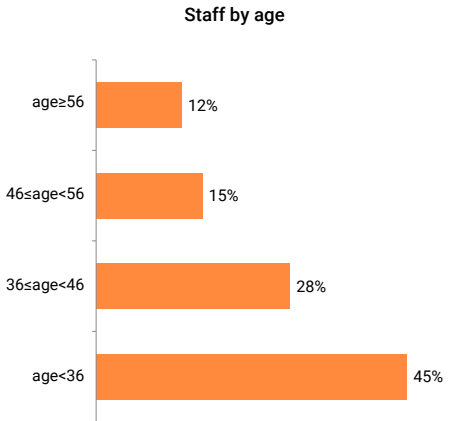
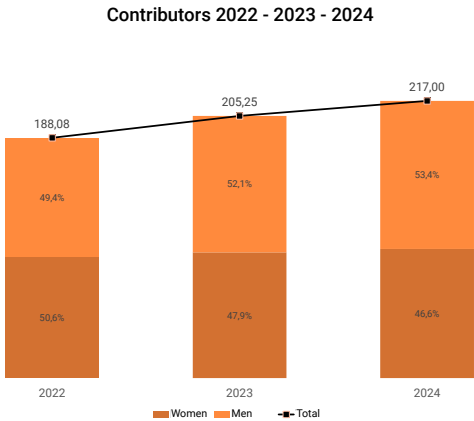
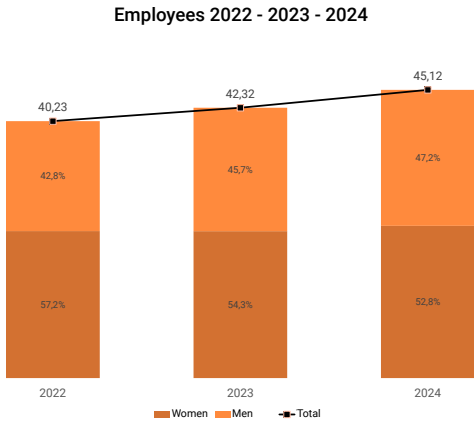
On the employee side, the average increase was 12% over the three-year period. During 2024, there were 4 hires including one worker previously on staffing. There are no outgoing employees. Net of the above transformation of the employment relationship, the overall turnover rate in 2024 is **6.6%**. The average length of employment, at 19 years, testifies to a high level of retention and significant professional continuity.

Particularly dynamic was the evolution of the employee component, which recorded a 15.4% increase over the three-year period. After a peak in turnover recorded in 2023, due to an intense expansion in the number of new entrants, a marked reduction is observed in 2024, with a rate of **24.4%**. This figure shows a progressive consolidation of resources, accompanied by an increasing ability to retain and stabilize employees, supporting the continuity and operational efficiency of the organization.

YOUNG PEOPLE UNDER 36

The introduction of new ideas and skills by young professionals is a fundamental element for Politecnica’s growth and development, as well as a strategic lever to ensure its long-term sustainability through progressive and conscious generational turnover. Currently, 45% of the staff is under 36 years of age, a figure that confirms the organization’s ability to attract new energy, emerging talent, and skills in line with the needs of an evolving industry.

Analysis of the distribution by contract type evidences that most of the under-36s work as **external collaborators** (92%), while the remainder are divided between employees (5%) and partners (3%). This composition reflects a flexible and open organizational model, in which different levels of professional involvement convi- vate and contribute to the achievement of common goals.



Overall, the data confirm that Politecnica has been able to combine **growth, attractiveness and stability**, involving on the quality of professional relationships and a work environment capable of enhancing skills, innovation and a sense of belonging.

Young people bring not only **up-to-date technical skills**, but also a positive attitude toward **technological innovation**, digitization of processes, and adoption of sustainable project approaches. They are included in multidisciplinary teams, where **collaboration between different generations** and professional fields is an integral part of the working method.



Politecnica Assemblée di Bilancio 2024, Selfie Box.

In this context, Politecnica continuously invests in **technical and cross-training, knowledge sharing, and the development of a continuous learning ecosystem**. These activities are geared toward strengthening specialized skills and soft skills, encouraging intergenerational exchange and professional growth.

Fostering the active participation of younger people means creating the conditions for them to **contribute meaningfully to the development of the organization**, to feel valued in their abilities, and to recognize meaning in their career path.

In this way, generational change is configured not as a simple handover, but as a **cultural regeneration** that enriches the organization and fuels its future vision.

Also for 2024, the Company has confirmed its collaboration with several Italian universities to carry out internships and apprenticeships in order to foster the insertion of young people into the world of work. In this way, Politecnica has the possibility to identify the best talents and at the same time offer them the opportunity to gain professional experience and develop the skills necessary to advance an active part in the Company.

ATTRACTION AND RETENTION

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
INCREASE IN STAFF		
Increase staff by 5% in 2024.	From 2023 to 2024, the total number of employees in the organisation grew from 293.52 to 308.25, an increase of 5.0%. This growth reflects the consolidation of the organisational structure and the expansion of human resources in line with the development of activities.	●
COLLABORATION WITH THE EDUCATION SYSTEM		
Attivare collaborazioni con atenei e ITS per attrarre giovani neolaureati.	Activate partnerships with universities and technical colleges to attract young graduates.	●
Rafforzare l'inserimento qualificato di giovani attraverso percorsi di tirocinio.	Strengthen the qualified integration of young people through internship programmes.	●
ONBOARDING		
Introdurre strumenti e percorsi strutturati di onboarding.	Introduce structured onboarding tools and processes.	●
WHAT WE WILL DO		
INCREASE IN STAFF		
Maintain stable overall staffing levels, concentrating any new hires in Rome and on specialist profiles that are strategic for the development of activities.		
Strengthen the qualified recruitment of young people through internship programmes.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Turnover rate (shareholders)	17,0%*	13,1%*	4,3%
Turnover rate (employees)	9,9%*	2,2%*	6,6%
Turnover rate (collaborators)	36,7%	37,5%	24,4%
Young people under 36 (%)	49%	48%	45%
Training internships	16	14	12

*Corrected calculation formula for previous years.

BALANCE BETWEEN private and work life

Politecnica recognizes the value of a work organization that enables people to effectively balance professional and personal needs. In an operating environment characterized by sometimes tight deadlines and complex project cycles, work-life balance is considered a strategic factor for individual well-being, organizational satisfaction, and collective productivity.

For employees, the company has activated a structured set of measures provisioned by the National Collective Agreement “Professional Studies” and supplemented by the Corporate Supplementary Agreement.

The weekly duration of actual working hours is set at **40 hours spread over five days** (Monday to Friday), with the possibility of agreeing on daily flexibility of entry and exit up to a total of 3.5 hours. An individual “hour bank” is established by the Company Supplementary Agreement, which allows overtime hours to be set aside for later use as compensatory leave, up to a maximum of 130 annual hours. The Company Supplementary Agreement also provides for the regulation of agile work (pursuant to Law 81/2017), through a company agreement signed on August 31, 2022 and renewed annually, which allows for smart working up to 3 days per week on a monthly average, upon individual request.

From the point of view of **individual contractual flexibility**, employees can request to change their employment from full-time to part-time for family or personal needs up to a minimum of 20 hours per week and vice versa. To date, all requests for changes in working hours submitted by employees have been accepted.

On the leave front, the Supplementary Agreement provides for 7 additional paid days for the birth of a child, in addition to those established by national regulations. In 2024, 3 male employees took the full statutory paternity leave, and 2 of them also took the additional company days.

A total of **11 employees with children** under the age of 12 and, therefore, potential beneficiaries of parental leave during the first 12 years of the child’s life, including 9 men and 2 women. Of these, 4 took parental leave during 2024 (1 woman for 179 days and 3 men for 42 days). To support full knowledge of rights and how to take them, a company information sheet was disseminated to all staff on maternity, paternity and parental leave in 2024.

As for cooperative members and external collaborators, who work on a self-employed basis, there is no predetermined time constraint. This allows **autonomous management of the organization of working time**, consistent with agreed project objectives. However, the company is aware that tight deadlines may affect the sustainability of workloads for these categories as well. Therefore, and is committed, where possible, to planning ahead of deadlines and ensuring timely communication of deliverables.

To support operational flexibility, Politecnica has invested in an **integrated, high-performance IT system** designed to ensure business continuity even from remote locations. All professionals can securely and individually access business tools through cloud platforms and services that include intranet, webmail, FTP, document repository, management software and web

conferencing systems. This technological set-up enables mobile operations, facilitating the autonomous organization of daily activities while ensuring information sharing, collaboration among dislocated teams, and full usability of work flows.

While respecting the different types of contracts and the relative degrees of autonomy, Politecnica promotes a corporate culture marked by trust and empowerment, geared toward reconciling the achievement of efficient results with the protection of private life. The goal is to build a professional context capable of **enhancing performance** without sacrificing personal equilibrium, thus fostering genuine and sustainable work well-being.

“ In 2023 we wanted to hear directly from our employees on the topic of work-life conciliation. Through an internal survey we collected impressions, evaluations, and suggestions that helped us understand what works and where we can improve. The data tell us that people value smart working, hourly flexibility, and leave for parents and caregivers. But they also signal to us the importance of better communicating the opportunities available. This comparison has given us valuable insights to make our policies increasingly concrete, accessible, and close to people’s real needs. ”

WORK-LIFE BALANCE

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATO
WORK FLEXIBILITY MEASURES		
Ensure flexible working arrangements and tools for balancing work and personal life.	Establishment of a 'time bank' for a maximum of 130 hours/year under the Supplementary Company Agreement signed on 22/11/2022 for the three-year period 2023-2025. Company agreement on agile working, signed on 31/08/2022 and renewed in 2023 and 2024, which provides for the possibility of working remotely up to 3 days per week on a monthly average.	●
Conduct an internal survey to assess perceptions of the tools implemented for work-life balance by 2023.	A survey was conducted in 2023 among employees, with a participation rate of over 80%.	●
WHAT WE WILL DO		
WORK FLEXIBILITY MEASURES		
Ensure flexible working arrangements and tools for balancing work and personal life during the renewal of the supplementary company agreement for the three-year period 2026-2029.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Roll-up on an annual basis (hours)	130 h	130 h	130 h
Flexibility in arrival/departure on a daily basis (hours)	3,5 h	3,5 h	3,5 h
Employees working remotely (%)	52%	59%	62%
Part-time employees (%)	17,5%	16,5%	13,3%

GENDER EQUALITY: the state of the art between education, employment and pay

To understand the urgency and relevance of the issue of gender equality, it is useful to start with some objective data about Italy and the field of technical and intellectual professions.

THE PRESENCE OF WOMEN IS MAJORITY AMONG ENROLLEES BUT VERY LOW IN THE STEM FIELD

In the academic year 2022/2023, 55.5% of those enrolling in college for the first time are women. Only 20.3% of total immatriculates choose a course in the STEM area compared to about 39.9% of immatriculates. In particular, for Computer Science and ICT degree programs, out of 100 matriculates, only 15.1 are women; for the Industrial and Information Engineering group it is just over 24%, while for Architecture it is 46.6%. Only in the Science group are women the majority, accounting for 59.4%.

MORE EDUCATED THAN MEN, BUT LESS EMPLOYED

In 2023, 24.9% of women aged 25-64 hold a tertiary degree compared to 18.3 percent among men, however, women's greater investment in education does not translate into an employment advantage. In 2024, the 15-64 employment rate stands at 52.5% for females and 70.4 percent for males, a gender gap of nearly 18

pp. We are the tail end of the EU with the lowest value among the 27 countries: in four countries the indicator is more than 20 pp to Italy's, from the Netherlands (+25.2 pp) to Finland (+20.1 pp), in twelve it is greater by at least 15 pp, in six other countries by at least 10 pp. Less distant are only Romania and Greece (+1.3 pp and +0.8 pp respectively).

HORIZONTAL AND VERTICAL SEGREGATION

In 2023, about half of women's employment appears to be concentrated in only 21 occupations (53 for men). Among the most frequent occupations additions to general affairs and secretaries, sales clerks, caregivers, domestic helpers, nurses and social workers, cleaners, and elementary school teachers. In 2023, among those employed in STEM only 1/5 are women (19.1%). Freelance Engineers and Architects Enrolled in Inarcassa are 28.8% of the total (15.6% of engineers and 40.6% of architects). Italy has only 2.9% women among CEOs and 15.6 percent among managers, a considerable distance from the EU averages of 7.8% and 22.7% respectively. The glass ceiling continues to be a reality, whether we look at positions of political representation and the top of institutions, or with respect to top positions in the public or private work environment.

WAGE GAP

The average income declared for the year 2022 by Engineers (active members) is € 61,083 for men versus € 32,247 for women (-47.2%). Not much different is the situation for Architects with € 41,733 for men vs. € 24,421 for women (-41.5%).

These numbers describe a complex scenario in which gender inequality and women's underrepresentation in technical fields are still deeply rooted. For Politecnica, addressing this issue is not only an ethical value but a strategic choice, which translates into policies, actions, and measurable results. The next sections of the report illustrate the integrated approach adopted by the Society, organizational measures, training actions, and the contribution to cultural change within and outside the organization.

Sources:

[Rapporto CNEL - ISTAT](#): Women's work between obstacles and opportunities - March 6, 2025

[Inarcassa in Cifre](#): Statistics on members and retirees, redits and turnover - June 21, 2024

DIVERSITY, INCLUSION, AND equal opportunities

ORGANIZATIONAL MEASURES

Within the current regulatory framework, Politecnica, although it is not an entity required to prepare the report on the personnel situation pursuant to Art. 46 paragraph 1 of Legislative Decree No. 198 of April 11, 2006 having a number of employees of less than 50, has nevertheless proceeded on a voluntary basis to the preparation of the aforementioned report and its transmission to the company trade union representatives and the regional council of equality.

The Company voluntarily started the journey for gender equality and inclusion more than 10 years ago with the signing in 2011 of the **Charter for Equal Opportunities and Equality at Work promoted by the Sodalitas Foundation**, the adherence to the UN Agenda 2030 goals in 2018, and the introduction of organizational measures aimed at work-life balance, such as the hour bank and smart working, now provided for up to 60 percent of working hours on a monthly basis.

In 2019, Politecnica adhered to the FILCAMS/ CGIL **Protocol against harassment and violence in the workplace** and incorporated it into the company's Supplementary Agreement.

In 2021, the Company obtained the **Gender Equality certification from IDEM**, a university start-up born out of the collaboration between professors, researchers at the University of Modena and Reggio Emilia / Marco

Biagi Foundation, a research organization specializing in the analysis interdisciplinary labor relations, and JobPricing, a consulting society in the area of compensation policies and home of the Observatory on Compensation Dynamics in the Italian Labor Market. IDEM's experts then accompanied Politecnica on the path necessary to achieve **UNI PdR 125:2022 certification** in 2022, which measures performance in the areas of corporate processes and governance, opportunities for growth and inclusion offered by the company, pay equity and protection to parenthood as well as work-life conciliation.

With the **UNI PdR 125:2022** Certification, the Company reaches another important milestone on the path toward gender equality and within the scope of its commitments to the UN 2030 Agenda toward full numerical and pay parity. As part of the journey leading to certification, the Company has actively worked to review its activities and decisions to promote diversity, eliminate gender bias, and support equal opportunity, applying these principles equally to its hiring procedures, career advancement opportunities, and compensation policies. Specifically:

- formalized the **Gender Equality Policy** ratified by the Board of Directors and published on the website;
- has a **three-year strategy of actions dedicated to gender equality**, inclusion and reconciliation approved by the Board of Directors;
- established a **Steering Committee** in charge of the effective adoption and ongoing implementation of the Gender Equality Policy chaired by the Chairman of the Board;



- has identified a **budget to be specifically dedicated** to gender equality policies;
- introduced the role of the **Diversity & Inclusion Manager** entrusted to Paola Botti, a professional with humanistic formation and more than 20 years of experience in the human resources set- ture.

CULTURA AZIENDALE E SENSIBILIZZAZIONE CORPORATE CULTURE AND AWARENESS

Politecnica's commitment to promoting gender equality is first and foremost translated into concrete actions addressed within the organization. The company has structured an ongoing training course aimed at all personnel, including top management, on the issues of equality, gender stereotypes, unconscious bias, work-life balance, and the pre- vention and management of incidents of harassment and bullying.

A first 1.5-hour training intervention was conducted in 2022, followed by two sessions in 2023 for a total duration of 4 hours. In the same year, a first internal climate survey centered on the issue of work-life balance was carried out, with the aim of detecting any critical issues and guiding policies for improvement.

In 2024, the course was enriched with two interesting training appointments aimed at staff for a total of 4 hours:

- **"Sex & the City - The City of Women"** (May 7, 2024): a 2-hour training event, led by ar- chitects Florencia Andreola and Azzurra Muzzonigro, de- dicated to the relationship between gender and public space, with a focus on urban planning and inclusivity. The in against highlighted how urban planning and architecture can contribute to creating environments that are safer, accessible and responsive to the needs of all people, starting from a gender perspective.

- **"Your Words Create Your World - Inclusive Language"** (Sept. 17, 2024): a 2-hour workshop focused on the power of language in building inclusive work environments. The course provided practical stru- ments to recognize and overcome language biases and stereotypes, while also paying attention to the conscious use of job titles and co- municative neutrality in different contexts.

In addition to in-house training, Politecnica periodically carries out outreach initiatives that also involve clients, partners, and subcontractors, especially for foreign orders, where the meeting of different cultures and sensitivities can make co- munication and interaction more complex.

In 2023, the Society facilitated a **workshop on cultural and gender awareness** in the workplace in Guyana led by Dr. Tivia Collins, Director of the Institute of Gender Studies at the University of Guyana and Independent Gender Consultant, Guyana and Trinidad and Tobago. The activity involved 15 participants from 6 countries (Tunisia, Albania, Pakistan, Canada, Uganda, Guyana) who had the opportunity to improve their knowledge of the local cultural conte- ter with the goal of consolidating teamwork.

A second workshop was held in Georgetown in June 2024, aimed at developing skills for working effectively in multicultural environments. The 3-hour training delved into the con- ceptions of culture and identity, the understanding of bias, stereotypes, and prejudices, and promoted greater awareness intercultural volatility. Part of the course was devoted to gender relations and, more generally, to the issue of cultural and social diversity, providing tools to foster more respectful professional relationships, with reference to the company's Code of Ethics.

In December 2024, Politecnica took another step in its journey toward an increasingly equitable and inclusive corporate culture by officially adopting the **Guidelines for Inclusive Language**.

The document, approved by the President, offers practical guidance and theoretical reflections on the conscious and respectful use of words, promoting inclusive communication in all corporate contexts, internal and external.

The guidelines are a daily reference for drafting written and oral communications that recognize and value all identities, avoiding stereotypes and discrimination. This cultural tool complements and reinforces the company's

gender equality policies, contributing to the spread of an organizational culture oriented **toward inclusion, accessibility and respect for diversity**.





Top ROOTS Modena, bottom Author Saliha Sultan during the event in Politecnica.



“Telling inequalities is the first step to overcoming them. With the presentation of Donatella Allegro’s book, we gave space to the narrative of women’s courage in extreme contexts, reaffirming the value of culture as an engine of change.”

”

INITIATIVES IN THE TERRITORY

Parallel to its internal activities, Politecnica is also actively engaged in promoting a culture of equality externally, supporting events, projects and artistic, cultural and social initiatives in collaboration with local and international entities.

Significant experiences include: the participation in **TE-DxModena Women 2018**, with a speech by the president on the theme of Designing with Humanity, and the event hosted at the Modena headquarters in 2019 dedicated to the traveling exhibition “**Don’t call it raptus**” by the illustrator Anarkikka, realized in collaboration with the Equal Opportunities Commission of Legacoop Estense and Gulliver.

The Society supported cultural activities with high social impact, such as the play “**Non volevo vedere**”, based on the book of the same name by Fernanda Flamigni and Tiziano Storai (2017), and the documentary film “**Women in the Venezuelan Chaos**” by director Margarita Cadenas (2019), which gives voice to five women protagonists of civil resistance in Venezuela. In the same year, she took part in a public meeting at the Chamber of Commerce of Modena, organized in collaboration with CGIL, CISL, UIL and other territorial realities, to promote bargaining as a tool to combat harassment and discrimination in the workplace.

From 2021 to 2023, Politecnica supported the **ROOTS** project of the Association for the Integration of Women (AIW), offering pro-bono design of spaces destined to foster the job placement of migrant women. In 2023, it also helped organize the event “**Il femminicidio non cambia mai pelle**”, an exhibition and public debate at the Gallerie Estensi in Modena on the topic of gender-based violence, with the participation of Serena Dandini.

Also in 2023, the Society participated in a series of **webinars on gender equality certification** organized by IDEM, sharing its journey and achievements.

In 2024 Politecnica promoted the event “**The economy is (also) women: inclusive, equitable and cooperative. How Gender Equality Impacts Organizations**” organized by the Equal Opportunities Commission of Legacoop Estense on the occasion of the International Day Against Violence Against Women, with a speech by economist Azzurra Rinaldi and the participation of President Federzoni. Finally, in 2024, the Society promoted together with Legacoop Estense and hosted at its headquarters in Modena the presentation of the book “**The Little Girl of Kabul**” by author **Saliha Sultan**, an opportunity to reflect on women’s rights in contexts of war and oppression, which confirmed the value of culture as a tool for awareness and change.

INCLUSION AND DIVERSITY: between rhetoric and corporate strategy

It is a delicate time to talk about diversity, equity, and inclusion. The public debate has shifted to an ideological plane, often instrumentalizing complex concepts and reducing them to slogans.

Just think of what is happening overseas where the administration is gradually dismantling **Affirmative Action**, that system of measures introduced in the 1960s during the civil rights movement to correct structural inequalities in education and labor. Attributing the crisis of woke culture solely to the return of conservatism, however, would be a simplification. The movement was lost in sterile ideological battles, pushing toward illiberal and divisive positions, which in some cases produced **reverse discrimination** phenomena.

This has resulted in lawsuits and litigation that have also affected the corporate world, generating a downsizing of DEI investments. There are questions in Europe as to what the impact of this scenario will be, just as the **CSRD** directive comes into effect. The answer will depend on the motivation: Those who had embraced purely cosmetic policies for mere communication purposes or in response to external pressures potential to backtrack. Those who adopted inclusive policies purely for communicative purposes are likely to turn back. Those who have consistently integrated them into their business strategy will continue to do so.

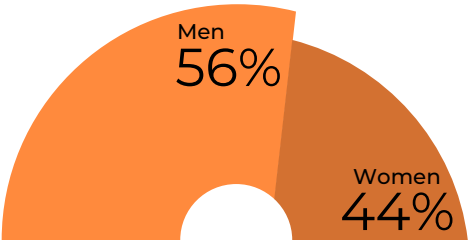


“In an increasingly uncertain and polarized global environment, we have chosen to address issues of diversity, equity and inclusion with responsibility and long-term vision, integrating them into our strategy, processes and corporate culture. Not out of fashion, but because we want to improve the quality of work and the competitiveness of the company. **Our approach is pragmatic:** putting the right person in the right place, without bias related to gender, ethnicity, age, or ability, means enhancing competencies and increasing organizational efficiency. **Diversity introduces complexity but, at the same time, generates value:** teams with multidisciplinary skills but also different perspectives generate more innovative, creative, and efficient project solutions.”

FEMALE PRESENCE in the organization

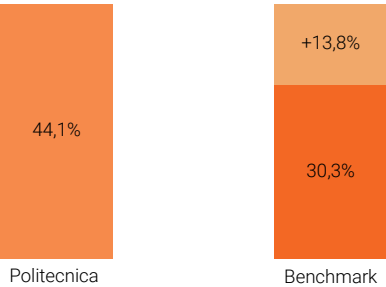
In 2024, women represent 44% of Politecnica's workforce.

Members - Employees - Cotributors by gender



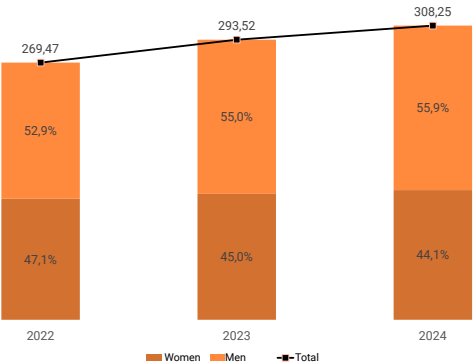
The percentage is approx. 14 pp higher than the industry benchmark (30.3%).

Women Members - Employees - Contributors



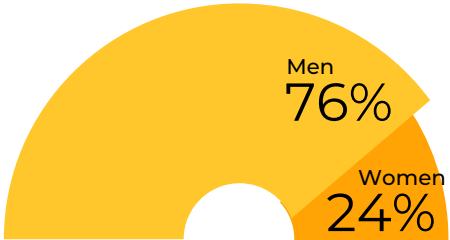
However, examining the trend over time, the percentage of women is undergoing a slight decrease, probably due to recent recruitment in technical areas and mainly in sectors such as plant, structures and infrastructure, which are still predominantly male-dominated fields of study.

Women Members - Employees - Contributors



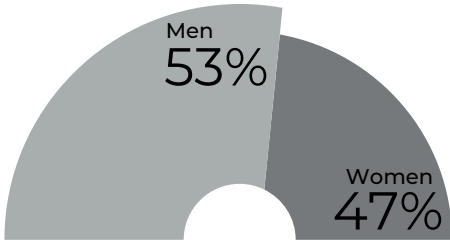
The male component is predominant in the company structure (76% vs 24%) due to the fact that, even today in Italy, there is a significantly higher percentage of male graduates in STEM subjects than female graduates.

Member by gender



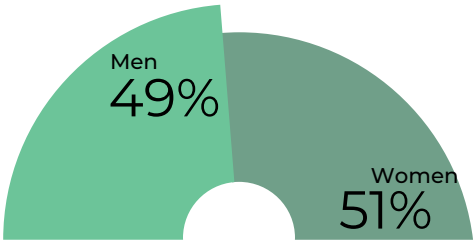
However, the figure for co-workers shows that this gap is less and less present in the younger generation, which is seeing a gradual increase in the number of female technical graduates.

Contributors by gender



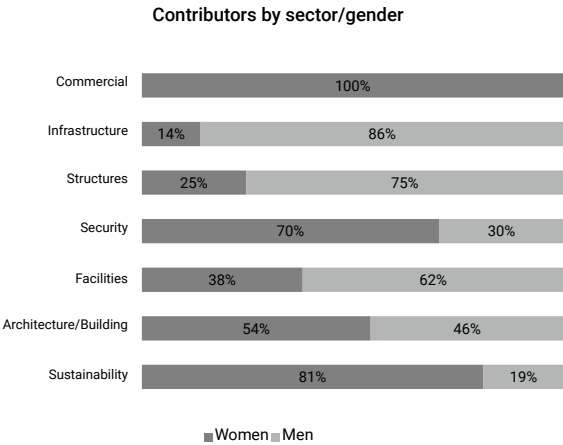
Finally, the workforce is predominantly female, in line with the fact that most employees are engaged in administrative and commercial tasks.

Employees by gender



HORIZONTAL AND VERTICAL BREAKDOWN

Data pertaining to the distribution of members and collaborators by sector show a marked underrepresentation of women in some sectors such as infrastructure, facilities, and plant.



For employees, the analysis by sector also shows a horizontal split with a marked concentration of women in some sectors such as administration, secretarial, and commercial, and conversely an underrepresentation in others such as IT.

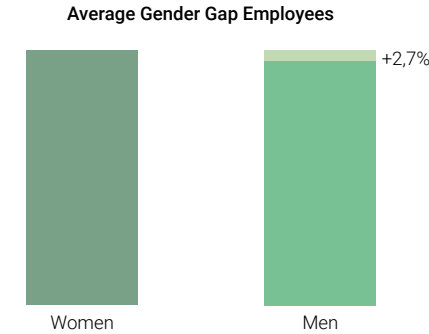


- In terms of roles and responsibilities assigned:
- The percentage of women on the Board of Directors is 20% (1/5 members);
 - The percentage of women in management positions is 33.3% (1/3 members);
 - Women with organisational unit responsibilities account for 42.9% of the total (7/18 members and 2/3 employees);
 - Women in the first line of reporting to top management account for 37.5% of the total (3/8 members);
 - Women with budgetary powers account for 42.1% of the total (7/17 members and 1/2 employees).

GENDER WAGE GAP

For the purposes of analysing the gender pay gap, the scope of the calculation was limited to employees and the company structure, as these are the only categories characterised by an employment relationship regulated internally in terms of working hours, exclusivity and classification. Collaborators operate with full technical and organisational autonomy, without restrictions on working hours or exclusivity of assignment. Consequently, the remuneration paid by Politecnica is not directly comparable, as it is closely related to the nature and level of responsibility of the assignment entrusted, nor is it representative of the professional's overall remuneration, considering the possible simultaneous management of additional independent assignments outside the Company.

The calculation of the salary difference for employees was made on the basis of the RAL (including additional elements such as ad personam/function allowances and informal/discretionary bonuses) net of variable elements of remuneration not related to gender pay differences (e.g. car allowances, holidays, leave and public holidays, family allowances, overtime). The resulting average gender pay gap is **2.7%** in favour of women.

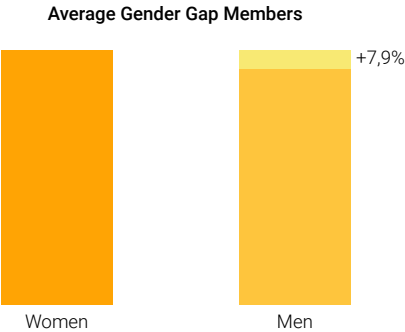


A more detailed analysis by level/job role shows that the gap can only be analysed for the position of Design Assistant at Levels 3B, 2B and 2A, where both men and women are present.

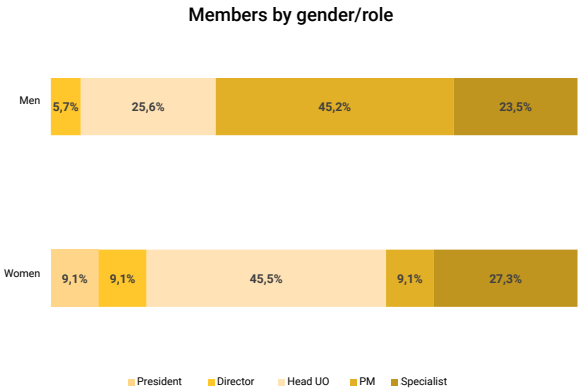
The average gender gap ranges from **+4.6%** in favour of women to **-0.5%** against women.

For Members, the salary difference is calculated on the basis of net remuneration, excluding bonuses paid proportionally to all partners in relation to the total remuneration initially agreed. Special partners are not included in the calculation.

The analysis shows an overall average gap in favour of women of **+7.9%**.



It is not possible to conduct an analysis by level, given the freelance nature of the relationship, but analyzing the distribution by role, it emerges that, among women, **64%** hold senior roles such as president, director, and business unit manager, compared with **31%** of men.



SELECTION AND ON-BOARDING PROCEDURES

It is the responsibility of the Head of Human Resources of Politecnica with the support of the General Manager and the Sector Managers from time to time concerned to the extent of their competence to identify human resource needs.

The identification of professional skills and selection criteria are the responsibility of the Board of Directors and operationally of the Operational Management.

The search is normally divided into the following stages:

- publication of job postings on one or more job search channels and on the Politecnica website, in the area dedicated to personnel recruitment;
- screening and selection of CVs received;

- initial interview with the Human Resources Manager with the candidates who appear to be most suited to the job profile;
- second technical interview with the Sector Manager;
- third interview with the Company Management to define the contractual terms and establish the timing and methods of recruitment.

During the interviews, the candidate's suitability for the characteristics arising from the proposed role is verified in addition to human and personal characteristics, skills, aptitudes, previous professional skills and experience, motivation, and specific technical knowledge required.

In its selection activities, the Company ensures:

- the adoption of objective and transparent mechanisms suitable for verifying that candidates possess the aptitude and professional requirements necessary for the position to be filled;
- compliance with equal opportunities and the absence of any form of discrimination or prejudice.

During 2023 Politecnica adjusted its search, selection, recruitment, and on-boarding procedures. In 2024, 1 associate (1 man), 3 dependents (2 men and 1 woman) and 31 employees (19 women and 12 men). Since these numbers are very small, the gender statistics on an annual basis are not significant.

OPPORTUNITIES FOR PROFESSIONAL ADVANCEMENT

In 2024, promotions involved 4 employees of whom 2 were women (8.4% of total women) and 2 were men (9.4% of total men).

Since these numbers are very small, the statistics of gender on an annual basis are not significant.

In order to ensure full transparency and guarantee of parity of treatment and non-discrimination, the Company formalized in 2023 the evaluation procedures for requests for level changes and in 2024 the procedures for internal mobility and succession in top positions.

To date, a performance management system has not been implemented. For members and employees, there is a variable component of compensation linked to the previous year's operating result, which is corresponding equally to 100 percent of workers and employees in proportion to base compensation.

INCIDENTS OF HARASSMENT AND BULLYING

The paper and electronic whistleblowing reporting channel can also be used to report any act or behavior that amounts to a form of discrimination or social exclusion (because of race, sex, culture, religion, disability, etc.) or harassment or violence in the workplace.

The channel, activated in 2019 as part of MOG 231/01, was subsequently updated to meet the requirements of Legislative Decree 23/2024. A specific procedure outlining the rights of whistleblowers, those responsible for handling reports, and references to the channels set up and how to use them has been defined and disseminated. Reports are handled by a committee composed by the Head of the Supervisory Board and the Head of Human Resources.

During 2023, a report was received regarding alleged verbal harassment that occurred as part of an international job order in Belize.

A similar incident was reported in 2024 in Guyana. In both cases, those involved—both as alleged perpetrators and alleged victims—were partners of the Company. Although workers under the direct control of the organization were not directly involved, the incidents were considered relevant because they were included in the perimeter of the value chain, being contracts managed and coordinated by Politecnica.

Reports received were handled in accordance with established procedures, with timely communication to the Reporting Committee and activation of appropriate internal audits. Following the analysis of the cases, the Company took **corrective measures** aimed at strengthening prevention and awareness of these issues, particularly in international contexts.

Actions taken include:

- the preparation of a statement on the **Company's Code of Ethics**, to be signed for acknowledgement and acceptance by all partners and suppliers involved in foreign contracts at the time of signing the contract;
- the organisation, at the request of the Project Managers, of **specific training sessions** for members of the project teams – both internal and external – focused on recognising and managing unconscious bias, as well as promoting inclusive language and behaviour that respects cultural and gender diversity.

DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
ORGANIZATIONAL MEASURES		
Formalise and disseminate a Gender Equality Policy by 2022.	Policy issued on 28/10/2022 and distributed during the training event 'Politecnica and gender equality: where we are now and where we want to be in the near future' on 07/11/2022, as well as published on the company website.	●
Appoint a Diversity and Inclusion Manager by 2022.	Appointment in October 2022.	●
Establish a Gender Equality Steering Committee by 2022.	Establishment of the Committee in October 2022.	●
Identify a budget to be allocated specifically to gender equality policies by 2022.	Establishment of a dedicated budget from 2022.	●
Prepare and update a Strategic Plan for Gender Equality by 2022.	Strategic planning for gender equality in place from 2022.	●
Achieve and maintain gender equality certification by 2022.	Gender Equality Certification issued by IDEM in 2021. UNI PdR 125:2022 certification issued by Bureau Veritas in 2022.	●
EQUALITY AND NON-DISCRIMINATION IN THE SELECTION PROCESS		
Implement a job posting system by 2022.	In effect since 2022.	●
Update search, selection, recruitment and onboarding procedures by 2023.	Procedure review in 2023.	●
PAY EQUITY AND EQUAL ACCESS TO CAREER OPPORTUNITIES		
Formalise evaluation procedures for requests for promotion by 2023.	Procedure to be issued in 2023.	●
Formalise internal mobility and succession procedures for senior positions by 2024.	Procedure to be issued in 2024.	●
CORPORATE CULTURE BASED ON INCLUSION AND RESPECT FOR DIVERSITY		
Implement awareness-raising, information and training initiatives for all staff for at least 4 hours per year.	The target of at least four hours of training per year was fully achieved in both 2023 and 2024. In both years, two initiatives aimed at staff were carried out, focusing on inclusion, respect for diversity and responsible language. In 2024, in particular, the "Guidelines for inclusive language" were issued and disseminated, offering practical tips for more conscious use of words in a professional context.	●
Conduct an internal survey to assess perceptions of diversity, inclusion and equal opportunities within the company and the tools put in place to prevent and combat incidents of harassment or bullying by 2025.	The survey was conducted in early 2025, involving staff on an anonymous and voluntary basis. The company will report the results during the year, followed by the identification of improvement actions.	●

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
WORK-LIFE BALANCE		
Conduct an internal survey to assess perceptions of the tools implemented for work-life balance by 2023.	Questionnaire administered in 2023.	●
Adopt a flexible working agreement that includes the option of remote working from 2022.	Agreement signed on 31/08/2022 and renewed in 2023 and 2024.	●
Inform staff about their rights and how to take leave by 2024.	Information on maternity, paternity and parental leave distributed to all employees in April 2024.	●
PREVENTION AND MANAGEMENT OF INCIDENTS OF HARASSMENT OR WORKPLACE BULLYING		
Adopt a whistleblowing system for incidents of harassment and bullying.	The paper and electronic channel, active since 2019 and subsequently aligned with the requirements of Legislative Decree 24/2023, can also be used for incidents of harassment, discrimination and bullying.	●
Update the Company Risk Assessment Document by adding a specific section on workplace harassment by 2024.	The DVR was updated in 2024 with an analysis of the risks associated with harassment and violence in the workplace.	●
Provide specific information for construction sites abroad, illustrating Politecnica's gender equality policy and the channels for reporting harassment by 2024.	Starting in 2024, contracts with suppliers and partners involved in international projects include a specific annex containing the company's ethical principles and commitments. To support this, specific training sessions focusing on inclusion and intercultural communication and the promotion of inclusive language and behaviour have been organised at the request of the Project Managers.	●

DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

WHAT WE WILL DO
EQUAL PAY AND EQUAL ACCESS TO CAREER OPPORTUNITIES
Review and align job descriptions for internal positions to ensure greater transparency in career paths and facilitate internal mobility by 2026.
WORK-LIFE BALANCE
Renew the agreement on flexible working with the option of smart working for employees.
CORPORATE CULTURE BASED ON INCLUSION AND RESPECT FOR DIVERSITY
Report the results of the survey conducted in 2025 and identify appropriate improvement actions.
Conduct a training workshop on the practical application of Politecnica's Guidelines for Inclusive Language, with particular reference to institutional and commercial communication.
Carry out awareness-raising, information and training initiatives for all staff for at least 4 hours per year.
Distribute a new information capsule from the SustainAble Bites series, dedicated to the theme of female empowerment and the role of women in technical professions.
Promote initiatives that value the experience of parenthood as a time for growth and the acquisition of transferable skills useful to the individual and the organisation by 2026.
Implement an internal register to monitor staff participation in company events and gender representation (tool activated in 2024 and fully operational by 2025).
PREVENTION AND MANAGEMENT OF INCIDENTS OF HARASSMENT OR WORKPLACE BULLYING
Provide specific training on the new whistleblowing system updated in accordance with Legislative Decree 24/2023 by 2025.

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Women in the organisation (%) (members + employees + collaborators)	47,1%	45,0%	44,1%
Women on the board (%) (members)	40%	20%	20%
Women in management positions (%) (members)	33,3%	33,3%	33,3%
Women in charge of organisational units (%) (members + employees)	45,5%	45,5%	42,9%
Women in the first line of reporting to top management (%) (members)	50%	50%	37,5%
Women with spending/investment budget authority (%) (members + employees)	42,1%	42,1%	42,1%
Average gender pay gap (%) (members)	+9,0%	+7,5%	+7,9%
Average gender pay gap (%) (employees)	-1,7%	+0,2%	+2,7%
Internal awareness-raising and training initiatives on diversity and inclusion (course duration in hours) (members + employees + collaborators)	1,5 h	4 h	4 h
Incidents of harassment or bullying in the workplace (members + employees + collaborators)	0	0	0

Crif21 Site, Bologna.



PROTECTION OF HEALTH and safety at work

RISK ANALYSIS

The analysis of workers' exposure to hazards is formalized in the Company Risk Assessment Document (DVR), which gives evidence of compliance with the requirements of Legislative Decree 81/2008. The assessment affects not only workers, but all people who may be within the work premises or who participate in the organization's processes.

The document is updated annually and in accordance with regulatory deadlines and obligations, as well as following significant changes within the organization such as to modify the risk assessment. Responsible for risk assessment and the adoption of the necessary prevention and protection measures is the Employer, identified in the figure of the Chairman of the Board of Directors, who has given appropriate delegated authority in this regard to the General Manager.

The analysis process is taken care of by the Prevention and Protection Service Manager, a member of the cooperative, with the involvement of the Competent Doctor and the Workers' Safety Representative, and shared and approved by the company management.

The risk assessment is based on the identification of tasks and consequently of homogeneous groups of workers for each of which an analysis of potential hazards, associated risks, and preventive actions in place is carried out. Possible corrective actions are then identified and residual risks assessed by combining the probability of occurrence and consequence of an event. The approach taken, in accordance with applicable legislation, is directed toward eliminating hazards at the source or, where this is not possible, taking technical or managerial measures to minimize the risk.

Working at heights and accessing confined environments during can- tier activities and inspections at large industrial and/or infrastructure sites have been identified as the most hazardous activities. In this regard, actions have been taken to minimize these risks, such as conducting special training and qualification courses and using dedicated protective equipment.

Employees participate, through the Workers' Safety Representative, in risk assessment and management activities in order to identify hazards, assess associated risks and implement all mitigation measures.

Any hazards that may arise in an unforeseen way must, according to company procedures, be reported by the workers who have direct references to the persons in charge and the Prevention and Protection Service. Those in charge, if necessary, will take action to make workers safe by removing them from the danger and work environments.

What takes the form, on the other hand, of suggestions for improving management can be forwarded through "boxes" made available at each location in which contents are periodically collected and evaluated. Management protects workers from all kinds of consequences and discrimination in the face of any reports made, as the goal remains for the company to protect the safety and health of workers.

Faced with each report, incident, or accident, a process of investigation is activated to detect any deficiencies in terms of risk assessment or measures in place to manage it in order to define the necessary preventive or corrective actions to avoid the occurrence or recurrence of the event.

MANAGEMENT METHODS

Politecnica is aware of the responsibility that it assumes with reference to the Health and Safety of the personnel and of the fact that this issue takes on a very high social relevance and is considered foundational to the Cooperative Motivation, which was also created to better protect the dignity and working conditions of workers.

The Company accepts and adopts the guiding principle of EU Directive 96/82/EEC, according to which the safety of a given work activity depends on the overall management criteria adopted by the Organization. With this in mind, while it is in any case guaranteed and presided to comply with the requirements of Legislative Decree 81/08 and the regulations on Hygiene, Health and Safety at Work, it has decided to improve its performance by voluntarily adopting a Management System in accordance with the reference standards and bringing it to certification by an accredited external body.

The System was designed, implemented and certified in 2017 according to the OHSAS 18001:2007 standard and the INAIL UNI Guidelines and later, in 2020, adapted to the ISO 45001:2018 standard. The System is integrated with the company's other Management Systems with a view to greater overall efficiency and effectiveness.

The Integrated Management System Manual sets out the Policy and describes roles, responsibilities and procedures for managing worker health and safety with reference to the following activities:

- Identification of potential risks and assessment of hazards associated with the activities carried out by workers and planning of the actions necessary to reduce/minimise such risks;
- awareness, training, consultation and co-involvement

of workers with regard to occupational health and safety issues, to enable them to operate with full knowledge of the potential risks related to the activities performed;

- implementation of organizational measures and operating practices and conducting surveillance activities in order to monitor their proper implementation;
- periodic review of the results achieved and planning for continuous improvements over time.

The Occupational Health and Safety Management System, initially related to the Modena and Florence offices and later extended to the Milan office in 2023, applies to the Company's partners and employees employed in headquarter activities and in activities at sites scattered throughout the country and abroad managed by those offices. Currently, it does not include the Rome headquarters, inaugurated in 2024.

Responsibility for establishing, implementing and maintaining the System rests with the General Manager under specific delegation from the Employer identified in the figure of the Chairman of the Board of Directors. Politecnica supports and promotes staff participation and consultation in relation to safety management and the establishment of related improvement programs both through constant discussions with Workers' Representatives and through the collection of suggestions and direct reports through the suggestion box made available at each location. Workers actively participate in simulation tests and are invited to training and informational events.

With reference to training activities, the Company provides training for personnel and supervisors on occupational health and safety in compliance with current regulations. The mandatory training required by Legislative Decree 81/08 includes general training (on the key concepts of safety, the organization of company prevention,

Unimib U10 Logos Site, Milano.



rights and duties of the different company subjects, supervisory bodies, control) and specific training on risks (Politecnica's activity is classified as a low risk activity). Specific formative activity is devoted to company safety procedures, particularly with regard to risks in site inspection activities and the related importances to be adopted. The course is supplemented with aspects related to each site's emergency plan and evacuation methods.

Training is delivered either in-person or remotely, in accordance with regulatory requirements, giving preference to the methods that best suit the company's organizational needs. The effectiveness of training is verified directly by the teachers or training providers and, in addition, as part of internal audit activities of the management system.

HEALTH SURVEILLANCE AND PROMOTION

The health of Politecnica's workers is periodically monitored in relation to the company's risks and in accordance with the law thanks to the health surveillance activities carried out by the figure of the Competent Doctor who actively collaborates with the Prevention and Protection Service. The health protocol established by the Competent Doctor takes into account the group to which the worker belongs according to the task performed and the risks associated.

The doctor performs the examinations at the company premises, guaranteeing the necessary privacy and confidentiality. The results are communicated to the worker himself and to the Employer; the health records are kept by the Medical Officer, in compliance with the regulations of privacy ex D.lgs 196/2003 and professional secrecy ex art. 622 CP, at his own premises.

Annually, at the Periodic Meeting, the Competent Doctor reports to the Management and the Prevention and Protection Service the results of the health surveillance performed on workers anonymously and collectively, highlighting the aggregate results so as to contribute to the analysis and definition of risk prevention and protection measures.

The Company intends not only to comply with current legislation on prevention, implementing effective measures that reduce occupational diseases and work-related injuries, but also to promote healthy lifestyles among workers and encourage the adoption of practices that contribute to the health and quality of life of workers, achieving conditions of improved physical, mental and social well-being.

With this in mind, Politecnica periodically carries out prevention campaigns by adhering to the projects of Fondazione ANT (National Cancer Association) for the early detection of cancer.

As part of its corporate benefits, the Company makes available to workers the CADIPROF Supplementary Health Care Fund for Professional Practice Workers.

The Fund manages and provides, through its insurance partner UniSalute, health care services (surgeries, hospitalizations, examinations and examinations, pregnancy, physiotherapy, cardiovascular, oncological and dental prevention), either free of charge (at affiliated facilities) or on a reimbursable basis, in addition to what is guaranteed by the National Health Service SSN.

In addition to the health plan, there is a package of interventions for the worker and specific categories of family members (pediatric children, non-self-sufficient, spouse), with a view to facilitating as much as possible the

reconciliation of life-time work-life time balance and the possibility of taking advantage of agreements with service providers and/or professional services at subsidized rates.

OCCUPATIONAL ACCIDENTS AND ILLNESSES

Politecnica recorded no workplace or commuting accidents or occupational disease reports in 2024 and the previous two years. No near misses or accidents were recorded.

From the hazard analysis and risk assessment conducted, no situations were identified that could determine a potential situation of serious injury or occupational disease.

OCCUPATIONAL HEALTH AND SAFETY PROTECTION

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
ORGANISATIONAL MEASURES		
Extend the application of the Integrated Management System and ISO 45001 certification to the Milan office.	Implementation of the management system and obtaining certification ISO 45001 for the Milan office in 2023.	●
EMERGENCY MANAGEMENT		
Improve escape routes and the emergency plan for the Milan office by 2023.	Work on escape routes completed and emergency plan for Milan office updated in 2023.	●
INFORMATION AND AWARENESS RAISING ON HEALTH AND SAFETY ISSUES		
Raise staff awareness of health and safety issues by sending out regular information bulletins by 2024.	Create 'Sustainable bites', short and concise information on good practices and behaviours sent to all staff at all sites via email. In 2024, five information bulletins were sent, three of which were on topics related to health and safety management.	●
HEALTH AND SAFETY TRAINING		
Make training more effective by creating tailor-made modules and tools that explore the risks associated with Politecnica's activities and tasks by 2024.	The action is linked to the publication of the regulatory update (State-Regions Agreement) as a reference for the organisation of safety training. As this regulation was not issued in 2024, the target has been postponed to the following year.	●
WHAT WE WILL DO		
INFORMATION AND AWARENESS RAISING ON HEALTH AND SAFETY ISSUES		
Make training more effective by creating tailor-made modules and tools that explore the risks associated with Politecnica's activities and tasks by 2025.		
Continue sending out information bulletins ('Sustainable bites') to raise and spread awareness of OHS issues.		
ORGANISATIONAL MEASURES		
Improve the choice of certain types of PPE used on construction sites, taking into account colour codes for role identification (e.g. safety helmets) by 2025.		
Extend ISO 45001 certification to the Rome office by 2026.		
HEALTH SURVEILLANCE AND PROMOTION		
Conduct a cancer prevention campaign for staff by 2025.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Accidents at work or while travelling (n.)	0	0	0
Reports of occupational diseases (n.)	0	0	0
Near misses or accidents (n.)	0	0	0
Prevention campaigns (n.)	1	0	0
Non-compliance with occupational health and safety requirements attributable to the services provided	0	0	0

DEVELOPMENT OF skills

ON BOARDING

The enhancement of human capital is a strategic objective and a guiding principle of internal sustainability for Politecnica. Investing in the professional growth of people, right from the moment they join the company, means promoting a qualified, inclusive and continuous improvement-oriented working environment. During 2024, Politecnica consolidated and expanded its procedures for **recruiting, selecting, hiring and onboarding personnel**, with the aim of ensuring a structured and uniform welcome for all new resources, regardless of their role or location.

The initial orientation programme includes:

- the transmission of key regulatory and company information, including: personal data processing (EU Reg. 2016/679 – GDPR), organisation, management and control model pursuant to Italian Legislative Decree 231/2001, health and safety at work (Italian Legislative Decree 81/08), Code of Ethics and company rules of conduct, Integrated Management System and related operating procedures;
- guided access to company IT and digital tools;
- a presentation of the organisational structure, work teams and active projects.

Starting in 2023 and confirmed in 2024, Politecnica has launched a personalised support process, which involves the appointment by the Sector Manager of a tutor tasked with facilitating integration into the operational and relational context, the transfer of technical and methodological skills, and guidance on corporate culture and values.

Based on the profile of the new hire and the role assigned, the mentor assesses the need to activate a dedicated training programme, which may include technical and regulatory courses specific to the sector, training on the use



of software and digital platforms, and **on-the-job training**, also alongside senior professionals. At the end of the programme, there is a structured **follow-up activity** aimed at gathering feedback on the induction experience and assessing the initial results in terms of autonomy, alignment with company values and remaining training needs.

Politecnica also pays particular attention to socialisation and integration activities, encouraging the building of relationships between colleagues and a sense of belonging to the professional community.

TRAINING

Politecnica considers continuous training to be essential for guaranteeing the quality of its integrated engineering services and promoting professional growth in line with company values. The development of technical, interpersonal and managerial skills is considered a key factor in combining design excellence with the principles of ethics, responsibility and sustainability. The Company's training policies are aimed at strengthening the professional

qualifications of its staff, increasing awareness of the value of their work and spreading a culture based on impartiality, independence, integrity, professionalism, legality and sustainability.

The training programme is defined annually by the General Manager, with the support of the Human Resources Manager, based on the needs identified by the Department Managers and with the final approval of the Board of Directors.

The initiatives planned include activities aimed at integrating and supporting new employees, refresher and retraining courses linked to the evolution of tasks or the introduction of new technologies, opportunities for sharing know-how to ensure consistency between different work teams, and opportunities for in-depth study of issues relating to ethics, legality, environmental and social sustainability, as well as inclusion and respect for differences. In the three-year period 2022–2024, Politecnica has significantly strengthened its commitment to training, recording a steady increase in the number of initiatives offered. In the last year, 52 courses were delivered, for a total of 267 hours. Per capita figures also showed an increase, reflecting the

growing participation of staff in the training courses promoted by the company, a sign of widespread interest and a shared awareness of the importance of continuous professional development.

Training opportunities are also made available to professionals who work with the company on a regular basis, promoting the cross-fertilisation of skills and cultural alignment among all those who contribute to the implementation of projects. This choice goes beyond the formal constraints of the employment relationship and reflects an inclusive vision of professional growth, understood as a lever for quality, innovation and organisational cohesion.

Alongside its internal activities, Politecnica continued to invest in its relationship with the world of education and professional training. During 2024, 12 training internships were launched, including 10 extracurricular and 2 curricular. These experiences involved students from Italian and international universities and technical institutes, helping to strengthen dialogue between the education system and the world of work.

COOPER. MEMBERS	WOMEN	MEN	TOTAL
women			
Training hours	182	399	407
Training hours per capita	20,8	37,9	37
men			
Training hours	958	1.768	1.930
Training hours per capita	29,5	49,9	54,9
Hours of training per capita	27,7	47,2	50,7

EMPLOYEES	WOMEN	MEN	TOTAL
women			
Training hours	363	272	306
Training hours per capita	15,8	11,8	12,8
men			
Training hours	197	185	202
Training hours per capita	11,4	9,6	9,5
Hours of training per capita	13,9	10,8	11,3

CONTRIBUTORS	WOMEN	MEN	TOTAL
women			
Training hours	ND	1.156	1.949
Training hours per capita	ND	12,0	18,9
men			
Training hours	ND	1.286	2.732
Training hours per capita	ND	11,3	23,8
Hours of training per capita	ND	23,3	21,5

For members, the training provided by the company is supplemented by participation in continuous professional development courses in accordance with the Reform of the Professions under Decree No. 137 of 7 August 2012.

SKILLS CERTIFICATIONS

To support the continuous improvement of its activities and services, the implementation of new technologies and its environmental policy, Politecnica has launched a programme to certify the skills of its professionals.

LEED - Leadership in Energy and Environmental Design - is the world's most widely used protocol for classifying the energy efficiency and ecological footprint of buildings. Created in the United States in 1993 by the United States Green Building Council, it arrived in Italy in 2009 thanks to the efforts of GBC Italia, which aligned international standards with the regulatory system and construction characteristics of Italian buildings. Similar but more focused on the well-being of building occupants is the WELL protocol managed by the International WELL® Building Institute (IWBI). **Politecnica has four LEED AP BD+C certified professionals and one WELL AP certified professional from Green Business Certification Inc.**

Envision® is the first rating system, founded by the American Council of Engineering Companies (ACEC), the American Public Works Association (APWA) and the American Society of Civil Engineers (ASCE), for the construction of sustainable infrastructure in terms of investment effectiveness, respect for the ecosystem, climate and environmental risk, durability, leadership and improvement of the quality of life of the local community. **To date, four Politecnica professionals have obtained Envision SP certification issued by ICMQ.**

An Energy Management Expert is a professional who possesses the knowledge, experience and skills neces-

sary to manage energy use efficiently. This includes not only energy audits, but also technical and economic feasibility analyses, energy accounting, plant optimisation and the implementation of awareness programmes. **Politecnica has two professionals certified as 'EGE' by SECCEM-FIRE in accordance with the UNI CEI 11339 standard and the certification scheme developed in accordance with Article 12, paragraph 1 of Legislative Decree 102/14.**

At Politecnica, project management is an expression of the ability to achieve a goal, combined with technical challenge, without losing sight of creativity and design innovation. The technical and managerial skills of our professionals enable us to achieve the client's objectives while respecting all the fundamental aspects of each project, such as the quality of the work, the timing of execution, the available economic resources and risk control.

Politecnica has four professionals certified as Project Management Professionals, in addition to three professionals certified as Project Managers in accordance with UNI 11648:2016. These certifications attest to the complex set of skills, knowledge and expertise, both theoretical and practical, that Politecnica's professionals possess in relation to their ability to manage the processes necessary to carry out a project (start-up, planning, execution, control and closure) in accordance with standards recognised as the best at international level.

During 2017, Politecnica also launched a BIM skills certification programme, with its experts being certified by

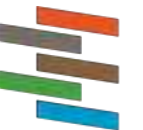
ICMQ. The number of certified professionals has increased steadily over the years, reaching **2 BIM Managers, 1 CDE Manager, 7 BIM Coordinators and 10 BIM Specialists in 2023, for a total of 20 certifications in accordance with UNI 11337-7:2018.** Since the beginning of 2018, all new orders have been developed using BIM technology, which is now tried and tested and well established at Politecnica.

In addition to the above certifications, we also hold qualifications and licences in accordance with the law for the exercise of specific professional activities:

- 22 professionals qualified in accordance with Italian Legislative Decree no. 81/2008 for safety coordination during the design and execution phases;
- 11 professionals registered in the Ministry of the Interior's list of fire prevention professionals referred to in Italian Legislative Decree no. 139 of 8 March 2006;
- 2 professionals registered in the National Register of Competent Technicians in Environmental Acoustics;
- 3 professionals with a Specialisation Diploma in Monument Restoration for work on cultural heritage protected under Legislative Decree 42/2004;
- 3 professionals with a PhD in urban planning and landscape architecture specialising in land-use planning, landscape design and urban regeneration;
- 2 professionals with a Level II Master's Degree in Hospital and Social-Healthcare Systems specialising in healthcare design.

In addition, several professionals alternate their professional practice with scientific and teaching activities at renowned Italian universities.

“The possession of third-party certifications constitutes for our Clients and, in general, for all our Stakeholders an additional guarantee of the quality of the service provided and the sustainability of our work.”



ENVISION®



KNOWLEDGE SHARING

In 2022, to mark the 50th anniversary of Politecnica's foundation, the Politecnica Futura Award was established: a team competition open to employees and collaborators from all offices in Italy and abroad. The initiative aims to promote the sharing of knowledge and skills on the most current issues in sustainable design, resilience and innovation, fostering the exchange of views and opportunities for collaboration between colleagues, also with a view to team building.

During the first edition, **"The project that impacts the future"** each team presented a project currently underway around the world that, in their opinion, represented a model of sustainable design. The winning teams received a prize to further their studies on site with the companies that designed the selected project.

The second edition of the **"Politecnica and Artificial Intelligence Award"** took place in 2024 and was dedicated to promoting and stimulating internal discussion on the use of artificial intelligence to improve the quality of work, the efficiency of business processes and the results of services.

The Company is committed to contributing to training abroad, where it not only wants to bring added value in terms of cutting-edge design and management, but also to create synergies and exchange professional skills with partners and customers. For this reason, Politecnica has carried out numerous initiatives over the years to share know-how and technical expertise in projects carried out abroad in order to contribute to the development

of the professional knowledge of local players through training sessions, skills exchange and on-site training.

In 2020, the company promoted two digital workshops entitled "Knowledge Sharing without borders" and "Architecture & Engineering for Covid-19 proof Hospitals: the Italian experience", to share Politecnica's Italian design experience regarding the Covid-19 health emergency with the National Order of Engineers and Architects of Belize and Jamaica, the International Financial Institutions for the Caribbean and the National Health Authorities. This technical and professional solidarity initiative, which was very well received by the beneficiaries, aims to transform the difficult pandemic situation experienced in Italy into an opportunity to share practices, create connections and provide useful tools to deal with the emergency in fragile territories. In the projects in Belize and Guyana, the company gave the client the opportunity to participate in field surveys with road condition surveys, topographical and geotechnical surveys, and road safety surveys.

In early 2021, Politecnica organised training sessions for engineers and architects from the Guyana Ministry of Public Works on the use of specific software for analysing the economic and transport feasibility of infrastructure projects and road safety, together with a virtual workshop in Belize on the resilience of infrastructure to climate change.

In 2022, the company helped to enhance the skills of staff in Belize with a road safety course organised with

the BMI, Belize Management Institute, aimed at raising awareness among site supervisors of the importance of driving responsibly and sharing basic rules to protect themselves and others.

In 2023, Politecnica promoted the following initiatives:

- Organisation of a workshop on cultural and gender awareness in the workplace in Guyana, aimed at improving understanding of cultural and gender issues and strengthening collaboration between team members from different countries.
- Organisation of a workshop in Saint Vincent and the Grenadines on sustainable management and safety on construction sites.
- Organisation of an internship at the Modena headquarters for two recent engineering graduates from the Faculty of Engineering at Georgetown University, aimed at training them in project management for complex infrastructure projects, with a focus on Politecnica's contracts in Guyana.

In 2024, as part of the contract for the restoration and reuse of Fort Charlotte as a local history museum in Saint Vincent and the Grenadines, two workshops were held for local communities, institutional stakeholders and operators directly involved in the construction site activities. The training sessions explored, on the one hand, the theories and methodologies of restoration, referring to the main standards in the field – in particular the 1964 Venice Charter and the 2021 ICOMOS-ICOFORT guidelines – and presenting concrete examples and operational techniques used in restoration sites on

an international scale. On the other hand, the role of museums in building the cultural identity of communities was explored, with an approach focused on enhancing collective memory and participatory museum design.

The workshops consisted of technical presentations, guided walkthroughs of the historic site and operational sessions dedicated to the training of craftsmen and technicians, with the aim of strengthening the link between cultural heritage and the people who live in the area, so that heritage is not only preserved but also understood, interpreted and experienced.

In 2024, Politecnica confirmed its agreement with the University of Guyana for the involvement of interns at Politecnica's active construction sites in the region and for knowledge-sharing lectures at the Faculty of Engineering in Georgetown on the company's ongoing projects in the country.

SKILLS DEVELOPMENT

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
ORGANIZATIONAL MEASURES		
Update the training management procedure by making the tools for planning, reporting, monitoring and disseminating training events more effective by 2023.	Revision of the training management procedure in 2023.	●
TRAINING AND SKILLS CERTIFICATION		
Offer an annual training programme for all members, employees and collaborators to improve specific industry skills and leadership abilities.	In 2024, the Company delivered 52 courses for a total of 267 hours of training.	●
Implement a skills qualification and certification programme in key areas such as BIM, environmental sustainability and project management.	The Company has launched and maintained various skills qualification and certification programmes over the years, achieving 10 certifications in the field of environmental sustainability, 6 certifications in project management and 19 certifications in Building Information Modelling in 2024.	●
WHAT WE WILL DO		
SKILLS TRAINING AND CERTIFICATION		
Offer an annual training programme for all members, employees and collaborators to improve specific industry skills and leadership abilities.		
Implement a skills certification programme in key areas such as BIM, environmental sustainability and project management.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Training courses held (no.)	34	36	52
Training hours provided (course duration in hours)	118 h	184 h	266,5 h
Training hours per capita (hours) (members)	27,7	47,2	50,7
Training hours per capita (hours) (employees)	13,9	10,8	11,3
Training hours per capita (hours) (collaborators)	ND	23,3	21,5
LEED AP / WELL AP certifications (number)	4	5	5
Envision SP certifications (number)	3	4	4
UNI CEI 11339 Energy Management Expert certifications (number)	2	2	2
PMP® / UNI 11648:2016 'Project Manager' certifications (no.)	8	6	7
UNI 11337-7:2018 'BIM Manager', 'BIM Coordinator', 'BIM Specialist', 'CDE Manager' certifications (no.)	17	19	20

Milan Marathon: "I run for Dynamo Camp".



SUPPORT TO territory

Supporting social projects and initiatives is a fundamental part of Politecnica's commitment to sustainability. The company considers social responsibility not as an ancillary activity, but as an integral part of its identity and long-term vision. Through concrete actions and collaborations with third sector organisations, associations and cultural institutions, Politecnica contributes to building more equitable, inclusive and resilient communities, while strengthening its corporate culture and stakeholder trust.

From 2021 to 2023, Politecnica has carried out a major pro bono project in support of the **AIW (Association for the Integration of Migrant Women)**, which has led to the regeneration of two premises within the **San Paolo Complex in Modena**, already restored by the company. The initiative has enabled the creation of the **ROOTS** project, a hybrid space combining catering and co-working, aimed at migrant women motivated to pursue careers in the food sector, promoting their independence and social and professional inclusion.

During 2023, Politecnica also offered its support to the **Oltremare social cooperative** for the creation of the **Lòdola space in Modena**, a renovation project aimed at creating a place for social inclusion, cultural sharing and encounters between different communities. The project involved the design and construction management of a bar serving locally sourced and fair trade products, together with a multi-purpose hall for exhibitions, workshops, shows and educational activities.

As part of its non-profit activities, in 2024, the company will continue its financial support and participation in the Joint Research Platform Healthcare

Infrastructures project, promoted by the Politecnico di Milano and the Fondazione Politecnico, with the aim of developing innovative solutions in the field of healthcare infrastructure.

On the cultural promotion front, in 2024, the Company, together with Legacoop Estense, organised the presentation of the book "La bambina di Kabul" (The Girl from Kabul) by author Saliha Sultan, and promoted the initiative "L'economia è (anche) donna: inclusiva, equa e cooperativa" (The economy is (also) women: inclusive, fair and cooperative), with the participation of economist Azzurra Rinaldi, on the International Day for the Elimination of Violence against Women; two public debates on the theme of women's rights and empowerment, which provided opportunities for collective reflection and strengthened the role of culture as a lever for awareness and change.

As it has done for several years now, the company also took part in the **UniCredit Relay Marathon in Milan**, a charity sporting event aimed at supporting social projects through fundraising, thus contributing to the promotion of active lifestyles and civic participation.

Finally, Politecnica continued to provide financial support to organisations committed to defending civil rights and the well-being of the most vulnerable people, including the **Centro Aiuti per l'Etiopia ONLUS** (Aid Centre for Ethiopia) and the **Dynamo Camp association**, which guarantees the right to happiness for children with serious illnesses through recreational therapy programmes.

SUPPORT TO TERRITORY

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
SOCIAL AND CULTURAL COMMITMENT FOR THE COMMON GOOD		
Promote and implement solidarity initiatives that reflect corporate values and demonstrate commitment to social, environmental and economic issues.	In 2024, Politecnica promoted a cultural event on the theme of diversity and inclusion, participated in a charity fundraising event, contributed to the implementation of a significant local non-profit initiative, and supported two third sector organisations active in the protection of civil rights and the promotion of social justice.	●
WHAT WE WILL DO		
SOCIAL AND CULTURAL COMMITMENT FOR THE COMMON GOOD		
Continue to promote and support solidarity and cultural initiatives that reflect corporate values, with a particular focus on projects that have a positive social impact on the local area and vulnerable groups, encouraging dialogue between communities and the spread of a culture of responsibility.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Cultural or social events and initiatives promoted or organised (n.)	1	2	2
Social, cultural or community projects carried out with pro bono technical support (n.)	2	3	1
Non-profit organisations benefiting from donations in support of social, cultural, scientific or humanitarian causes (n.)	3	3	3

06 / MANAGEMENT ENVIRONMENTAL: sustainability of business activities



DIRECT ENVIRONMENTAL IMPACT AND operational sustainability approach



Politecnica's typical activity, based on multidisciplinary design and technical consulting, entails a contained direct environmental impact, attributable mainly to the activities carried out at the company's offices.

These impacts are manifested through the consumption of **material resources** (such as paper, toner, and printer inks) and **electricity**, used for the operation of air conditioning systems and information equipment.

Specific attention is paid to the issue of **climate-altering emissions (CO₂eq)**. In addition to accounting for emissions from office activities and company vehicles, impacts associated with electricity consumption (Scope 2 emissions) and the use of public transportation or mass transit services for work purposes (Scope 3 emissions) were also estimated.

The environmental assessments reported in this chapter mainly refer to these direct, measurable aspects under the Company's operational control, and are representative of the **Modena, Florence and Milan** offices, which are included in the scope of the environmental management system certified according to **UNI EN ISO 14001**. The **Rome** office, operational since 2024, is not currently included in the management system.

MATERIAL resources

The materials related to the typical production process, i.e. design and related activities, are paper and toner/ink for printers. No other raw material consumption is expected.

The analysis of paper consumption considers both reams for printing and photocopying and rolls for large formats, distinguishing between internal use and outsourcing to external suppliers. In the three-year period 2022-2024, there will be a net **reduction in external printing**, both for photocopying (from 577 kg in 2022 to 252 kg in 2024) and for plotters (from 366 kg to 192 kg) and, at the same time, an **increase in internal printing**, highlighting the consolidation of the use of company peripherals thanks to renewed and more efficient tools.

Total paper consumption decreased in 2023, followed by a slight increase in 2024. However, considering the growth in production value, the specific consumption index continued to improve, falling from 1,392 to 900 kg/Mi€ x 10.

This trend reflects a **gradual optimisation of printing processes**, facilitated by digitised document management accessible remotely and the use of software to control and allocate printing between cost centres.

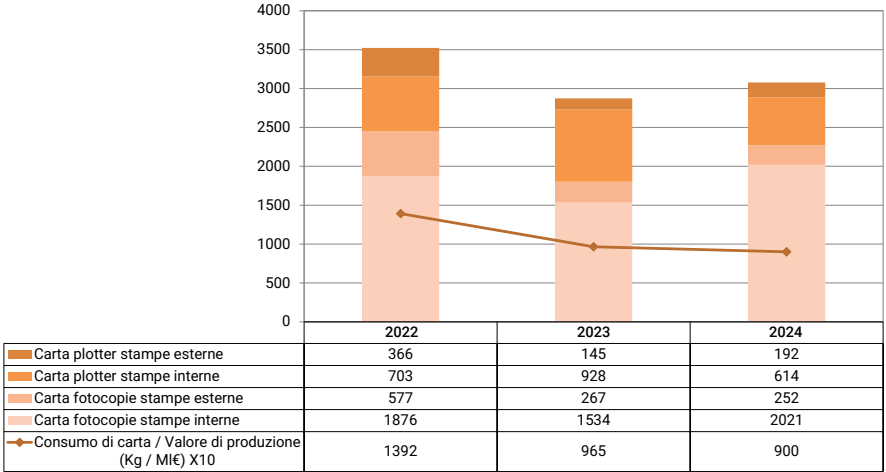
Recycled paper is not compatible with current high-resolution technical printing technologies. For A4 format, **FSC** and **Ecolabel** certified paper is preferred, as it guarantees sustainability criteria throughout the supply chain. All paper waste is collected separately for recycling in accordance with local regulations.

Toner and ink consumption is also monitored annually, taking into account the weight of cartridges purchased and, for the external portion, making an indirect estimate based on the number of copies invoiced using parameters similar to those for internal devices.

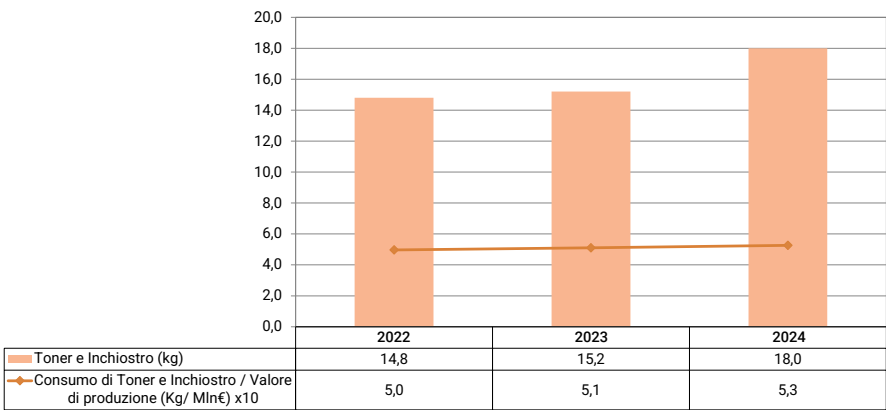
Over the three-year period, there has been an increase in overall consumption from 14.8 kg in 2022 to 18.0 kg in 2024. However, this increase is proportional to the increase in production, with the specific consumption indicator remaining substantially stable.

The Company carries out regular maintenance on printing equipment to ensure efficiency and prevent waste.

Annual paper consumption (kg)



Annual consumption of toner and ink (kg)



MATERIAL RESOURCES

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
CONSUMPTION OF PAPER, TONER AND INK		
Implement the use of high-efficiency printers/plotters.	Renewal of the vehicle fleet at the three sites between 2018 and 2022.	●
Monitor printing costs per job.	Implementation of Papercut software starting in 2012.	●
Encourage limiting paper printing to only what is actually necessary.	Regular sending of awareness emails and reminders in the event of abandoned print jobs.	●
Purchase environmentally certified (FSC, Ecolabel) paper for internal printing for all operating sites by 2024.	Supply of FSC and Ecolabel certified paper for the Modena, Florence and Milan sites started in 2024.	●
Raise awareness of environmental issues by sending emails to all members, employees and collaborators on topics of interest relating to environmental impact, as well as on good practices or procedures in use within the company by 2024.	Internal communication initiatives have been launched as part of the company's "SustainAble bites – buone pratiche a piccoli morsi" (SustainAble bites – good practices in small bites) initiative, aimed at raising awareness of environmental sustainability issues and promoting virtuous behaviour. However, no information specifically relating to material resources has yet been sent out.	●
WHAT WE WILL DO		
CONSUMPTION OF PAPER, TONER AND INK		
Continue and strengthen the "SustainAble bites" initiative, including specific content on best practices for the conscious use of paper, toner and ink by 2025.		
Continue with the extension and application of environmental criteria for the procurement of materials by 2025.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Paper consumption (kg)	3.522	2.874	3.079
Paper consumption / Production value (kg/Mi€ x10)	1392	965	900
Toner and ink consumption (kg)	14,8	15,2	18,0
Toner and ink consumption / Production value (kg/Mi€ x10)	5,0	5,1	5,3

ENERGY resources

In order to assess the direct environmental impact of its energy consumption, Politecnica regularly monitors its **electricity** and **natural gas consumption** at its operating sites. Electricity is used for lighting, IT equipment, technological systems (heating/cooling) and lifts. Natural gas is used exclusively for **heating**.

Since November 2021, a photovoltaic system with an installed capacity of **19.32 kWp** has been in operation at the Modena site, serving the internal utilities of the offices. **Over 99% of the energy produced is self-consumed**, without storage systems, and is continuously monitored via a remote system. Surplus energy is fed into the grid.

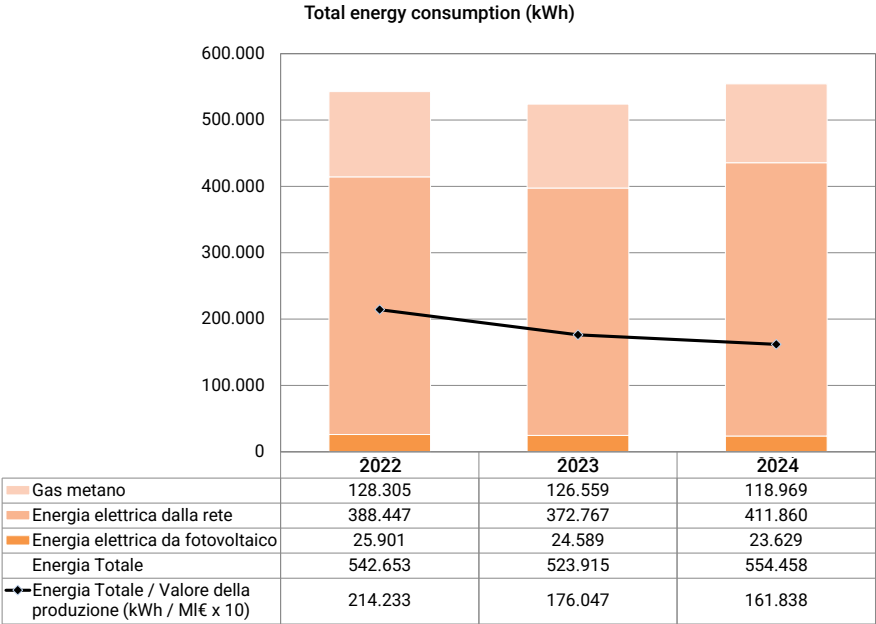
The total energy consumption and energy intensity based on the value of production are shown below (for methane, the conversion factor 1 m³ ≈ 9.807 kWh was used, taken from the Table of National Standard Parameters, Ministry of the Environment and Protection of the Territory and the Sea, January 2023).

Total energy consumption shows an increase in 2024, mainly due to the increase in electricity used. On the contrary, methane gas consumption has gradually decreased. Despite the absolute increase, energy intensity is down by 24.5% compared to 2021.

The **decline in methane gas consumption** over the last three years has been facilitated by **milder weather conditions** and greater attention by users to regulating thermostats and **switching off unused equipment**.

For electricity, the introduction of **teleworking and remote control of workstations** (post-pandemic) has led to greater centralised consumption in offices. An **internal awareness campaign** was conducted to encourage employees to switch off electronic devices at the end of the working day.

Politecnica intends to further assess the **origin of the energy** it purchases in order to favour supplies from renewable or low environmental impact sources, with the possibility of reviewing utility supply contracts.



ENERGY RESOURCES

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATO
ELECTRICITY AND METHANE CONSUMPTION		
Install a photovoltaic system on the roof of the Modena headquarters by 2021.	Work carried out and activated in November 2021.	●
Replace the lighting fixtures in the Modena offices with LED lamps by 2023.	Work carried out in 2023 with the replacement of 148 light fixtures.	●
Replace/install terminals allowing independent temperature control for each room/office.	Work carried out following internal renovations in various locations.	●
Ensure the constant efficiency of the systems at the offices.	Activation of maintenance and inspection contracts with external companies for the performance of periodic interventions according to a schedule.	●
Raise awareness among staff about turning off electronic devices at the end of the working day.	Sending of awareness-raising emails and posting of notices on the premises.	●
Assess the increase in energy production from renewable sources for the Modena office by 2024.	The technical and economic feasibility study for the upgrading of the photovoltaic system at the Modena site will be carried out in 2025, in agreement with the property owner.	●
Raise awareness of environmental issues by sending emails to all members, employees and collaborators on topics of interest relating to environmental performance, as well as on good practices or procedures in use within the company by 2024.	Internal communication initiatives have been launched as part of the company's "SustainAble bites – good practices in small bites" initiative, aimed at raising awareness of environmental sustainability issues and promoting virtuous behaviour. However, no information specifically relating to material resources has yet been sent out.	●
WHAT WE WILL DO		
ELECTRICITY AND METHANE CONSUMPTION		
Assess the upgrading of the photovoltaic system at the Modena site by 2025.		
Keep the systems efficient through regular maintenance, cleaning and energy efficiency checks in accordance with the site schedule.		
Continue and strengthen the "SustainAble bites" initiative, including specific content on good practices relating to rational energy use by 2025.		
Evaluate alternative electricity suppliers that guarantee a greater presence of renewable sources in the energy mix by 2025.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Electricity consumption (kWh)	414.348	397.356	435.489
Methane gas consumption (m³)	13.083	12.905	12.131
Total energy consumption (kWh)	542.653	523.915	554.458
Total energy consumption / Production value (kWh/Mt€ x10)	214.233	176.047	161.838

EMISSIONS

into the atmosphere

Politecnica’s assessment of atmospheric emissions mainly concerns greenhouse **gas (GHG) emissions, ozone-depleting substances (ODS) and the main atmospheric pollutants (NOx, SOx)**, with reference to the activities carried out at the company’s premises and the travel necessary to carry out its professional activities. Reporting follows the **GHG Protocol – Corporate Standard**, distinguishing emissions into:

- **Scope 1:** emissions created directly by the company;
- **Scope 2:** emissions created indirectly through purchased energy;
- **Scope 3:** other indirect emissions not included in scope 2.

The calculations are based on updated emission factors that are recognised at national and international level, including:

- ISPRA, Emission factors for electricity production and consumption in Italy (2021);
- Table of national standard parameters, Ministry of the Environment and Protection of the Territory and the Sea (2023);
- IPCC Guidelines for National Greenhouse Gas Inventories, IPCC - National Greenhouse Gas Inventories Programme (2006);
- ISPRA, Database of average transport emission factors (2020);
- UK Government GHG Conversion Factors for Company Reporting (2022).

The Company has identified the following sources of emissions with reference to the categories mentioned above:

Scope 1	- use of fuels in heating systems for office heating (natural gas) - fugitive emissions of F-gases present in air conditioning systems - transport with company cars
Scope 2	electricity consumption in offices
Scope 3	transport by public transport (train, plane)

The ‘base year’ for the calculation is 2022, as this is the first year in which data from the Milan office has also been reported. Furthermore, compared to previous years, all emission factors have been revised in the 2022 calculation. The gases included in the calculation are: CO2, CH4 (gwp: 25), N2O (gwp: 298), R407C (gwp: 1774), R410A (gwp: 2088).

Politecnica’s performance in terms of GHG emissions has not been achieved through offsetting or trading. The following table shows the total greenhouse gas (GHG) emissions:

EMISSIONS	2022	2023	2024
SCOPE 1 (ton CO ₂ eq)	157,02	101,82	113,59
SCOPE 2 (ton CO ₂ eq)	101,19	115,15	105,93
SCOPE 3 (ton CO ₂ eq)	150,38	262,51	229,57
Total (ton CO ₂ eq)	408,59	479,47	449,10

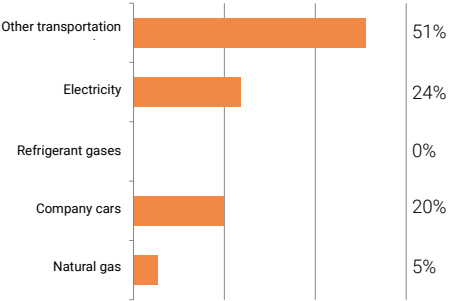
Over the three-year period, total greenhouse gas (GHG) emissions increased progressively, but the emission intensity indicator improved significantly, rising in line with the increase in production value.

The total value of CO2 emissions was normalised to production value as this better represents the intensity of Politecnica’s activities.

EMISSIONS	2022	2023	2024
SCOPE 1 (ton CO ₂ eq / Mln€)	61,99	34,21	33,16
SCOPE 2 (ton CO ₂ eq / Mln€)	39,95	38,69	30,92
SCOPE 3 (ton CO ₂ eq / Mln€)	59,37	88,21	67,01
Total (ton CO ₂ eq / Mln€)	161,31	161,11	131,08

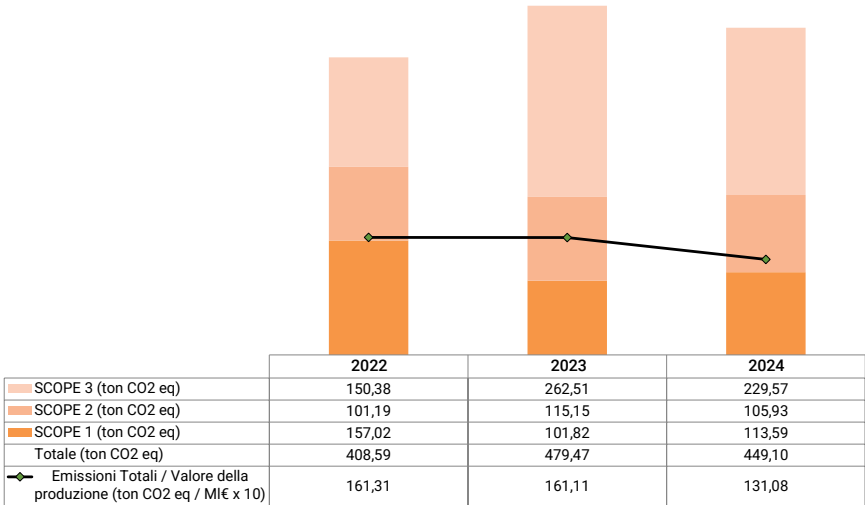
Transport is the main source of emissions (Scope 1 + Scope 3), accounting for approximately **71% of total emissions**, with an increasing share of air transport linked to the internationalisation of orders.

Emissions broken down by source 2024 (ton CO₂ eq)



Politecnica has implemented the use of video conferencing and video calling systems both for managing co- munication between sites and for interfacing with partners and external contacts more generally. However, the need to carry out site inspections makes the transportation aspect a significant factor in terms of impact. From the point of view of methane gas and electricity consumption, the Company implements policies of sensitization to the reduction of waste to office users and has installed automatic regulation systems at the plant level (e.g., sensors for lighting).

Total emissions (ton CO₂ eq)



DIRECT GREENHOUSE GAS (GHG) EMISSIONS
(SCOPE 1)

With regard to the quantification of emissions from the use of fuels (methane gas) in the heating systems at Politecnica's premises, data was collected from utility bills, taking into account that the heating system at the Milan office is shared with other tenants.

The air conditioning systems are all managed by the Company, which carries out periodic checks and detects any fugitive emissions.

Finally, the Company owns diesel-powered company cars and one electric car. The kilometres travelled are monitored.

EMISSIONS SCOPE 1	2022	2023	2024
Natural gas for office heating	26,07	25,89	24,33
Transport with company cars	85,01	75,93	84,30
Refrigerant gases for office cooling	45,94	0,00	0,00
Total (ton CO ₂ eq)	157,02	101,82	113,59
Total (ton CO ₂ eq / Mln€)	62,31	34,40	33,16

INDIRECT GREENHOUSE GAS (GHG) EMISSIONS
(SCOPE 2)

In relation to the quantification of emissions deriving from the use of electricity for the operation of plants and equipment at Politecnica's sites, data was collected from utility bills.

EMISSIONS SCOPE 2	2022	2023	2024
Electricity	101,19	115,15	105,93
Total (ton CO ₂ eq)	101,19	115,15	105,93
Total (ton CO ₂ eq)	40,15	38,90	30,92

The energy produced from renewable sources by the photovoltaic system installed in Modena has enabled the avoidance of approximately 6 tonnes of CO₂eq in 2024.

EMISSIONS SCOPE 2	2022	2023	2024
Emissions avoided (ton CO ₂ eq)	6,75	7,60	6,07

OTHER INDIRECT GREENHOUSE GAS (GHG) EMISSIONS
(SCOPE 3)

To quantify emissions from travel by public transport, the kilometres travelled on different routes are monitored, broken down by train and plane.

In general, travel between offices is by company car or train. Long national and international journeys (European and transcontinental) are made by plane.

EMISSIONS SCOPE 3	2022	2023	2024
Transport by other means (train, plane)	150,38	262,51	229,57
Total (ton CO ₂ eq)	150,38	262,51	229,57
Total (ton CO ₂ eq)	ND	59,67	67,01

EMISSIONS INTO THE ATMOSPHERE

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
EMISSIONS INTO THE ATMOSPHERE		
Confirm and encourage the use of smart working and remote meetings, where possible, even in the post-pandemic period.	Agile working agreement providing for the possibility of smart working, signed on 31/08/2022 and renewed in 2023 and 2024.	●
Carry out a preventive maintenance programme for air conditioning systems with efficiency checks and periodic inspections.	Programme in place for all sites.	●
Raise awareness among staff about turning off electronic devices at the end of the working day.	Sending of awareness-raising emails and posting of notices on the premises.	●
Raise awareness among staff about the rational use of the heating/air conditioning system.	Sending of awareness-raising emails and posting of notices on the premises.	●
Raise awareness of environmental issues by sending emails to all members, employees and collaborators on topics of interest relating to environmental performance, as well as on good practices or procedures in use within the company by 2024.	Internal communication initiatives have been launched as part of the company's "SustainAble bites – good practices in small bites" initiative, aimed at raising awareness of environmental sustainability issues and promoting virtuous behaviour. However, no information specifically referring to the issue of atmospheric emissions has yet been sent.	●
Encourage the use of public transport (train, carpooling) or lower-impact means of transport (bicycles) for commuting between home and work.	For the Modena site, the municipal initiative ('Bike-to-work') has been promoted, which offers a financial incentive for the use of lower-impact means of transport (bicycles, electric scooters) for commuting between home and work.	●
WHAT WE WILL DO		
EMISSIONS INTO THE ATMOSPHERE		
Activate initiatives to encourage the use of public transport (train, carpooling) or lower-impact means of transport (bicycle) for commuting.		
Evaluate: the possibility of renting electric or hybrid vehicles when renewing leasing contracts.		
Evaluate the installation of electric car charging stations at company premises.		
Join programmes and initiatives to reduce or offset CO2 emissions from transport by 2025.		
Evaluate alternative electricity suppliers that guarantee a higher share of renewable sources in their energy mix by 2025.		
Continue and strengthen the "SustainAble bites" initiative, including specific content on good practices related to mobility by 2025.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
SCOPE 1 emissions (tonnes CO2 eq)	157,02	101,82	113,59
SCOPE 2 emissions (tonnes CO2 eq)	101,19	115,15	105,93
SCOPE 3 emissions (tonnes CO2 eq)	150,38	262,51	229,57
Total emissions (tonnes CO2 eq)	408,59	479,47	449,10
Total emissions / Value of production (tonnes CO2 eq / M€ x 10)	161,31	161,11	131,08

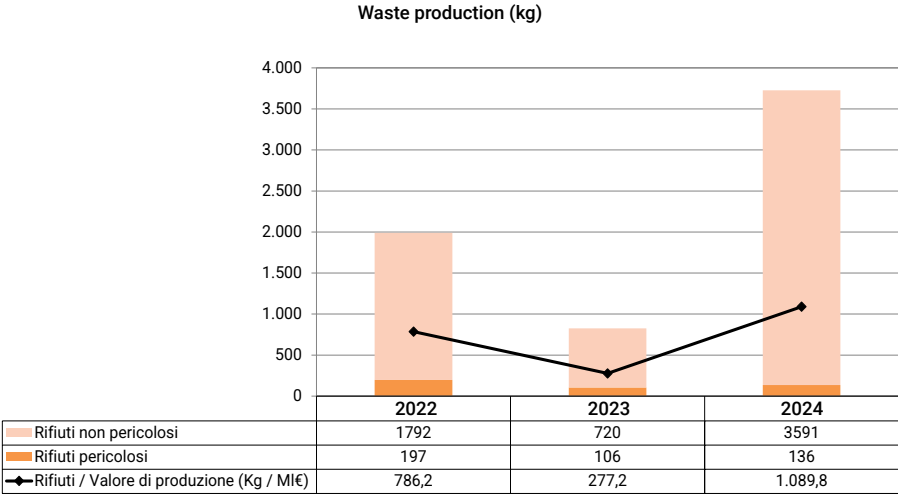
WASTE

The Politecnica offices are used exclusively for administrative activities, therefore the waste produced mainly consists of paper and cardboard, used printer cartridges and toner, and electronic equipment that is no longer in use. In addition to this, given the presence of refreshment areas with kitchens and beverage dispensers, there is packaging (aluminium cans, plastic or biodegradable and compostable bottles and cups) and organic waste from meals.

The company has adopted a separate **waste collection system** in accordance with current regulations, distinguishing between:

- **Urban waste**, managed through delivery to municipal services in accordance with local regulations;
- **Special waste**, managed by authorised third-party companies, in accordance with Italian Legislative Decree 152/2006, with registration in the loading and unloading register and use of waste transport forms (FIR).

In the three-year period under review, there was a significant change in 2024 following extraordinary cleaning and archive reorganisation measures.



WASTE

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATO
WASTE GENERATION		
Set up separate bins for different types of municipal waste in offices by 2023.	Purchase and placement of separate waste bins for different types of municipal waste in 2023.	●
Improve the quality of separate waste collection by providing clear instructions on what types of waste should be recycled and reduce the amount of unsorted mixed waste.	Sending out information to raise awareness about the correct disposal of the different types of waste generated by office activities in 2023.	●
Identify potential suppliers who can recycle toner and cartridges and electronic devices, reducing waste production.	This action was not implemented because the current printing equipment rental contracts do not allow the use of remanufactured toner cartridges. In light of these technical conditions, the initiative will not be rescheduled.	●
Raise awareness of environmental issues by sending emails to all members, employees and collaborators on topics of interest relating to environmental performance, as well as on good practices or procedures in use within the company by 2024.	Internal communication actions have been launched as part of the company initiative "SustainAble bites – good practices in small bites", aimed at raising awareness of environmental sustainability issues and promoting virtuous behaviour. However, no information specifically referring to the issue of atmospheric emissions has yet been sent.	●
WHAT WE WILL DO		
WASTE GENERATION		
Continue and strengthen the 'SustainAble bites' initiative, including specific content on good practices relating to waste production and management by 2025.		
Collect comments and suggestions from staff to improve waste management at company sites through an internal survey and define any corrective or supplementary actions based on the results.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Hazardous waste (kg)	197	106	136
Non-hazardous waste (kg)	1.792	720	3.591
Total waste (kg)	1.989	826	3.727
Waste / Production value (kg/Mln€)	786,2	277,2	1.089,8

07 / PROJECTS AND
INDIRECT IMPACTS:
generating value
beyond the organization



Crif21 Site, Bologna.



SAFETY OF end users

SAFETY AT CONSTRUCTION SITES

As part of its services, Politecnica manages safety aspects during the design and execution of works in accordance with Italian Legislative Decree 81/2008, if requested to do so. The services provided include safety coordination during the design and execution phases, assuming the role of works manager, and consulting on safety in construction sites (audits and assistance) for large companies.

The professionals in the sector, appointed from time to time for the various contracts, meet the professional requirements established by Article 98 of Legislative Decree 81/08 and assume the responsibilities set out in Articles 90, 91 and 92 of the same decree for the roles of Works Manager and Safety Coordinator during the design and execution phases.

During the design phase, the Safety Coordinator is required to carefully design all aspects of the “construction site environment” and identify the design and organizational choices, procedures, preventive and protective measures suitable for eliminating or minimising occupational risks, as well as the appropriate coordination measures for carrying out the work. During the execution phase, the Safety Coordinator verifies that the companies entrusted with the work comply with and scrupulously apply all the instructions contained in the Safety and Coordination Plan using specific codified procedu-

res and ensures that it is adapted to the progress of the work and any changes that may occur. In both 2024 and the two previous years, no cases of non-compliance with safety obligations were reported on construction sites coordinated by Politecnica.

SAFETY OF WORKS

Politecnica pays utmost attention to **post-operam safety**, i.e., the protection of the safety and well-being of the end users who benefit from the designed or directed works. This approach translates into the integrated design of **buildings and infrastructure that are safe, resilient, and fully compliant with the highest national and international regulatory and performance standards.**

At all stages of design, Politecnica incorporates technical and organizational strategies to prevent incidents, damage, or malfunctions that may adversely impact the health and safety of users. Such strategies include:

- **Structural design** compliant with current technical regulations (NTC), aimed at ensuring stability, load resistance and safety in the event of earthquakes, extreme weather events or accidents.
- **Safe and controlled plant solutions**, designed to prevent electrical, hydraulic or mechanical malfunctions that could pose a risk to occupants.
- **Passive and active fire protection systems**, integra-

ted from the earliest stages of design, to ensure rapid and safe evacuation of premises and contain the spread of fire.

- **Analysis of environmental and contextual risks** (seismic, hydrogeological, industrial) and application of resilient design principles, particularly for public, healthcare and infrastructure works.
- **Criteria of accessibility**, comfort and safe use for all categories of users, particularly in school buildings, hospitals and public places.

Politecnica adopts quality control processes at every stage of the design cycle to prevent the risk that the completed works have deficiencies that could compromise the safety of users. Post-realization monitoring also takes place through dialogue with public and private clients and verification of the assessment of reports or accidents related to the use of infrastructure.

In the three-year period 2022-2024, there were no incidents of non-compliance related to end-user safety conducive to the design, construction management or technical consulting services provided by Politecnica.

SAFETY OF END USERS

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
SAFETY ON CONSTRUCTION SITES		
Rafforzare la gestione della sicurezza nei cantieri attraverso l'implementazione di procedure dedicate.	Strengthen safety management on construction sites through the implementation of dedicated procedures.	●
Introdurre l'utilizzo di modelli BIM per la pianificazione e la cantierizzazione.	Introduce the use of BIM models for planning and site preparation.	●
Potenziare le competenze interne tramite l'adozione di software specifici e la formazione del personale.	Enhance internal skills through the adoption of specific software and staff training.	●
WHAT WE WILL DO		
SAFETY ON CONSTRUCTION SITES		
Further strengthen the BIM security sector, with a particular focus on three-dimensional (3D) and temporal (4D) construction site solutions.		
Launch advanced training courses on work scheduling using dedicated software, with the aim of improving risk prevention and operational efficiency during the execution phase.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Accidents on coordinated construction sites (n.)	0	0	0
Accidents or reports relating to safety issues for end users of the works designed/managed (n.)	0	0	0
Professionals qualified in accordance with Legislative Decree 81/2008 (n.)	21	22	22
Professionals registered in the MINT list of fire prevention professionals referred to in Legislative Decree 139/2006 (n.)	11	11	11

ENVIRONMENTAL SUSTAINABILITY of works

ENVIRONMENTAL STRATEGY AND DESIGN APPROACH

In the context of ecological transition, Politecnica’s most significant contribution to environmental sustainability is manifested through the indirect effects generated by its planning, design and construction management activities. These activities, by their very nature, involve deep and lasting interactions with the territory, ecosystems and natural resources, and generate effects that extend throughout the **entire life cycle of the work**, involving various actors such as clients, construction companies and end users.

Although these impacts are not entirely subject to the Company’s decision-making control, Politecnica can exert significant influence by steering technical and management choices towards solutions that reduce the ecological footprint and promote the environmental quality of the projects. For this reason, the Organisation adopts a proactive approach based on specialist expertise, continuous innovation and dialogue with key stakeholders.

Without reducing the quality and welfare standards of the interventions, the environmental objectives pursued through the services offered include:

- the analysis of design alternatives based on the various risks posed by climate change;
- the protection of the landscape and local biodiversity;
- the enhancement of local resources and skills through the promotion of locally available materials, where consistent with technical requirements;
- minimising polluting emissions and physical agents (dust, noise, chemicals) both during the use of the structure and incorporated in construction processes and products from the construction phase to the end of life;
- reducing waste production and increasing reuse and recycling;
- improving energy efficiency and integrating renewable sources.

Starting in July 2023, sustainability has been formally recognised as a **strategic business area**, with the establishment of a dedicated department that operates across all operational levels. This evolution represents a turning point in the Company’s environmental governance, with the aim of systematically integrating ESG criteria into design processes.

In line with its commitment to sustainability, Politecnica adopts a systematic and responsible approach to managing environmental aspects throughout the entire project life cycle. Impact analysis begins in the early stages, with the aim of ensuring that interventions are fully compatible with the protection of ecosystems, biodiversity and quality of life in the areas involved. The assessments carried out include pre-feasibility studies, environmental impact assessments (EIA), strategic environmental assessments (SEA) and the preparation of monitoring plans, which accompany the development of the project through to its implementation. During the design and execution phases, the Company ensures compliance with applicable environmental regulations and contractual requirements, with particular attention to the application of the Minimum Environmental Criteria (CAM) and the “Do No Significant Harm” (DNSH) principle provided for by European legislation on the taxonomy of sustainable activities and subsequently introduced by the New Public Procurement Code.

These principles are translated into practice through the careful selection of construction technologies and materials, integrated energy and environmental planning, and the adoption of construction site practices aimed at reducing environmental impact. The approach adopted is not limited to compliance with current legislation, but aims to improve environmental performance by encouraging clients to consider advanced solutions that can increase the overall sustainability of the project.

Spazio'TENGO Coop Reno Business Centre, Castel Guelfo, Bologna.



Professionals are actively involved in identifying opportunities for environmental optimisation through technical proposals that promote the reduction of pollutant emissions, the containment of natural resource consumption, the use of recycled or local materials, the improvement of energy efficiency and the integration of renewable sources.

For more complex projects, the Company prepares an environmental project sheet, a technical and operational tool that allows for structured and continuous monitoring of the environmental performance of the project. The sheet is adapted to the phase and scale of the project and provides a concrete basis for the implementation of improvement solutions in a traceable, transparent and consistent manner with environmental sustainability objectives.

SPECIALIZED SKILLS

To strengthen its ability to effectively integrate environmental sustainability into projects, Politecnica constantly invests in **developing the technical and specialist skills of its staff**. Training activities focus in particular on issues related to energy efficiency, the use of renewable sources, the circular economy and the application of building and infrastructure sustainability protocols.

This professional growth strategy is accompanied by skills certification, issued by accredited third-party bodies, which represents a guarantee of quality and continuous updating. The organisation currently employs four

LEED AP BD+C certified professionals and one WELL AP certified professional from Green Business Certification Inc., as well as two professionals certified as "Energy Management Experts" by SECEN-FIRE in accordance with UNI CEI 11339 and four professionals who have obtained Envision SP certification issued by ICMQ.

This wealth of expertise enables Politecnica to provide qualified technical support at all stages of the project, ensuring that choices are consistent with the highest standards of environmental sustainability at national and international level.

SUSTAINABILITY PROTOCOLS

As part of its vision of sustainable innovation, Politecnica actively promotes the adoption of **environmental certification protocols** as a strategic lever to improve the energy and environmental performance of its projects. The goal is not only to meet minimum requirements, but to achieve higher environmental standards that are measurable, verifiable and recognised at national and international level. The Company supports its clients throughout the entire certification process, from design to construction and final verification, ensuring full compliance with applicable standards.

The main protocols include: **LEED®** (Leadership in Energy and Environmental Design), **BREEAM®** (Building Research Establishment Environmental Assessment Method), **GBC Historic Building®**, specific for historic buildings, and **Envision®**, focused on sustainable infrastructure.

As part of its commitment to promoting and supporting its customers in adopting voluntary protocols for environmental sustainability, Politecnica has accompanied numerous projects over the years throughout the entire design cycle, until they have achieved internationally recognised certifications.

To date, five buildings have been certified according to the LEED protocol thanks to Politecnica's technical support:

- **Crédit Agricole Group Solutions Business Centre** – PARMA (LEED ITALIA NC 2009 – PLATINUM LEVEL, JANUARY 2019);
- **CRIF21 – New HQ of CRIF S.p.A.** – Bologna (LEED BD+C v4 – PLATINUM Level, May 2024);
- **Decathlon store** – Parma (LEED ITALIA NC 2009 – GOLD Level, 2014);
- **Decathlon store** – Ferrara (LEED ITALIA NC 2009 – SILVER Level, 2016);
- **Mapei Football Center** – Sassuolo (LEED v4 BD+C – CERTIFIED Level, May 2020).

In addition, there are **three projects certified according to the ENVISION protocol**, relating to infrastructure works:

- **Milan Porta Romana station in line with the existing one** (ENVISION – GOLD level, 2021);
- **Piazza Sigmund Freud - Porta Garibaldi station** (ENVISION – SILVER level, 2024);
- **Lecce station** (ENVISION – GOLD level, 2024, the first station in Italy to obtain this recognition).

Currently under construction and undergoing certification:

- Renovation of the complex located at Via Mercalli 23, University of Milan (LEED v4 BD+C);
- Expansion of the BVLGARI manufacturing facility in Valenza (LEED v4 BD+C and LEED v4 Master Site);
- Restoration of the Austrian Franz Joseph I Arsenal in Verona (GBC HB);
- Renovation of the Italdesign Giugiaro headquarters in Moncalieri (LEED v4 BD+C + WELL);
- Renovation of the BPER building located in Via Bissoleti in Rome (LEED v4 BD+C).

Numerous consulting projects are currently in the design phase, including:

- Redevelopment of Lecce station, GBC HB registered project;
- Cavallerizza Reale in Turin – Ala del Mosca and Pagliere, GBC HB registered project;
- Palazzo delle Finanze in Modena, GBC HB registered project;
- Strait stations: Villa S. Giovanni and Messina Centrale - Messina Marittima, ENVISION registered project;
- Ponte nelle Alpi station, ENVISION registered project.



WORKING GROUPS AND RESEARCH PROJECTS

Politecnica actively participates in working groups, research projects and initiatives promoted by trade associations, standards bodies and universities, with the aim of contributing to the development of shared tools, methodologies and standards for the promotion of environmental sustainability in the construction and infrastructure sector.

Key ongoing or completed activities include:

- **AIS Working Group “Sustainable Construction Site”** aimed at drafting a methodological guideline document containing sustainability goals and strategies for the construction site phase of a work, and indicators to measure and evaluate its performance (2021-2022).
- **AIS Working Group “Life Cycle Assessment for Sustainable Infrastructure”** with the goal of making LCA assessment for specific sustainable infrastructure implementation processes commonplace, through the individualization and verification, in an easy and expeditious manner, of the contribution of ‘green’ products in reducing the impact in a given process and reflecting on the infrastructure in general (2022-2024).
- **UNI/CT Working Group 058/GL 01 “Governance and Development of Sustainable Cities and Communities”** for the definition of a draft standard for participatory governance processes (2022-2024).
- **OICE Working Group “Energy”** for drafting a position paper on Energy Transition with a focus on the production of Carbon Neutral synthetic fuels called E-Fuels aimed at the decarbonization of light vehicles (2023-ongoing).
- **AIS “Excavated Earth and Rocks”** working group with the aim of developing a guiding tool to encourage the sustainable reuse of excavated earth

and rocks, produced in the construction of infrastructure, in production processes or in environmental restoration works (2023-ongoing).

- **OICE “ESG” working group** to identify a set of sustainability indicators for engineering and architecture companies (2024-ongoing).
- **AIS Working Group “Sustainable Infrastructure and Finance”** aimed at defining useful tools for the market to assess the sustainability of a project and making criteria available to financial operators to ensure the true “green” nature of a financing instrument (2024-ongoing).

SOSTENIBILITÀ AMBIENTALE DELLE OPERE

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
ORGANIZATIONAL MEASURES		
Strategic reorganisation and introduction of the Sustainability Sector by 2023.	Introduction and implementation of the Sustainability Sector within the company organisation in 2023.	●
DEVELOPMENT OF ENVIRONMENTAL SKILLS		
Increase staff skills in environmental matters by providing training courses on mandatory and voluntary regulations and on the use of industry-specific software.	Five courses will be held in 2024, for a total duration of 15 hours.	●
STRATEGIC PARTNERSHIPS		
Participate in projects and initiatives with associations, universities and research bodies on environmental sustainability.	Participation in 5 research projects/working groups on environmental sustainability during 2024.	●
ADOPTION OF ENVIRONMENTAL SUSTAINABILITY PROTOCOLS		
Promote and support customers in adopting environmental sustainability protocols.	By 2024, five buildings will be LEED-certified with the support of Politecnica, in addition to three projects certified according to the ENVISION protocol, relating to infrastructure works.	●
WHAT WE WILL DO		
DEVELOPMENT OF ENVIRONMENTAL SKILLS		
Increase staff skills in environmental matters by providing training courses on mandatory and voluntary regulations and on the use of industry-specific software.		
STRATEGIC PARTNERSHIPS		
Participate in projects and initiatives with associations, universities and research bodies on environmental sustainability.		
ADOPTION OF ENVIRONMENTAL SUSTAINABILITY PROTOCOLS		
Promote and support customers in adopting environmental sustainability protocols.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Certifications of skills in energy and environmental sustainability (n.)	9	10	10
Hours of training provided for updating environmental skills (course duration in hours)	19 h	60 h	15 h
Projects and initiatives with associations, universities and research bodies on the environmental sustainability of works (n.)	3	4	6
Works certified with the support of the Company (n.)	4	4	5
Projects certified with the support of the Company (n.)	1	1	3

SOCIAL SUSTAINABILITY of works

Ars District. The Arsenal Park in Verona.



DESIGNING FOR PEOPLE AND TERRITORIES

For Politecnica, social sustainability is a fundamental element of design quality. It means thinking and creating works that generate lasting **well-being, fair access to services, economic opportunities and cohesion in local areas**. Intervening in marginal areas, degraded urban contexts or developing countries requires not only technical expertise, but also a **human and inclusive vision of the project**, capable of producing public value.

During the design phase, the Company carefully considers aspects such as **the health and comfort of buildings and areas of intervention, inclusiveness and universal accessibility, the strengthening of climate resilience and the impact on the economic and social fabric**.

All works – and in particular infrastructure and urban redevelopment projects – have a significant impact on the quality of life, accessibility to services, health and safety of citizens, and the identity of communities.

In urban contexts, these objectives translate into the transformation of degraded or underutilised spaces into **lively, safe and inclusive places**, where physical regeneration goes hand in hand with social regeneration. The emergence of new challenges – climate change, resource scarcity, inequalities – makes it increasingly urgent to develop a sustainable **urban model based on reducing land consumption, strengthening local services and enhancing social networks**.

Among the most representative projects with social value carried out by Politecnica in the last three years are:

- Redevelopment, restoration and urban regeneration of the **former AMCM site** in Modena for the establishment of public (cultural and sports services), residential, commercial and tertiary functions (2016-2024)
- Restoration and regeneration of the **former Roverella monumental**

complex in Cesena for the creation of an urban hub/community centre (2022-ongoing)

- Redevelopment and repurposing of the **Corte di Fossoli complex** in Carpi for residences, exhibition and cultural event spaces, green areas and multi-purpose social gathering buildings (2023-ongoing)
- Redevelopment and tourist-cultural enhancement of the **Military Maritime Arsenal** in Taranto (2023-ongoing)
- Restoration and urban regeneration of the **former Bellaria Igea Marina furnace area** for various flexible uses, including music and exhibitions, multi-purpose spaces and educational workshops (2022-ongoing)
- Restoration and redevelopment as a local history museum of **FORT CHARLOTTE IN SAINT VINCENT AND THE GRENADINES** (2021-ongoing)
- Renovation and repurposing of the **former Montezemolo military barracks in Cuneo** as a community hub and equipped area for outdoor performances (2021-2023)
- Restoration of the **former Piva brickworks** in Riccione and conversion into a museum of local history (2019-ongoing)
- Restoration of the **Austrian Arsenal in Verona** for use as a museum, restaurant and reception centre, as well as the headquarters of the Academy of Fine Arts, an urban market and a public park (2019-ongoing)
- Restoration and redevelopment of the **former Artillery Barracks in Nuoro** for use as a university campus including exhibition areas, study rooms, a library, student accommodation and a canteen (2020-ongoing).

Even more evident is the social impact of projects in developing countries or emerging economies, where **infrastructure is often the only real means of accessing fundamental rights** such as mobility, healthcare, education and employment.

Politecnica operates in these contexts with an approach based on listening to local communities, intercultural exchange and the enhancement of territorial resources.

Notable recent interventions include:

- Construction of the **new Coastal Highway in Belize**, which is of fundamental importance for local communities as it is the only link between the villages of Gales Point and Mullins River (2017-2023)
- Modernisation of the **Philip Goldson Highway and Mexico Creek Bridge in Belize**, part of the CRIP (Climate Resilient Infrastructure Project), becoming the primary objective of the Belize Ministry of Infrastructure, Development and Housing (2019-ongoing).
- Construction of the new Haulover Bridge in Belize, the first single-span bridge of its kind in Central America, designed according to Climate Change Vulnerability principles and in compliance with AASHTO-LRFD regulations, which not only connects two banks but is also an expression of the country's identity (2016-2024).
- **Upgrading of the road between Moyamba and Moyamba Junction** with the restoration and construction of new bridges. Considered the largest infrastructure development project in Sierra Leone, it will contribute significantly to reviving the country's social and economic growth by creating safe, reliable and sustainable national and international road networks (2012-2023).
- Construction of the **new Wismar-Mackenzie bridge** over the Demarara River in Guyana, a key infrastructure link for the social and economic development of the entire region (2019-ongoing).
- Modernisation of **markets in the cities of Makeni and Kenema in Sierra Leone** (2023-ongoing).

- Construction of the **Zaire General Hospital in Angola** (2023-ongoing).
- Reconstruction of the **Makolo road in Sierra Leone** (2023-ongoing).

Through these projects, Politecnica demonstrates its concrete commitment to **building fairer, more accessible and resilient urban environments and infrastructure**, placing collective well-being and human dignity at the centre.

WORKING GROUPS AND RESEARCH PROJECTS

Parallel and synergistic to the provision of services in the area is participation in research projects and working groups aimed at defining criteria, methodologies and guidelines for the design of infrastructure and interventions with a high social impact.

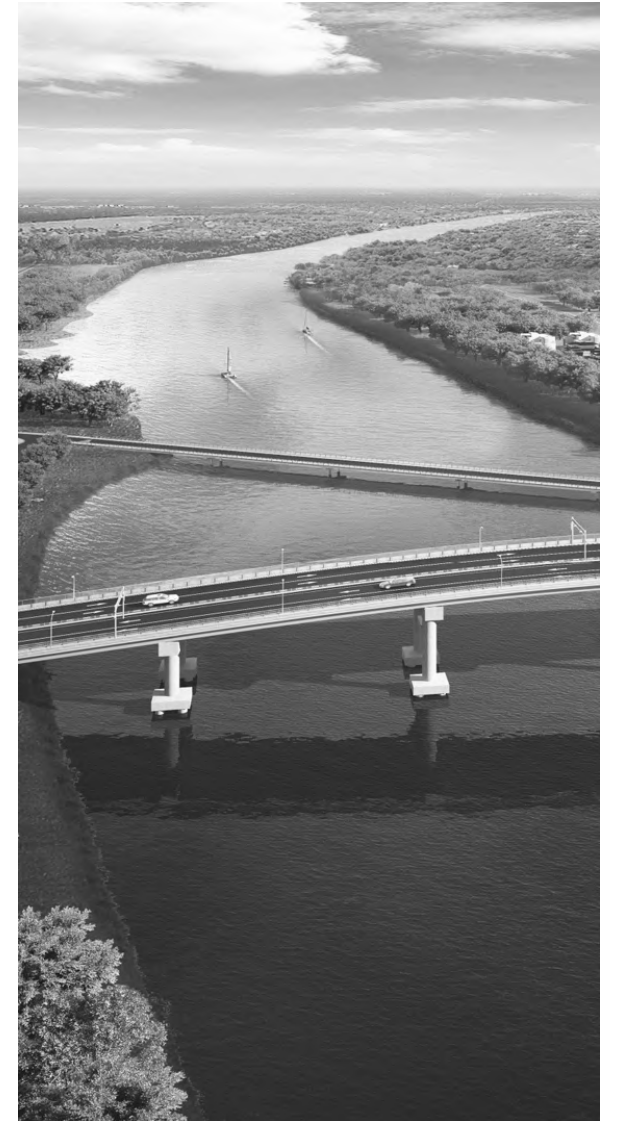
Among the various initiatives in which the company has collaborated over the years, the following are worth mentioning:

- **Research project – “Hospitales tecnología y redes: La evolución de la infraestructura de salud post COVID-19”** (Hospitals, technology and networks: The evolution of healthcare infrastructure post-COVID-19), aimed at formulating guidelines for the design of healthcare facilities in Latin America, promoted by the Social Infrastructure Group (GIS) and the Health and Social Protection Division (SPH) of the Inter-American Development Bank (IDB), the World Health Organisation (WHO) and UNOPS, the United Nations Office for Project Services (2022).
- **Joint Research Platform Healthcare Infrastructures (JRP HI)**, created by the Politecnico di Milano Depart-

ment of ABC Design & Health Lab, with the Fondazione Politecnico di Milano, and with the involvement of design groups, companies and institutions. The research activity aims to develop guidelines and test evolutionary strategies for design, technological, organisational, construction and management innovation, towards a hospital model that is increasingly oriented towards the needs of patients, caregivers and healthcare personnel, socially, economically and environmentally sustainable, efficient in combating infections and supporting the physical and psychological recovery of users (2022-ongoing).

- **OICE “Urban Regeneration”** working group, whose work has resulted in an Atlas that brings together twelve urban regeneration projects in Italy, not only as examples of good practice, but also as cases to be critically analysed in order to highlight their strengths and weaknesses, and an Agenda that proposes eighteen conceptual “levers” to stimulate collective reflection and overcome often stereotypical language. The aim is to bring the project back to the centre of the debate on urban regeneration and create an open and non-rhetorical space for discussion, capable of analysing the critical issues of past experiences and contributing to the development of a shared culture that overcomes obsolete approaches and ineffective practices. (2024-2025).
- **OICE “ESG”** working group for the creation of guidelines for the introduction of ESG criteria in the reporting of engineering and architecture companies, particularly useful for small and medium-sized enterprises that risk being excluded from the supply chains of large public and private clients (2024-ongoing).

Wismar-Mackenzie Bridge, Guyana.



SOCIAL SUSTAINABILITY OF WORKS

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
STRATEGIC PARTNERSHIPS		
Participate in projects and initiatives with associations, universities and research bodies aimed at identifying best practices for the design of works serving the community.	Participation in 5 research projects/working groups during 2024 aimed at identifying best practices for the design of works serving the community.	●
WHAT WE WILL DO		
STRATEGIC PARTNERSHIPS		
Participate in projects and initiatives with associations, universities and research organizations aimed at identifying best practices for designing high social impact works.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Projects and initiatives with associations, universities and research bodies aimed at identifying best practices for the design of works with a high social impact (n.)	2	1	3

ENGAGEMENT AND co-design

BUILDING SHARING AND GENERATING VALUE WITH THE TERRITORY

In any building or infrastructure intervention that impacts the territory, the active involvement of local communities is a strategic factor for success. A project dropped from above or inadequate with respect to real needs risks encountering hostility, leading to authorization delays, increasing costs and compromising the reputation of the actors involved. On the contrary, activating an open, **authentic and structured dialogue with the territory** helps to consolidate a climate of trust, fostering social acceptance of the intervention and strengthening the image of the promoting organization.

To this end, Politecnica promotes a structured approach of **stakeholder engagement**, aimed at intercepting expectations and critical issues at an early stage, identifying potential areas of conflict, and enriching project solutions through direct discussion with local stakeholders. A central component of this approach is represented by **participatory governance**, understood as the **structured co-involvement of citizens, government, investors, and other stakeholders** in the definition and implementation of interventions.

Co-design is not limited to the collection of opinions, but takes the form of an **ongoing path of dialogue**, in which methods, tools and languages are systematized to build shared solutions that are truly anchored in the reference contexts. Politecnica, in full respect of the client's choices, provides tools, languages and interdisciplinary expertise to promote transparent and inclusive decision-making processes, respecting the client's indications and enhancing the instances of the local context.

The benefits are tangible and cross-cutting:

- **Risk mitigation:** early consultation allows latent critical issues to be identified and social or institutional conflicts to be prevented;
- **Support for social acceptance:** direct involvement strengthens the social legitimacy of the project and facilitates its implementation;
- **Territorial enhancement:** co-designed interventions better respond to real needs, helping to improve the quality of life of the communities involved.

Politecnica actively encourages this choice, providing expertise and methodological tools capable of supporting the entire process in a structured manner.

Among the main participatory governance initiatives that the Company has implemented in recent years are:

- **DARE project for the urban regeneration of the Darsena district of Ravenna**, with a multidisciplinary and bottom-up approach, aimed at promoting, networking and coordinating initiatives by private entities, including non-economic ones, for the revitalisation of the urban area – DARE UIA project (2020-2023).
- **Participatory process for the regeneration of the former Corni district in Modena** for use as collective housing, services, infrastructure and an urban park. The focus of the participation was the park, to define together with residents and citizens' stakeholders how to theme the area and how to combine the memory of the past with the needs of the present (2020-2023).
- **Organisation of a participatory construction site for the redevelopment of the Conad Nordovest logistics hub in Modena** with a logistics platform, infrastructure works, public areas and parks. Special panels and a dedicated email address generated direct contact initiatives between the construction site and citizens, while in parallel a feasibility study on the creation of an energy community highlighted the potential and complexity of the initiative (2020-ongoing).

- **On-site workshop for the restoration of the Fort Charlotte complex in St. Vincent – Grenadines.** Through brainstorming and structured data collection, guidelines were defined for the storytelling of the museum exhibition dedicated to local identity (2021-ongoing).
- **Support to the Municipality of Cesena for the restoration and regeneration of the former Roverella monumental complex** for the creation of an urban hub/community centre, which was defined through a structured process of listening to and discussing with the various stakeholders involved (2022-ongoing).
- **Initiative "Changes: from vacant spaces to community places"** to define a process of listening and policy-making to support the Municipality of Sassuolo in the regeneration of the city's historic centre (2024-ongoing).

INVOLVEMENT OF PRINCIPALS IN THE DEFINITION OF ESG PRIORITIES

During 2025, Politecnica administered a questionnaire to a selected panel of customers with the aim of gathering specific information on the **environmental and social sustainability issues considered to be priorities**. The survey sought to understand the areas in which customers are most willing to invest in order to achieve concrete environmental and social benefits, thereby contributing to a better alignment between design strategy and market expectations.

Among the topics proposed, the following were considered particularly relevant or a priority:

- the structural and operational safety of the building;
- the reduction of climate-changing emissions and noise and air pollution;
- the well-being and healthiness of buildings, with a focus on air quality, lighting and acoustic comfort;
- accessibility and inclusion, understood as the usability of spaces for all users;
- the responsible consumption of natural and energy resources, through low-impact materials and efficient solutions;
- climate resilience, i.e. the ability of the structure to adapt to the effects of climate change.

Other aspects, such as the **economic and social impact of the works, soil and biodiversity protection, environmental certifications and participatory processes**, were also reported as significant, albeit with a lower priority level, indicating widespread awareness.

With regard to direct experience with Politecnica, 62% of customers recognised that sustainability is already taken into account in projects, while 38% highlighted the

company's strong commitment to adopting sustainable and innovative solutions. No customer indicated a total lack of attention to the issue.

The results collected represent an important basis for strengthening consistency between Politecnica's design values and the expectations of its stakeholders, helping to develop an increasingly targeted, integrated and conscious offering.

WORKING GROUPS AND RESEARCH PROJECTS

Politecnica actively participates in working tables with standards bodies and technical associations to contribute to the development of operational guidelines and standards on participatory governance issues:

- **AIS working group on 'Stakeholder Engagement and Sustainable Infrastructure'** tasked with defining guidelines to be followed in infrastructure projects during the various stages of the decision-making, planning, design, construction and management processes, to be shared with all actors in the supply chain, as well as with decision-makers and institutions, making it a real tool for governing the territory and its potential. The final Position Paper can be downloaded free of charge from the AIS website (2022-2023).
- **UNI/CT 058/GL 01 Working Group "Governance and development of sustainable cities and communities"** for the definition of a draft standard for participatory governance processes containing criteria and requirements for the participation of the community, citizens and stakeholders in the construction of a process of transformation of the city into a sustainable city by the local authority (2022-2024).

Politecnica Sustainability Team.



ENVIRONMENTAL SUSTAINABILITY OF WORKS

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE	STATUS
STRATEGIC PARTNERSHIPS		
Participate in projects and initiatives with associations, universities and research institutions on participatory governance.	Participation in 2024 in two research projects/working groups on criteria and methods for involving and engaging the community, citizens and stakeholders in the design process.	●
WHAT WE WILL DO		
STRATEGIC PARTNERSHIPS		
Participate in projects and initiatives with associations, universities and research bodies on participatory governance.		
AWARENESS RAISING AND INVOLVEMENT OF CLIENTS		
Develop a tool by 2025 to integrate sustainability criteria into design, linking each intervention to the relevant 2030 Agenda goals and actively involving the customer.		

- Result achieved or in line with planning
- Result with moderate deviation from planning
- Result not achieved or with significant deviation from planning

MAIN KPI'S	2022	2023	2024
Projects and initiatives with associations, universities and research bodies on participatory project governance (n.)	2	2	1
Stakeholder engagement and participatory governance initiatives (n.)	5	5	4

PROJECTS THAT
 leave their mark



Sustainable recovery that enlivens culture and future for the city



CAVALLERIZZA REALE

In the heart of Turin, the Cavallerizza Reale - a UNESCO World Heritage Site and asset of the Compagnia di San Paolo Foundation - is coming back to life thanks to a major restoration, re-functionalization and urban regeneration project, signed by Cino Zucchi Architetti with Politecnica. The intervention involves an area of more than 30,000 square meters and aims to return an open, dynamic and multifunctional public space to the city, transforming it into a new cultural, social and educational hub. The project preserves the original architectural layout while enhancing the historical layers, integrating new uses related to culture, university, social innovation and sustainability.

The interdisciplinary approach allowed of combining respect for historical value with contemporary needs for accessibility, safety and urban integration. An emblematic intervention, certified se- conced to the GBC Historic Building® standard, that regenerates one of the symbolic places of Turin's collective memory and opens it to the future.

LOCATION	Turin, Italy
CLIENT	Fondazione Compagnia di San Paolo
PARTNER	CZA-Cino Zucchi Architetti
SERVICE	Restoration and repurposing project Safety coordination during design and execution Construction management Architectural and plant design Conservation and enhancement of historical assets Accessibility Environmental sustainability
ASSIGNMENT	Architecture Structures Systems Conservative restoration Inclusive design Safety General coordination
YEARS	Project: 2022 - 2024 Completion: 2024 – ongoing



SDG 4 - QUALITY EDUCATION

Located in a community with high levels of socio-economic deprivation, the hub was designed to provide opportunities for sports, cultural and vocational training, and democratic growth. Thus, the architecture of the buildings and open spaces was developed to attract attendance to the site and ensure the usability of spaces without physical, cultural, or climatic barriers. A dance hall, music center, theater, and ICT training rooms will flank a workshop for the production and marketing of honey products, within a site that will be previously cleared of asbestos and secured against river flooding.

SDG 10 - REDUCING INEQUALITIES

The intervention is designed according to the criteria of universal accessibility: barrier-free paths, accessible public spaces, flexible and inclusive environments. The use of common areas, designed to accommodate diverse activities, supports the principle of social equity and the active participation of all citizens in cultural and urban life.

SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES

The project becomes a model of urban regeneration that enhances the historic heritage, promotes civic participation, and creates new sustainable and resilient gathering places while respecting cultural identity. The Cavalierizza is reconnected to the urban fabric at- traversing new public spaces-such as the Piazzetta del Bagolaro and the Chiabrese Passage-that improve the permeability and quality of urban space. The recovery of a disused monumental asset and its transformation into a new cultural and social hub represent an important contribution to the livability, safety, and resilience of the city.

SDG 12 - RESPONSIBLE CONSUMPTION AND PRODUCTION

The project adopts a circular approach: use of compatible materials, rehabilitation of existing structures, low-impact restoration techniques, and sustainable site management reduce resource consumption and waste. Restoration prioritizes the reuse and enhancement of existing materials, the elimination of superfetations, and the use of techniques compatible with the historic nature of the buildings. The design approach aims to reduce ambient impacts and resource consumption, including through sustainable site management, natural materials, durable finishes, and facilitated maintenance.

SDG 13 - FIGHTING CLIMATE CHANGE

The intervention integrates technologies for energy efficiency and emission reduction: heat pumps, advanced insulation, controlled ventilation, and renewable sources contribute to climate mitigation. The intervention is undergoing GBC Historic Building® certification, one of the most advanced protocols for the sustainability of historic buildings. The energy strategies adopted include the utilization of heat pumps, controlled mechanical ventilation systems, advanced insulation, optimization of natural lighting, and integrated renewable sources. The project reduces consumption, improves efficiency and lowers emissions, actively contributing to the green transition.

SDG 15 - LIFE ON EARTH

The outdoor space is redesigned with natural materials and native vegetation. Permeable surfaces and sustainable drainage systems improve the microclimate and promote urban biodiversity. The passage design enhances the plant component through the use of native and hardy species, which improve the microclimate and promote biodiversity. The adoption of permeable surfaces and sustainable drainage systems-such as leaking wells-allows for proper stormwater management, reducing hydraulic risk and restoring the soil's ecological function.





When the recovery of a place serves to consolidate a community



FORT CHARLOTTE

The restoration of Fort Charlotte, a British colonial-era fort built in 1763 on a hill overlooking Kingstown harbor, originated primarily as a defense work against local people attacking the British from the interior of the island. Made partly of volcanic stone and partly of bricks used as ballast by British ships, it represents an interesting military building, but also an important testimony to the island's multi-cultural and conflict-ridden past.

Its rehabilitation for museum purposes represented a technical challenge to find the best restoration solutions supportable in the Caribbean context, but also a creative and cultural challenge to give back to the local community an opportunity for growth and discussion.

LOCATION	Kingstown, Saint Vincent, Saint Vincent and the Grenadines
CLIENT	Ministry of Finance, Economic Planning and Information Technology with funding from the World Bank
PARTNER	-
SERVICE	Inception Report Preliminary Design Detailed Design Bid Package Works Supervision
ASSIGNMENT	Project coordination Architecture Structures Mechanical systems Electrical systems Environmental and social sustainability and participation Infrastructure and hydraulics Geotechnics Acoustics Fire prevention Museology and interior design BIM management Construction management Safety
YEARS	Project: 2021 - 2022 Completion: 2023 – ongoing





SDG 8 - DECENT WORK AND ECONOMIC GROWTH

The project is designed so that the new spaces can provide unprecedented employment opportunities for the local populace: a cafeteria and souvenir shop are planned, while a multipurpose hall will be able to host events and markets aimed at local crafts. The large indoor courtyard area is designed to host concerts or private parties, while the exhibition route is designed to integrate with guided tours and workshop activities. All exhibits are designed to be made by local artisans. An area of the museum will then connect the fort with other tourist sites on the island, to be included in special packages. On another front, the site's social sustainability initiatives included training and mentoring opportunities for workers from the construction company that won the contract to equip them with specialized restoration skills.



SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES.

The Fort's rehabilitation project is set to make it not only a viable tourist attraction, but also a place of gathering and education for the local community. With this in mind, differentiated criteria and modes of access for visitors and residents have been provided; the open-air spaces will always remain open to the local community. The construction site was also developed with a specific focus on mitigating impacts on residents and activities in the surrounding area, both with regard to on-site work and with respect to site-induced traffic. Finally, in order not to completely suspend income from visits to the Fort, as soon as possible a part of the site was reopened to visitors, despite the fact that restoration work is still ongoing.

SDG 16 - PEACE, JUSTICE AND STRONG INSTITUTIONS

Local history, to which the Museum inside the Fort is to be dedicated, is still little known and se- forgotten in the consciousness of the local community, still marked by the phenomena of post-colonialism. For this reason, the museographic and layout study represented an opportunity for institutions and communities to reflect on their own history and identity. For this purpose, therefore, special workshops, discussion forums and calls for ideas and materials were activated in order to develop a design proposal capable of guaranteeing an initial "open" exhibition itinerary, that is, one that is capable of evolving over time in parallel with the growth of awareness and knowledge that the cultural activities for the local community will be able to promote. This dynamic and participatory approach to design encouraged the strengthening of the dialogue between institutions and between them and the population involved.





Places for gathering and training to support social cohesion



CULTURAL AND ARTISTIC HUB BELLEVUE

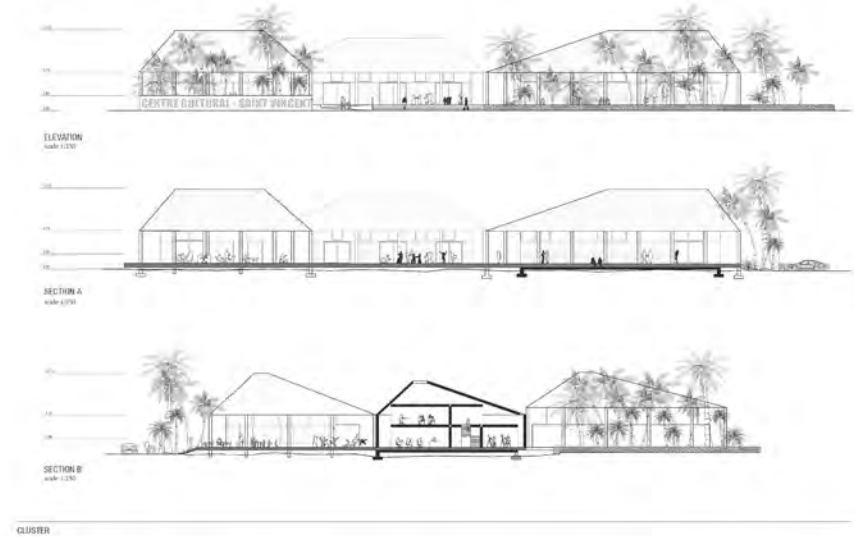
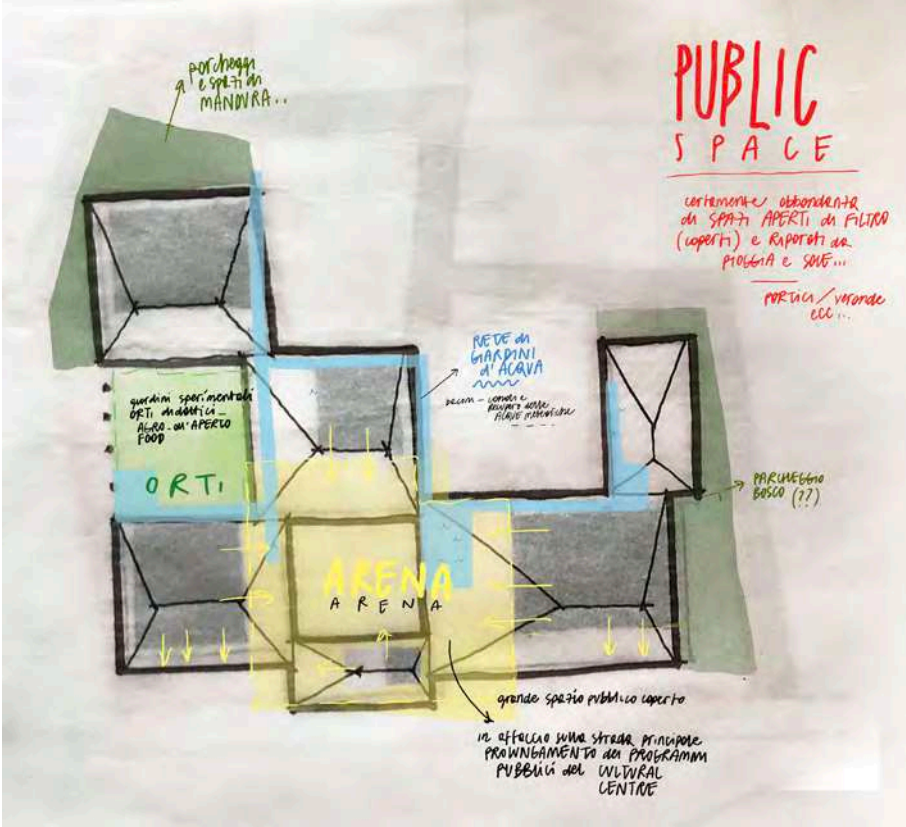
The design of the cultural hub and production site in the Bellevue locality in northeastern Saint Vincent Island (SVG) was based on a careful analysis of bi- dreams and expectations, including through moments of discussion with the local community, from which the 3 principles- guidelines of the project were defined:

- Identity: the hub is set in a complex social and economic context in which there is a need to strengthen a sense of community, but also trust in institutions and belonging to the nation. The architecture of the hub must therefore convey a sense of welcome, familiarity, trust, but also pride, belonging, and recognition.

- Functionality: the hub must be easily usable by different users, accessible, simple and inexpensive to maintain, and must take into account climatic hazards (a- luvions, hurricanes, volcanic eruptions).
- Sustainability: the buildings sought to take advantage of local climatic peculiarities in order to minimize the use of resources, encourage the use of local techniques and materials, and generate spaces that are flexible and usable even during extreme weather or environmental events.

LOCATION	Bellevue, Saint Vincent, Saint Vincent and the Grenadines
CLIENT	Ministry of Finance and Economic Planning, Government of Saint Vincent and the Grenadines
PARTNER	-
SERVICE	Technical-economic feasibility study Executive design Tender documentation
ASSIGNMENT	Project coordination Architecture Structures Mechanical systems Electrical systems Environmental sustainability and energy Infrastructure and hydraulics Acoustics Fire prevention Urban planning and landscape BIM management Safety
YEARS	Project: 2023-2025





SDG 3 - HEALTH AND WELL-BEING

Located in a community with high levels of socio-economic deprivation, the hub was designed to provide opportunities for sports, cultural and vocational training, and democratic growth. Thus, the architecture of the buildings and open spaces was developed to attract attendance to the site and ensure the usability of spaces without physical, cultural, or climatic barriers. A dance hall, music center, theater, and ICT training rooms will flank a workshop for the production and marketing of honey products, within a site that will be previously cleared of asbestos and secured against river flooding.

SDG 7 - CLEAN AND AFFORDABLE ENERGY

Only some portions of the buildings include mechanical air conditioning. Wherever possible, the architecture has played with canopies and patios to limit sunlighting and with sliding openings and “jealousy”- type facings to intercept and channel the abundant natural ventilation. The use of photovoltaic systems and rainwater collection and storage for garden irrigation was planned.

SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES

The founding idea of the project, aimed at its radiation in the difficult local context, was to push in the direction not so much of a stylistically tropical architecture, but of a compositionally tropicalist architecture, that is, conceived as a spatial expression of Caribbean culture, which promotes the hybridization between public and private spheres, the non-univocal use of spaces, and the valorization of threshold places as preferential for the performance of relational activities. This approach made it possible to generate a place that was functional but also perceived as “their own” by residents, shortening the distance with the institutions that promoted it, thus facilitating its use and care.



A decommissioned military area transformed into an urban park and hub for promotion of territory, culture and sociality



FORMER MONTEZEMOLO BARRACKS - CUNEO

The project gives back to the city of Cuneo a hitherto disused and inaccessible area through an urban regeneration based on the principles of accessibility and sustainability. Thanks to targeted stitching operations, the area from an urban caesura becomes an opportunity for connection and a space that generates material and immaterial relationships. The historical memory of the place, preserved and enhanced, is constituted as an element of identity with which the local community recognizes itself and rediscovers its roots, as it renews itself by opening up to the future, medially through multiple new uses, different and complementary to each other.

The predominance in the design of outdoor areas underlines the green vocation of the area. The project is first and foremost a landscape project, which is structured according to a vegetal/mineral gradient that designs the spaces and suggests different types of use of the area, from daily leisure time for the inhabitants of the nearby neighborhoods, to events of urban and suburban relevance, to events of national and international appeal, thanks to the predisposition of an equipped space capable of hosting concerts, shows and fairs.

LOCATION	Cuneo, Italy
CLIENT	Municipality of Cuneo
PARTNER	Paisà Architettura del Paesaggio S.r.l.
SERVICE	Technical and economic feasibility study Final design Executive design Safety coordination during the design phase Works management Safety coordination during the execution phase
ASSIGNMENT	Project coordination Architecture Structures Mechanical systems Electrical systems Environmental sustainability and LEED® Infrastructure and hydraulics Geotechnics Acoustics Fire prevention Interior design BIM management Construction management Safety
YEARS	Project: 2021 - 2024 Completion: 2025 - ongoing





SDG 7 - CLEAN AND AFFORDABLE ENERGY

Energy efficiency is one of the founding themes of the redevelopment project of the Former Montezemolo Barracks, which was also evaluated through ITACA Protocol, achieving a score of 2.8. This appraisal certifies the high technical standard that characterized the renovation of both the building and the relevant outdoor areas. The ITACA Protocol consists of a set of criteria and related indicators organized into 5 Evaluation Areas: Site Quality, Resource Consumption, Environmental Loads, Quality Indoor Environmental, Quality of Service. A building's environmental performance is evaluated according to a score scale ranging from -1 to +5. The Protocol makes it possible to verify the performance of a building not only with reference to energy consumption and efficiency, but also in consideration of its impact on the environment and human health, thus encouraging the construction of innovative, zero-energy, water-saving buildings, as well as materials that in their production result in low energy consumption and at the same time ensure high comfort. The Protocol also guarantees the objectivity of assessment through the use of indicators and verification methods in accordance with the relevant national technical standards and laws.

SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES

Sustainable cities and communities means making cities and human settlements inclusive, safe, durable, and sustainable. The territorial hub that will be created in the old decommissioned Montezemolo Barracks building will be a flexible and innovative place, a point of reference for the local community and visitors from far and near. To all, the center will offer a wide range of uses: from info-point for the promotion of mountains and tourism, with special emphasis on the naturalistic aspects and opportunities for both winter and summer sports; to the

exhibition and educational space, for the transmission of local historical and cultural heritage. Completing the offer is a cafeteria space with opportunities to stop and relax both indoors and outdoors and available restrooms, all in a totally accessible building designed following the guidelines of design for all, that is, respecting and valuing the possible different needs of users.

SDG 15 - LIFE ON EARTH

This goal reads "To protect, restore, and foster sustainable use of the terrestrial ecosystem," and this is exactly one of the primary aims of the project: to preserve and enhance the environmental heritage of the area. The greenery project pursues its purpose by upgrading the existing vegetation elements of landscape value, through selective thinning interventions, clearing the shrub structure of invasive species and planting new plantings. The choice of plant species provides for continuity with existing specimens maintained in the area and prefers the planting of native species, present in the urban context and representative of the Cuneo area. Thus, the project intends to ensure continuity between the different environments, encouraging their dialogue and restoring their continuity and landscape quality. In this way, the intervention can take on a didactic value of telling and expressing the characteristics naturalistic and botanical, providing for species typical of the area and closely related to the constant landscape.



A model of innovative and sustainable healthcare for Western Friuli



NEW PORDENONE HOSPITAL

The New Pordenone Hospital represents a landmark for health care in the Friuli Occi- dentale. With an area of 82,500 m2 and a capacity of 475 beds, the facility integrates services for diagnosis, treatment and rehabilitation of acute diseases. The project, implemented by Politecnica in collaboration with Pinearq, Manens, and Cooprogetti, is distinguished by the adoption of innovative energy and technological so- lutions, such as the use of green roofs, trigeneration plants, water recovery and reuse systems, home automation management of facilities, and BIM systems for building life cycle management.

Blending harmoniously into the existing urban context, the hospital is designed to ensure efficiency, so- stenibility, and high comfort for patients and health care workers.

LOCATION	Pordenone, Italy
CLIENT	Western Friuli Health Authority (ASFO)
PARTNER	Pinearq, Manens, Cooprogetti
SERVICE	Architectural, structural and plant design Works management Safety coordination BIM management
ASSIGNMENT	Preliminary and final design Design of variations during construction Construction management Safety coordination during design and execution
YEARS	Project: 2015 (preliminary and final), 2018-2024 (variations during construction) Completion: 2017 – 2024





SDG 3 - HEALTH AND WELL-BEING

The design of the new hospital places the be- ness of the patient at the center, with functional and welcoming spaces that promote quality health care. The in- tegra- tion of advanced technologies and the flexibility of the environments make it possible to adapt to changing healthcare needs, improving the effectiveness of treat- ments and user satisfaction.

SDG 7 - CLEAN AND AFFORDABLE ENERGY

The building is equipped with high-efficiency energy sy- stems, including trigeneration and heat recovery plants, magnetic rise chiller units, which contribute to reducing environmental impact and operating costs. The adop- tion of sustainable solutions, such as green roofs, im- proves thermal insulation and promotes urban biodiver- sity. The envelope ensures high performance in terms of thermal and acoustic insulation.

SDG 9 - ENTERPRISE, INNOVATION AND INFRASTRUCTURE

The project is an example of innovation in the healthcare sector, thanks to the use of advanced digital technolo- gies and collaboration between different professional skills. The integration of BIM systems enabled efficient project management from the design phase to imple- mentation, improving the quality and so- stenibility of the infrastructure.

SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES

Located in the heart of Pordenone, the new hospital har- moniously in- creases into the existing urban fabric, con- tributing to the redevelopment of the area and improving accessibility to health services for the local community. The complex integrates and complements the adjacent P1/P2 par- chements and the Health Citadel dedicated to social and health care services. Attentive design to the historical and architectural context promotes the in- tegration of the building with its surroundings.

SDG 13 - COMBATING CLIMATE CHANGE

The adoption of design strategies geared toward envi- ronmental sustainability, such as energy efficiency and the use of renewable sources (such as photovoltaic and solar ter- mic systems), contributes to reducing gre- enhouse gas emissions and combating climate change. The pro- ject demonstrates a commitment to more resi- lient and environmentally friendly healthcare.





A cultural and university hub between memory, identity and future for the community



SANTA MARTA – EAST SILOS, CAPTAIN’S HOUSE AND GUARDHOUSE

The restoration and enhancement project of the Le- vant Silos, Captain’s House, and Guardhouse of the Former Santa Marta Barracks in Verona has transformed a hi- storic military com- plex into a multifunctional hub open to the city. The interventions have restored spaces for the Uni- versity of the University of Verona, including stu- dy rooms and am- bients for teaching, as well as exhibi- tion areas, neighborhood services, city clinics and a mu- nicipal police headquarters. The restoration respected the building’s sto- riche stratifications, integrating expo- sed plant solutions to preserve the original finishes. Particular at- tention was paid to accessibility, ensuring paths usable even by people with reduced abilities mo-

tor and perceptual. During the work, tunnels from the Austrian era were discovered and enhanced, creating a connection between the East and West Silos, enriching the cultural and historical offerings of the complex. TheFormer Santa Marta Barracks project represents a virtuous example of how the recovery of sto- rico heri- tage can be an opportunity to promote social inclusion, innovation and urban sustainability, contributing to the achievement of several Sustainable Development Goals.

LOCATION	Verona, Italy
CLIENT	Municipality of Verona
PARTNER	University of Verona
SERVICE	Restoration and repurposing project Safety coordination during design and execution Works management Architectural and plant design Conservation and enhancement of historical heritage Accessibility Environmental sustainability
ASSIGNMENT	Architecture Structures Systems Conservative restoration Inclusive design Safety General coordination
YEARS	Project: 2019 - 2022 Completion: 2022 - 2024



SDG 3 - HEALTH AND WELLNESS

The inclusion of city clinics and social spaces within the complex supports the physical and mental well-being of the community by providing easily accessible health services and meeting places.

SDG 4 - QUALITY EDUCATION

The creation of new study halls and teaching spaces for the University of Verona promotes equitable access to higher education, fostering lifelong learning and quality education. The project strengthens the educational and cultural function of the Veronetta neighborhood with the creation of new university study halls and spaces open to citizenship, promoting the dissemination of knowledge and access to higher education. The rehabilitation of the former barracks, now an integral part of the University of Verona campus, contributes to making education more accessible, inclusive and linked to the local area.

SDG 9 - BUSINESS, INNOVATION AND INFRASTRUCTURE

The integration of advanced technological solutions while respecting historic structures demonstrates how innovation can coexist with potential preservation, promoting resilient and sustainable infrastructure.

SDG 10 - REDUCING INEQUALITIES

Thanks to universal accessibility-conscious design, all spaces- including the museum and refreshment areas- are also usable by people with motor and perceptual disabilities. Inclusion was one of the guiding criteria of the project, in line with the goals of equal opportunity and equitable access to services.

SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES

The project contributes to the urban regeneration of the Veronetta neighborhood by enhancing the historic heritage and creating inclusive and accessible public spaces, improving the quality of life of residents and strengthening the sense of community. The intervention is part of a broader urban strategy aimed at the social and cultural regeneration of Veronetta, a historically marginal neighborhood. Recovering disused buildings and returning them to new life as multifunctional public places (study, culture, sociality) has a strong community impact and improves the quality of urban space.

SDG 12 - RESPONSIBLE CONSUMPTION AND RESPONSIBLE PRODUCTION

Restoration was conducted with full respect for the historical patrimony and with responsible use of resources: all original finishes were preserved, fixtures left exposed so as not to interfere with the historic factory, and archaeological and architectural elements found during the work were also enhanced, integrating them into the cultural project.

SDG 13 - COMBATING CLIMATE CHANGE

The plant engineering approach meets high standards of energy efficiency, avoiding impacts on the historic structure and maximizing indoor comfort. The conservation of the existing envelope and the adoption of non-invasive plant solutions reduce the consumption of materials and the environmental impact of the intervention.





A new cultural space to stitch up the urban center with the port



CULTURAL HUB PALAZZO DELLA ROVERE

The Palazzo della Rovere restoration and re-functionalization project aims to transform a historic Renaissance building, located between the urban center and the port of Savona, into an inclusive and multifunctional cultural hub. The new space will house the “Anton Giulio Barrili” municipal library, workshops for children and adolescents, reading rooms, event spaces, and a botanical garden on the upper terrace. The inner courtyard will be redeveloped as an urban garden, creating a gathering place and connection between the historic city and the port area.

The project was developed through a participatory process that involved more than 400 citizens, with the aim of responding to the needs of the community and enhancing the building’s historical and artistic heritage. The Palazzo della Rovere project represents a virtuous example of how the enhancement of historical heritage can be integrated with contemporary needs for environmental sustainability, social inclusion, and cultural development.

LOCATION	Savona, Italy
CLIENT	I.R.E. Infrastructure, Building Renovation and Energy Regional Agency of Liguria; Municipality of Savona
PARTNER	Dr Monica Endrizzi, Dr Francesco Dettori
SERVICE	Project management Integrated design Works supervision Safety
ASSIGNMENT	Project coordination Architecture Structures Mechanical systems Electrical systems Environmental sustainability Interior design BIM management
YEARS	Project: 2023 – ongoing



SDG 4 - QUALITY EDUCATION

The relocation of the municipal library and the creation of educational spaces and workshops promote access to education and culture for all age groups.

SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES

The redevelopment of a disused historic building into an active cultural center contributes to urban regeneration and the strengthening of the social fabric.

SDG 13 - COMBATING CLIMATE CHANGE

The adoption of energy-efficient facilities aligned by renewable sources and the use of recycled materials reduce the environmental impact of the intervention.

SDG 17 - PARTNERSHIP FOR THE GOALS

The project is the result of a collaboration between public bodies, professionals and citizens through a participatory process, demonstrating the effectiveness of partnerships in achieving common goals.





The reconstruction of a bridge, between historical memory and engineering innovation



LEONARDO DA VINCI BRIDGE

The Leonardo da Vinci Bridge is an iconic infrastructure that has been fundamental to the Bologna metropolitan area's road network since 1957. With a span of 144 metres, it was the largest concrete arch in Italy when it was inaugurated. Closed in 2021 due to structural problems, the bridge has undergone radical renovation work to preserve its historical value and return it to the community with greater safety, durability and efficiency.

The project has preserved and enhanced the original arches, replacing the existing reinforced concrete deck with a new, lighter and more efficient mixed steel-concrete structure, as well as new-generation orthotropic cycle and pedestrian paths. The arrangement of the arch-deck connection elements (in steel tubes) with a

radial direction instead of the existing vertical ones (in reinforced concrete) is innovative. The slope stabilisation work and the new arrangement of the piers also indirectly benefit the railway line by eliminating obstacles in close proximity and the possibility of material falling or rolling down the embankment and onto the track. The choice of a painted steel finish in a colour consistent with the historical materials emphasises the approach that respects the landscape and the original design.

The specially designed parapet, with integrated lighting system, provides a specific response to the local community's need to mitigate the risk of extreme acts, which sometimes affect the scenic works. the provision of a light well under the handrail also summarises the fun-

ctionality of a space intended for underground services (easily accessible) with clean lines and colours, within a single architectural composition for the entire project.

Complex challenges were faced and overcome, such as the selective demolition of the deck in three sections and the management of the construction site in confined spaces, without ever interrupting the operation of the Bologna-Pistoia railway line below. The synergy between the designers, the client and the contractor allowed the work to be completed in record time, with the inauguration scheduled for December 2023. The project restores a strategic infrastructure to the area and is a shining example of engineering at the service of historical memory and contemporary needs.

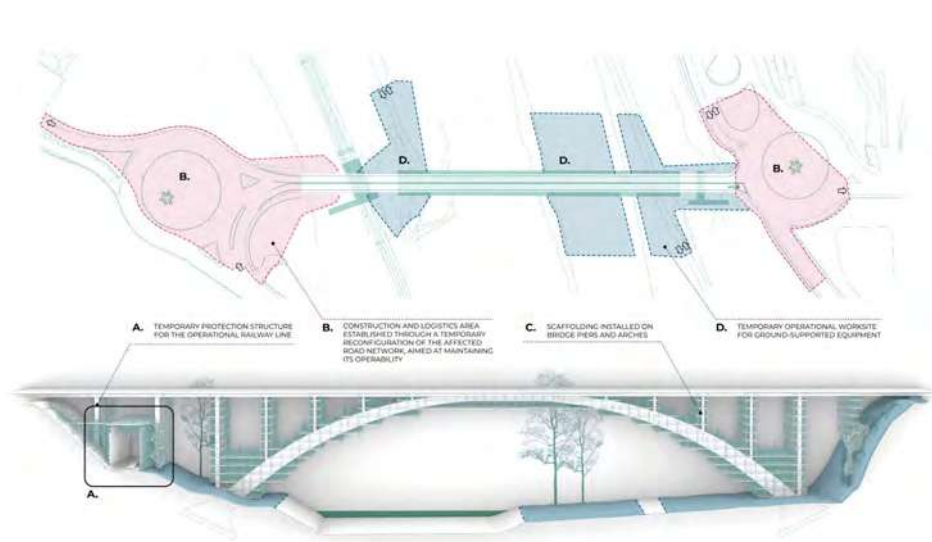
LOCATION	Sasso Marconi, Italy
CLIENT	Anas s.p.a
PARTNER	Matildi+Partners Srl Integra Srl Studio Mattioli
SERVICE	Technical-economic feasibility study for preliminary assessment (pursuant to Article 6(9)) Final design Executive design Safety coordination during the design phase
ASSIGNMENT	Project coordination and integration. Disciplines: road engineering, geotechnics, structures, systems, landscape and environment, hydraulics, acoustics, phases and construction sites Safety
YEARS	Project: 2021-2022 Implementation: 2022-2023

SDG 7 - CLEAN AND ACCESSIBLE ENERGY

The project considers the impact on the quality of life of the local community: it does not simply restore a connection between the banks of a river but in continuity with the history of the bridge, it challenges the geographical discontinuity to unite 2 territories. The goal is to make a functional redevelopment aimed at sustainability (soft mobility paths), environmental (green works, road stormwater treatment facilities), energy (high efficiency lighting system with dual cable and PV panel power supply and proper calibration to not introduce light pollution in sensitive river context).

SDG 9 - BUSINESS, INNOVATION AND INFRASTRUCTURE

The redevelopment and retrofitting by partial demolition and reconstruction of the Leonardo da Vinci bridge made it possible to solve in a very short time the burdensome inconveniences to the movement of goods and people between the 2 banks of the Reno River without compromising the e- service of the underlying “Porretana” railway line. The design solution constitutes a “unicum” of the a- degua- tion of large span arch bridges and provides a model to be followed in other similar interventions. The structural and architectural choices allowed for quick and safe exe- cution of the work. By over- flying it tourist cycle route of national interest “Ciclovia del Sole” and the European route “Eurovelo 7”, the bridge was equipped with 2 wide lateral bicycle and pedestrian paths aimed at providing, in advance, a strategic predi- position to the development of local soft mobility that can also inter- connect with the aforementioned nation- /European bicycle network.





A restoration that interweaves historical memory and contemporary identity



LECCE STATION

The Lecce Station restoration project enhances the Fabbricato Viaggiatori, a protected 19th-century building, with an intervention that respects its historical identity and in- seritates it in the urban context. The original architectural elements, such as the Lecce stone vaults and cast-iron canopy, were recovered and integrated with contemporary materials such as brass-effect burnished metal.

The compositional and material choices restore coherence to the interior spaces, reinterpreting the nineteenth-century language with contemporary sensitivity. The project achieved Envision Award GOLD certification at the design stage and is following the process for GBC Historic Building certification.

LOCATION	Lecce, Italy
CLIENT	Rete Ferroviaria Italiana S.p.A.
PARTNER	-
SERVICE	Final design Executive design Safety coordination during the design phase
ASSIGNMENT	Project coordination Architecture Structures Mechanical systems Electrical systems
YEARS	Environmental sustainability GBC HB® Envision® Geotechnics Fire prevention Interior design Safety
	Project: 2020 - 2024 Completion: 2024 - 2026





SDG 7 - CLEAN AND ACCESSIBLE ENERGY

The design, developed in line with the minimum environmental criteria (Building CAM), included the application of the Envision® protocol, the GBC HB® protocol, and compliance with the DNSH (Do Not Significant Harm) principle. The project promotes efficient use of energy, integrating renewable sources, and intervening with high-performance technologies that are simultaneously respectful of the historical features of the building and the surrounding landscape. The complex is the subject of an articulated energy-efficiency intervention that includes the insulation of the roofs, the complete replacement of windows and doors with new high-performance thermal break windows and doors, and the adoption of metallic ceilings that improve thermo-acoustic comfort. In addition, a photovoltaic system is planned to be installed on the roof, which will contribute to the local production of energy from renewable sources.



SDG 9 - BUSINESS, INFRASTRUCTURE AND INNOVATION

Lecce station is an urban and territorial railway node: the project improves the quality and functionality of the railway infrastructure system, making it more affordable, accessible and integrated. The intervention includes intermodal connections with other strategic projects (Southern hub, underpass, interchange parking lots), promoting sustainable mobility. The project under consideration is part of the interventions under MISSION 3 "Infrastructure for Sustainable Mobility," Component C1 "High Speed and Maintenance 4.0," and in particular Investment 1.8 "Improvement of stations in Southern Italy."

SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES

The intervention acts on the cultural heritage and mobility system, generating positive impacts on urban livability. The project improves the railway accessibility and usability of the station for all users, including persons with reduced mobility, through the adaptation of the platforms, the insertion of elevators, the installation of podium flooring, and the rehabilitation of the underpass. The station is part of an integrated system of sustainable mobility, in connection with the new intermodal hub on the south side and with the renewed pedestrian system of Piazzale Oronzo Massari on the north side. The intervention strengthens an urban node of historical and social value, transforming the station into a more accessible, safe and fully integrated space in the city fabric. The project also promotes the enhancement of local identity through the recovery of historic architectural elements such as the Lecce stone vaults and the cast iron canopy, emblems of the station's 19th-century memory.



A spatial strategy to
reactivate communities and places



MASTERPLAN FOR THE OLONA VALLEY

The Valganna bike path to the north and the Lanza bike path to the south have prompted a new bikeway hypothesis between Induno and the Bevera Plis, a bikeway that has been placed at the center of a revitalization strategy for the Olona Valley of Varese and systematized through the drafting of an Olona Valley Masterplan. The Masterplan, financed with almost one million euros by the Presidential of the Council through the Italia City Branding 2020 call for proposals, has also actively involved the municipalities of Malnate, Lozza, Vedano and Induno Olona, following the bend of the river to redevelop its territory, affected by heavy industrial exploitation in the recent past and now completely disused, finding it a new vocation

green, related to sustainable mobility, social aggregation and innovative education. Heart of the Masterplan is the rehabilitation of the former De Amicis school as a HUB for research and development related to sustainable mobility.

LOCATION	Varese, Italy
CLIENT	Municipality of Varese
PARTNER	-
SERVICE	Technical-economic feasibility study Final design Executive design Safety coordination during the design phase
ASSIGNMENT	Project coordination Urban planning Architecture Structures Mechanical systems Electrical systems Infrastructure and plumbing Geology and geotechnics Acoustics Fire prevention Interior design BIM management
YEARS	Project: 2022 – ongoing



SDG 9 - INDUSTRY, INNOVATION AND INFRASTRUCTURE

While the new bicycle path acts as the backbone of a process of privately-owned reactivation of disused industrial areas, re-imagined as hubs of new sociality and educational life, the linear park along the river becomes a green lung and an opportunity for new environmental consideration. The tourism supported by the cycle path connects to local industrial excellence and makes it a source of pride and attraction, thus making the other areas, now available for transformation, located along the riverbank newly attractive for new businesses.

SDG 11 - SUSTAINABLE CITIES AND COMMUNITIES

Varese is an anomalous city territorially, because it is still divided into historically independent and morphologically different urban quadrants. The river rod becomes again, through the master plan and the creation of the parallel bicycle path, an opportunity to rediscover a unified identity, with the generation of places for sports, leisure and culture where communities can meet and also enrich themselves through a more effective contact with the innovative realities already present in the area, such as the University and businesses. The bicycle path also makes it possible to manage internal travel by means other than the car, recovering a direct contact between citizens and the river, now denied by high-speed freeways. The production of hydrogen, placed by the municipality as the eco-sustainable centerpiece of the master plan, becomes an opportunity to reclaim brown-field areas and re-imagine innovative and strongly green landscapes.



SDG 17 - PARTNERSHIPS FOR THE GOALS

The master plan does not stop at the administrative boundaries of the Varese territory, but has sought synergies and optimization with neighboring municipalities and has foreshadowed and pushed for the involvement of private business entities already in-sited or potentially eligible for involvement, in order to make the PPP the preferred tool for implementing the territorial reactivation strategy over time.



CORRELATION table

Politecnica Ingegneria ed architettura Soc. Coop. has rendicounted the information mentioned in this table of contents for the pe- riod from 01/01/2024 to 31/12/2024 with reference to GRI Standard 1 - Fundamental Principles - version 2021.

The following table provides an overview of the information reported by the company with reference to the GRI standards, indicates where this information can be found, and supports users in accessing it.

STANDARD GRI / INFORMATIONAL	REFERENCES
GRI 2: General Disclosure 2021	
THE ORGANIZATION AND ITS REPORTING PRACTICES	
2-1 Organisational details	Chapter I § "Company" Chapter I § "Offices" pag. 8 pag. 10
2-2 Entities included in the organisation's sustainability reporting	Chapter III § "Scope of reporting" pag. 6
2-3 Reporting period, frequency and point of contact	§ "Communicating sustainability" pag. 4
2-4 Review of information	§ "Communicating sustainability" pag. 4
2-5 External assurance	§ "Communicating sustainability" pag. 4
ACTIVITIES AND WORKERS	
2-6 Activities, value chain and other business relationships	Chapter I § "Services offered" pag. 11
2-7 Employees	Chapter V § "Human capital: composition, classification and remuneration Employees" pag. 73
2-8 Non-employees	Chapter V § "Human capital: composition, classification and remuneration Employees" pag. 71
GOVERNANCE	
2-9 Governance structure and composition	Chapter II § "Management, administrative and control bodies" pag. 16
2-10 Appointment and selection of the highest governance body	Chapter II § "Management, administrative and control bodies Board of Directors" pag. 17
2-11 Chair of the highest governance body	Chapter II § "Management, administrative and control bodies Board of Directors" pag. 17
2-12 Role of the highest governance body in managing impacts	Chapter II § "Strategic planning" pag. 23
2-13 Delegation of responsibility for managing impacts	Chapter II § "Strategic planning" pag. 23
2-14 Role of the highest governance body in sustainability reporting	§ "Communicating sustainability" pag. 4
2-15 Conflicts of interest	Chapter II § "Management, control and supervisory bodies Absence of control and conflict of interest" pag. 20
2-16 Disclosure of critical issues	Chapter II § "Strategic planning" pag. 23
2-17 Collective knowledge of the highest governance body	Chapter II § "Management, administrative and control bodies Board of Directors" pag. 17
2-18 Performance evaluation of the highest governance body	Chapter II § "Management, administrative and control bodies Board of Directors" pag. 17
2-19 Remuneration policy	Chapter II § "Management, administrative and control bodies Board of Directors" pag. 17
2-20 Remuneration determination process	Chapter II § "Management, administrative and control bodies Board of Directors" pag. 17

STANDARD GRI / INFORMATIONAL		REFERENCES
GRI 2: General Disclosure 2021		
STRATEGY, POLICIES AND PRACTICES		
2-22 Statement on sustainable development strategy	§ "Letter to stakeholders"	pag. 2
2-23 Policy commitments	Chapter II § "Strategic planning" Code of ethics Gender equality policy	pag. 23 www.poli- tecnica.it
2-24 Integration of policy commitments	Chapter II § "Strategic planning"	pag. 23
2-25 Processes to address negative impacts	§ Chapter II "Management of non-conformities and complaints"	pag. 24
2-26 Mechanisms for requesting clarification and raising concerns	§ Chapter IV "Ethics, legality and integrity Whistleblowing"	pag. 53
2-27 Compliance with laws and regulations	Chapter IV § "Ethics, legality and integrity Organisational model 231/2001"	pag. 52
2-28 Membership in associations	Chapter IV § "Collaboration and networking"	pag. 54
STAKEHOLDER INVOLVEMENT		
2-29 Approach to stakeholder engagement	Chapter III § "Mapping and stakeholder engagement"	pag. 35
2-30 Collective agreements	Chapter V § "Human capital: composition, classification and remuneration Employees"	pag. 73
GRI 3 - Material Issues - version 2021		
THE ORGANIZATION AND ITS REPORTING PRACTICES		
3-1 Process for determining material topics	Chapter III § "Analysis and prioritisation methodology"	pag. 32
3-2 List of material topics	Chapter III § "Identification of potentially relevant issues"	pag. 29
3-3 Management of material topics	Chapter III § "Materiality matrix"	pag. 33
GRI 205: Anticorruption 2016		
205-1 Operations assessed to determine risks related to corruption	Chapter IV § "Ethics, legality and integrity Organisational model 231/2001"	pag. 52
205-2 Communication and training on anti-corruption regulations and procedures	Chapter IV § "Ethics, legality and integrity Organisational model 231/2001"	pag. 52
205-3 Confirmed incidents of corruption and measures taken	Chapter IV § "Ethics, legality and integrity Organisational model 231/2001"	pag. 52
GRI 206: Anti-competitive behavior 2016		
206-1 Legal actions relating to anti-competitive behaviour, trust activities and monopolistic practices	Chapter IV § "Ethics, legality and integrity Organisational model 231/2001"	pag. 52
GRI 301: Materials 2016		
301-1 Materials used by weight or volume	Chapter VI § "Direct environmental impact and approach to operational sustainability Material Resources"	pag. 105
301-2 Recycled input materials used	Chapter VI § "Direct environmental impact and approach to operational sustainability Material Resources"	pag. 105
301-3 Recovered products and their packaging materials	Chapter VI § "Direct environmental impact and approach to operational sustainability Material Resources"	pag. 105

STANDARD GRI / INFORMATIONAL		REFERENCES
GRI 302: Energy 2016		
302-1 Energy consumption within the organisation	Chapter VI § "Direct environmental impact and approach to operational sustainability Energy Resources"	pag. 107
302-2 Energy consumption outside the organisation	Chapter VI § "Direct environmental impact and approach to operational sustainability Energy Resources"	pag. 107
302-3 Energy intensity	Chapter VI § "Direct environmental impact and approach to operational sustainability Energy Resources"	pag. 107
302-4 Reduction of energy consumption	Chapter VI § "Direct environmental impact and approach to operational sustainability Energy Resources"	pag. 107
302-5 Reduction of energy requirements of products and services	Chapter VI § "Direct environmental impact and approach to operational sustainability Energy Resources"	pag. 107
GRI 305: Emissions 2016		
305-1 Direct greenhouse gas (GHG) emissions (Scope 1)	Chapter VI § "Direct environmental impact and approach to operational sustainability Atmospheric emissions"	pag. 109
305-2 Indirect greenhouse gas (GHG) emissions from energy consumption (Scope 2)	Chapter VI § "Direct environmental impact and approach to operational sustainability Atmospheric emissions"	pag. 109
305-3 Other indirect greenhouse gas (GHG) emissions (Scope 3)	Chapter VI § "Direct environmental impact and approach to operational sustainability Atmospheric emissions"	pag. 109
305-4 Greenhouse gas (GHG) emission intensity	Chapter VI § "Direct environmental impact and approach to operational sustainability Atmospheric emissions"	pag. 109
305-5 Greenhouse gas (GHG) emission reductions	Chapter VI § "Direct environmental impact and approach to operational sustainability Atmospheric emissions"	pag. 109
305-6 Emissions of ozone-depleting substances (ODS)	Chapter VI § "Direct environmental impact and approach to operational sustainability Atmospheric emissions"	pag. 109
305-7 Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions	Chapter VI § "Direct environmental impact and approach to operational sustainability Atmospheric emissions"	pag. 109
GRI 306: Waste 2016		
306-1 Generation of waste and significant impacts related to waste	Chapter VI § "Direct environmental impact and approach to operational sustainability Waste"	pag. 113
306-2 Management of significant impacts related to waste	Chapter VI § "Direct environmental impact and approach to operational sustainability Waste"	pag. 113
306-3 Waste generated	Chapter VI § "Direct environmental impact and approach to operational sustainability Waste"	pag. 113
306-4 Waste not sent to landfill	Chapter VI § "Direct environmental impact and approach to operational sustainability Waste"	pag. 113
306-5 Waste sent to landfill	Chapter VI § "Direct environmental impact and approach to operational sustainability Waste"	pag. 113
GRI 401: Employment 2016		
401-1 Hiring new employees and employee turnover	Chapter V § "Attraction and retention Evolution of the organisational structure"	pag. 76
401-2 Benefits for full-time employees that are not available to fixed-term or part-time employees	Chapter V § § "Human capital: composition, classification and remuneration Employees"	pag. 73
401-3 Parental leave	Chapter V § "Work-life balance"	pag. 80

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GRI 403: Occupational Health and Safety 2018		
403-1 Occupational health and safety management system	Chapter V § "Health and safety at work Management methods"	pag. 93
403-2 Hazard identification, risk assessment and accident investigation	Chapter V § "Health and safety at work Risk analysis"	pag. 92
403-3 Occupational health services	Chapter V § "Health and safety at work Monitoring and health promotion"	pag. 94
403-4 Worker participation and consultation on occupational health and safety programmes and related communication	Chapter V § "Health and safety at work Management methods"	pag. 93
403-5 Worker training on occupational health and safety	Chapter V § "Health and safety at work Monitoring and health promotion"	pag. 94
403-6 Promotion of worker health	Chapter VII § "End-user safety"	pag. 116
403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business operations	Chapter V § "Health and safety at work Management methods"	pag. 93
403-8 Workers covered by an occupational health and safety management system	Chapter V § "Health and safety at work Accidents and occupational diseases"	pag. 94
403-9 Occupational accidents	Chapter V § "Health and safety at work Accidents and occupational diseases"	pag. 94
403-10 Occupational diseases		
404-1 Average number of training hours per year per employee	Chapter V § "Skills development Training"	pag. 96
404-2 Employee skills upgrading and transition assistance programmes	Chapter V § "Skills development Training"	pag. 96
404-3 Percentage of employees receiving regular performance and professional development reviews	Chapter V § "Diversity, Inclusion and Equal Opportunities Career advancement opportunities"	pag. 89
GRI 405: Diversity and Equal Opportunity 2016		
405-1 Diversity in governance bodies and among employees	Chapter V § "Diversity, Inclusion and Equal Opportunities Female presence in the organisation"	pag. 87
405-2 Ratio of basic salary and remuneration of women to men	Chapter V § "Diversity, Inclusion and Equal Opportunities Gender pay gap"	pag. 88
GRI 406: Non-discrimination 2016		
406-1 Incidents of discrimination and corrective measures taken	§ Chapter IV "Ethics, legality and integrity Whistleblowing"	pag. 53
GRI 413: Local Communities 2016		
413-1 Operations involving the local community, impact assessments and development programmes	Chapter VII § "Co-design"	pag. 125
413-2 Operations with significant actual and potential impacts on local communities	Chapter VII § "Social sustainability of works"	pag.122

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REFERENCES

GRI 416: Customer health and safety 2016		
416-1 Assessment of the health and safety impacts of categories of products and services	Chapter VII § "End-user safety"	pag. 116
416-2 Incidents of non-compliance relating to the health and safety impacts of products and services	Chapter VII § "End-user safety"	pag. 116
GRI 418: Customer Privacy 2016		
418-1 Substantiated complaints regarding violations of customer privacy and loss of customer data	Chapter IV § "Data protection and IT security Protection of personal data"	pag. 58

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