

Sustainability Report 2020



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Letter to the stakeholders



ESG

Last year, at the very beginning of the 2019 Sustainability Report, we drew attention to the extraordinary nature of what we were living through: the pandemic had burst out during the preparation of the document in all its difficulties and uncertainties. We had an idea that it was a hard period and a formidable menace, but we did not think that a year ahead things would be so serious, so complex and so full of unknown elements. The disease is still among us, uppermost in people's perceptions and in the conduct of economic activities. Its dramatic effects are evident and the risks we feared a year ago have, unfortunately, become a negative reality.

Rekeep has stood firm, offering its contribution to the many physical places and social contexts most severely hit, starting from hospitals and public services. Rekeep's workers have reacted with composure and a sense of responsibility, our organization has had to fit in with the necessary changes, above all with an unusual manner of working, largely at a distance, with all this has meant from the point of view of family life, the rarefaction of human relations and certainly greater individual solitude. And so, it is necessary, to a still greater extent than before, to reflect and ask ourselves questions about the very concept of sustainability as organizations' commitment to the economy, society and the environment.

Let us look at ourselves. As regards the economy, we are sure that we have done our part, as the result for the financial year also indicates. On the other hand, we must take more time to give an answer – a judgment

– regarding the social and environmental fronts, and not so much because we were lacking in commitment but because it is increasingly clear that it is very hard for organizations to make a constructive contribution to the reduction of environmental and social risks if they act separately from each other. We think there is a need for a higher level of collaboration or full integration between business objectives and practices, and that this is the most useful teaching that we can draw from the events we are still obliged to experience.

Certainly, nevertheless, the biggest contribution can only come from inside businesses themselves, in the form of an absolutely new cultural make-up that is more suitable for our times and its challenges, and this holds good for us above all. And this is why, at just such a critical time, Rekeep applied itself to a careful reflection regarding environmental changes in which a group of young middle managers played a leading part but which also brought in most of the company departments and the management. An account of the results of this work, which has covered over a year, will be given in this Report. What emerges is on one hand the widespread awareness of the need to think and act from the perspective of sustainability but on the other the difficulty of making perceptions and objectives homogeneous, particularly at a moment of great tension, when the very future of the company's existence and growth seems to be called into question.

We are convinced, however, that it is indeed at times of difficulty that opportunities for change and improvement and the ability to make them can be brought into

being. And so, the deeper sense of this account wishes to be this: we have made much progress on the road to sustainability and social responsibility – our past and our experiences bear witness of this – but it is not enough either for the development of our business or our enterprise's place in society.

The invitation that emanates from the contents of this document, an invitation addressed first of all to our organization, our suppliers and our collaborators, is to think of the prospect of sustainability as inevitable and necessary at the same time, so that it is not only co-operation that we ask for, but the assumption, on their own account, of a renewed and firm commitment, whatever their position in the organization and the responsibility that they fulfill. This means, above all, to reason and then to act according to new criteria in which the borders between financial and social advantage disappear for good.



Giuliano
Di Bernardo
Chairman and CEO Rekeep



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Introduction



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Outline and features of the document

For 2020 too, the Sustainability Report focuses on Rekeep alone, so its scope includes the parent company. We repeat, therefore, the decision taken in last year's document, which springs from the company's desire to develop processes in the direction of closer adherence to reporting standards, primarily the GRI (Global Reporting Initiative) but above all to take a structured ESG approach.

The objective, therefore, is to target Rekeep then to extend these practices to the entire Group.

Once again, the general scenario, characterized by the Covid-19 pandemic, prevented the stakeholder engagement activities from taking place that had been scheduled for the autumn of 2020, when the more restrictive measures to contain the virus were brought in by the government.

On the other hand, the Top Managers worked hard and perseveringly in making a valuable contribution not only to the preparation of this document, but also to the progress of the [Rekeep Beyond](#) project, which we shall be talking about at greater length afterwards.

Our materiality analysis and matrix follow the lines of those of the previous two years, as is normally the case since they are the representation of strategic objectives. The traces of the current pandemic, however, stand out and unavoidably bear upon all the main topics.

The account of the managerial approach (DMA – Disclosure on Management Approach) is further developed and references to the Sustainable Development Goals (SDGs) and targets are cogent and detailed.

The document is structured in five chapters: the first is descriptive; the second, third and fourth focus on ESG issues, precisely to bear witness of the approach the company is taking; and the fifth concentrates on the topics in the matrix that, although not yet in the most important quadrant, will have to be the object of a further commitment on Rekeep's part.

As we already mentioned last year, a new corporate sustainability journey started in December 2019, Rekeep Beyond, whose goal is to enhance culture and sensibility in this field and enable the company to take a leap forward.

The activities of the working group continued in 2020 and, at the time of writing, have reached the final stage. The analyses, contributions and reflections in Rekeep Beyond have obviously had a powerful impact on the whole document and are a stimulus for the sustainability path and measures that the company is undertaking and that it will proceed with in the near future.



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Reporting

Rekeep is drawing up its fourth Sustainability Report after picking up the baton from Manutencoop Facility Management, and, above all, from Manutencoop Società Cooperativa, the sole shareholder of the company, which drew up its first report in far-away 1992.

Since then, there has been a long progression of growth both for the company and in the field of sustainability and reporting policies.

The following are the crucial stages in brief.

1992

Manutencoop Società Cooperativa starts its first experiments in reporting with a “social responsibility report”, a short annex to the annual financial report.

1994

the document is laid out to a plan that breaks down and describes the various parts of the mission; Manutencoop agrees to take part in an experiment that afterwards becomes a widespread model.

1999

the main indicators start being compared over a three-year period, so as to allow comparability between financial periods.

2000

particular emphasis is put on stakeholder engagement (this is a strong stimulus to the literature on the subject in this period); interviews and focus groups involve first shareholders and employees and then various categories of stakeholders.

2002

ten years after the beginning, the document becomes independent of the annual financial report and gradually brings in the entire top management team from Board of Directors to company departments; the document applies the GBS (Italian Social Report Working Group) standard, published the previous year, and the calculation procedure, the allocation of added value and the “social responsibility report” are included.

2004

the format and substance of the document are renewed to make it easier to read and understand; the “Manutencoop social responsibility manifesto” is drawn up and distributed in more than 13,000 copies.

2005

after corporate changes have been made and the Manutencoop Group comes into being, data, including calculations and allocation of added value, are presented in consolidated form.

2007

as a result of the evolution in literature, the report is further reframed and the Mission is updated after new financial partners enter Rekeep.

2009

following suggestions regarding the “Social Reporting of intangibles” in a GBS research document of the previous year, a section is introduced into the Social Responsibility Report devoted to accounting for “intangible assets”, namely “the wealth, capabilities and instruments that cannot be described using economic values, but that are important for reaching objectives, including economic and business objectives”.



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2010

the section on “intangible assets” takes on a significant weight, representing a criterion for interpreting events in the life of a company that is particularly useful for stimulating persons so far not yet involved in taking part in the preparation of the document to do so.

2011

corporate social reporting focuses still more on business and development aspects; the document takes shape following the “Europe 2020” strategy proposed by the European Union and also takes the “Enterprise 2020” document promoted by the CSR Europe network into account as a commitment and an operational contribution on the part of businesses to the objectives in the strategy.

2012

the “Metrics Project” (or Indicators Group) takes shape, a joint construction of the set of quantitative and qualitative parameters on which reporting is structured.

2013

the first steps are taken towards the application of the GRI (Global Reporting Initiative) standard together with the confirmation of “Europe 2020” as the reference framework for reporting.

2014

Rina Services becomes involved in the preliminary work on the certification of the corporate social responsibility report.

2015

the international GRI G4 reporting standard is adopted and the document is certified.

2016

the document is drawn up for the first time by Rekeep by applying the international GRI G4 standard and obtaining certification.

2017

first stakeholder engagement campaign with involvement of employees, customers and suppliers.

2018

Top Managers become involved and a focus is put on the creation of value

2019

a new path to sustainability comes into being: Rekeep Beyond.

2020

Rekeep Beyond concentrates its activities on the theme of climate change, presenting contributions and reflections to the top management during an event in July.

Preparation of the Report

The Sustainability Report 2020 gives an account of Rekeep’s Corporate Social Responsibility performance in 2020. Some significant events that occurred during the early months of 2021 while the document was being drawn up are also included.

The scope of reporting only covers Rekeep except for the presentation of financial information and the diagram for the calculation of the allocation of added value, for which the data are consolidated and the scope therefore includes the entire Rekeep Group.

The Sustainability Report was prepared with the help and contribution of the Rekeep Beyond working group and their colleagues: Antonella Amato, Maurizio Belvedere-si, Elisa Bernardoni, Riccardo Bonetti, Laura Borelli, Luca Buglione, Rosanna De Francesco, Francesco Della Fornace, Chiara Filippi, Laura Formaggio, Assunta Germano, Adriana Giorgio, Gianfranco Graziano, Emanuela Gualandi, Ivan Lagazzi, Stefania Lori, Maurizio Marcon, Maurizio Massanelli, Linda Navelli, Andrea Paoli, Raffaele Potrino, Roberto Soler, Antonella Sangiorgi, Eleonora Santoro, Giusy Spagnuolo, Maurizio Tinti, Giampiero Zagnoli.

Work coordination and preparation of the Social Responsibility report have been the responsibility of the CSR function.



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About



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Values and Mission

The key values that inspire Rekeep are

- **Commitment and transparency**
- **Responsibility and solidarity**
- **Integrity and legality**

Rekeep wants to build on its leadership in Italy to become a leading player in facility management markets abroad and commits itself to:

offering quality services for public and private customers that enhance well-being and safety in their environments and have a favorable impact on their performance;

acknowledging human capital as the backbone of its competitive advantage, developing skills, offering opportunities for growth and training and fostering personal and professional self-fulfillment;

contributing to the innovation of services and processes, proposing new solutions to improve performance and build profitable relations with customers, partners, suppliers and communities;

ensuring rigorous and efficient financial management to maintain and enhance capital and financial strength;

helping to improve the environment and people's lives, fostering **sustainable development** in terms of economic, financial, social and environmental performance.



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Our history

Rekeep was founded in 2003 in a spin-off from Manutencoop Società Cooperativa, which is at present its sole shareholder.

The Cooperative, in its turn, was established in Bologna under the name of Cooperativa

Manovalanze Ferroviarie in 1938 on the initiative of 16 workers in the framework of Italian State Railway tenders. In 1974 it took on the name of Manutencoop.

The main stages in Rekeep's progress from its creation to now are reported below.

2003 The Rekeep Group is born

The Rekeep Group is born of Manutencoop Società Cooperativa's contribution of the business unit dedicated to integrated services and investments in companies active in the Facility Management sector.

2004 Private Equity funds enter the corporate structure

Rekeep opens its corporate structure to some investment funds for approximately 28% of its share capital. In July, Rekeep and Pirelli RE Facility Management sign a joint venture agreement to found MP Facility which is 50% invested in by Rekeep.

2005 Manutencoop Servizi Ambientali is born

Growth continues after the contribution of two further business units (Hygiene Division and Landscaping segment) and of the Cooperative's Shared Services.

Furthermore, Manutencoop Servizi Ambientali is also founded from the spin-off of the Cooperative's environmental services business unit and quickly becomes the leading Italian company in the sector.

2007 The Group enlarges

Omasa, which is active in the field of sterilization and Teckal, which is specialized in Facility Management of properties organized into "networks" are acquired.

2008 Acquisition of Pirelli RE IFM

Smail, which is active in the public lighting sector and Mia, which is active in the operation and maintenance of elevators are established. In December, Rekeep acquires 80% of the Sicura Group specializing in the supply of fire prevention and anti-intrusion systems, and 100% of Pirelli RE Integrated Facility Management, a company engaged in the management and provision of integrated services, which later takes on the name of Altair IFM.

2009 Sale of MSA

On 4 September Manutencoop Società Cooperativa Shareholders' Meeting resolves the sale of Manutencoop Servizi Ambientali to Aimeri Ambiente in the Biancamano Group, a company listed on the Stock Exchange and a main competitor of MSA, by 571 votes in favor, 31 against and 16 abstained. This is a decision that, under many aspects, is historic for the Group and the Cooperative, which definitively leaves the environmental services sector to focus entirely on the Integrated Facility Management market in which it already achieves 92% of its turnover through Rekeep and is the leading Italian operator in the sector. The sale of MSA entails the direct transfer of over 1,500 employees to Aimeri Ambiente with effect from 14 December.

2010-2012 Restructuring of the Group

Following major acquisitions carried out in 2008, the Rekeep Group launches a project for changing its organizational and corporate structure which leads, at the beginning of 2010, to the merger of Altair IFM and Teckal into the parent company Rekeep and to the simultaneous merger of MCB into MP Facility, which becomes H2H Facility Solutions during 2012.

In the same year, Omasa is merged by incorporation into Servizi Ospedalieri and Telepost is acquired, which provides mailing and internal postal services for the Telecom Italia Group.



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2013 Bond issue

In order to provide the Group with the financial resources necessary for the conduct of its business over a long time horizon, Rekeep issues in August a bond of Euro 425 million listed on the Euro MTF Market of the Luxembourg Stock Exchange and on the Extra MOT Pro Segment of the Italian Stock Exchange.

2014 Sale of MIA

On 30 December Rekeep sells its subsidiary MIA, which operates in the maintenance and installation of lifting equipment, to KONE, one of the world leaders in the design, production and maintenance of lifts and escalators. With this transaction Rekeep sells a non-strategic asset, obtaining a favorable return on its initial investment and creating value for the Group.

2015 Incorporation of Rekeep World and Rekeep Digital

During the year, the Group outlines its strategic objective for growth in international markets. Therefore, on 20 November the sub-holding company Rekeep World is established, which is wholly owned by the Parent Company Rekeep, with the purpose of creating or acquiring interests in foreign countries for the development of new commercial projects on site.

On 25 November Rekeep Digital Services is established, which is also wholly owned by Rekeep, with the aim of entering on a process of development in the business-to-business (B2B) and business-to-consumer (B2C) services markets.

Finally, on 13 November the subsidiary Smail is sold, thus completing the disposal of the public lighting business, considered as non-strategic for the Group's future growth.

2016 Incorporation of Yougenio

Yougenio is formed in June as the first Group company that addresses the consumer market; it is a new online platform for purchasing professional services for the home and the family born of the experience of Rekeep. The platform offers about 120 different activities that are available to make your home "work". The first cities to benefit from the service are Bologna, Florence and Milan.

2017 Manutencoop Società Cooperativa is again the sole shareholder

On 13 October the SPV CMF, which is wholly owned by Manutencoop Società Cooperativa, completes the purchase of shares representing 33.2% of Rekeep's share capital from minority shareholders, leading to the exit of the Private Equity funds.

2018 Rebranding

On 9 May the Company's new name and identity are presented at the Feltrinelli Foundation in Milan at the event "REVEAL - Change in order to grow".

The change of name comes into effect officially on 2 July.

2019 Acquisition of Naprzód

On 31 October Rekeep completes the acquisition of 80% of the capital of Naprzód SA, the Polish leader in the healthcare facility management sector, thus intensifying the international growth of Rekeep, which is already present in France and Turkey.

2020 Covid-19 pandemic

2020 is marked by the Covid-19 pandemic and its impacts. The business conducted by the Group mainly consists of the provision of essential services and this has allowed work to be carried out, even in the context of the emergency.

On 28 February Rekeep sells its subsidiary Sicura to Argos Wityu, a pan-European Private Equity fund, with the objective of focusing on its core business. A similar process of reasoning is at the basis of the decision to put its subsidiary Yougenio into liquidation on 22 September.



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Governance structure

The ordinary shares issued by Rekeep S.p.A. are 109,149,600, with a par value of Euro 1 each.

Until the autumn of 2017, Rekeep's shareholding structure consisted of Manutencoop Società Cooperativa, majority shareholder, and a pool of Private Equity Funds, which held 33.2% of the share capital.

After the closing of the transaction involving the exit of its minority shareholders, Rekeep became a sole-shareholder company, which is now wholly owned by CMF S.p.A., which is in turn wholly owned by Manutencoop Società Cooperativa.

In 2018 the Board of Directors of Rekeep and the Sole Director of CMF S.p.A. approved the plan for the merger of the parent company CMF by incorporation into its subsidiary Rekeep. The merger plan was officially completed on 1 July 2018.

As at 31 December 2020 Rekeep was then wholly and directly owned by Manutencoop Società Cooperativa, which also carries out Management and Coordination activities.

Rekeep adopted a traditional corporate governance model at the end of 2016. The one-tier management and control structure (in accordance with Articles 2380 et seq. of the Italian Civil Code) provides for a **Board of Directors** with strategic management and supervision functions and a **Board of Statutory Auditors** with control functions, both of which are appointed by Shareholders' Meetings.



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The present Board of Directors is composed of 7 members, one of whom meets independence requirements. Its term of office was renewed on 24 April 2020 with a three-year mandate (until the Shareholders' Meeting called to approve the 2022 Financial Statements).

The Board of Directors met 14 times in 2020, with a 100% attendance, since all the board members were present at all the sessions.

The Board of Statutory Auditors is composed of 3 members and its term of office was also renewed on 24 April 2020.

It met 14 times in 2020, with an average attendance of 95.2%.

BOARD OF DIRECTORS

NAME	POSITION	AGE		
		<30	30-50	>50
Giuliano Di Bernardo	Chairman and CEO			
Giuseppe Pinna	Vice Chairman			
Laura Duò	Director			
Rossella Fornasari	Director			
Paolo Leonardelli	Director			
Gabriele Stanzani	Director			
Matteo Tamburini	Independent Director			

The full CVs of the members of the Board of Directors are available for consultation on the Company's website. 

BOARD OF STATUTORY AUDITORS

NAME	POSITION	AGE		
		<30	30-50	>50
Germano Camellini	Chairman			
Marco Benni	Standing auditor			
Giacomo Ramenghi*	Standing auditor			
Michele Colliva**	Alternate auditor			
Antonella Musiani	Alternate auditor			

*appointed as standing auditor by the Shareholders' Meeting of 24 April 2020

*standing auditor until the Shareholders' Meeting of 24 April 2020. He was appointed as alternate auditor following the election of Giacomo Ramenghi

The full CVs of the members of the Board of Statutory Auditors are available for consultation on the Company's website. 



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Group and Companies

Rekeep is the parent company of the leading Italian Group in the Integrated Facility Management sector and is among the main players in Europe, a result that is possible because it has companies that offer vertical, constantly coordinated services that range from plant management to environmental hygiene, from the upkeep of green spaces to property management and specialist services for hospital facilities.

H2H FACILITY SOLUTIONS S.p.A. (100%)

H2H Facility Solutions S.p.A. is the Group company that specializes in Facility Management for private groups organized in “networks”: bank branches, store chains and operational headquarters. H2H can manage all the work involved in both maintaining properties and constructing, fitting out and delivering new outlets and branches on a turnkey basis.

SERVIZI OSPEDALIERI S.p.A. (100%)

Servizi Ospedalieri was taken over by Manutencoop Società Cooperativa in 2000 with a view to expanding the range of Facility Management services offered to public and private “health care customers”. Since 2007 it has been controlled by Manutencoop Facility Management S.p.A. and has been active in the Laundering & Sterilization business segment: it offers laundering and rental of hospital linens, designs and manages sterilization facilities for surgical instruments and provides sterile operating room kits in re-usable technical fabric.

It has also been operating in the rental and laundering of work clothes since 2011 under the “Workwear” brand. With 4 production facilities and 19 sterilization facilities, it is able to process and distribute approximately 40 million kg of linens per year; it manages over 45,000 beds and packages over 100,000 surgical instruments kits annually.

REKEEP WORLD S.r.l. (100%)

The company, which was established in 2015, is dedicated to the development of group services on the international market, in particular in the healthcare sector.

TELEPOST S.p.A. (100%)

Telepost S.p.A. is the Group company specializing in document management: it provides correspondence services for big Customers from offices located throughout the country, digitalized documents and archives and large-scale mailing, as well as mailing services in general.

REKEEP DIGITAL SERVICES S.r.l. (100%)

Rekeep Digital Services, which was established in 2015, operates in the IT services sector and offers a wide range of Technology-based services and solutions for specific business needs. In particular, it is active in Process & Technology outsourcing (e.g. workstation management, printing services, Wi-Fi networks or data or voice infrastructure management), Asset Configuration management and offers IT solutions for the management and traceability of services and processes.

REKEEP RAIL S.r.l. (100%)

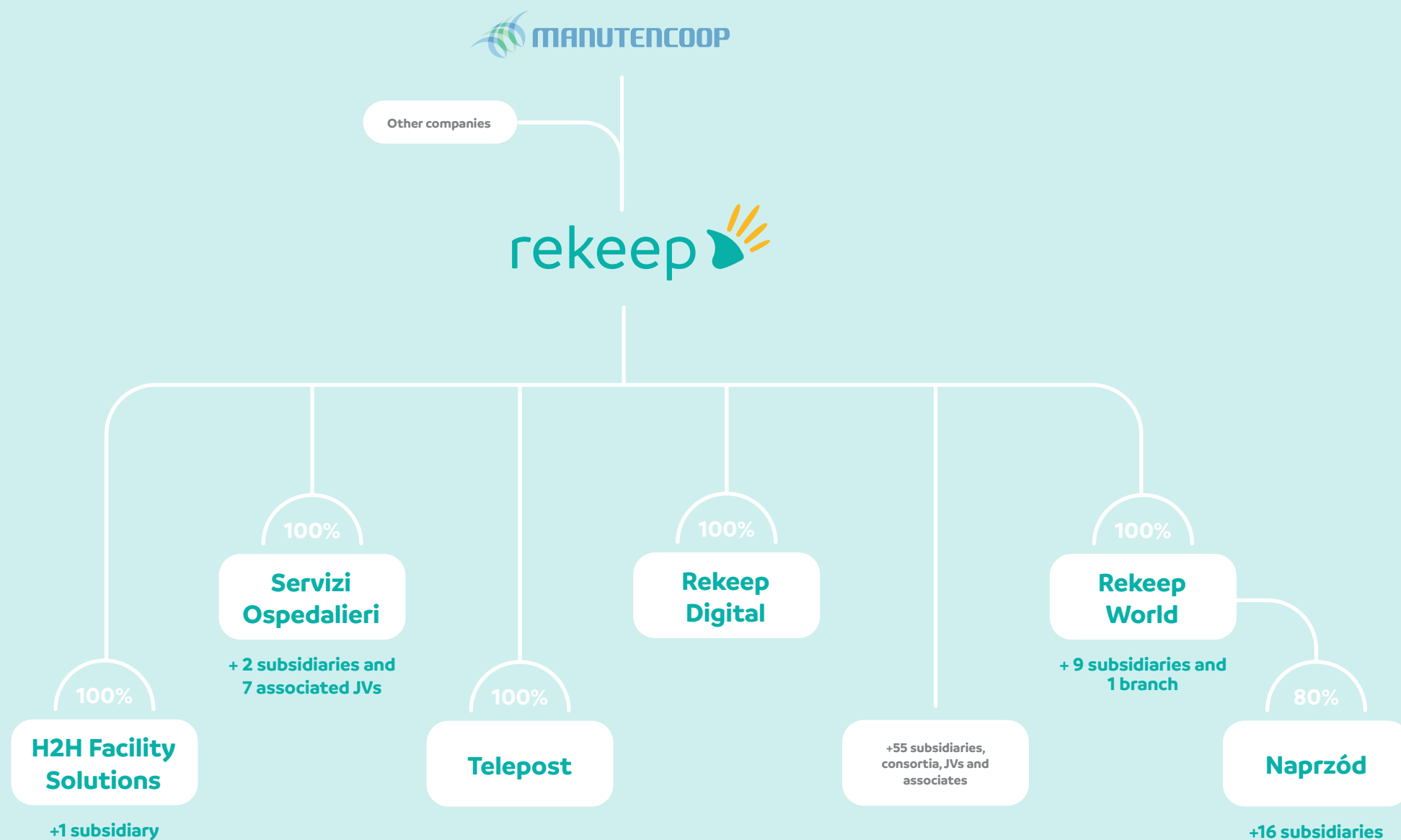
The company, which was established on 1 August 2018, conducts all the Group's railway business with the aim of working towards growth in the transport sector.

YOUGENIO S.r.l. (100%) – in liquidation

The start-up business, which was launched in 2016, is the first Group company that targets the consumer market. Yougenio offers professional services for the home and family through the web portal www.yougenio.com where customers can quickly purchase over 120 different activities: from room and premises cleaning to boiler overhaul, through ironing services, upkeep of green spaces or appliance cleaning to baby sitting and elderly care.



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Activities and services

Rekeep develops its services by providing solutions that are really on demand, tailored, monitored and shared with the customer and, with the Companies of its Group, offers complete services for people, buildings and cities.

There are numerous people-oriented solutions, with a high know-how content to interpret change, improving people's lives:



CLEANING



HEALTHCARE
LOGISTICS



INTERNAL
LOGISTICS



RECEPTION &
SECURITY

Rekeep also provides, through the Group Companies, the following services:



LAUNDERING



STERILIZATION



IT SOLUTIONS



DOCUMENT
& MAIL
MANAGEMENT

The solutions dedicated to the manifold needs of all the most diverse types of buildings are:



ENERGY RETROFIT



PLANT
MAINTENANCE



BUILDING
MAINTENANCE



ENERGY
SERVICE

Rekeep is also able to offer innovative services to monitor urban areas and integrated Big Data management to ensure road traffic safety and scheduled maintenance; specifically:



GREEN SPACE
MANAGEMENT



ROADS AND
SIGNAGE



PUBLIC LIGHTING
AND TRAFFIC LIGHTS



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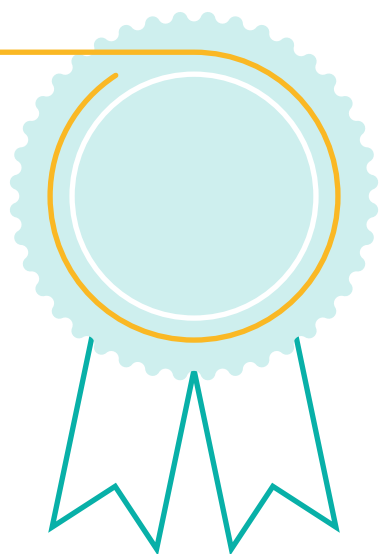
Certifications

In 2020 Rekeep maintained the following certifications:

- **UNI EN ISO 9001:2015**
(Quality Management System)
- **UNI EN ISO 14001:2015**
(Environmental Management System)
- **BS OHSAS 18001:2007**
(Occupational Health and Safety Management System)
- **SA8000:2014**
(Social Accountability System)
- **UNI CEI EN ISO 50001:2011**
(Energy Management Systems)
- **UNI CEI EN ISO 11352:2014**
(Delivery of energy services)
- **Qualifying company certification with respect to the requirements of Regulation (EC) No. 303/2008, as amended and supplemented**
- **EPD** (healthcare sector)
- **Occupational Health and Safety Management System Approval**

In 2020 the certificate relating to the Hospital Cleaning service was reissued following completion of the revaluation process. The process that led to the revalidation of the study of the service's lifecycle enabled the registration of the related EPD (Environmental Product Declaration).

The Company also maintained the certificate of approval of its Safety Organization and Management Plan for the service of "Planning and delivery of cleaning, hygiene, sanitization, disinfection and disinfestations services in all public and private civil, industrial, commercial, healthcare, logistics and transport sectors. Delivery of auxiliary service in the public healthcare sector".



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Results of operations

The income statement highlights for the 2020 financial year, compared to the previous two-year period, are reported below.

INCOME STATEMENT HIGHLIGHTS, 2018-2020 PERFORMANCE

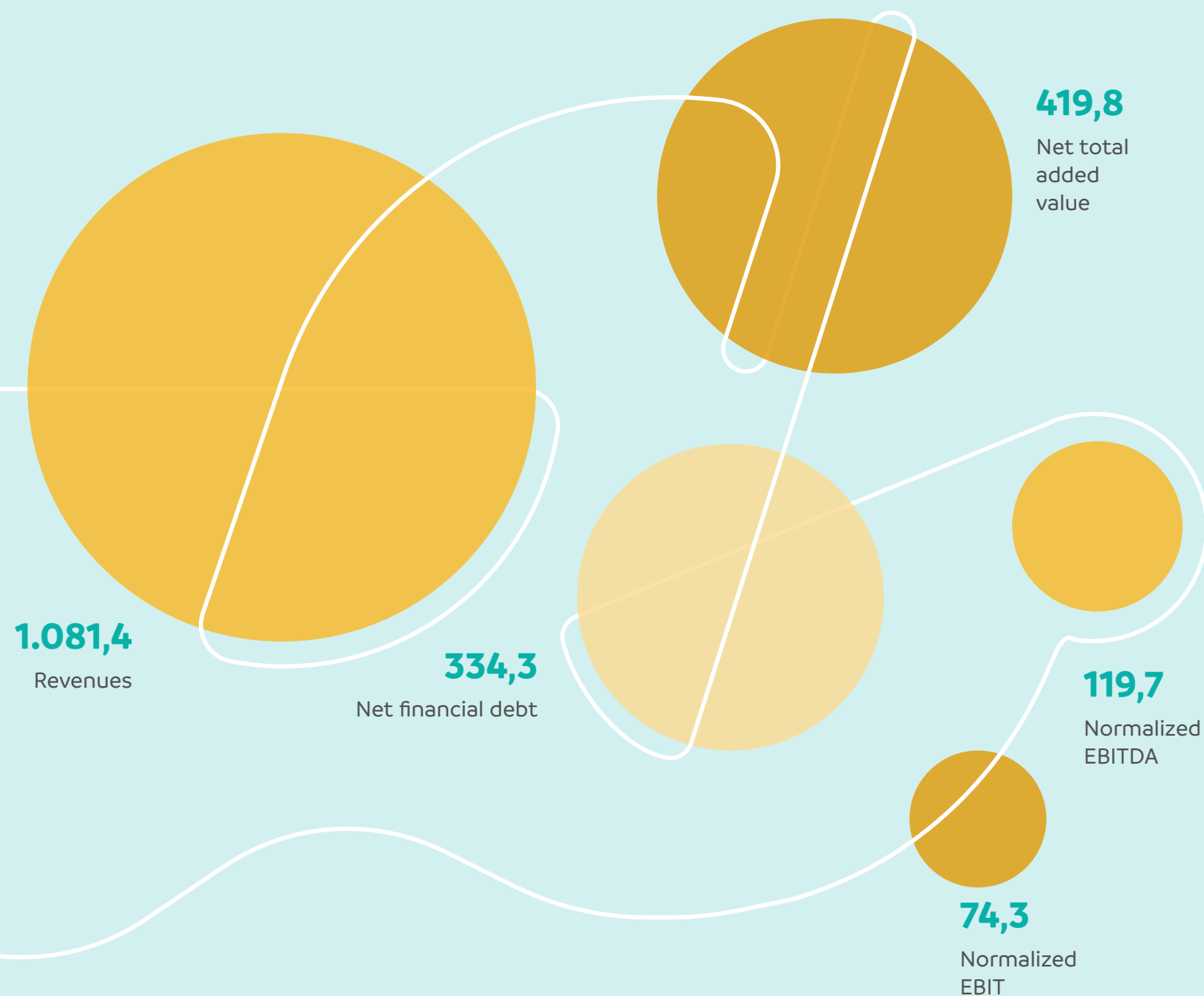
	FOR THE FINANCIAL YEAR ENDED 31 DECEMBER		
(IN THOUSANDS OF EURO)	2020	2019 restated	2018
Revenues	1.081.390	966.083	949.882
Costs of production	(1.052.118)	(869.985)	(850.718)
EBITDA	29.272	96.098	99.172
EBITDA %	2,7%	9,9%	10,4%
Amortization, depreciation, write-downs and write-backs of assets	(40.472)	(36.647)	(39.080)
Accrual of provisions for risks and charges	(8.228)	(4.176)	(2.584)
Operating Income (EBIT)	(19.428)	55.275	57.508
EBIT %	ND	5,7%	6,1%
Share of net profit of associates	(7.441)	(92)	1.466
Net financial charges	(41.527)	(40.961)	(35.240)
Profit before taxes (EBT)	(68.396)	14.222	23.734
EBT %	ND	1,5%	2,5%
Income taxes	(14.624)	(13.296)	(8.277)
Profit (loss) from continuing operations	(83.020)	926	15.457
Profit (loss) from discontinued operations	2.569	2.424	0
CONSOLIDATED NET PROFIT (LOSS)	(80.451)	3.350	15.457
CONSOLIDATED NET PROFIT (LOSS) %	ND*	0,3%	1,6%
Minority interests	(2.703)	(65)	(108)
NET RESULT ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT	(83.154)	3.285	15.349

*Not defined



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MILLIONS OF EURO

GLOSSARY

EBIT(Earnings Before Interest and Taxes) indicates the entity's capacity to generate income.

EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) is the real indicator of the entity's capacity to generate income from its core business.

Adjusted **EBIT** and **EBITDA** do not include non-recurring items recorded in the Income Statement for the financial period.

Normalized EBITDA and EBIT are Adjusted measures that also exclude the contribution to the consolidated profit/loss of the start-up activities under the control of the subsidiary Yougenio S.r.l. and the sub-group controlled by Rekeep World. As from 2020, Yougenio has been put into liquidation (and therefore excluded from consolidated results) and the activities relating to the sub-group controlled by Rekeep World S.r.l. are no longer in the start-up phase (they are therefore no longer excluded from the "Normalized" perimeter).

SHAREHOLDERS' EQUITY consists of the entity's own assets, made up of both the capital contributed by its shareholders and the reserves it has accumulated over time.

NET FINANCIAL POSITION (NFP) is the total net amount of onerous debt and is equal to the sum of all related positions, net of cash on hand at a given time.

Net Working Operating Capital (NWOC) consists of the difference between the amount to be collected (if positive) or paid (if negative) and the net balance of inventories and trade receivables and payables at a certain time.

Adjusted **NFP** or **NWOC** include the balance of trade receivables assigned under non-recourse factoring programs and not yet collected by factoring companies.



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During 2020 disputes continued which were pending with AGCM (Italian Competition Authority) and CONSIP (Italian Public Procurement Agency) against which a cost of Euro 82.2 million relating to the fine imposed by the Competition Authority on the FM4 Tender was recognized at 31 December 2020.

An amount of non-recurring costs for the financial year also related to costs for the actions taken by the Group companies in favor of their employees, mostly employed at healthcare facilities strongly impacted by the Covid-19 virus health emergency, which occurred above all during the first half of the year. Costs were also incurred in 2020 for advice on significant projects for the reorganization of company units in Group companies. Finally, additional costs were recognized, which were associated with the acquisition of the Polish group controlled by Naprzód S.A. (now Rekeep Polska S.A.), which took place on 30 October 2019, as were other costs for scouting actions on potential M&A transactions on a global scale.

The table below shows consolidated Adjusted EBITDA and Adjusted EBIT.

ADJUSTED EBITDA AND ADJUSTED EBIT, 2018-2020 PERFORMANCE

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER			
(IN THOUSANDS OF EURO)	2020	2019 <i>riesposto</i>	2018
EBITDA	29.272	96.098	99.171
Non-recurring expenses (income) impacting on EBITDA	90.460	6.353	4.388
Adjusted EBITDA	119.732	102.451	103.560
Adjusted EBITDA % on Revenues	11,1%	10,6%	10,9%
EBIT	(19.428)	55.275	57.508
Non-recurring expenses (income) impacting on EBITDA and EBIT	93.735	6.353	4.388
Adjusted EBIT	74.307	61.628	61.896
Adjusted EBIT % on Revenues	6,9%	6,4%	6,5%

The Group recorded **revenues** of Euro 1,081.4 million in the financial year ended 31 December 2020 compared to Euro 966.1 million in the previous year, with a positive change of Euro 115.3 million (+11.9%).

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER

(IN THOUSANDS OF EURO)	2020	2019 restated	2018
ADJUSTED EBITDA	119.732	102.451	103.560
EBITDA related to start-up activities	0	5.104	7.288
NORMALIZED EBITDA	119.732	107.556	110.848
NORMALIZED EBITDA % on Normalized Revenues	11,1%	11,5%	11,8%
ADJUSTED EBIT	74.307	61.628	61.896
EBIT related to start-up activities	0	7.191	8.238
NORMALIZED EBIT	74.307	68.819	70.133
NORMALIZED EBIT % on Normalized Revenues	6,9%	7,1%	7,5%

First of all, this growth was contributed to by the volumes achieved in international markets, specifically for consolidating the Polish Naprzód sub-group (now Re-keep Polska), which was acquired during the fourth quarter of 2019 and which achieved revenues of Euro 113.2 million in 2020 (Euro 19.2 million for the two months of the previous year included in the 2019 consolidated financial statements). Therefore, net of revenues attributable to the acquisition of Naprzód, sales volumes showed a significant increase (+ Euro 21.3 million compared to the previous year) due to the combined effects of a shutdown of some operations as from March as a result of the lockdown due to the Covid-19 emergency, specifically in the Public market (as a result of the shutdown of operations at schools and Public Authority of-fices); this was followed, especially in the summer period,

by a phase of resumption and normalization of routine work that led to an increase in volumes which was significantly higher than the average recorded in the previous quarters. Moreover, government measures put in place in the last months of the year in relation to the “second wave” included containment measures and targeted lock-downs that did not entail a total and general closure as it had occurred during the “first wave” of the pandemic. On the other hand, the health emergency entailed a positive change in the volumes in the Healthcare sector, in which the Group committed significant resources to meeting a higher demand for sanitization, disinfection and maintenance of the Italian healthcare facilities, as well as an extraordinary supply of PPE (Personal Protective Equipment).

Finally, the effects of the lockdown and the shutdown of Yougenio’s operations, with the deconsolidation of the company, entailed a further reduction of Euro 4.2 million in volumes.

The breakdown of consolidated revenues by reference market in 2020, compared to the figures for the previous financial years, is provided below.

Revenues in the Healthcare sector showed an overall increase of Euro 138.5 million compared to 2019, from Euro 507.8 million to Euro 646.4 million, accounting for 59.8% of total consolidated revenues for the financial year (52.6% in 2019). The acquisition of the Polish sub-group led by Rekeep Polska further strengthened the central role of

REVENUES BY MARKET, 2018-2020 PERFORMANCE

(IN THOUSANDS OF EURO)	FOR THE FINANCIAL YEAR ENDED 31 DECEMBER					
	2020	% on total Revenues	2019 restated	% on total Revenues	2018	% on total Revenues
Public Authorities	211.481	19,6%	254.456	26,3%	249.056	26,2%
Healthcare	646.384	59,8%	507.845	52,6%	465.355	49%
Private Customers	223.525	20,6%	203.782	21,1%	231.197	24,4%
Compensation for damage (non-recurring)	-	-	-	-	4.274	0,4%
CONSOLIDATED REVENUES	1.081.390		966.083		949.882	

the Healthcare market in the development strategies and entailed an incremental contribution of revenues in the market equal to Euro 83.2 million in 2020 compared to 2019. Even net of the aforesaid contribution, the market's revenues therefore increased significantly (+ Euro 55.4 million), mainly due to the operations linked to the health emergency.

During the period significant non-routine operations were in fact reported, which were requested by hospital trusts as a result of the Covid-19 health emergency, specifically for cleaning, sanitization, fitting out triage areas and new Covid wards.

In 2020, the Public sector posted revenues of Euro 211.5 million, down by Euro 43.0 million compared to 2019. This sector is the most affected by the Covid-19 emergency in terms of reduction in revenue volumes. In this sector, in fact, a portion of the revenues from cleaning and heat management services at schools, university centers, public offices and museums was no longer recorded as early as from the second 10-day period of March, accompanied by a general postponement of scheduled non-routine maintenance operations. At the same time as the lockdown, the orders for the provision of cleaning services at schools under the Consip Scuole agreement ceased as well, following the re-insourcing of operations on the part of the Ministry of Education, Universities and Research.

Finally, the Private sector showed an increase in volumes (+ Euro 19.7 million compared to 2019). The effects of lower volumes of routine and non-routine work for the financial year (above all in the first half-year) and the postponement of engineering works for private retail customers (local stores and branches that constitute the target market for H2H Facility Solutions) following the lockdown were in fact offset by higher volumes of non-routine work with the customer Telecom before the health emergency, as well as by an increase in revenues from picking operations in the large-scale retail trade channel. Furthermore, again in the retail and large-scale trade sector, non-routine maintenance and cleaning work was carried out during the summer period at the same time as reopening stores to the general public.

The table below shows Sources and Uses.

SOURCES AND USES, 2018-2020 PERFORMANCE

(IN THOUSANDS OF EURO)

	31 DECEMBER 2020	31 DECEMBER 2019	31 DECEMBER 2018
USES			
Trade receivables and advances to suppliers	431.121	412.572	417.930
Inventories	12.921	7.910	7.421
Trade payables and contract liabilities	(412.849)	(405.950)	(399.602)
Net working operating capital	31.193	14.532	25.749
Other working capital elements	(161.427)	(115.344)	(61.284)
Net working capital	(130.234)	(100.812)	(35.535)
Property, plant and equipment and assets under finance leases	88.127	87.811	73.975
Rights of use for operating leases	34.415	38.680	45.436
Goodwill and other intangible assets	424.215	414.601	433.256
Investments accounted for under the equity method	9.140	10.376	19.207
Other items of non-current assets	34.012	123.603	29.368
Fixed assets	589.909	675.071	601.242
Non-current liabilities	(52.812)	(54.826)	(55.108)
NET INVESTED CAPITAL	406.863	519.433	510.599
SOURCES			
Equity attributable to non-controlling interests	3.199	836	660
Equity attributable to equity holders of the Parent	69.337	151.970	162.549
Shareholders' equity	72.536	152.806	163.209
Net financial indebtedness	334.327	366.627	347.390
FINANCING SOURCES	406.863	519.433	510.599

At 31 December 2020, consolidated Net Working Capital (**NWC**) was negative and equal to Euro 130.1 million against a negative NWC of Euro 100.8 million at 31 December 2019.

At 31 December 2020 consolidated Net Working Operating Capital (**NWOC**), composed of trade receivables and advances to suppliers and inventories, net of trade payables and contract liabilities, was equal to Euro 31.2 million against Euro 14.5 million at 31 December 2019. Considering the balance of receivables assigned by the Group without recourse and not yet collected by the factoring agencies (equal to Euro 76.8 million at 31 December 2020 and Euro 75.1 million at 31 December 2019) the **Adjusted NWOC** came to Euro 108.0 million and Euro 89.7 million, respectively.

The 2020 financial year saw a significant decline in the **consolidated Net financial indebtedness** (NFP) from Euro 366.6 million at 31 December 2019 to Euro 334.3 million at 31 December 2020.

Shareholders' equity amounted to Euro 72.5 million, showing a significant loss in 2020 (Euro 83.2 million), which was mainly linked to the fine imposed on the FM4 tender (Euro 82.2 million).



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Added value

The Added Value statement (calculation and allocation) is the mark of the GBS standard; it combines the financial and the social aspects of operations. On the one hand it determines the wealth created by the Group during the financial period and on the other shows how this wealth has been distributed, with reference to its main stakeholders.

Added Value is shown in two statements, one setting out the amount and the other showing how it was allocated, and is used for two reasons:

- it quantifies the amount of wealth generated by the Group, how it is created and above all how it is distributed to its stakeholders;
- it links the Sustainability Report with the Annual Financial Report.

In practice, the schedule of the creation and allocation of Added Value enables the consolidated Financial Statements to be read from the point of view of the main stakeholders.

The Rekeep Group's Added Value statement regards the companies included in the consolidation area and has been prepared according to the GBS standards. All the data are compared with those reported for the two previous financial years so that the reader can assess the changes in the variables presented over time.

Net Total Added Value was equal to Euro 419.8 million in 2020, showing a decrease in absolute value of Euro 71.6 million compared to 2019. The percentage of incidence on value of production, equal to 38.8%, showed a decrease compared to 48.8% in 2019.

Value of Production recorded an increase (+Euro 75.8 million) compared to 2019, which was achieved as a result of higher revenues, showing a clear recovery compared to the performance of previous financial years, and of the positive contribution given by the Polish subgroup led by Rekeep Polska (formerly Naprzód Group, acquired at the end of October 2019), which contributed to the financial year for 12 months (2 months in 2019). Furthermore, about 60% of the Group's activities consist of the provision of essential healthcare services, to which are added other customers belonging to sectors that are regarded as being essential, such as Large-scale retail trade and telecommunications, and this has led to continuing work even in the context of the Covid-19 emergency, which is still in progress. Therefore, the Group companies operating in Italy and Poland, above all in the healthcare sector, received requests for extra services and supplies such as non-routine sanitization and cleaning, fitting out hospital wards, other non-routine maintenance work, additional bed linen and clothing and other devices and personal protective equipment (PPE) for healthcare personnel.

The positive trend in terms of revenues is reflected in the change in intermediate costs of production, which in turn showed an increase of Euro 60.5 million, almost entirely attributable to higher volumes contributed by the Polish group. This resulted in a Gross Added Value from Ordinary Activities of Euro 532.5 million, which showed an increase of Euro 15.3 million compared to 2019.

Ancillary items had a negative impact on Net Total Added Value, amounting to Euro 0.1 million, showing a significant decrease compared to 2019 (Euro - 2.7 million). In 2020, a significant capital gain was recognized on the sale of Sicura S.p.A. (Euro 5.2 million) against, however, a significant charge relating to unconsolidated investments and in particular for the start of operations for the winding-up of Yougenio S.r.l. (Euro 6.3 million). In 2019, the net contribution from unconsolidated equity investments was insignificant while proceeds from sale of equity investments were recorded for Euro 600 thousand.

Finally, extraordinary items generated a net loss of Euro 81.8 million compared to a loss of Euro 1.1 million in 2019. In particular, in 2020 the Parent Company Rekeep accounted for a cost of Euro 82.2 million relating to the fine imposed by the Competition Authority on the CONSIP FM4 tender, for which an administrative dispute is still ongoing. In 2019, on the other hand, non-recurring costs had been reported for corporate acquisitions, such as the aforementioned acquisition of the Polish group.



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TOTAL ADDED VALUE	31/12/20	31/12/19	31/12/18
A) Value of Production			
1. Revenues from sales and services (less revenue adjustments)	1.069.128.176	996.735.661	935.282.879
2. Changes in inventories of work in progress, semi-finished and finished products	5.086.806	1.142.101	43.326
3. Change in contract work in progress	3.602.837	2.862.035	3.404.967
4. Other revenues and income	2.729.884	2.814.490	1.087.105
TOTAL REVENUES FROM ORDINARY ACTIVITIES	1.080.547.702	1.003.554.287	939.818.277
5. Revenues from ancillary items (work on a time and material basis)	1.623.656	2.827.275	4.139.644
TOTAL VALUE OF PRODUCTION	1.082.171.359	1.006.381.562	943.957.921
B) Intermediate costs of production			
6. Consumption of raw materials, supplies, consumables and goods for resale	-191.751.389	-162.881.393	-138.448.574
7. Costs for services	-317.096.751	-296.523.347	-298.963.246
8. Costs for leases and rentals	-20.307.669	-19.725.659	-18.003.746
9. Provisions for risks	-8.227.716	-4.269.732	-2.584.340
10. Other provisions	-	-	-
11. Other operating costs	-12.288.038	-5.773.762	-3.298.912
TOTAL INTERMEDIATE COSTS OF PRODUCTION	-549.671.565	-489.173.893	-461.298.818
GROSS ADDED VALUE FROM ORDINARY ACTIVITIES	532.499.794	517.207.669	482.659.103
C) Ancillary and extraordinary items			
12. Balance of ancillary items	-48.187	2.597.119	6.491.349
+ Additional revenues	8.768.111	3.843.959	6.730.691
- Additional costs	-8,816,298	-1,246,840	-239,342
13. Balance of extraordinary items	-82.803.235	-1.049.909	-467.636
+ Extraordinary income	12.764.218	11.309.648	12.834.144
- Extraordinary costs	-95,567,453	-12,359,557	-13,301,780
TOTAL ANCILLARY AND EXTRAORDINARY ITEMS	-82.851.422	1.547.209	6.023.713
GROSS TOTAL ADDED VALUE	449.648.372	518.754.879	488.682.816
-Operating amortization and depreciation by homogeneous groups of assets	-29.851.433	-27.391.285	-27.800.379
NET TOTAL ADDED VALUE	419.796.940	38,79% 491.363.594	48,82% 460.882.437



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DISTRIBUTION OF TOTAL ADDED VALUE	31/12/20		31/12/19		31/12/18	
A) Remuneration of personnel						
Self-employed workers	428.042		1.988.791		2.400.770	
Employees	440.528.732		426.023.359		399.577.041	
a) direct remuneration	339.763.901		322.405.244		302.137.452	
b) indirect remuneration	100.764.831		103.618.115		97.439.589	
E) Shares of income allocation (reversals)	-		-		-	
TOTAL REMUNERATION OF PERSONNEL	440.956.773	105,04%	428.012.150	87,11%	401.977.811	87,22%
B) Remuneration of Public Authorities						
Direct taxes	14.745.964		14.955.715		8.425.523	
Indirect taxes	-4.342.893	-1,03%	1.113.213	0,23%	534.380	0,12%
- other tax charges	2.233.544		1.843.734		1.850.568	
- operating grants	-6.576.436		-730.521		-1.316.188	
TOTAL REMUNERATION OF PUBLIC AUTHORITIES	10.403.071	2,48%	16.068.928	3,27%	8.959.903	1,94%
C) Remuneration of debt capital						
Short-term capital expenditure	13.137.319		6.828.027	15,76%	5.827.069	17,37%
Long-term capital expenditure (medium/long-term loans)	35.154.038		36.507.736	84,24%	27.717.113	82,63%
Remuneration of shareholder loan	-		-		-	
TOTAL REMUNERATION OF DEBT CAPITAL	48.291.357	11,50%	43.335.763	8,82%	33.544.182	7,28%
D) Remuneration of risk capital						
Dividends distributed			13.000.000			
Share capital revaluation						
TOTAL REMUNERATION OF RISK CAPITAL	-		13.000.000		-	



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DISTRIBUTION OF TOTAL ADDED VALUE	31/12/20		31/12/19		31/12/18	
F) Remuneration of the business						
Change in Group's reserves	-83.153.647		-9.715.280		15.734.221	
Change in minority interests' reserves	2.703.012		65.178		109.223	
TOTAL REMUNERATION OF THE BUSINESS	-80.450.636	-19,16%	-9.650.102	-1,96%	15.843.444	3,44%
G) Associations						
Mutual funds (3% of profit)	-		-		-	
Membership fees	255.912		220.468		263.676	
Total Associations	255.912	0,06%	220.468	0,04%	263.676	0,06%
H) Donations to external organizations	122.419	0,03%	89.950	0,02%	28.600	0,01%
I) Social charges and mutual aid expenses (Shareholders and Employees)	218.043	0,05%	286.436	0,06%	264.822	0,06%
NET TOTAL ADDED VALUE	419.796.940	100,00%	491.363.594	100,00%	460.882.437	100,00%

PERCENTAGE DISTRIBUTION OF TOTAL ADDED VALUE, 2020

Remuneration of personnel	105,04%
Remuneration of PAs	2,48%
Remuneration of debt capital	11,50%
Remuneration of risk capital	-
Remuneration of the business	-19,16%
Grants and donations to the community	0,1%

DISTRIBUTION OF TOTAL ADDED VALUE, 2018-2020 PERFORMANCE

(IN THOUSANDS OF EURO)	2020	2019	2018
REMUNERATION OF PERSONNEL	440.956,77	428.012,15	401.977,81
REMUNERATION OF PAs	10.403,07	16.068,93	8.959,90
REMUNERATION OF DEBT CAPITAL	48.291,36	43.335,76	33.544,18
REMUNERATION OF RISK CAPITAL	-	13.000,00	-
REMUNERATION OF THE BUSINESS	-80.450,64	-9.650,10	15.843,44
CONTRIBUTIONS AND CHARITABLE DONATIONS TO THE COMMUNITY	596,37	596,85	557,10
NET TOTAL ADDED VALUE	419.796,94	491.363,59	460.882,44



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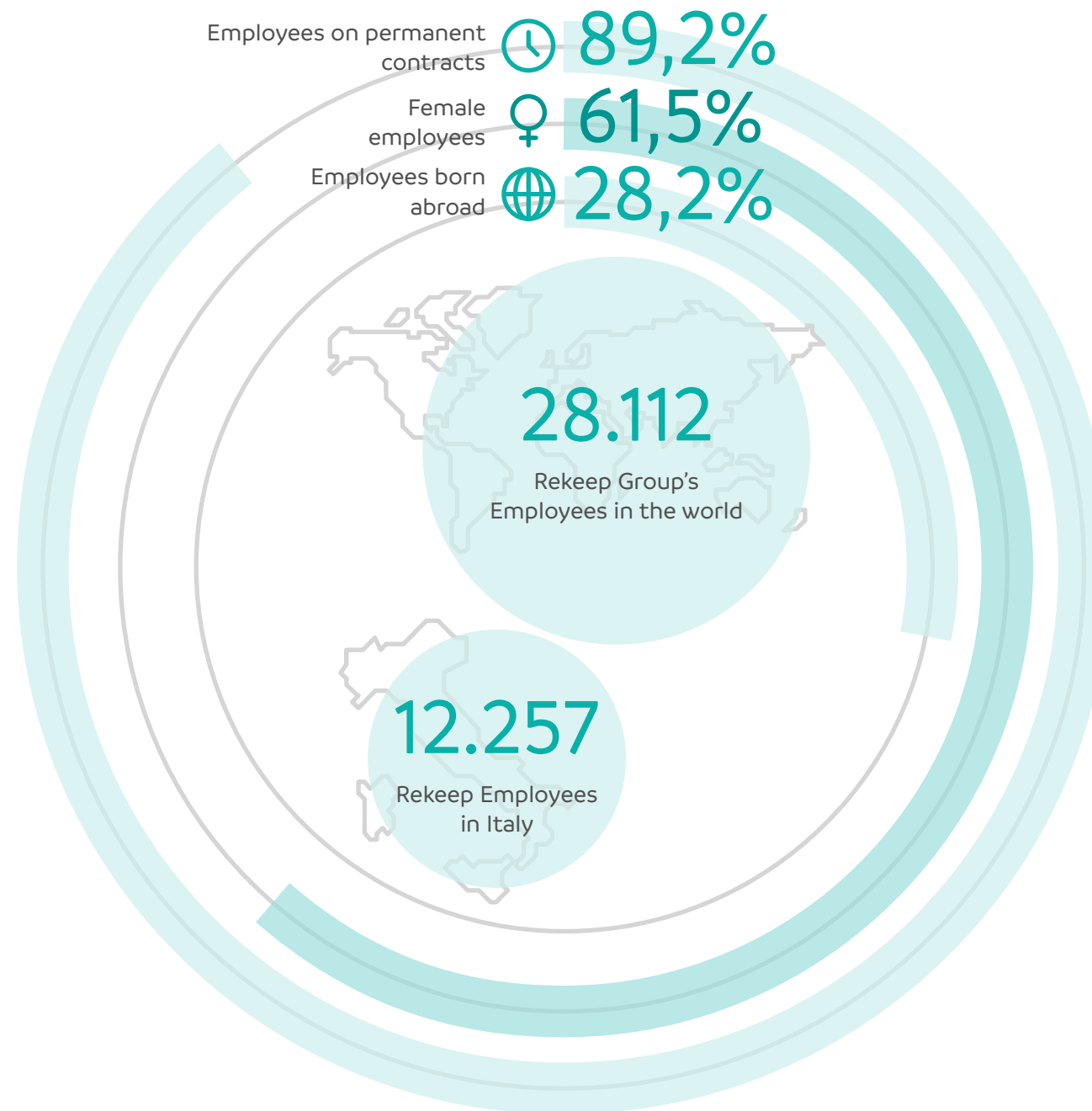


Employees

Rekeep considers labor and its recognition to be a fundamental objective. Rekeep's labor policies are based on a high level of insourcing and the centrality of workers as a resource. 12,357 people worked for Rekeep at 31 December 2020.

However, it should be noted that the Group's total workforce amounted to 28,112 employees as at the same date, considering the various companies and also the foreign companies.

The employees in the company are classified in the following page.



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	2020				2019				2018			
	M	F	TOT.	%	M	F	TOT.	%	M	F	TOT.	%
CONTRACT												
OPEN-ENDED	4.218	6.806	11.024	89,2%	3.974	7.978	11.952	91,6%	3.735	7.962	11.697	89,3%
FIXED TERM	537	796	1.333	10,8%	502	599	1.101	8,4%	580	822	1.402	10,7%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%
GENERE												
F		7.602	7.602	61,5%		8.577	8.577	65,7%		8.784	8.784	67,1%
M	4.755		4.755	38,5%	4.476		4.476	34,3%	4.315		4.315	32,9%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%
PLACE OF BIRTH												
ITALY	3.355	5.519	8.874	71,8%	3.454	6.521	9.975	76,4%	3.401	6.730	10.131	77,3%
ABROAD	1.400	2.083	3.483	28,2%	1.022	2.056	3.078	23,6%	914	2.054	2.968	22,7%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%
AGE												
from 18 to 25 years	264	135	399	3,2%	209	113	322	2,5%	126	85	211	1,6%
from 26 to 35 years	737	662	1.399	11,3%	627	605	1.232	9,4%	605	609	1.214	9,3%
from 36 to 45 years	1.327	1.686	3.013	24,4%	1.269	1.945	3.214	24,6%	1.250	2.073	3.323	25,4%
from 46 to 60 years	2.150	4.315	6.465	52,3%	2.120	5.038	7.158	54,8%	2.097	5.220	7.317	55,9%
over 60 years	277	804	1.081	8,7%	251	876	1.127	8,6%	237	797	1.034	7,9%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%
POSITION												
MANUAL WORKERS	4.402	7.366	11.768	95,2%	4.103	8.288	12.391	94,9%	3.931	8.488	12.419	94,8%
OFFICE WORKERS	334	229	563	4,6%	349	281	630	4,8%	360	289	649	5,0%
MANAGERS	19	7	26	0,2%	24	8	32	0,2%	24	7	31	0,2%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%



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	2020				2019				2018			
	M	F	TOT.	%	M	F	TOT.	%	M	F	TOT.	%
WORKING HOURS												
FULL TIME	2.271	482	2.753	22,3%	2.092	389	2.481	19,0%	2.212	525	2.737	20,9%
less than 20 hours	754	2.906	3.660	29,6%	770	3.510	4.280	32,8%	601	3.328	3.929	30,0%
20 hours	368	1.176	1.544	12,5%	328	1.328	1.656	12,7%	244	1.203	1.447	11,0%
more than 20 hours	1.362	3.038	4.400	35,6%	1.286	3.350	4.636	35,5%	1.258	3.728	4.986	38,1%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%

SENIORITY IN THE COMPANY

less than 1 year	1.203	1.234	2.437	19,7%	963	1.323	2.286	17,5%	646	1.217	1.863	14,2%
from 1 to 3 years	1.359	2.068	3.427	27,7%	1.057	1.713	2.770	21,2%	1.196	1.736	2.932	22,4%
from 4 to 5 years	472	666	1.138	9,2%	572	804	1.376	10,5%	760	1.917	2.677	20,4%
from 6 to 10 years	915	1.968	2.883	23,3%	1.161	2.965	4.126	31,6%	1.095	2.337	3.432	26,2%
from 11 to 16 years	580	977	1.557	12,6%	607	1.678	2.285	17,5%	472	1.463	1.935	14,8%
over 16 years	226	689	915	7,4%	116	94	210	1,6%	146	114	260	2,0%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%

REGION WHERE WORK IS PERFORMED

EMILIA ROMAGNA	822	1.853	2.675	21,6%	824	2.228	3.052	23,4%	799	2.311	3.110	23,7%
TUSCANY	490	1.186	1.676	13,6%	505	1.212	1.717	13,2%	551	1.238	1.789	13,7%
LAZIO	856	803	1.659	13,4%	747	796	1.543	11,8%	785	915	1.700	13,0%
LOMBARDY	801	827	1.628	13,2%	707	785	1.492	11,4%	689	1.021	1.710	13,1%
VENETO	240	1.092	1.332	10,8%	261	1.445	1.706	13,1%	239	1.451	1.690	12,9%
SICILY	346	575	921	7,5%	394	623	1.017	7,8%	350	332	682	5,2%
PIEDMONT	507	265	772	6,2%	257	387	644	4,9%	189	371	560	4,3%
TRENTINO ALTO ADIGE	54	339	393	3,2%	42	361	403	3,1%	43	394	437	3,3%
CAMPANIA	181	126	307	2,5%	216	139	355	2,7%	208	126	334	2,5%
MARCHE	26	201	227	1,8%	29	189	218	1,7%	25	197	222	1,7%



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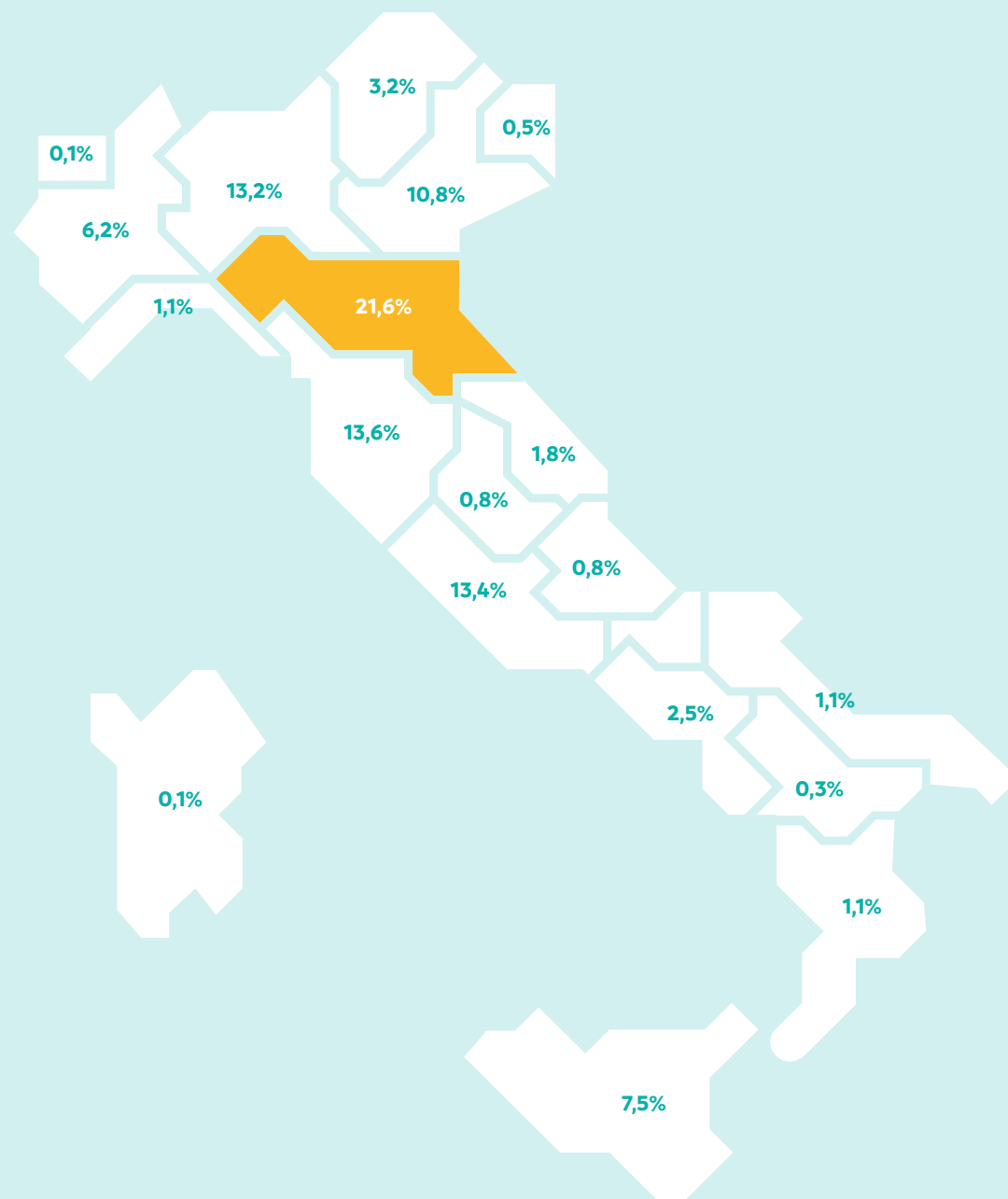
	2020				2019				2018			
	M	F	TOT.	%	M	F	TOT.	%	M	F	TOT.	%
CALABRIA	62	77	139	1,1%	53	69	122	0,9%	55	72	127	1,0%
LIGURIA	103	27	130	1,1%	120	31	151	1,2%	89	29	118	0,9%
PUGLIA	102	28	130	1,1%	159	50	209	1,6%	175	56	231	1,8%
FRIULI VENEZIA GIULIA	32	77	109	0,9%	23	103	126	1,0%	59	103	162	1,2%
ABRUZZO	66	34	100	0,8%	63	49	112	0,9%	17	33	50	0,4%
UMBRIA	21	78	99	0,8%	20	92	112	0,9%	20	105	125	1,0%
BASILICATA	41	1	42	0,3%	41	1	42	0,3%		3	3	0,0%
VALLE D'AOSTA	4	6	10	0,1%	4	5	9	0,1%	4	6	10	0,1%
SARDEGNA	1	7	8	0,1%	11	12	23	0,2%	18	21	39	0,3%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%

NATIONAL COLLECTIVE LABOUR AGREEMENT

CLEANING/ MULTISERVICES	4.458	7.521	11.979	96,9%	4.288	8.506	12.794	98,0%	4.142	8.713	12.855	98,1%
SHIPMENT-ROAD HAULAGE- FREIGHT -LOGISTICS	99	9	108	0,9%								
SOCIALI COOPERATIVES	41	64	105	0,8%	40	61	101	0,8%	43	61	104	0,8%
METALWORKING COOPERATIVES	63	1	64	0,5%	110	2	112	0,9%	87	2	89	0,7%
METALWORKING INDUSTRY	61		61	0,5%								
MANAGERS – COOPERATIVES	19	7	26	0,2%	24	8	32	0,2%	24	7	31	0,2%
BUILDING WORKERS	10		10	0,1%	10		10	0,1%	15		15	0,1%
TELECOMMUNICATIONS	4		4	0,0%	4		4	0,0%	4	1	5	0,0%
TOTAL	4.755	7.602	12.357	100,0%	4.476	8.577	13.053	100,0%	4.315	8.784	13.099	100,0%



ESG

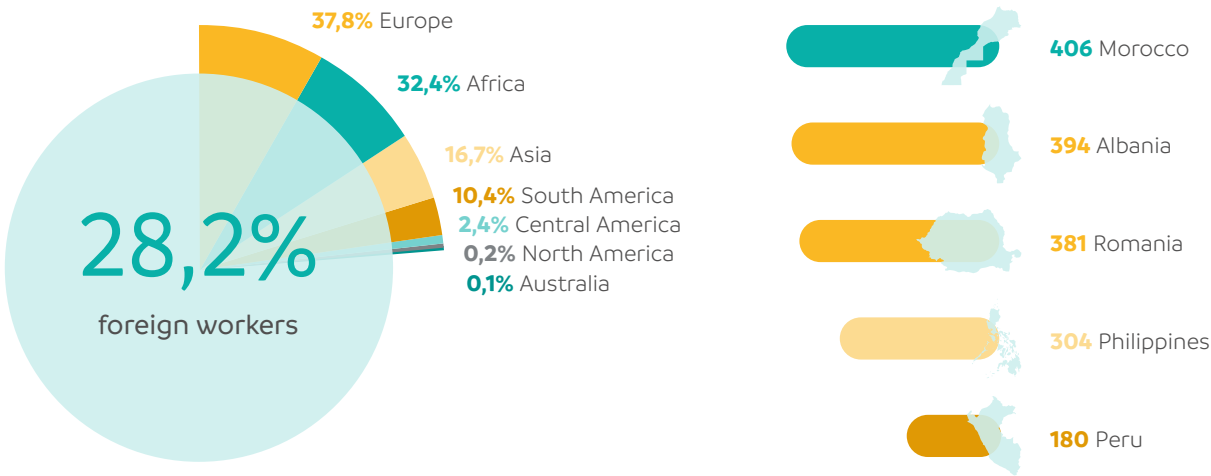


A feature of Rekeep is that it is mainly a female company, mostly manual workers (95.2% of workers), a high number of whom born abroad. It is distributed and well-established all over the country (it is present in 19 Italian Regions) but especially in Emilia-Romagna, where it was born and where its headquarters is situated.

The average headcount in 2020 was 12,290, while the average age of employees is 47.4 years (49 years for women, 44.9 for men) and average seniority is 6.1 years (6.5 years for women and 5.3 years for men).

Foreign workers

Among Rekeep’s distinguishing traits is that there is a large number of foreign citizens in its workforce: as at 31 December 2020, there were 3,483 in all from 97 different countries, accounting for 28.2% of the company population. This figure is significantly higher than the previous year.



GEOGRAPHICAL DISTRIBUTION OF WORKERS BORN ABROAD, 2018-2020 PERFORMANCE

	2020		2019		2018	
CONTINENT						
Europe	1.316	37,8%	1.099	35,7%	1.078	36,3%
Africa	1.129	32,4%	989	32,2%	926	31,2%
Asia	581	16,7%	583	18,9%	563	19,0%
South America	363	10,4%	328	10,7%	327	11,0%
Central America	85	2,4%	69	2,2%	67	2,3%
North America	7	0,2%	9	0,3%	7	0,2%
Australia	2	0,1%	1	0,0%		
TOTAL	3.483	100,0%	3.078	100,0%	2.968	100,0%



ESG

Turnover

Turnover, i.e., the rate indicating the flows of personnel entering and leaving the company workforce, was 57.5% in 2020 (in line with 2019); this means that if one considers the number of staff to be 100, 57.5 persons entered or left the company during 2020.

Voluntary resignations had the greatest impact on staff turnover, as regards those leaving, while organizational requirements were the main reason for the number of new personnel.

TURNOVER RATE*, 2018-2020 PERFORMANCE

	2020	2019	2018
OUTS			
Dismissals on completion of contracts	6,97%	6,80%	8,10%
Termination for fixed terms	6,49%	5,80%	5,30%
Voluntary resignations	14,18%	7,90%	6,10%
Collective dismissals		0,40%	0,10%
Outs for other reasons	3,97%	4,40%	4,30%
INS			
Engagements after taking over contracts	8,55%	16,60%	7,50%
Engagements for organizational requirements	17,34%	15,30%	14,10%
TOTAL TURNOVER RATE	57,51%	57,10%	45,30%

* Total turnover rate is calculated as follows: [(number of ins + number of outs)/average headcount*100].



Industrial relations

The number of trade union delegates fell again in 2020 compared with the previous two years.

The number of strike hours, as those of trade union meetings and time off, were lower than in previous years; this was also due to the contingent circumstances, namely the Covid-19 pandemic.

LABOUR RIGHTS, 2018-2020 PERFORMANCE

	2020	2019	2018
TRADE UNION MEMBERS	6.209	6.985	7.200
REKEEP AVERAGE WORKFORCE	12.290	13.076	14.194
TRADE UNION DELEGATES	376	485	561
TRADE UNION LEAVE (h)	17.359	24.003	30.685
MEETINGS (h)	4.030	9.475	9.133
STRIKE (h)	6.943	7.986	2.582

Again as regards the health emergency, the company advanced the monthly Covid-19 wage support scheme payment to more than 2,300 employees who could not perform their work as a result of the lockdown, including office, school and train cleaning or maintenance workers, and also headquarters staff members.

UNION MEMBERSHIP, 2018-2020 PERFORMANCE

	% OF UNIONISED EMPLOYEES	% OF NON-UNIONISED EMPLOYEES
2020	50,3	49,7
2019	52,7	47,3
2018	50,7	49,3

The number of workers registered with trade unions fell slightly in 2020 as a ratio of the average workforce compared with 2019.

DISTRIBUTION OF MEMBERS BY TRADE UNION, 2018-2020 PERFORMANCE

UNIONS REPRESENTED	2020		2019		2018	
	TOTAL	%	TOTAL	%	TOTAL	%
CGIL	2.882	46,4	3.439	49,2	3.785	52,6
CISL	1.364	22	1.566	22,4	1.435	19,9
UIL	1.122	18,1	1.188	17	1.097	15,2
UGL	291	4,7	262	3,8	271	3,8
SINDACATI AUTONOMI	550	8,8	530	7,6	612	8,5
GRAND TOTAL	6.209	100,0	6.985	100,0	7.200	100,0



ESG



Complaints and disciplinary measures

1,213 employees were involved in a disciplinary procedure in 2020, significantly fewer than in the previous two years; the number of workers who were the subject of a disciplinary measure also fell in proportion (850 in 2020 against 1,350 in 2019). There were 124 dismissals (140 in 2019, 160 in 2018).

The reduction of the figures concerning complaints and disciplinary measures is also obviously to be put down to the impact of the health emergency.

The subjects of the complaints, with a comparison over three years, are summarized in the table below.

COMPLAINTS, 2018-2020 PERFORMANCE

	2020	2019	2018
TYPE OF COMPLAINT			
JOB ABANDONMENT	10	22	29
ABANDONING AREA OF WORK	17	1	8
MISAPPROPRIATION	11	7	5
ABSENCE WITHOUT CAUSE	520	658	742
ABSENCE AT DOCTOR'S HOUSE CALL	11	24	17
DISRESPECTFUL BEHAVIOR/BRAWLING	87	77	83
NON-COMPLIANCE WITH REGULATIONS/PPE	76	83	133
INTERRUPTING WORK	-	-	9
CARELESS WORK	453	856	681
NOT RESPECTING WORKING HOURS	-	5	1
DELAY IN STARTING WORK	26	37	49
STATE OF DRUNKENNESS	2	2	2
TOTAL	1.213	1.772	1.759

DISCIPLINARY MEASURES, 2018-2020 PERFORMANCE

	2020	2019	2018
Complaints found to be justified	1.213	1.772	1.759
Disciplinary measures handed down	850	1.350	1.345
Dismissal imposed	124	140	160



ESG

Network

Rekeep is an enterprise that is open and looks outwards; for this reason, it also belongs to many networks and associations in its own sector and others: these are relations and collaboration that serve to share know-how and best practices and create synergies with other enterprises, as well as with institutions, research bodies and other organizations.

Rekeep is a member of the **Agenzia Cooperare con Libera Terra – Agenzia per lo Sviluppo Cooperativo e la Legalità**, an agency for cooperative development and legality whose mission is, by transferring know-how, to sustain and support the economic growth of cooperatives that hold assets and manage land confiscated from organized crime.

Rekeep also belongs to **Assochange**, an association founded in 2003 that promotes meetings, discussions and the spread of Change Management knowledge.

As regards sector networks, Rekeep plays an active part in some trade associations and think-tanks. For example it is a member of the Milan Polytechnic Digital Innovation Observatory and forms part of the BI-REX – Big Data & Research Excellence Consortium and of Clust-ERs.

Since Spring 2020 Rekeep has also been a stakeholder in the Triple-A Horizon 2020 project.

The **Milan Polytechnic Digital Innovation Observatories** have been developing knowledge of new digital technologies for more than 20 years. Osservatori.net is a multimedia, interactive platform for the latest information regarding Digital Innovation for professionals containing hundreds of contents contributed and events organized by analysts and experts with exclusive know-how. Rekeep's HR, Marketing and Innovation, IT, Process Design and Tenders Departments took training programs and examined content on this platform in 2020.

BI-REX is a High Specialization Competence Centre founded at the end of 2018. It is headed by Bologna University and has 61 partners among Public Bodies, End User Companies and Provider Companies. Its aim is to create a model for collaboration among Universities and Research Centers and Businesses and also among Businesses themselves, following an Open Innovation scheme.

Like other centers in Italy, its objective is to become a model for top quality Advanced Training for businesses in enabling technologies and their utilization in innovation projects.

This Consortium, as a recognized legal entity at European level, can take part in R&D tenders in European Union financing programs (e.g. Horizon Europe) and has the expertise necessary to prepare offers for projects worth many millions of euro when added to initial Italian Ministry of Economic Development co-financing.

Rekeep sits on the Steering Committee, a body responsible for laying out the strategy for the growth of the Competence Centre; thanks to this role, it has also succeeded in taking advantage of a large number of training activities in which persons in various company functions have been able to take part.

BI-REX went on with its rich program of projects in 2020, which were divided into three macro areas:

- guidance for businesses on digital transformation;
- 4.0 training for businesses;
- launching Technological innovation projects.



ESG



The Technological innovation projects, which are deserving of particular attention, are described in the Innovation paragraph (link to Governance & Business – Innovation).

Clust-ERs are groups of public and private entities (research centers, businesses, training institutions) which share ideas, competences, tools and resources in order to support the competitiveness of the most important Emilia-Romagna manufacturing systems. This competitiveness increasingly depends on the entire local system's capacity to be innovative and appealing.

In the Clust-ERs, research laboratories and High Technology Network innovation centers work with the business world and advanced training systems in creating interdisciplinary critical masses to multiply opportunities and develop strategic projects with a high impact at a regional level.

Rekeep joined Innovate (Innovation in services) Clust-ER and Build (Building and construction) Clust-ER in 2018. It is a member of the Governing Board of Clust-ER Innovate and a member of the Strategies working group.

The goal of the **Triple-A Horizon 2020** project, financed by the European Union, is to help financial institutions to increase the amount of funds they put into energy efficiency and to make investments more transparent. For this purpose, the Triple-A program will already establish which projects are considered to be Triple-A in that they assist in sustainable growth from

the first stages in the generation of the investments and pre-screening. It will also provide risk profiles and risk mitigation policies, including a web-based database that will compare investments at national and sector levels, ascertain the maturity of the market and exchange experiences, thus reducing investor uncertainty. The project will develop standardized Triple-A tools, benchmarks and efficient guidelines through which demonstrations of investments and suggestions at national level are expected to be provided. The countries involved in the study are eight Member States, i.e. Bulgaria, Czech Republic, Germany, Greece, Italy, Lithuania, the Netherlands and Spain.

The name Triple-A is taken from the three main components that the project examines, namely "Assess", "Agree" and "Assign" and its sub-title is "Enhancing at an Early Stage the Investment Value Chain of Energy Efficiency Projects".

As a stakeholder in the project, Rekeep has made an active contribution to a number of technical surveys; the questionnaires have, in fact, become a part of the sample for Italy and Rekeep will be in the Italian sample when the specialized workshops for each country being studied are set up.

In Rekeep's progress in the evolution of Social Responsibility, one important aspect has been exchanges with other enterprises engaged in the theme of CSR (Corporate Social Responsibility) with which the company has come into contact as a result of its belonging to some sector networks.

Impronta Etica is a non-profit association for the promotion and spread of Corporate Social Responsibility, formed in 2001 on the initiative of some Emilia Romagna enterprises that were already engaged on this front and were aware of the business world's interest in sustainable development and CSR. The association's aim is to encourage sustainable development, creating a network among businesses and organizations that look upon social commitment as an essential part of their mission and follow Social Responsibility practices. Rekeep is on Impronta Etica's Governing Board and attends round tables and working groups. Through the Impronta Etica Association, Rekeep is also regularly updated regarding developments in law and content that have taken place at European level.

In 2020, Rekeep again became a member of the CSR Manager Network, which it had already belonged to some years ago.

CSR Manager Network is an association for the promotion of and experimentation in sustainability that contributes to disseminating a sustainability culture and takes an active part in discussions in Italy and abroad. It is the Italian hub of a network of similar associations that are spreading throughout the world and a workshop for skill development.



ESG

Sustainability and value

Rekeep has consolidated over the years its commitment to sustainable development.

The first touchstones of its action are corporate Values and Mission; the final objective is to augment the creation of value, in a vital, ongoing relationship with its stakeholders.

Creating value

It is in fact the pandemic that is now with us for the second year that obliges us to reflect on the concept of value.

Until a short time ago, it seemed quite natural for a business to try to define the value it created: there was a market, there were customers, there was continuous trading. Value was the driver (the reason) that put the market, trade, accumulation and prospects into motion. When particular circumstances come into being – as those we are living through now – and the perception of reality alters, however, everything becomes less clear all of a sudden. The scene is no longer the same and trade, customers and the market are no longer the same either. In this way, the physiognomy of value becomes vaguer too. It becomes necessary to ask ourselves what the reasons are that justify the existence of businesses, namely we have to ask ourselves about value.

The time we are living through, as we have said, is one of these moments. This is why, in Rekeep, we are trying to bring the concept of value better into focus; or rather “necessary value”, the value that could provide a better description of the benefit that the environment can derive from the fact that Rekeep exists and functions, and above all, the value that could show the way towards an increase in these benefits, since the prospects of recovery and revival must necessarily depend on a more

perceptible harmony between the capacity of an enterprise and the needs/requests of the environment that it operates in.

On the other hand, thought regarding the value an enterprise creates is not brand new: it goes back to at least ten years ago, when Porter and Kramer drew attention to the synergies between responding to social needs and competitive advantage, namely the fact that to act following a “social” criterion offers an enterprise one prospect more for its competitive positioning. Furthermore, the fact of talking and reasoning about shared value shows that the enterprise is asking itself questions about the social effects produced by its activities and is prepared to improve them by planning and pursuing measures that are a fair trade-off between the interests of its business and the social benefits created, starting off, in fact from the needs-possibilities of its business.

Porter and Kramer’s now famed article about shared value reaped the success it deserved above all owing to its simplicity and reasonableness: it was not a clamorous invention but an argued consideration on *surmounting the tension between business and social needs*. It was not, therefore, a “technical” discovery but a political assumption; and it is indeed now that we are in the middle of the pandemic that this criterion becomes even more important, since (this goes without saying) social needs have obviously become more pressing and more self-evident.



ESG

If we ask ourselves – say Porter and Kramer – what the social impacts (and effects) of our actions are (a kind of examination of conscience), we may end by finding some (entrepreneurial) measures whose social effects boost business, and *in fact business can hinge on all this*.

An absolute determination of the criteria for the assessment and balancing of economic and social effects is not possible. In practice, there are no KPIs that can tell us whether we are, in absolute terms, doing well or badly, just because business quality (dexterity) consists in the transformation of a social (or political) intention into a series of administrative and operational measures that have a tangible result. This is *political fantasy*, then, and it is on this fantasy that the two aspects (social and economic) integrate and thus constitute *shared value*. In short, this *political fantasy* consists in the ability to interpret social changes as opportunities for growth: in business, in markets, in services, in products and in new forms of organization and other areas.

We must, therefore, speak of *fantasy* because it would be ideal if stakeholders asked for certain levels of performance, but as it is awkward to ask stakeholders directly how they assess our creation of value, we have to make use of abstractions, or in a certain way to invent them. But so that abstractions do not become *too abstract*, we have had to put ourselves in tune with a common idea of the future with, at least, widely, if not totally, recognized ethical and moral benchmarks, “accepted anchorages” according to a telling definition, to establish what sha-

red value is and then to measure it. There are two of these “accepted anchorages” in Rekeep’s present processes, both certainly current and shared:

- the Global Agenda 2030
- the Next Generation EU in its more general dimension (the objectives of the plan).

The enterprise’s social objectives must be directed by these inspirations on one hand but on the other hand must be as consistent as possible with its history, capacity and resources. This is how three main fields of creation of value emerge: they are in keeping with Rekeep’s nature, history and leanings:

- labor (the “emancipation of labor”): also the traditional social basis of the parent company; this is in accord with various lines of action that Rekeep intends to take in any case in connection with the goals we spoke about above;
- energy and environment: this, on the other hand, is the basis of the company’s business and fits in on one hand with the enterprise’s tradition and on the other hand meets the requirements of the goals also previously mentioned;
- the territory: action of a more general kind, not immediately connected with business considerations but always important in order to establish and satisfy original social aspirations. This field, moreover, in-

volves a tradition that has been less visible for some time, but which the company should recall and, if possible, take up again

These are the aspects the company is working on in order to refresh and spell out the concept of value as of the time of writing this Report. For now, it is work in progress, whose results, accompanied by clear indicators, it will be possible to appreciate from the next edition of the Sustainability Report.



ESG

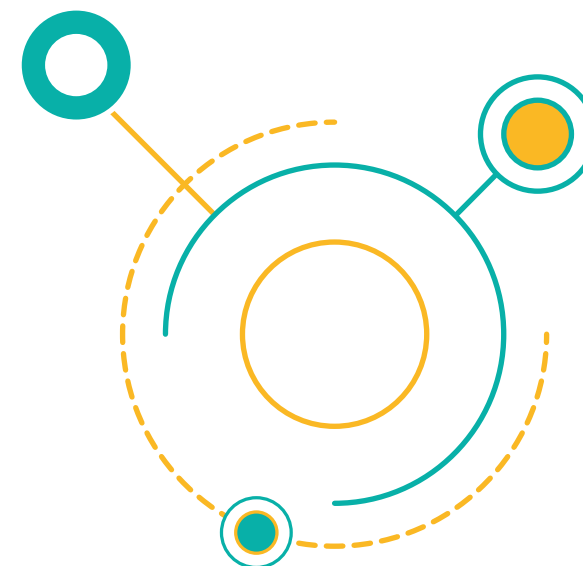
Stakeholders

Two distinct subjects must be considered as regards Rekeep's stakeholders. The first is dialogue and relations and the second directly derives from what we have just said about the creation of value.

As far as the first is concerned, we cannot avoid admitting the difficulty in cultivating stakeholder engagement this year. It was not merely a matter of the problem of meeting our partners and talking to them owing to Covid-19, but the intrinsic problem of dialogue at a time of extreme uncertainty. Accordingly, we decided to intensify the relationship with our nearest and certainly most critical stakeholders: our internal structure, the human beings that share such a complicated phase in the life of our company. In another part of this document, we shall be dealing with the training, discussion and study initiatives that occupied a group of middle managers (the Rekeep Beyond project) but that afterwards extended to the heads of various organizational areas and subsidiaries. This project served on one hand to broaden our vision in the direction of the social needs most directly connected with the company's capacity and prospects and on the other hand to put the focus on the meaning of work conditioned by the pandemic. Thus the needs and requirements of those who work in Rekeep were analyzed and evaluated in the light of the possibilities and constraints imposed by the situation. It was not, therefore, either an inquest, an interview or a request for an opinion, but a process conducted by the persons di-

rectly involved themselves. As matters stood, we thought it was the best way to give a voice to persons as important as the workers are; we add that they are mostly middle managers and young employees.

The second aspect, as we have said, leads directly to the concept of "shared value", which we have spoken about before. The fact that, if nothing else, we have honed in on the main ambits of the shared value created by Rekeep (and closely related to its business) will give us a much clearer picture of the stakeholders directly involved in this process of creation of value in the future. It will be possible in the next editions of this Sustainability Report, therefore, to compare the findings regarding "how much" (the nature and the dimensions of the shared value) with the "who for" (the categories of stakeholders most directly affected by the company's activity). We will await the next editions of the Report for the further information that emerges.



ESG



Materiality analysis

The materiality analysis is more or less the same as last year, for two main reasons:

- by its very nature, as the time horizon of a materiality evaluation is related to a company's objective and strategic decisions, it generally applies for three years;
- it was not possible to obtain contributions from stakeholders also owing to the difficulties imposed by the pandemic.

It is, therefore, a materiality analysis largely determined by the company's considerations and commitments.

The Top Managers' involvement, as was the case in recent years, was very substantial and wide-ranging, and the presentation of objectives and policies was even more comprehensive than last year.

The table shows not only priorities and DMAs (Disclosures on Management Approach), but also the commitments that Rekeep has entered into, what it has done and what it intends to do in the near future.

The grouping of the material topics also changes: the new method aims to put even greater stress on the ESG approach; the issues, therefore, have been divided into three groups:

- **Environment**
- **Social**
- **Governance & Business**

In fact, among Rekeep's objectives is that of further developing its sustainability policies and veering sharply towards an ESG approach.

Finally, our commitment to the attainment of the 17 Goals in the United Nations' Agenda 2030. The following paragraph details the SDGs to which Rekeep's contribution is more marked and also names and gives information about their targets.



AREAS	TOPIC	STAKEHOLDER	DMA	WHAT WE HAD SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
GOVERNANCE & BUSINESS	Business ethics	Customers, suppliers, financial community, institutions, employees	Foster integrity, legality and transparency in actions and behavior by means of appropriate regulatory instruments and processes	Expand the area covered by risk and risk mapping. Harmonize procedures in the various Group companies and provide regular training in Legislative Decree 231 and Antitrust Law issues	Confirmed the composition of the Supervisory Body in April 2020, updated the Model under Legislative Decree 231 in August 2020	Coordinate and harmonize training and awareness activities concerning the Model 231, the Antitrust Code of Conduct and Code of Ethics. Start a process for the ethical assessment of suppliers		
	Capital adequacy and sustainability	Financial community, shareholders	Ensure an adequate, sustainable capital structure consistent with the corporate mission	Build on growth and give ever-increasing attention to business continuity through M&As and the entry of fresh capital. Foster investor relations	The acquisition of the Polish company Naprzód at the end of 2019 gave a significant contribution to the 2020 Financial Statements. The sale of an asset that was no longer strategic, the Sicura Group, reduced financial leverage and freed resources that could be focused on core business. Further strengthened investor relations	Continue to search for opportunities of growth abroad, still through M&A transactions, and for further growth in business in markets with high added value, especially the healthcare market. Construct an ESG approach to increase shared value		
	Solutions and more value for customers	Customers, employees	Provide innovative and high-quality services to meet customers' specific needs and satisfy their requirements. Enter into partnerships and be proactive with customers to raise created and shared value	Make further improvements to service quality and its perception by the customer (this would then also be measured by specific stakeholder engagement activities). Arrange training and refresher courses for key personnel in customer relations: KAM, contract and building managers and operations staff	Rekeep never stopped, ensuring the continuity of essential services during the most acute phases of the pandemic. 5,200 workers, 350 healthcare facilities served, wards, triage tents and reception points fitted out in record times	Strengthen customer relations and heighten perception of service value. Increase Rekeep's proactivity and level of assistance to the customer in finding innovative and sustainable solutions. Health emergency permitting, resume stakeholder engagement activities		



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AREAS	TOPIC	STAKEHOLDER	DMA	WHAT WE HAD SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
GOVERNANCE & BUSINESS	Innovazione	Customers, shareholders, suppliers	Improve and expand services and activities introducing new processes, resources and methods. The objective is to increase the number of services offered and of the markets served, as well as improve and innovate core business services	Start work on urban FM tenders and increase the number of energy services, delivering the first ESCo services for small and medium-sized industries. Fine-tune the coordination and mapping of core services to provide the customer with greater traceability, transparency and efficiency and to monitor and improve internal performance	8 energy efficiency offers were submitted to public authorities with the PPP formula. 2 bids submitted in previous years were accepted. The Ippodamo urban FM project was developed within the BI-REX Competence Centre. Rekeep took part in the third BI-REX call with a project on the traceability of healthcare services, with the advantage of having conducted a trial at the hospital at Imola (Bologna)	Submit other PPP offers in both the energy and the urban FM sector. Further develop innovation and the range of healthcare services, focusing in particular on service traceability and the reduction of contamination risks	 	<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-valued added and labor-intensive sector</p> <p>11.3 By 2030 enhance inclusive and sustainable urbanization and capacities for participatory, integrated and sustainable human settlement planning and management in all countries</p> <p>11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage</p>
	Digital Transformation	Employees, customers	Help the company to grow by introducing new technologies and working patterns. Ensure data security and protection		Responded promptly to the Covid-19 emergency, immediately distributing PCs, USB drives, headphones and webcams and strengthening infrastructure in order to ensure all could work from home securely. Supplied new video conference call tools and conducted an intensive employee training campaign. Monitoring the IT network	Develop the Cyber Resilience plan, renew devices regularly, train workers (in tools and security) on an ongoing basis, support the Innovation Department in offering new services and new platforms to customers and the market		
	Communication	Shareholders, employees, institutions	Present the institutions company and its value to all its stakeholders clearly, transparently, effectively and completely. Exploit the brand to the full, contribute to its diffusion and encourage exchanges and relations with all contacts	Continue on the road towards the positioning of Rekeep, concentrating on talking about particularly innovative aspects with a special focus on the theme of energy upgrading. Monitor and further increase coverage on the social media channel	Rekeep was very present on the media with 765 posts (+49% compared to 2019). Promoted the Nomisma-Rekeep study on the energy upgrading of public assets with a large number of supporting projects in collaboration with the main national newspapers (https://www.rekeep.com/media/studi-dossier/green-new-deal)	Insist on Rekeep's positioning as an innovative, sustainable enterprise that creates shared value thanks to its work on energy efficiency and the refurbishment of buildings for public authorities and healthcare facilities		



ESG

AREAS	TOPIC	STAKEHOLDER	DMA	WHAT WE HAD SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
GOVERNANCE & BUSINESS	Reporting development and improvement	Customers, suppliers, financial community	Produce and communicate transparent, clear and accessible information and data	Refine tools so that they can produce fuller and more transparent information and ease both internal processes and understanding and evaluation on the part of stakeholders	Communication with investors boosted. Sustainability Report further expanded showing the DMAs for each material topic and the contribution to the attainment of the SDGs	Develop the reporting system and the system for accounting for sustainability from the ESG point of view. Organize the company in such a way as to be able to respond to the increasingly frequent request from the world of finance for ESG benchmarks/ratings		12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle respond to the increasingly frequent request from the world of finance for ESG benchmarks/ratings
	Business performance assessment	Shareholders	Create and regularly update a system for the close control of economic and financial aspects for each corporate business area and contract, thus measuring and monitoring their performance on an ongoing basis	Obtain the first findings from the trials of the new control model and implement the system	Business performance control launched in the second half of 2019 becoming fully operational in 2020 bringing benefits for internal organization and increasing the ability to take decisions and corrective action promptly thanks to close monthly monitoring of operations data	Strengthen the business performance control and working capital monitoring systems in order to improve efficiency and reduce risks		
SOCIAL	Skill development	Employees, customers	Appreciate human capital as the backbone of competitive advantage. Offer employees opportunities for growth and fulfillment	Expand language training by further adding to the number of potential recipients. Step up management training (soft skills) and review technical training	Over 55,000 hours of training were delivered to employees in spite of the outbreak of the pandemic. Indeed, training programs were reorganized immediately, converting in-person to distance training. 43% of activities were optional. The contents of the RESMART training project were provided with the launching of the Skillia platform	Further extend the language training program to all Rekeep employees, including manual workers. Workers born abroad will be given the possibility of choosing whether to increase their knowledge of Italian or study another language. Complete the second Talent project, which was delayed by Covid-19 in 2020. Further develop the training program for enhancing hard and soft smart working skills		4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



ESG

AREAS	TOPIC	STAKEHOLDER	DMA	WHAT WE HAD SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
SOCIAL	Company welfare policy	Employees	Combine the growth of the company with its employees' personal aspirations, including aspirations of life. Respond practically to its workers' needs and necessities of life by taking the appropriate measures	Start putting the services and activities in place referred to in the CONCILIAMO Call. Provide new supporting services for employees with dependent elderly relatives, or family members who are not self-sufficient or have disabilities and/or problems. A welfare platform for employees was activated with a report on the first year of its use. Additional sections of the platform for the provision of basic welfare services, as well as of flexible benefits, were included	The project presented for the CONCILIAMO Tender was delayed owing to Covid-19 and the results of the government's scrutiny were expected to be handed down in April 2021, the time of writing of this Report. The welfare platform for employees was activated; 83% of the persons for whom it was intended used it and 82% of the amount available for each worker was taken. A shopping voucher for workers directly affected by the health emergency was issued (Euro 255 for 5,200 employees). Summer centre and summer camp services were set up in spite of delays and difficulties due to pandemic management protocols	Continue with the use of the Welion platform for basic welfare services and also activate the platform package for flexible benefits. These can be used in 2022, since the MBO system was suspended in 2020 owing to Covid-19. Start at least some other services in the project for the CONCILIAMO Call		4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
	Health & Safety	Employees, customers	Manage worker's health and safety by means of the company's universal commitment to respect its Values and Mission. Reduce the accident and incident rate, make employees aware of the need for prevention and encourage the involvement of all staff members	Improve accident and incident indicators. Call employees' attention to the importance of prevention and a sound and healthy life style and heighten their awareness of these themes. Start a project in support of sustainable products from both the social and environmental points of view	There was a noticeable decrease in accidents and a fall in the indicators of their frequency and severity. The company responded promptly to the pandemic, immediately supplying all operational personnel with PPE. White collar workers immediately benefited from remote working and in the autumn a massive company screening campaign started. Through the Asim Fund, a supplementary health assistance policy was activated for workers affected by Covid-19. Again through the Asim Fund, there was the possibility of taking free serological tests	Maintain health surveillance and safety precautions. Continue the screening campaign and promote the vaccination campaign. Provide ongoing training and monitor the proper application of rules and the use of safety equipment to reduce the number of accidents even further	 	3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks 8.8 Protect labor rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment





ESG



AREAS	TOPIC	STAKEHOLDER	DMA	WHAT WE HAD SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
SOCIAL	Smart working	Employees	Enhance employees' well-being at work and in their personal lives and improve output. Forward and increase the company's sustainability (social and environmental in particular)	Launch the project in concrete terms, gradually involving an increasing number of employees. Collect data on the take-up and efficacy of the project and on improvements in environmental impacts. Review smart working tools and improve the company platform by creating a veritable digital workplace	The entire white collar population had total access to remote working from the first day of lockdown in 2020. The new working from home plan was approved in autumn 2020 with a blended model scheduling platform – 3 days of working from home and 2 in the office. Unfortunately, this model could not be implemented owing to the further Covid-19 restrictions, which again imposed remote working measures	Start the blended smart working model running with 3 days working from home and 2 in the office with a consequent rationalization/rotation of spaces. Further develop the supporting digital platform and provide more special training		
	Employer branding	Employees, shareholders	Be appealing and have the capability of securing and making good use of talented people. Ensure that workers are satisfied and fulfilled so that they are the company's primary ambassadors	Start the blended smart working model running with 3 days working from home and 2 in the office with a consequent rationalization/rotation of spaces. Further develop the supporting digital platform and provide more special training	Took part in the first Bologna University Virtual Career Day and reinforced collaboration with schools, training institutions and universities, also by providing lecturers. Attended the NOBILITA Labor Festival	Continue with existing collaborations and seek new partnerships to enhance Rekeep's visibility and appeal. Take part in theme-based events related to labor and training		
	Equal opportunities	Employees, institutions	Adopt policies to foster workers' real inclusion in the company and put them into effect. Ensure pay parity and fairness between men and women	Start on a pilot project to analyze the gender situation and create the position of Diversity Manager	Mainly owing to the outbreak of the pandemic, it was not possible to start mapping the gender situation or take the first steps in adopting diversity policies	Maintain the objective of examining the gender situation in the company and start adopting policies that will enable the issue to take on a material significance for Rekeep as well, and not only for its stakeholders, perhaps acting in close synergy with welfare policies		5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels



ESG

AREAS	TOPIC	STAKEHOLDER	DMA	WHAT WE HAD SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
SOCIAL	Quality of presence in local areas <i>presenza territoriale</i>	Institutions, Local communities	Consolidate, strengthen and renew the close relationship between the company and the areas in which it operates. Enhance the factors and the actions performed by Rekeep from the point of view of the creation of shared value that have impacts and lead to exchanges with the areas and communities in which it is present	Start a program to consider the possible scope for the creation of shared value in the main local areas in which Rekeep is present	Collaborated with FAI, Genus Bononiae, Museums in Bologna, the Giangiacomo Feltrinelli Foundation, Milan, and the Bologna Municipal Theatre Foundation	Continue with the program for the consideration of the possible scope for the creation of share value. Reflect on and link with the long history of the enterprise, made up of social bonds and participation		
	Support and solidarity projects	Private and public institutions, Local communities	Collaborate in philanthropic activities with public bodies and institutions	Review the list of institutions with which the company traditionally works. Find the most suitable partnerships for the creation of value	Collaborated with the BIMBO TU Association, the Agostino Gemelli IRCCS University Polyclinic Foundation, Civil Defencs and the Luca De Nigris Casa dei Risvegli	Keep up collaborations in the social and health sectors. Within these boundaries, find the most suitable partnerships for increasing created value		
ENVIRONMENT	Sustainable energy	Customers, institutions	Cut consumption and needs from primary sources of energy of both customers and the company itself	Obtain a further benefit from energy saving and the reduction of consumption when the Mestre office PV plant becomes fully operational	The consumption of energy, electricity and water fell, also as a result of the pandemic and the consequent emptying of the headquarters offices. In 2020 GHG emissions were calculated, broken down by Scope. The results were compared over three years (2017-2019), complying with the instructions of the GHG protocol	Carry through the company's environmental policy, in particular with respect to the reduction of GHG emissions, implement the GHG emission measurement, monitoring and control system and start the process to obtain ISO14064 certification	 	7.3 Double the global rate of improvement in energy efficiency by 2030 13.2 Integrate climate change measures into national policies, strategies, and planning
	Responsible supply management	Suppliers, customers	Foster and fuel a close partnership relationship with the customer. Ensure that supplies are of good quality, reliable and on a par with the services proposed and offered. Give priority to using local suppliers where possible	Complete the List of Suppliers, cultivate a solid and stable relationship with key suppliers above all. Increase supplies	In 2020, the work of the Procurement Department mainly concentrated on searching for PPE. The Department supported operational offices in buying special goods and services for improvements in hospital facilities	Resume the supplier assessment campaign. Improve the supplier list and processes to bring about greater sustainability in the supply chain		



ESG

AREAS	TOPIC	STAKEHOLDER	DMA	WHAT WE HAD SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
ENVIRONMENT	Waste management and reduction	Customers, employees, suppliers, institutions	Encourage responsible waste management and the reduction of the volumes produced. Increase the use of recyclable products and materials instead of those that have to be disposed of. Make customers aware that measures should be taken to reduce the production of waste, particularly non-reusable waste, and support them in doing so	Cut waste production, reduce/eliminate packaging, cut volumes of waste sent for disposal and raise the amount of waste for recycling. Complete the investigation into the legal aspects of the company's compliance with waste management regulations in delivering its services	The section regarding waste in the company portal was revised. The project for the technical and laboratory analysis of empty canisters with a view to their more precise classification continued. There was a massive reduction in the production of waste, almost half the amount in 2019, but an increase in the amount of brokered waste owing to more clinical waste being produced as a result of the management of the health emergency	Bring the system for the classification of empty canisters fully into operation, producing and publishing the accompanying sheets. Carry out the tasks related to the entry into force of the RENTRI tracking system. Steadily reduce the production of waste and packaging	 	<p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p>
	Sustainable consumption and materials	Customers, employees, suppliers, institutions	Foster a sustainable development model by choosing products and materials with low impacts on the environment and on people's health. Reduce consumption and CO2 emissions into the atmosphere	Make further improvements in the trend to use products that are compatible with the environment and people's health. Further improvement in consumption performance	The plan for the substitution of chemical products for cleaning was interrupted owing to the pandemic, which made it obligatory to use products with specific characteristics established by the health authorities to sanitize rooms and spaces. Two internal company projects were launched to reduce the use of paper and disposable plastic	Speed up the adoption of even more sustainable products and materials, of course pandemic permitting. Monitor and reduce emissions, also after the introduction of the calculation of GHG emissions and more structured environmental policies	 	<p>3.9 By 2030 substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination</p> <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p>
	Sustainable mobility	Employees, institutions	Forward a sustainable travel plan that ensures employees' needs are satisfied and protects the environment and provide incentives	Consider the possibility of further reducing travel in conjunction with the smart working project and the results of the experience of smart working during Covid-19	The shuttle service was much reduced during the months of lockdown and the interruption of in-person working. Discussion and planning meetings with the companies in the industrial area and the City Council in order to determine needs and schedule the service, also in the new situation brought about by the pandemic	Reorganize the service on the basis of the new working patterns introduced by Reekeep (blended smart working) and the other companies in the area. Consider mobility services in general, also in the light of the process of GHG emissions calculations and the company's desire to reduce its footprint		<p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management</p>

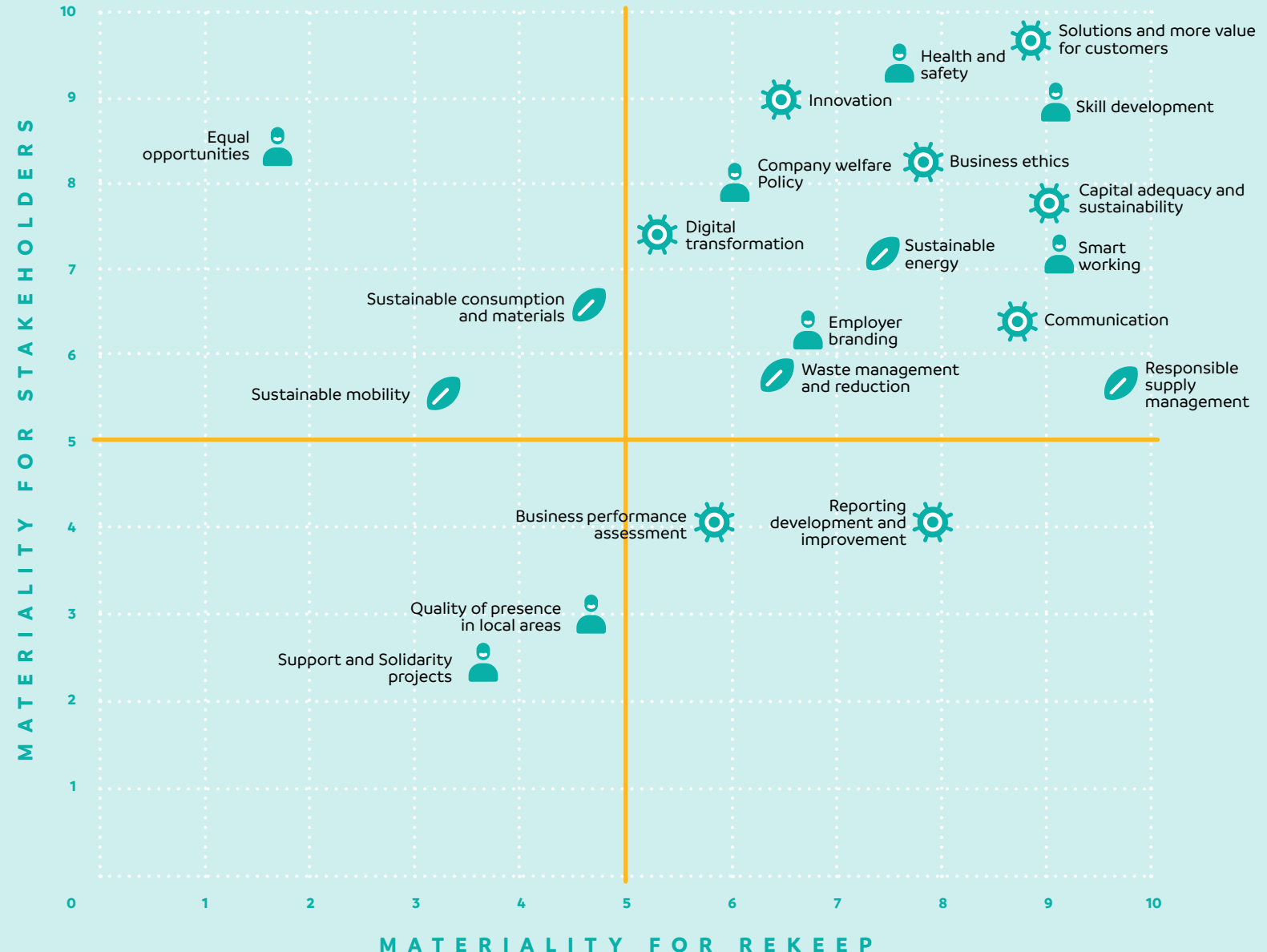


ESG

Although the materiality matrix has remained practically identical, it is nevertheless affected by and registers the extraordinary year of 2020 and the effect of the pandemic. The Smart working topic raises its importance and impact both as regards the company and the worlds of the stakeholders; Digital Transformation, a topic that was boosted as a result of the health emergency, enters the matrix; and, finally, the topic of international growth, for company reasons and strategic decisions fully presented in the paragraph on the issue, is absorbed by the topic of [Capital adequacy and sustainability](#).

In the non-material quadrants, owing to general and context-related considerations, we gave still greater weight to the Equal opportunities topic, an aspect that is becoming more important above all for our stakeholders, while there is still some delay on the part of the company.

In the 2020 Sustainability Report, as in recent years' documents, Rekeep has again chosen to dwell on and describe its commitment in some fields that do not yet enter the materiality quadrant ([cfr Next](#)), in addition to the obligatory account given of material topics..



UN Agenda 2030

Reekpe keeps the Sustainable Development Goals well in mind, feels involved in them and takes part in the process, trying to provide its contribution to the realization of the Agenda 2030.

Its commitment was set out in figures for the first time in the 2017 Sustainability Report, which named the three Goals (“Quality Education” – Goal 4; “Affordable and clean Energy” – Goal 7; “Sustainable cities and communities” – Goal 11) towards whose attainment the action taken by Reekpe was most pronounced and easiest to account for.

In 2020, the number of SDGs to which the company contributes by virtue of the action it takes rose to 7. They are shown in the texts of the chapters on Governance & Business, Social, Environment and Next, in which the Goals and the content of the materiality matrix are described in detail, as well as in the paragraph above and the table with material topics and DMAs.

The tie with the SDGs is quite clear, since it is not only the Goals that are named and referred to, but also their specific targets.

A list of GOALS follows with the targets to whose attainment the action taken by Reekpe also contributes, especially those involving material topics.



GOOD HEALTH AND WELL-BEING

3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks



QUALITY EDUCATION

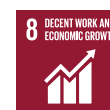
4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.



AFFORDABLE AND CLEAN ENERGY

7.3 Double the global rate of improvement in energy efficiency by 2030.



DECENT WORK AND ECONOMIC GROWTH

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.

8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.



SUSTAINABLE CITIES AND COMMUNITIES

11.3 By 2030 enhance inclusive and sustainable urbanization and capacities for participatory, integrated and sustainable human settlement planning and management in all countries.

11.4 Strengthen efforts to protect and safeguard the world’s cultural and natural heritage.

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.



ESG



RESPONSIBLE CONSUMPTION AND PRODUCTION

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.

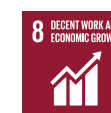


CLIMATE ACTION

13.2 By integrate climate change measures into national policies, strategies, and planning.

SUSTAINABLE DEVELOPMENT GOALS

In September 2015, more than 150 world leaders met at the United Nations headquarters to contribute to global development, promote human well-being and protect the environment. The community of Nations approved the Agenda 2030 for sustainable development, the essential components of which are 17 Sustainable Development Goals (SDGs) and their 169 targets, whose aim is to end poverty, fight inequality and foster social and economic growth. They also take up aspects of vital importance to sustainable development, such as tackling climate change and building peaceful societies within the year 2030. The SDGs are valid universally, meaning that all nations must provide a contribution to attain the goals on the basis of their ability to do so. To do this, in addition to commitment on the part of governments, the widest possible involvement of the world's entire social fabric is necessary, starting from businesses and enterprises. Since they were approved in 2015, the SDGs have tended to be of increasing importance as guidelines for the development of a strategic approach to sustainability in companies and have given them a chance not only of playing an active role in a change towards greater global sustainability, but also of allowing access to new market opportunities and leading growth and innovation, renewing their business models. For ease of reference and comprehension, icons are placed in the paragraphs in which the actions are described that the company takes in order to contribute to the targets, and thus to the Goals themselves.



ESG

Rekeep Beyond

Rekeep Beyond is a corporate project that started at the end of 2019 with the declared objectives of raising awareness in the company of the strategic importance of sustainability and raising the level of Rekeep's commitment to it.

In fact, after 7 intense and fruitful years, the work of the Indicators Group has come to an end. This group was a body of middle managers and heads of the main Group functions and companies that played a key role in overseeing and preparing the Social Responsibility Report (afterwards the Sustainability Report), and also in stakeholder engagement activities; now Rekeep has realized the need to take a further leap forward on the corporate culture front.

Accordingly, Rekeep Beyond was formed for this specific purpose and to take up the valuable legacy of the Indicators Group, which, apart from having been a focal point for CSR, had provided an important opportunity for discussion and exchanges of views. In order to set up Rekeep Beyond, thirteen employees whose profiles suggested that they would grow in the company were found and took part in a training program based on the contributions of sustainability professionals and persons recounting their experience of best practice.

After the first phase of general training that started in December 2019, during 2020 the Group was engaged in preparing considerations and a practical contribution to the company on the issues of **Climate change and its impacts on the company's business**, the thread running through the first edition of Rekeep Beyond. The first phase in the Group's exploration and considerations ended in July with an official presentation of its work to the management. At the meeting, which was the first in person after the pandemic, even if numbers were reduced and the audience observed distancing rules, the Group's study and findings were presented; three aspects were focused on:

- the general theme of climate and environmental change;
- difficulties and prospects for businesses;
- the sensitive areas for Rekeep: market, organization, innovation.

The outcome of the presentation was that Rekeep decided to continue with the Rekeep Beyond group's exploratory work, singling out three points that had emerged in the first phase:

- links and integration between corporate functions and Group companies;

- shared value;
- social effects of climate change and the pandemic: risks and opportunities.

The second phase of the work began in September 2020 and ended at the beginning of 2021. The result will be presented to the company during a special event expected to take place in July.

Thanks to the work done by Rekeep Beyond, and the main theme chosen for the first edition, the company also provides a small contribution to the attainment of Goal 13 "Climate Action", or at least to the target: more instruction in and awareness of what is one of the most serious challenges and issues for our planet.



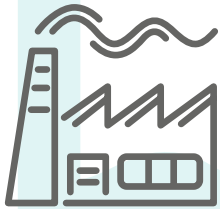
ESG



phase
1°



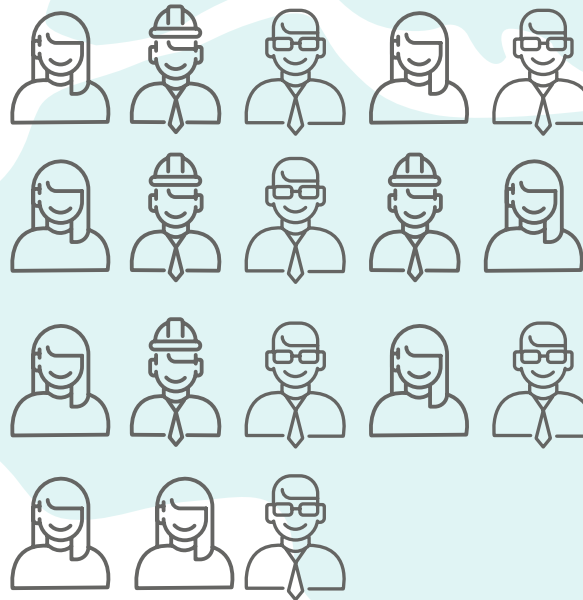
climate and environmental change



prospects for businesses



market, organization, innovation



phase
2°

Rekeep Beyond

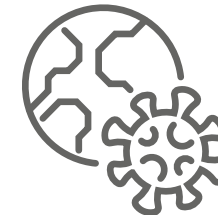
During 2020 the Group undertook to provide considerations and a practical contribution to Rekeep on Climate change and its impacts on the company's business.



links and integration between corporate functions and Group companies



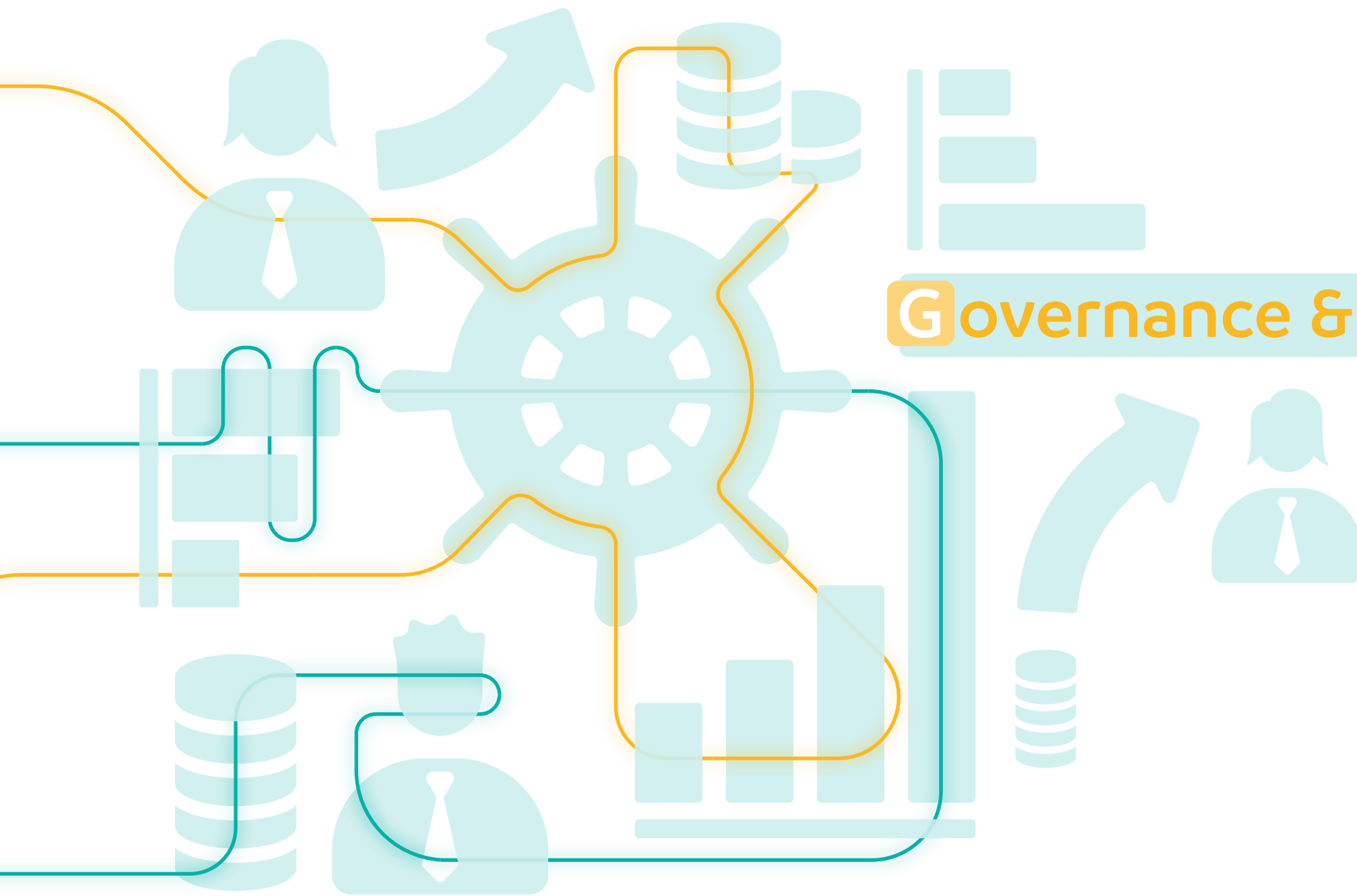
shared value



social effects of climate change and the pandemic: risks and opportunities



ESG



Governance & Business



ESG

It is not possible to avoid putting the G of Governance, one of the three pillars of the ESG approach, beside Business.

Fair, transparent behavior, an up-to-date and effective control system, clear, open and responsible corporate governance: indispensable elements to ensure business development and continuity, resting on an adequate and sustainable capital structure, innovative services and solutions and capable of creating value for customers, Digital Transformation and communication.

Business ethics

Rekeep has always based its conduct on integrity, legality and ethics, as it can also be inferred from its values and Mission.

Measures taken in this direction have increased over time: from the adoption of the Organizational Model under Legislative Decree 231 of 2001 and the Code of Ethics in 2008 to obtaining the SA8000 certification in the same year and the approval of the Antitrust Compliance Program and Code of Conduct in 2017.

Over the years, these documents have been, as they still are, periodically reviewed and brought up to date through resolutions by the Governing Body, as detailed in the paragraphs below.

Rekeep's goals and ambitions are further to intensify its efforts to foster and affirm principles and ethical values in business and to make its governance increasingly effective and transparent. Two of the most challenging tasks for the company are certainly improving and refining analysis and planning, measurement and reporting tools.

Legislative Decree 231/2001 and the Supervisory Body

Italian Legislative Decree 231 of 2001 introduced the administrative liability of corporate entities (Companies, Associations, etc.) for crimes committed by natural persons in the interest or to the advantage of such entities.

In accordance with Legislative Decree 231 of 2001, an entity is liable only and exclusively for a number of crimes ("predicate offences") laid down in the Decree itself.

The exemption from liability allowed by the law only applies if the entity is able to prove:

- that it has previously adopted and effectively implemented organizational and management models suitable for identifying and preventing offences of the type of the one that has been committed;
- that it has entrusted a body vested with independent decision-making and control powers with the task of supervising the functioning of the models and compliance therewith and of keeping them updated;
- that the authors of the crime breached the compliance program fraudulently;
- the Supervisory Body and the persons responsible for management and control have acted diligently in performing their work



ESG

The Organizational, Management and Control Model under Legislative Decree 231 of 2001 (also hereinafter referred to as Model 231 or Model) is a document adopted by the Management Board (Board of Directors), which lays down the principles, rules, instruments and control mechanisms that the Company adopts in order to monitor risks and prevent crimes under Legislative Decree 231 of 2001 from being committed.

The Model is operative immediately after it has been approved and all company employees, whatever their level in the organization (both top management and others) are required to comply with its rules.

The Model 231:

- describes in detail the system for complying with Legislative Decree 231 of 2001 adopted by the Company;
- sets down the ethical and behavioral principles to apply in the conduct of company business and manages non-compliance risk (Legislative Decree 231) by means of rules and control protocols.

Rekeep first put the Model in place on 13 June 2008, while the present updated Model under Legislative Decree 231 was approved by the Board of Directors (BoD) meeting held on 27 August 2020.

In order for the Model 231 to be fully effective, there has to be a body, i.e. the Supervisory Body (SB), which oversees its functioning in practice and its observance and that also

suggests revisions in the event of amendments to law (external variables) or organizational changes in the Company (internal variables).

Rekeep's Supervisory Body at 31 December 2020 (appointed on 24 April 2020), was composed of:

- Andrea Testoni (Chairman of the SB);
- Marco Strafurini (external member);
- Giuseppe Carnesecchi (external member).

The members of the Supervisory Body meet the requirements as to independence, autonomy and professional competence prescribed by Article 6 of Legislative Decree 231 of 2001 and have independent powers of action and control. Four audit cycles and four meetings of the Supervisory Body were held in 2020.

In carrying out their audits, at a distance owing to the present pandemic, the Supervisory Body members were always able to examine and file the documents produced in a satisfactory manner. The Body members discussed the results of their work after each audit, decided on further investigation as necessary and on considered how to raise the awareness of personnel regarding the matter. No issues critical enough to merit reporting to the Board of Directors were encountered. The findings of these audit cycles are summarized in the Supervisory Body's minutes of its internal control activities, which are then sent to the Chairman of the Company's Board of Directors.

Rekeep fosters the adoption and effective implementation of Group companies' own organizational models: subsidiaries prepare and adopt autonomously their own Organizational, Management and Control Model under Legislative Decree 231 of 2001, while also taking account of the rules of conduct adopted by the Group.

At present the subsidiaries that have resolved to adopt their own Model are:

- H2H Facility Solutions
- Rekeep Digital
- Rekeep Rail
- Servizi Ospedalieri

Finally, Rekeep took a new approach to risk management based on a Group rationale: the revision of the Model, taking into account both considerations on case law and research in procedures, the introduction of new activities, observations and suggestions that emerged from the audits and changes in company organization.

On 31 July 2020, the Supervisory Body expressed themselves in favor of the draft Model and instructed the chairman of the Body to submit it for approval by Rekeep's Board of Directors, which then took place on 27 August 2020.



ESG

Antitrust Compliance Program and Code of Conduct

As required in the document on “Obligations of disclosure to the Supervisory Body”, the Departments concerned provided the Supervisory Body regularly with periodic structured information flows.

In addition to these information flows, in the light of the Covid-19 health emergency, at its meeting on 28 April 2020 the Supervisory Body met the Company’s Health, Prevention and Protection Service Manager (RSPP), who described all the measures taken to prevent and contain the risk of infection with the Coronavirus for the employees working for Rekeep S.p.A., in addition to submitting his report for the 2019 financial year concerning occupational health and safety issues.

Two meetings with the Board of Directors were held in 2020, at which the Chairman of the Supervisory Body submitted the Half-year Report and provided the required six-monthly information on the work done.

Finally, on 19 January 2021, the Supervisory Body members held a meeting with the independent auditors from Ernst & Young who certify the Company’s Financial Statements, in addition to the members of the Board of Statutory Auditors; the object of the talks was to determine how better to coordinate the company’s various control bodies in order to share the findings from their respective activities and organize audits effectively and efficiently.

On 23 February 2017 the Board of Directors of the Parent Company Rekeep resolved to adopt the “Antitrust Compliance Program and Code of Conduct” aimed at all of its management, staff and auxiliary members, in order to clarify the principles and rules applied to protect competition and provide guidance on the conduct to adopt in situations that might give rise to potential antitrust violations.

The Board of Directors also appointed an Antitrust Compliance Officer.

In September 2018, the Antitrust Compliance Program was revised with the adoption of the Rekeep Group’s Antitrust Code of Conduct for executives, staff and auxiliaries that also covers Group companies.

The Antitrust Compliance Program consists of:

1. a brief antitrust risk assessment document that names the areas in which critical competitive issues appear to be more serious in the light of the Company’s structure and fields of operations;
2. the Antitrust Code of Conduct of the Rekeep Group, which sets out in detail the conduct to follow in bidding in public tenders;
3. sets of procedures and company operating instructions that enhance the capacity to prevent improper behavior and to manage situations fairly when there are possible antitrust implications;
4. special training with the study of the competitive issues of greatest interest to Rekeep, having the purpose of enhancing the capacity of management and other operational personnel to recognize antitrust risk and take any appropriate action.

In the field of training work, a classroom session was held on 5 February 2021, which was attended by managers and top executives from the Procurement, Sales & Process Design, Marketing & Innovation, Tenders, Legal functions directly reporting to the CEO.



ESG

Company Ethics

Rekeep bases its activities on ethical principles that largely come down from its origin as a labor cooperative; the most important of these principles, in fact, is people's "emancipation".

Together with this primary commitment, Rekeep, in general, fosters the quality of life and respect for the environment. For this reason, it considers:

- its workers as a key resource, ensuring respect for their rights and fostering their professional and personal growth;
- its suppliers as partners in the development of social responsibility;
- its customers as fundamental partners for the success of its services, guaranteeing them an appropriate behavior on any occasion whatsoever.

Rekeep, then, has adopted two important instruments: a social responsibility management system complying with international standard **SA8000** and a code of ethics.

As regards the SA8000 standard, Rekeep undergoes two audits a year on the part of the accredited certifying body, SAI, regarding both the standard's social requirements (child labor, forced and obligatory labor, health and safety, freedom of association and right to collective bargaining, discrimination, disciplinary practices, wor-

king hours and remuneration) and its documentation requirements (management system). At the end of the three year-period of validity of the certification, the entire system is audited for the issue of a new certification.

The audit for certification was delayed in 2020 owing to the health emergency, but one was conducted for the re-certification of the entire system in January 2021.

The principal feature of SA8000 is the bottom-up channel of communication, whereby employees may report behavior that is not consistent with the social requirements of the standard. Reports may be presented either anonymously or signed, may be sent to the Worker's Representative for the Area, to the Company for attention (to a dedicated email address) or to the dedicated Certifying Body's email address. All reports are recorded in an appropriate log, which is also published on the company's intranet portal, in the interests of transparency.

Two anonymous ethical complaints regarding the Discrimination requirement were received in 2020.

The investigations that were conducted did not bring any elements to support the complaints to light.

The **Code of Ethics**, first adopted by the Company in 2008, was revised, improved, expanded and extended to all wholly-owned subsidiaries of Rekeep, thus becoming

the **Rekeep Group's Code of Ethics** by a resolution passed by the Board of Directors of Rekeep at the meeting held on 18 December 2018.

The Code of Ethics lays down the principles and values underlying Rekeep and its wholly-owned subsidiaries' activities and the conduct of their business, in addition to the set of rights, duties, rules of conduct and responsibilities with respect to all the persons and organizations with whom they enter into a relationship with a view to the attainment of their corporate purpose.



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With a view to compliance in this area, the Rekeep Group:

- assumes compliance with the law and regulations in general as a fundamental commitment;
- states that it abides by the general principles of honesty, transparency, good faith, fairness, integrity and confidentiality;
- undertakes always to act with the utmost diligence, equity and loyalty, in a spirit of collaboration and with moral and professional rigor;
- in a context of social responsibility and protection of the environment, fosters the proper and practical use of resources and promotes safety in the performance of work;
- undertakes to abide by principles of truth, transparency, accuracy, completeness and conformity to the current regulations governing accounting information and to adopt efficient and effective internal control systems;
- assures the greatest possible circulation and knowledge of the Code of Ethics both within its own organization, by third parties with which it has dealings and by those who are required to observe and implement its provisions for various reasons and at various levels;
- ensures that the Code of Ethics is always properly complied with, imposing appropriate penalties for confirmed breaches.

An Ethical Committee was also formed on the same date on 18 December 2018; its duties are to monitor the circulation and the implementation of the Code of Ethics and receive and inquire into all reports of possible breaches of the Code.

The committee is composed of three external members: Stefano Baccolini, Mauro Giordani and Nicola Ghezzi.



ESG

Capital adequacy and sustainability

Capital Structure is the combination of debt and capital that a company uses to finance operations and overall growth. Debt is in the form of bonds or bank loans, while the company's own capital may be composed of ordinary shares, preference shares or undistributed profits, referred to as Shareholders' Equity.

The capital structure is a key element both for Rekeep and for its stakeholders. The objective is to ensure that capital structure is adequate, cohesive and sustainable in the medium term and that it gives the company continuity and competitiveness.

The work done in this direction in 2020 was, as always, very intense and intricate: a long, uninterrupted road until the issue of the new Bond in January 2021.

There were three key stages and related effects in the process in 2020:

- acquisition of Rekeep Polska (completed at the end of 2019 but the effects of which were measured in 2020);
- sale of the Sicura Group;
- business growth in markets with a high added value and in particular in the healthcare sector.

On 31 October 2019 Rekeep completed the acquisition of 80% of the capital of Naprzód SA (now Rekeep Polska), the leading company in the healthcare facility management sector in Poland. Among the services provided by the company are cleaning and disinfection, including specialist hospital services such as the upkeep of medical areas and the maintenance of medical equipment, assisting patients in the arrangement of beds, transport, medical operations and procedures; catering services, medical transportation services.

This was an unquestionably strategic transaction for Rekeep, first of all because Poland has been the European country with the greatest economic growth for the last 10 years and then because, thanks to its know-how, the deal enabled Naprzód to take up services that border on or are complementary to those it was already delivering, so that it became the leading Polish company in the integrated facility management sector.

In short, there was a substantial creation of value in the two Groups as a result of this acquisition, and all the effects were seen in 2020, through synergies, cross-selling opportunities and operational efficiency.

The acquisition of Rekeep Polska made a significant contribution to revenues in 2020 with a share of Euro 113.2 million and was a real turning point in the international growth of the Group, which aims to strengthen its footprint through M&A transactions, particularly in the healthcare sector.



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Following the sale of the Sicura Group, which was completed on 28 February, Rekeep gained a considerable reduction in financial leverage and the possibility of refocusing on its core business in conformity to the strategy laid down in the business plan, growth in international markets being among the plan's priority activities.

The transaction gave rise to a capital gain of Euro 3.1 million in the Consolidated Financial Statements.

The third factor is that in 2020 business expanded considerably in the healthcare sector, where some large-scale non-routine work was carried out at the request of hospital trusts in relation to the Covid-19 emergency ([Solutions and more value for customers](#)) and specifically:

- cleaning, sanitization, fitting out triage areas and new Covid-19 wards on the part of Rekeep;
- supplies of linen and bulk material (gowns) for Covid-19 wards and sale of PPE on the part of Servizi Ospedalieri and Medical Device, a company specializing in the production of procedure kits for the healthcare sector.

The healthcare market remains a key asset that is growing independently of the pandemic, as demonstrated by the investments made in previous years, both in terms of company acquisitions and research and innovation. Therefore, it has long been one of the pillars on which the company relies to ensure an adequate capital structure.



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Solutions and more value for customers

For Rekeep, customers are basically important persons always to be borne in mind and to conduct a dialogue with.

The company's approach is to provide innovative and high quality solutions and services to meet customers' specific needs and fulfill their requirements.

The objective is to increase created and shared value. This objective was particularly obvious in the management of the pandemic in 2020.

Indeed Rekeep's teams ensured that the Covid-19 wards of many of the main Italian hospitals were sanitized without any interruption, fitted out new wards and washed tons of sheets and uniforms, thus performing a critical role in the fight against the virus, only one step behind doctors and nurses.

In the disinfection services provided, Rekeep was able to give assurance of:

- its experience in the utilization of cleaning and disinfection procedures already applied in this sector, even before the outbreak of the pandemic, in the main Italian hospitals (from the Spallanzani Institute to the Modena Polyclinic, the Sant'Anna Hospital in Como, the Careggi Hospital Trust in Florence or the Trento Health Trust), which were already effective as instruments to counter and contain the spread of Covid-19;
- specialized personnel;
- suitable and newly designed machinery and equipment;
- the use of disinfectant products (sodium hypochlorite, ethanol or hydrogen peroxide) indicated by the Ministry of Health.

Rekeep can also sanitize the air and therefore Fan Coils and convector heaters in addition to rooms and objects.

As already mentioned, the company has fitted out wards and other areas in hospitals in record time so that they were ready to receive patients in operational condition as quickly as possible. Electricity circuits, control panels, plants, plugs, heating and air conditioning, all the maintenance and energy services necessary for the functioning of a facility or a building were created with the utmost speed working without a halt and always on call.

Rekeep provides customers with solutions and value not only in healthcare, but also to private customers –large-scale retail trade chains for example – and public offices. Extraordinary work in addition to the routine activities stipulated in the contracts is carried out making tremendous efforts and committing itself to the task unremittingly: these are expressions of the company's organizational capability.



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The services the company delivers unceasingly to all its portfolio of customers in response to their particular needs and to those deriving from the pandemic, made possible thanks to its know-how and dedication, are the manifestation of Rekeep's value and of its value to its customers and the community.

In 2020 the Group gained orders for the customer portfolio for an overall multi-year amount of Euro 668 million, of which Euro 415 million relating to extensions and renewals of contracts already included in its sales portfolio and Euro 253 million relating to the development of a new portfolio. The value of contracts acquired in International Markets was equal to about 31% of total orders gained during the financial year (Euro 156 million in Poland, Euro 43 million in France and Euro 8 million in Turkey).

New contracts in the Healthcare sector, amounted to Euro 386 million in 2020 (about 58% of total orders gained), against orders gained for the Public sector for Euro 104 million (15% of the total) and in the Private sector for Euro 179 million (27% of the total). In terms of Strategic Business Unit ("SBU"), Facility Management (which also includes International Markets) obtained contracts of Euro 439 million while Laundering & Sterilization obtained contracts of Euro 75 million.

In the Healthcare market the Group gained, under an Intercenter agreement, orders for the management of energy and maintenance services at Health Care Units (ASL) in Emilia Romagna. Furthermore, the 20-year contract was signed for the award of service concessions concerning the integrated management of services with interventions of redevelopment and energy efficiency improvement of properties available to the Istituto G. Giglio Foundation in Cefalù (Palermo). The newly-acquired Rekeep Polska (formerly Naprzód) group gained significant orders for hygiene, catering and medical transportation services in the hospital sector, the main target market of the group (totaling Euro 135 million).

In the Public market we must note new orders gained for hygiene services on board trains of SNCF (the main customer of subsidiary Rekeep Transport) in France, in the Normandy – Paris St Lazare area, for a term of six years. On the domestic market, contracts were signed within the scope of two regional agreements, in Tuscany and Veneto, for hygiene services and maintenance of public buildings, respectively. Finally, hygiene service contracts were extended with Trenitalia.

Finally, we must note the renewal of maintenance contracts at Amazon hubs in Italy, as well as the renewal of Global service contracts at Telecom and Wind-Tre properties in the Private sector. The group also concluded a major contract for logistics (replacement) services at Carrefour sales outlets in Italy.

The Backlog, i.e. the amount of revenue from contracts connected with the residual duration of orders in the portfolio as at the reporting date, is stated in the table reported below.

The **Backlog** stood at Euro 2,673 million at 31 December 2020, showing a slight decrease compared to 2019.

BACKLOG, 2018-2020 PERFORMANCE

	2020	2019	2018
(IN MILLIONS OF EURO)			
Backlog	2.673	2.834	2.599



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Innovation

Innovation is a feature that has always distinguished Rekeep's history and is an objective to pursue from day to day at the same time.

Its commitment is directed on one hand towards studying and offering new proposals to customers in order to enhance the quality, transparency and efficacy of its traditional core services and on the other hand towards designing solutions for new markets.

In Rekeep's traditional field, that of integrated services, it continues applying the innovative approaches also described in the last report, starting from the management of MAPITT procedures (INTEGRATED PREDICTIVE TOUCH&TECH MAINTENANCE), which combines the sets of competencies and experiences of Rekeep's engineers and technicians (Human TOUCH), with innovative Sensor Technology (TECH) tools and Information Systems.

The MAPITT approach to the management of services goes through the following phases:

- analysis and control;
- Smart Monitoring;
- Data Processing;
- scheduling and planning operations;
- digital training;
- execution;
- retrofit and continuous improvement.

Then there is the Rekeep Control Room, a true energy and operations hub, a centre for the processing of the "Big Data on properties" that monitors consumption, produces reports, carries out predictive modeling and improves the energy and operational performance of the property under management.

The BIM (Building Information Modeling) also has a high innovative content for buildings and the implementation of Augmented Reality systems.

BIM is a model that enters a complete database in the management information system, a necessary step for the correct handling and delivery of maintenance ser-

vices. Augmented Reality enables workers to see information regarding the assets in the spaces by merely framing them on their mobile devices.

In the field of cleaning, Rekeep continues to make use of an Environmental Management Plan that brings substantial benefits in terms of environmental impact compared with the traditional ways of running cleaning operations and provides the customer with a zero-impact service.

Starting from the EPD® (Environmental Product Declaration), which has been an absolutely invaluable field of study, experimentation and data processing, Rekeep has succeeded in developing a cleaning planning model that combines all the environmental benefits obtainable with the best technical and methodological solutions.

The footprint is also applied to the supply chain and the management of the warehouse/laundry.

As regards Purchasing and procurement, Rekeep mainly uses suppliers on Italian soil who undertake to find environmentally sustainable solutions in their production work, from the selection of raw materials to the disposal of materials at the end of the product's life.



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The final element in the environmental neutrality of the services is offsetting by buying the number of trees necessary to reduce the impact generated by the work done to zero.

Trees are planted in the names of all customers, are geolocated and photographed. Additionally, their growth can be followed through Google Maps by means of a specially created platform.

Rekeep has also obtained the EU Ecolabel for the cleaning service, in compliance with the Commission Decision (EU) 2018/680 (published in the Official Journal on 4 May 2018). The certificate was issued to the specific branch of Keep Green.

The certification confirms that the service is provided using green protocols in conformity to seven EU standards, including the use of cleaning products with less environmental impact (at least 50% of the products

bought in a year have the EU Ecolabel certification or another equivalent Type 1 ISO 14024 label), appropriate dosage systems and microfiber products (at least 50% of the products bought in a year); special training in environmental management is given and recycling bins are used in the premises served.

Rekeep adopts an innovative, certified and environmentally sustainable washing and disinfection system to recondition the microfiber materials used in the service; this system was developed in house with the help of leading professional cleaning firms, in terms of machinery, equipment and chemical products.

Apart from these innovative aspects, most of which already mentioned in the 2019 report, the main new element in 2020 was the method of working that, inevitably, even the Process Design Department had to adopt as a result of the health emergency. In fact all the tender bids were prepared, managed and completed in remote working mode so that the team concerned, for obvious safety reasons, could not even work or discuss the bid in presence during the delicate final verification phase. The Department's experience and know-how, nevertheless, were sufficient to overcome this difficulty without repercussions or unfavorable effects.


The work of planning solutions for new and emerging markets was equally intense; there are four main areas of activity:

- Urban Facility Management;

- Healthcare – traceability of services;
- Energy;
- Cleaning – sanitization.

As regards Urban Facility Management, Rekeep aims to be a landmark and a mainstay in the management of the city of the future. It can combine the traditional upkeep of roads, green spaces and maintenance of public lighting, with the most advanced solutions in the sector of road systems and sustainable mobility.

In December 2019, Rekeep participated as lead manager in the call of the BI-REX consortium, Competence Center Industry 4.0, in the theme area “Integrated IoT-Cloud Platforms for Facility Management Services”, with the project IPPODAMO – an acronym that stands for Interactive Planning Platform fOr city District Adaptive Maintenance Operations – and was then admitted to funding on the part of the Ministry of Economic Development in March 2020.

The [IPPODAMO](#)  project lasts 18 months; its objective is the development of an advanced prototype planning system based on an integrated platform of data concerning the city, inhabitants and urban facility management services.

The system will be able to launch a digital transition that can advance the present urban infrastructure maintenance services model that has come down to us from historical planning methods towards an implementa-



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tion model based on dynamic, predictive and adaptive planning that considers the needs of the city and its inhabitants.

The prototype that is the outcome of the project, tested in the Bologna area, will be able to collect data from various sources:

- presence data;
- traffic data;
- open city events data;
- data from Facility Management systems;
- meteorological data (including air pollution from observation stations operated by ARPAE (Emilia-Romagna regional prevention, environment and energy Agency)).

Data will be integrated with each other simply and practically so that they will be available to the city itself.

There would be a substantial benefit, and thus potential shared value, for the city from the points of view of health, environmental sustainability, social inclusion and, more generally, the quality of life, with positive impacts on GHG emissions, crime and road accident rates, the cost of third-party liability policies and local authority budgets.

The innovation developed by IPPODAMO will then have an impact on 4 of 17 SDGs, namely 7, 11, 16 and 17.

The project will conclude in December 2021 with a public event at which the results will be presented.

Rekeep, again within the BI-REX Consortium, has also responded to the third call for a healthcare services traceability project, presenting one together with other important organizations. The objective of the project, which is being considered for financing at the moment, is to try out healthcare process traceability and automation applications. Two pilot schemes will be developed in this technology innovation project, using the RTLS (Real Time Location Systems) to reduce the risk of the spread of infections; the output will be a totally up-to-date solution which can be replicated and adjusted by healthcare facilities as necessary. The method that the partners in the project intend to develop will monitor contamination risk more effectively, moving present traditional manual practices forward to a digitalized system.

Once the project is implemented, it will then have a positive impact on the attainment of SDGs 3 and 9.

The initial input, which then enabled a design to be prepared, came from a Proof Of Concept (POC) series that started at the end of 2019, also mentioned in the last report, at the Santa Maria della Scaletta Hospital in Imola (Bologna).

5 POCs were produced:

- POC 1 - patient transport service: tracing waiting times and causes;

- POC 2 – patient transport service: management of accessory equipment and areas in which its handling is complicated;
- POC 3 - hygiene service: observation of coordination of the service between customer and operator;
- PCO 4 - hygiene service: observation of interruptions in wards;
- POC 5 – hygiene service: good citizenship practices and breakdowns.

The objective of the experiments, which were conducted together with AlmaCube, was to analyze critical issues and design solutions for improvement. The outcome constituted the basis and the starting point for the project presented in the third BI-REX call.

As regards energy, Rekeep submitted eight PPP (Public-Private Partnership) offers to public authorities in 2020, some also in association with other companies, which all concerned heat and energy services and one of which also included cogeneration.

The numbers in the offers speak for themselves and encapsulate Rekeep's investment in energy efficiency, as well as the benefits that would be produced for the customer and the environment in general:

- total investments: Euro 42,000,000;
- total revenues expected for Rekeep: Euro 368,700,000;



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- total revenues expected for Rekeep per year: Euro 26,865,000/year;
- total saving in terms of tons of CO2 emissions per year: 9,065/year;
- total saving per year: Euro 3,057,930/year.

In November 2020 Rekeep was awarded the tender for an energy efficiency services Concession, after its offer had been declared to be of public interest, involving the Istituto G. Giglio Foundation in Cefalù (Palermo), while in early 2021 it was awarded the tender launched by the Municipality of Anzola dell'Emilia (Bologna).

In relation to the latter tender, Rekeep also assisted the customer to prepare the documents to submit some of the PPP energy efficiency works in the ERDF ROP - Line 4 – LOW-CARBON ECONOMY. Its good ranking enabled it to co-finance 40% of the investment necessary to carry out the work proposed, thanks to a grant from the Regional Government.

Not leaving the subject of energy upgrading, the Nomisma-Rekeep research project was presented in the autumn of 2020, which sets out the financial, social and environmental results that can be obtained through energy and seismic retrofits of [public non-residential property assets](#).⁺

The starting points of the research study were observation of the condition of Italian public property assets, mostly dated and in need of large-scale **energy and seismic retrofitting**; and the realization that no proper as-

essment has been made of the possible financial, environmental and social impact of a plan of civil works in public buildings, which are mostly old and energy-wasting, squander resources and harm their area, the environment and the community. The Nomisma study thus details the remarkable results that our country could obtain in terms of value creation through the energy and seismic retrofitting of its public, non-residential properties, in particular local authority offices and school buildings.

The study estimates that the investment necessary to carry out these works would be about Euro 39 billion over a time horizon of several years. This is certainly a massive expenditure commitment but is undoubtedly sustainable at a time like the present one, both because substantial public funds will be available counting public debt, the EU Recovery or Next Generation Fund and 2021-2027 structural funds; and because some investments, especially those in energy management, could be financed directly by private companies under Public-Private Partnership schemes. A plan like the one proposed in this study could also have substantial favorable financial, environmental and social effects in addition to constituting a huge reservoir of value to relaunch public and private investment in the short term.

From a financial point of view, the study shows that an injection of liquidity of this size would have a multiplier effect on Italian GDP, equal to 3.6 times the invested amount: the Euro 39 billion used to improve property assets could generate direct and indirect effects worth

Euro 91.7 billion in output and Euro 50.1 billion in allied industry revenues, for an overall impact that can be set at Euro 141.8 billion.

In a situation as complex as the present one, the plan would be able to create 380,000 new jobs in the sectors benefiting from the works and 490,000 in other sectors, totaling 870,000 more persons in employment. Again from a financial point of view, the value of Local Authorities real estate could rise up to 30% higher as a result of the upgrading of their public property assets. Moreover, renovated buildings would also mean savings for Local Authorities on routine and non-routine maintenance, an item of expenditure that can become a heavy burden among operating costs. Finally, energy savings generated from renovation and retrofit works would be set at Euro 450 million a year.

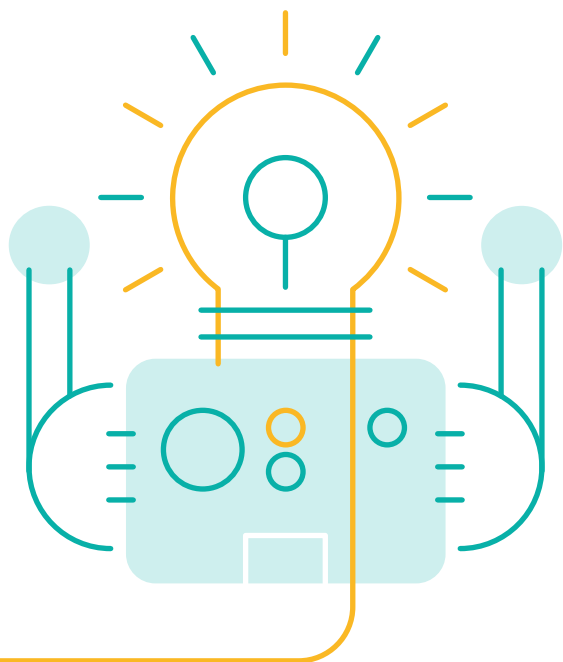
From the point of view of the environment, investments in retrofitting would lead to a number of benefits ranging from limited energy impacts, with a reduction in emissions into the atmosphere estimated at 934,000 tons of CO2 per year, and the initiation of a circular economy directed at limiting the use of resources, recycling of construction materials, mitigating climate change and protecting the soil.

The study has been presented at many public events in collaboration with the leading Italian newspapers.

Finally, another important sanitization and disinfection project commenced in 2020: in April, immediately after the pandemic broke out, Rekeep formed a working group



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in which various company Departments took part: HR, Procurement, Marketing & Innovation, Emilia Area and Sales and Process Design.

The working group's objective was to evaluate the innovative technologies available for disinfection processes in healthcare and other sectors in the light of the health emergency and the needs that derived from it. In addition to hydrogen peroxide, sodium hypochlorite and ethyl alcohol- already used by the Group -, UV, Ozone and Silver Ion-based technology was also taken into consideration, obviously perusing all the requirements in the Italian Sars-Cov-2 protocols and the international validations of the various bodies responsible for the protection of human health and the environment, given the need for effective cleaning treatments and active disinfection. After the first evaluation stage, the technology was selected, a business case was prepared, the utilization targets/scenarios were determined and the technology chosen, ozone, was integrated in Rekeep procedures. Finally, an operational model was developed, the impact on cleaning processes in terms of effectiveness and health and safety was checked, a cost analysis was conducted and the strategy and opportunities for putting the procedure on the market was decided.

Thus, in addition to manual cleaning and disinfection, since the summer of 2020 Rekeep has been able to offer a further sanitization procedure that uses ozone to improve the salubrity of premises while reducing the risk of contamination from surfaces and from the air. Although the use of ozone requires a high level of professional competence and care, among its advantages,

in addition to its efficacy, are that it is admirably compatible with the environment, that no chemical residues are discharged and that it has a wide range of action and distribution. The procedure is applied in no-touch mode using special ozonization equipment. It is, therefore, a reliable procedure that combines Rekeep personnel know-how with 100% Italian machinery; it also saves the cost of storing and using chemical products.



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Digital Transformation

Digital transformation is one of the most burning issues in recent years and one of those that have received the greatest attention. It accelerated tremendously and irreversibly owing to the Covid-19 pandemic.

Rekeep even has a special company in this field – Rekeep Digital – and works intensively both on the services and technologies offered in tenders and within the company itself.

In fact, digital transformation affects three areas:

- internal processes
- business model
- customers

But before entering into the details of these areas, we must say something about an important feature of Digital Transformation: cyber security.

Digital transformation, in fact, brings with it some exacting security and data protection challenges; these areas, then, are a fundamental asset in Rekeep's digital innovation processes.

Cyber attacks are among the top ten risks today in terms of likelihood and impact and techniques evolve very swiftly, as demonstrated during the period of the Covid-19 health emergency.

Total security does not exist and there are manifold risks: theft or impairment of sensitive data, operational paralysis, spying on and using infrastructure and theft of trade secrets.

Rekeep, therefore, decided to start on the preparation of a Cyber Resilience plan in 2020, relying on a risk-based approach and involving processes and people, as well as technology and the organization.

Cyber resilience is a flexible combination of cyber security and business continuity strategies that secure the organization in a scenario of constant threats and sophisticated attacks. The basis of the resilience plan is careful risk analysis that identifies weak spots and how to strengthen them and finds the correct balance among productivity, protection and investments.

The technological components of the Cyber Resilience plan are:

- technology upgrading;
- the engagement of specialists;
- in-house training;
- keeping a close watch over the system.

As regards people and processes, action is directed at:

- non-stop training to increase risk awareness and encourage correct behavior

As regards organization, the plan's aim is:

- to refine internal processes on data protection, regulatory compliance and business continuity

This is a long-term plan, and some activities already started in 2020 for this reason, but many will take place in 2021, without overlooking the fact that a plan of this kind needs regular revisions and "maintenance" in order to remain effective and viable. We shall obviously be giving an account of the various steps in its implementation and development in the next reports.

On the other hand, of the three aspects that are normally elements in Digital Transformation, in 2020 Rekeep mainly concentrated, also owing to the emergency situation that arose as a result of the Covid-19 pandemic, on the first two, namely internal processes and innovation in business services, in collaboration with the Innovation & Marketing Department (see Innovation)

As regards internal processes, in order to ensure Group business continuity in the extraordinary health emergency scenario and to enable employees to work "anywhere and at any time", the company distributed



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new equipment and devices to strengthen its technological infrastructure and boost its security systems as soon as the pandemic broke out.

Tools for forms of remote communication such as video conferencing and telephone calls from computers were activated and assistance was given to make it easier for personnel to adapt to new methods of work and different devices.

During the first week after the legal restrictions came into force that obliged the country to go into lockdown, the work that Rekeep put into making this extraordinary remote working plan fully operational included:

- 100 new laptops distributed;
- 70 desktops transferred to homes;
- 40 PCs rendered utilizable on the company network;
- 50 USB drives delivered for connecting to internet;
- 20 webcams, 30 headphones and 20 smartphones provided;
- 1,000 logins ensured;
- 1,000 devices for access to new video conference tools arranged.

Equipment refreshes and distribution went on for the whole of 2020, as did increases in the number of logins ensured, in the monitoring of the IT infrastructure and in support and training for all workers.

Overall, digital transformation is a complex process that must perforce entail a change in working patterns and the application of innovative technologies to the revision of internal processes. It is not enough to replace paper with computerized records; there must be a cultural change to guide operational method change.

Rekeep's approach in this has always been one of graduality, namely making segmented changes to act on some phases in corporate processes, improving them and bringing about benefits in terms of efficiency and quality both in work itself and for workers.

At present experiments are being made in all areas of the company (staff, operations, etc.) in the application of new technologies in order to raise productivity. Among these, Rekeep is trying out the use of, in particular, Robotic process automation, data analysis, mobile first, AI and IoT.

Moreover, AGILE working and Design Thinking are increasingly gaining ground, which have been applied by Rekeep to some specific projects. The advantage of the AGILE methodology is doubtlessly speed, but with a security risk. A feature of Design Thinking, on the other hand, is that it focuses on creative thought and the attainment of innovative and effective solutions.

Devices provided during the first week of 2020 lockdown



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Another important project also started at the beginning of 2020, whose objective was to limit the environmental (and also financial) impact of the consumption of paper and the use of printers: **(Re) keep it green and print less** (see [Consumption and materials](#)). Our ambition was to achieve a 50% reduction in color copies and, above all, a 20% reduction in the total number of copies by the end of 2020. Such results are only attainable if there is a commitment to printing purely if necessary, to mainly using black and white, to replacing printers with more efficient models and to starting on a process of Digital Transformation as an accompaniment of these measures. All this means changing methods of work. The target was achieved and exceeded for black and white prints, which saw a reduction of 26.5% compared to 2019, while it was not fully reached for color prints, which saw a reduction of 28.6% against a target of -50%.

There was a considerable benefit for the environment, however, as a result of the important goals attained, namely a reduction of **15.5 tons** in CO2 emissions, corresponding to **7 Milan-Tokyo journeys** or to **108,000 km of a Fiat 500 L MPV**. Finally, and we are still inside the company, the Digital Transformation and Collaboration Group was formed in 2020; it is monitoring new technology tools and searching for others for the support of internal corporate processes.

As regards customer relations, the third pillar, valuable work on finding new solutions and offering them to customers and on exploring new market areas was done together with the Marketing & Innovation function. Certainly falling under this category were the urban Facility Management and smart cities projects, as well as the last project presented as a member of the BI-REX Competence Centre in order to respond to the third call, which was born of experiments in the healthcare sec-

tor (tracing patient movement flows to reduce contamination) carried out at the Santa Maria della Scaletta Hospital in Imola (Bologna) (see [Innovation](#)). Finally, we mention a project in the pipeline that also concerns company welfare policies (see [Company welfare policy](#)) and that will be carried on during 2021 and 2022, we hope with the help of financing and support from the CONCILIAMO Call: Digital Workplace. This project is for the creation of a virtual desk, as it were, which enables workers to see and use immediately and clearly all the information/applications regarding their work contract and necessary for them to perform their duties. The project, moreover, is a part of the development and furtherance of new smart methods of work, as envisaged in the RE-SMART plan that will become fully operational during 2021 (see [Smart working](#)). A full account on this issues will be given in the next reports.



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Communication

The unpredictable and difficult year 2020 also profoundly affected the Group's communication. Nevertheless, as often happens, a challenging and unforeseen event that suddenly upset projects and plans was transformed for Rekeep in an opportunity for growth in both external and internal communication. Positive visibility in the media and on social networks, also because of the Group's efforts in the healthcare sector during the pandemic, became even more favorable, together with the new ways of relating to employees that became necessary in order to remedy the impossibility of arranging activities and talks in presence.

COMMUNICATION FIGURES, 2019-2020 PERFORMANCE

	2020	2019	INCREASE
REPORTS (ARTICLES, VIDEOS, RADIO, WEB)	765	512	49%
feature articles	543	319	
quotes	222	193	

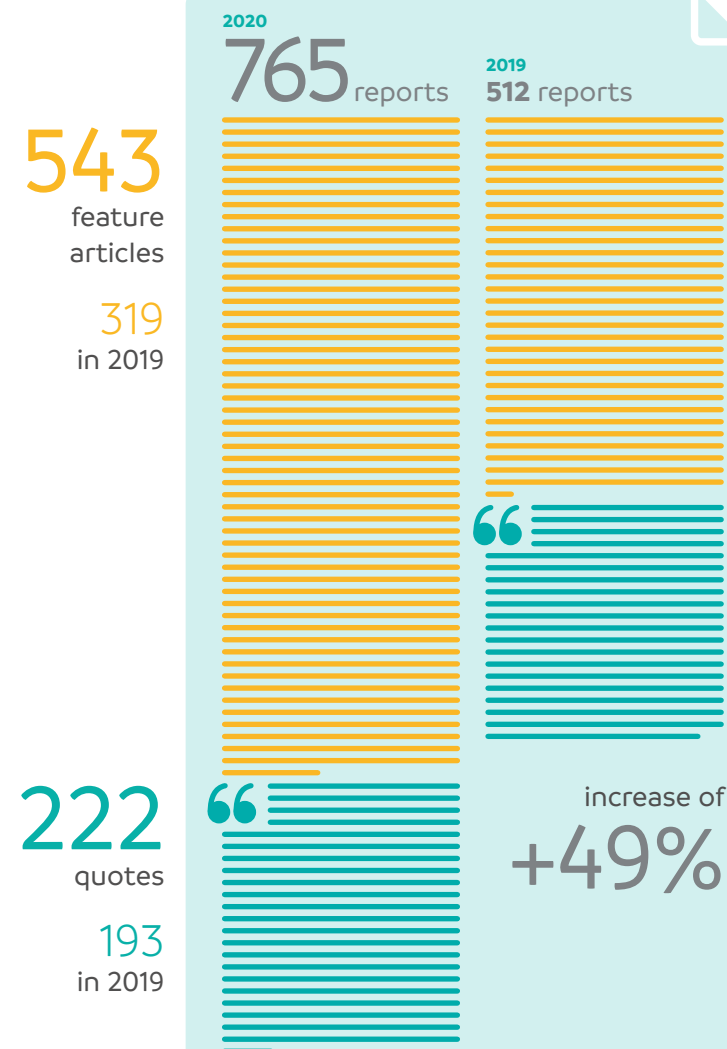
External Communication

In the first part of the year, at the height of the pandemic emergency, the primary objectives of both relations with the media and communications on social networks and, more generally, of every opportunity of external communication and visibility, was to emphasize the vital role played by the workers of Rekeep responsible for sanitization and maintenance in hospitals and of Servizi Ospedalieri engaged in the sterilization of healthcare fabrics. The experiences of the workers concerned and the Companies' efforts were given space on the pages of national newspapers and dailies and by local TV stations, which, respectively, printed or broadcast stories and accounts of an unprecedented commitment.

During the first half-year, 29 press releases in all were issued, which included various releases on the work performed in the healthcare sector. A total of 358 articles/reports regarding the Group were published from 1 January to 30 June 2020, a clear majority of articles and reports given prominence, in terms of both the total number of quotes (+36.1%) and the number of pieces in less prominent positions, mainly in local media and online newspapers, in line with the strategy of drawing attention to the efforts made to contain the virus in the areas in which the Group operates and, compared to the previous year, on national and local radio and TV stations.

Subsequently, Rekeep issued a total of 8 press releases, with 407 articles/reports published, a clear majority of articles and reports given prominence compared to pieces in less prominent positions, during the period from 1 July to 31 December 2020.

PRESS REVIEW, 2020-2019



ESG

In all Rekeep was mentioned **765 times** (counting print, radio and TV) in 2020 in all, against 512 in 2019, namely an increase of about 49%. In 2019 feature articles had been 319 while they were 543 in 2020.

At the beginning of April, precisely in order to give its employees public recognition for their efforts and for having played their parts in supporting the health service, Rekeep conducted the *Grazie* campaign, during which a full-page thank you advertisement was published in all the main Italian national dailies.

At the same time Rekeep's presence was augmented and structured on the social media, which were transformed, especially during the most difficult months of the first lockdown, into a sounding board and a tool for sharing experiences from the "front line"; employees from all over Italy contributed *en masse*, sending photographs and videos with accounts of their experiences, and video interviews were published. After this the employees in the various places of work all over the country appeared in a series of video clips entitled *#levocidiRekeep* ("Rekeep voices") in which they told of the care they devote to their work and how this, too, changed with the pandemic. Engagement with and views on Rekeep's social media channels increased substantially, even considering the B2B context in which the company operates.

In general, Rekeep's efforts to ensure effective web communication that can fulfill various stakeholders' expectations transparently and with an abundance of content further intensified in 2020. The Group's website continues to be an important instrument for communica-

tion between the company and its stakeholders, even if corporate, financial and business content is increasingly found through social media channels. **271,000** visits to the site were recorded and **1,571,300** pages were seen in 2020. It is then confirmed that there was an increase of **41%** of total traffic from mobile devices.

Even if the amount of attention to the Group's efforts in the healthcare sector remained high in the second half of the year, external communications regarding all its other areas of activity resumed as originally planned at the beginning of the year, focused on:

- the promotion of energy retrofit services offered by Rekeep;
- turning the Group's "green" soul to account;
- Rekeep's positioning among companies with the ability to offer sustainable solutions to the benefit of the community

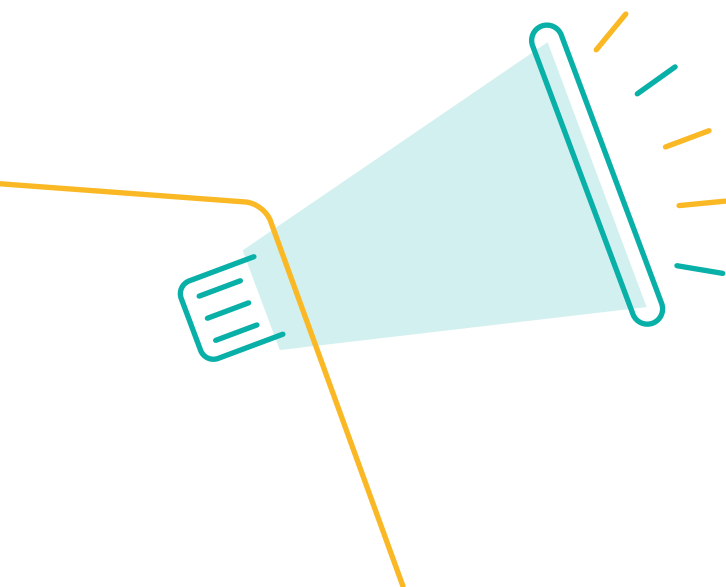
One of Rekeep's investments in advertising and events was that in the presentation and promotion of the study on **"A Green New Deal for public properties: additional savings and effects on the ecosystem"**, conducted with Nomisma, an economic research firm (see [Innovation](#)). Nomisma's study lists the macroeconomic, social and environmental benefits that could result from retrofitting works in schools and local authority offices on a nationwide scale. In such a plan, private companies like Rekeep could have a key role in contributing both know-how and funds under PPP schemes. The study was made public in

a press release that was quoted **115 times**, and press agencies, general news and financial media, both online and on paper, and specialist publications were all particularly interested in it.

After this the document was streamed in detail live at an event called **"A Green New Deal for public properties"**, arranged in collaboration with *Il Sole 24 Ore*, in which Gian Luca Galletti, Director from Nomisma, and Marco Marcatili, the Nomisma Development and Sustainability Manager, took part, having been called upon to present their study; the event continued with a round table with Cristian Acquistapace, CEO of Snam4Efficiency, Claudio Levorato, Chairman of Manutencoop Società Cooperativa, Mario Occhiuto, representing the National Association of Italian Municipalities, Salvatore Margiotta, Undersecretary at the Ministry for Infrastructure and Transport, and Roberto Morassut, Undersecretary at the Ministry of Environment. The moderator was Giorgio Santilli, the Chief Editor at the *Il Sole 24 Ore* headquarters and the head of the Rome editorial office; more than 1,100 users and 497 unique users registered for this event.



ESG



Nomisma's study was afterwards mentioned in various public events promoted by national dailies, on the social media and on internet, including:

- the GEDI Group **Green & Blue festival**, which took place both in presence and remote from 2 to 7 October, entirely devoted to the **environment, science and the economy**. Rekeep took part in the event through a video interview of Maurizio Massanelli, Rekeep's Innovation and Marketing Manager, Marco Marcatili, Nomisma's Development Manager, and Edoardo Zanchini, National Vice-president of the Italian environmental organization Legambiente, recorded in La Repubblica's studios in Rome. The debate was moderated by journalist Luisa Grion;
- the event called **"Economy of the future"**, organized by RCS, which took place on 11 and 12 November 2020 in remote mode. Specifically the Chairman Claudio Levorato was a member of the panel on the **"The city changes: it becomes connected, inclusive and technological"**; the moderator was Stefano Righi, a *Corriere della Sera* L'Economia journalist, together with Giulio Salvadori, the Director of the Milan Polytechnic Smart City Observatory, Andrea Gibelli, Chairman of FNM and Alessandro Russo, Chairman and CEO of the CAP Group. The video of the round table recorded 449,907 views, with 191,458 unique visitors. It was also transmitted on the Corriere's Facebook page, where the live video recorded 228,000 reaches and 42,000 views.

The positioning strategy was also implemented by means of selected sponsorships, especially cultural sponsorships, with high local and national visibility (see [Quality of presence in local areas](#)).

Collaborations with the following in particular had strong impacts in the media and helped to increase the recognizability of Rekeep's brand:

- **FAI - Italian Environment Fund;**
- **Genus Bononiae. Museums in Bologna;**
- **Giangiacoimo Feltrinelli Foundation in Milan;**
- **Municipal Theatre Foundation in Bologna.**

As regards **growth abroad**, moreover, the plan for the coordination of the brands of Rekeep subsidiaries in other countries continued after the summer by circulating guidelines consistent with the Group's identity, in particular Rekeep France and Naprzód, which was acquired in 2019, took on the name of Rekeep Polska; all the communication materials were put into step with the new brand.



ESG



Internal Communication

In internal communication, collaboration between the Communication function and the HR Department became closer so that contact with employees could be clearer, more fluid and more frequent, even if at a distance. Communication projects were conceived and carried out in support of remote working ([see smart working](#)), to publicize the allowances and special services for personnel who tested positive for the virus ([see Health and Safety](#)), for the graphics and texts of remote training ([see Skill development](#)), to encourage sharing and to convey the fact that the company's thoughts were with its personnel during the most acute phase in the pandemic.

In the spring of 2020, particular attention was given to the persons working in the hardest hit areas of work at hospital facilities, first in the form of a letter from the Chairman of Manutencoop sent by email to all the Group's employees and then in June, when Rekeep's top executives decided to give Rekeep and Servizi Ospedalieri personnel engaged in hospitals during the emergency an extraordinary contribution of Euro 250 in shopping vouchers ([see Company welfare policy](#)). The aims of these communication projects were to enhance the value of these two initiatives and draw the attention of both the workers themselves and of external stakeholders to them.

A special issue of the company magazine, Ambiente ("Environment"), also came out in 2020, devoted to the Group's efforts during the Covid-19 emergency.

In the autumn of 2020, a communication plan for the launching of "RESMART" was devised and carried out. This was an HR Department project for the introduction of a blended smart working model in the Group after the emergency phase ([see Smart working](#)). Informing personnel of this project entailed the creation of coordinated graphics solutions, the production of manuals and videos and the opening of a dedicated area in the company's intranet portal.



ESG



Social



ESG

People have always been at the centre for Rekeep. Among the items in its Mission is to acknowledge human capital as the distinctive feature of its competitive advantage; in order to do this, it has taken numerous steps in the favor of its employees, details of which will be given in subsequent paragraphs.

Clearly energy in 2020 was almost exclusively devoted to protecting the company and its workers: Rekeep's conduct in this was more than virtuous. The year that has passed was inevitably marked by a contraction in the company's vision of the future and of its strategy. The objective for 2021, above all starting from the second part of the year, is the total resumption of planning various projects, starting from a full review of what happened in the year of the pandemic, paying special attention to taking up relations again, to encouraging teamwork and, in general, to the shortening of the distance between company and worker.

The material topics and policies of Rekeep that contribute to the creation of human value, nonetheless, stayed the same in 2020: from skill to company welfare policy development, from health and safety to smart working.

Owing to the company's particular characteristics, the approach of its business proposals is also closely focused on human capital and on the value created together and for people.

Skill development

Rekeep's workforce is very composite and diversified: a body made up mainly of persons – over 95% of total company population - engaged in labor-intensive activities and about 600 highly specialized professionals who are equally fundamental for the life of the company.

Even in the difficult year of the pandemic, Rekeep worked intensively to offer all its employees opportunities of growth and self-fulfillment. Training and skill development are pillars of the company and proceeded without a stop in 2020 as well.

Last year all the Departments had to come to terms with the Covid-19 emergency and were forced to reorganize their activities. Training reacted promptly, making arrangements rapidly and veering from the classic in-presence to remote mode.

Obligations to take training in security updates were suspended for more than six months and practical courses to be delivered in presence could only be resumed towards the end of the year. There were 6,501 participants in Group training programs in 2020, for a total of 55,538 training hours, in spite of the difficulties, due above all to having to make use of digital tools and to the fact that Operations staff members were heavily engaged in the front line.



6.501

participants in training activities



55.538

training hours



ESG



The table below shows the overall results for the 2020 financial year, broken down by theme areas and compared with the data recorded in the two previous financial years.

The range of training in **safety** issues has been completely reviewed. A new E-learning safety course was designed in January, with easily utilizable videos having in mind above all employees in Operations with low levels of digitalization and knowledge of Italian. During 2020, **3,257 basic E-learning courses** and refresher courses were delivered to agency workers, as well as workers on fixed-term and permanent contracts; training was given to over 1,000 employees between March and December 2020, while more than **1,500** completed the course by the end of the year. 30 tablets were distributed in the Areas and a dedicated Help Desk was created to help personnel in case of need.

All the other **equipment safety** courses were converted into synchronous video conferences: more than **87** courses were delivered (executive safety officers, supervisors, electrical risks, fire prevention and first aid, personnel working at a height and in confined spaces, pest control and deratization, personnel that handle and move patients, etc.) and **32** practical training courses in presence (e.g., first aid refresher courses, AWP and Fire Prevention) were delivered to **2,380** employees in all convened with an average of 20 participants in the classrooms. With this reorganization of the training sessions, there was a 50% cut in the cost of safety training and the course calendar could be scheduled and notified to the Areas in advance, so that worksites could make more flexible

arrangements thanks to the mixed composition of classrooms; it was also easier to reconcile training sessions with work necessities.

Finally, in March five video tutorials were produced and distributed to assist colleagues in the use of PPE and to give them guidance for the delicate moments of putting it on and taking it off, crucial during the emergency.

The number of qualifications in the **Technical and Professional** area rose with **41 new F-gas certificates** and **14 certificates** for the operation of thermal systems. 14 employees were involved in the **Contract Management** course with final international IACCM certification. Other professional courses were held on the subjects of Project Financing, ISSA GBAC sanitization, Procurement

Management, Public-Private Partnerships, Internal Audit, Project Management (PMI), Supply Chain & Operations, Welfare, Climate Control Systems, etc..

Training sessions continued for employees enrolled with the Council of Engineers and Architects, necessary to keep up their registration in the related List (Professional Training Credit, on the subjects of Occupational safety in the times of Covid-19 and the management of Public Works. A new online cleaning techniques course was produced during which experiments with the Modena Polytechnic contract will be made in 2021. The course will afterwards be given throughout the Group areas so that the competencies necessary for the new methods of operation can be propagated.

TRAINING COURSES, 2018-2020 PERFORMANCE

THEME AREA	2020		2019		2018	
	PARTICIPANTS	HOURS	PARTICIPANTS	HOURS	PARTICIPANTS	HOURS
Safety, Quality and Environment	4.748	31.642	7.435	51.939	5.321	44.839
Technical/Professional area	504	5.373	997	6.683	2.361	13.110
IT	361	937	43	401	157	1.916
Language	469	7.793	293	12.526	195	7.133
Managerial	419	9.792	475	9.403	410	11.669
TOTAL	6.501	55.538	9.243	80.952	8.444	78.667



ESG

Another initiative was a subscription to all the content of the **Milan Polytechnic Observatories – OSSERVATORI.NET Digital Innovation** (see [Network](#)) offered to the Marketing and Innovation, IT & Digital and Sales & Process Design Departments. This content included training courses, research and studies on multimedia, interactive platforms with hundreds of contents and events arranged by experts. Some of the subjects were Digital innovation in Public Health, cyber security, big data, business intelligence, Drones, Utility/Energy, internet-of-things, Smart Working, etc.. Experiments at the following departments: Information Technology, Marketing & Innovation, Human Resources, Process Design and Tenders.

As regards **language** training, English courses were kept running. During the lockdown, these courses were also a way for the **292** workers (registered at the beginning of the year) to stay in contact with their colleagues, thanks to the 34 classrooms available for Rekeep. The course, which was modular and could be followed at a distance, also included Polish colleagues from Naprzód (22) and Rekeep France (5). The company also continued to offer special courses, converted to remote mode, to improve group and personal public speaking. The **mapping** of the language level of **940** employees was also completed.

IT skills, in the sense of **Digital Culture** too, played a leading role in 2020, also as a result of the health emergency (see [Digital Transformation](#)). The Group tried out new technologies and tools in support of the new methods of work. In the broader context of the RESMART project, Outlook Office 365, SharePoint, Cyber Security and Teams e-learning courses were offered to over 500 employees all over

the Group in order to introduce the new SMART method of work. More specialized IT courses were also arranged in ITIL Foundation and Agile Scrum Master.

The first **GROUP Academy** was created for the **Managerial Area** in 2020, entirely in **digital mode**, for **738** colleagues involved in the **RESMART** project. The content is designed to ease the cultural and organizational transition from Remote to Smart Working. The new methods of work make it even more necessary to coach persons with key competencies to become more and more professional in answering for their results and for working more effectively, not only in Smart Working but also when they are in the office. Two training courses were created based on certain ingredients that are essential in order to work Smart: being ready to collaborate and take responsibility and being trustworthy, goal oriented, well organized and good at planning.

In 2020, the Group commenced the second Rekeep Talent Academy project for 42 more colleagues in the first stage of individual Assessment and feedback with a view to their growth.

In the managerial themes area, the Change Agents and Brand Ambassadors projects continued, as did training and coaching for new Middle Managers, further training for Top Management and the Mater maternity coaching project, in partnership with Faac and Montenegro, to harmonize the complexity of the mother's role with that of worker or professional. Training in the **"enhancement of contract coordination competencies"** for heads and managers continued

until February with discussions among participants to find Best Practices and some detailed study of the Italian Collective Labor Agreement for the Multiservices sector.

Work also continued on the company scheme whereby some employees follow, every year, the Executive MBA Program at the Business School of Alma Mater Studiorum University of Bologna.

The Rekeep Beyond project certainly also counts as a training activity (see [Rekeep Beyond](#)), involving, starting in December 2019, a group of 13 colleagues who were first engaged in a business sustainability culture learning path and then spread and promoted it. The project focused on climate change, which was the thread running through their deliberations and led to a document on the subject expounded to Rekeep's top management during a public event devoted to climate change in July 2020.

In spite of the difficulties arising from the change in training mode from in presence to remote, Rekeep continued to commit the entire contribution from the Italian cooperative companies fund, Foncoop (71% of training costs) to the payment of training costs in 2020 and resumed using the agency workers fund, Formatemp, even if it could only do this from the autumn onwards.



ESG

TRAINING COURSES BY POSITION, 2018-2020 PERFORMANCE

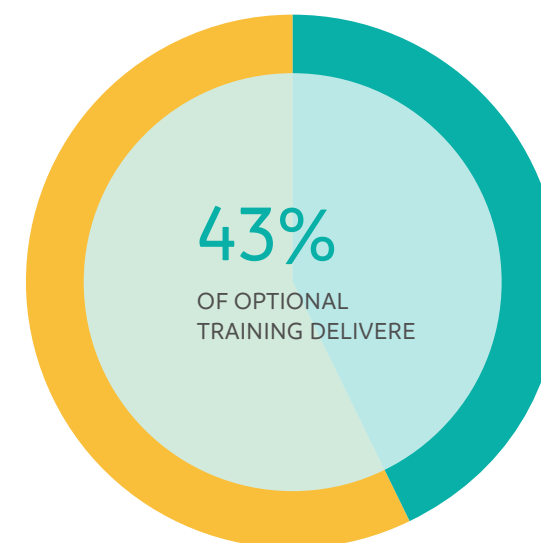
POSITION	2020			2019			2018		
	H/MEN	H/WOMEN	TOTAL	H/MEN	H/WOMEN	TOTAL	H/MEN	H/WOMEN	TOTAL
MANUAL WORKER	19.551	11.434	30.985	27.329	25.453	52.781	29.488	17.377	46.865
OFFICE WORKER	6.284	6.706	12.990	7.785	7.154	14.939	8.453	8.328	16.781
MIDDLE MANAGER	3.919	1.837	5.756	6.464	2.799	9.263	6.768	3.617	10.385
EXECUTIVE	3.830	1.229	5.059	2.787	1.072	3.858	3.857	745	4.602
APPRENTICE	383	365	748	29	83	112	-	34	34
TOTAL	33.967	21.571	55.538	44.392	36.560	80.952	48.567	30.100	78.667

AVERAGE TRAINING HOURS BY POSITION, 2018-2020 PERFORMANCE

GENDER	2020			2019			2018		
	EMPLOYEES	TRAINING HOURS	AVERAGE HOURS	EMPLOYEES	TRAINING HOURS	AVERAGE HOURS	EMPLOYEES	TRAINING HOURS	AVERAGE HOURS
MEN	6.996	33.967	4,86	6.396	44.392	6,94	6.114	48.567	7,94
WOMEN	9.116	21.571	2,37	9.883	36.560	3,70	9.988	30.100	3,01
TOTAL	16.112	55.538	3,45	16.279	80.952	4,97	16.102	78.667	4,89

TRAINING COURSES BY GENDER, 2018-2020 PERFORMANCE

EMPLOYEE'S RANK	2020	2018	2019
	AVERAGE HOUR		
MANUAL WORKER	2,07	3,54	3,15
OFFICE WORKER	16,87	18,66	23,36
EXECUTIVE	120,45	71,44	93,92
TOTAL	3,45	4,97	4,89



ESG

Company welfare policy

Rekeep believes in company welfare.

It believes in the importance of combining the growth of the company with its employees' aspirations for professional and personal growth.

The theme of the well-being of its employees took on particular importance and received a particular degree of attention in the incredible year that has just ended, dominated by the Covid-19 pandemic.

Rekeep has long been aware and firmly convinced that the particular measures to take in order to enhance well-being are also essential for promoting an increase in the value of the company by means of its sustainability. The strengthening of the company welfare system goes precisely in this direction, as also smart working, which, unfortunately, all personnel could only apply irregularly as a result of the health emergency. For more details, reference should be made to the relevant paragraph (see [smart working](#)).

Rekeep's welfare system at the moment is divided into four specific fields. As regards one of these fields, like all the other participants, it is still awaiting the outcome of the evaluation of the offers in the #CONCILIAMO Tender called by the Family Policies Department of the Italian Prime Minister's Office: Rekeep's offer was for an enlargement and reinforcement of its welfare plan, containing,

in particular, measures in favor of the brackets of the company's population that are less covered by its current policies. The offer presented also includes a further acceleration of smart working with action to take both as regards digital technology and training and growth.

The results of the evaluation of the Call should have been announced before Christmas 2020 and then before the end of March 2021, but both dates failed to be observed because priority had to be given to the management of the Covid-19 pandemic.

Nevertheless, regardless of the timing of the publication of the result of the evaluation, it is Rekeep's intention to continue along the road of the expansion of welfare policies, also by injecting a substantial amount of its own funds, in order to increase services for its employees and to relaunch and boost all measures that can help in attaining a fair work-life balance.

Below are Rekeep's schemes and services that are currently in place for employees:

- ["Un futuro di valore"](#) - Scholarships for the particularly deserving sons and daughters of employees;
- ["Tuttingiro"](#) – Free summer camps and summer centers for employees' children from 3 to 14 years of age;
- A [welfare platform](#) that provides services and benefits for employees;
- [Free supplementary healthcare scheme](#) for employees engaged under the Italian Collective Labor Agreement for Cleaning and Multi-Services workers and promoting prevention;
- [Company agreements](#) through a dedicated portal.



ESG



Un futuro di valore

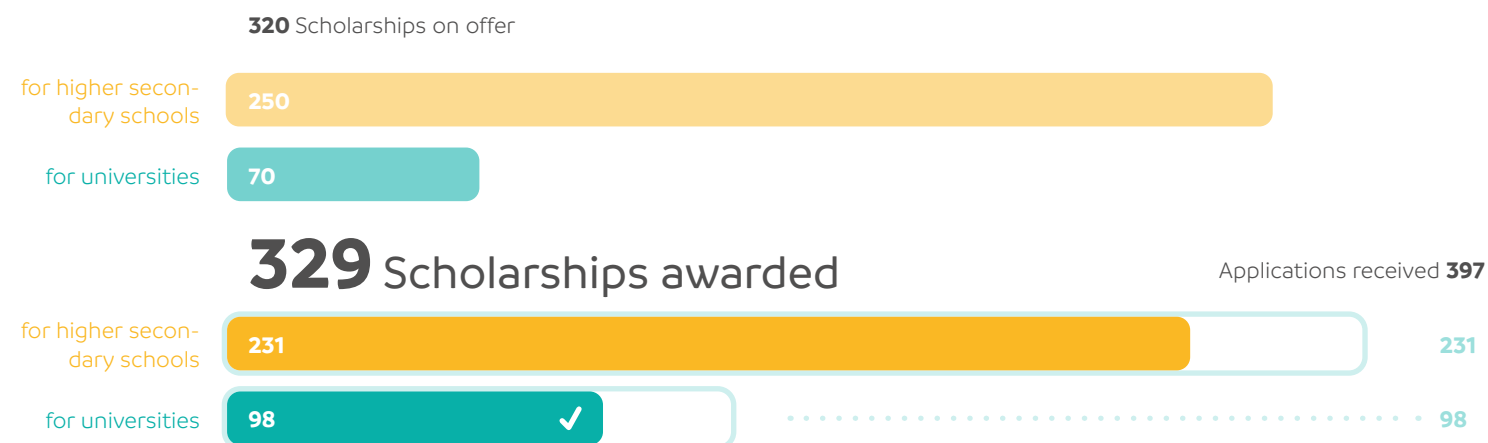
Scholarships for sons and daughters of employee

“Un futuro di valore” (A valuable future) is the project whereby Rekeep, for the last 11 years, has been rewarding the sons and daughters of Group employees who do best at school.

It was the first company welfare scheme that Rekeep launched in the year 2010.

In 2019, as stated in the previous report, to mark the tenth year of the scheme, Rekeep decided to further raise the number of Scholarships on offer to 320 (+10 compared to previous years and +40 more than in the first edition), a number that was also confirmed on the occasion of the 2020 edition.

Scholarships on offer are distributed as follows:



- 250 for higher secondary schools (worth Euro 400 each);
- 70 for universities (amounting to Euro 1,000).

The only criterion for the awards is merit:

- higher secondary school students must have an average mark equal to or higher than 7.5;
- university students must have an average mark of 27/30, must have kept up with their plan of studies and must have passed at least two-thirds of their examinations.

There was another increase in the total number of applications (+4.2% compared to 2019) in the eleventh edition, with a consequent increase in the number of awards (to-

taling 329, +39 compared to 2019). The number of deserving university students is rising continuously (+8 compared to 2019).

306 applications out of 397 were received from sons and daughters of Rekeep employees and 255 scholarships were awarded to Rekeep workers (178 for higher secondary schools and 77 for universities).

Another interesting figure is that meritorious sons and daughters win more than one scholarship: while 153 (46.5%) out of the 329 recipients were awarded their first scholarship, the remaining 176 (53.5%) had already been awarded one in at least one previous edition of the scheme.

This also bears witness of the fact that Rekeep is accompanying the more brilliant students along their course of studies by giving their families financial support.



ESG

The total amount disbursed for the eleventh edition of the project was equal to **Euro 190,400**.

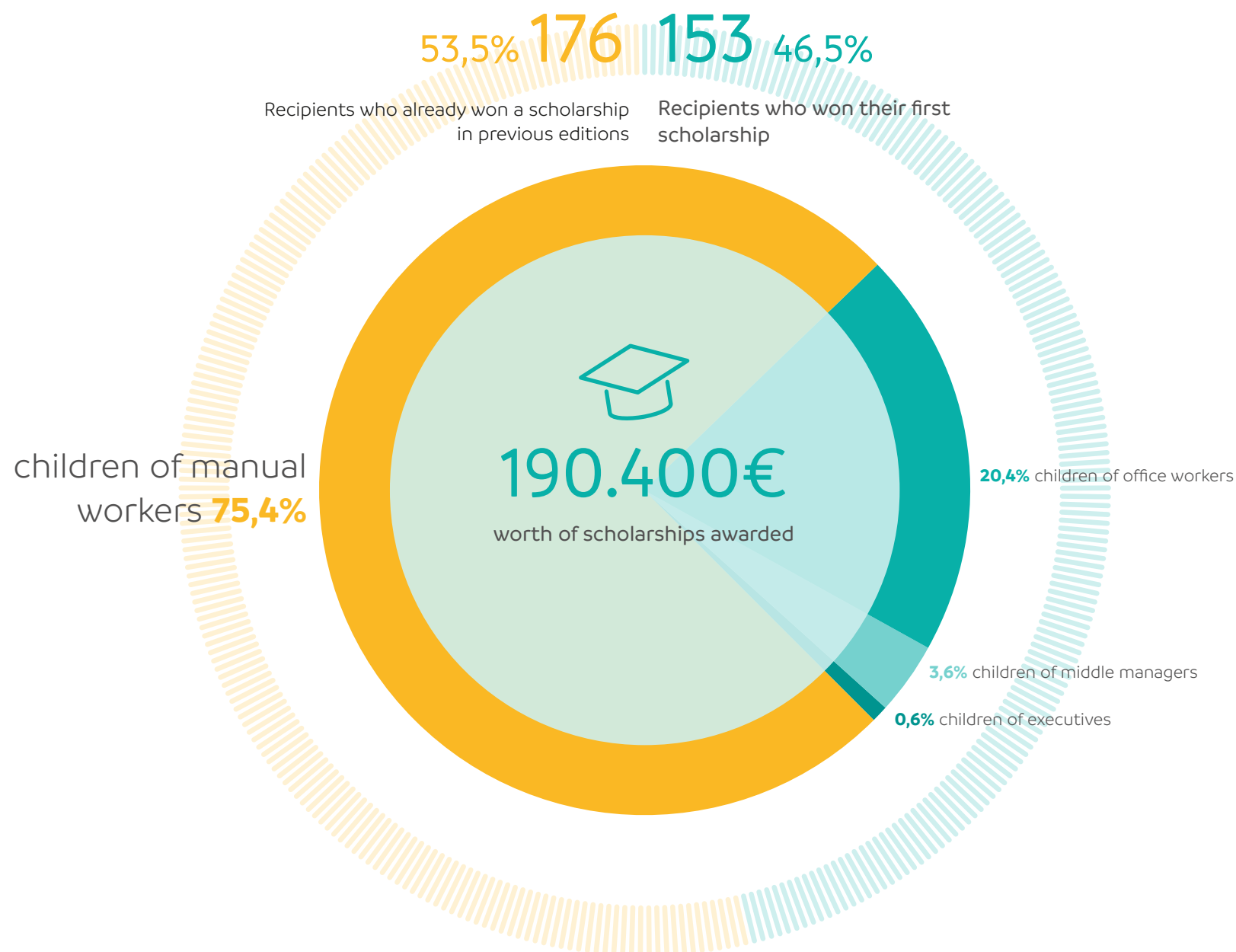
Among the winners of scholarships, workers' sons and daughters are easily in the majority with 75.4%. Of the remainder, 20.4% are sons and daughters of office workers, 3.6% of middle managers and 0.6% of executives.

14.9% of total recipients are sons and daughters of workers born abroad.

The figures for the last edition, as was the case for all the previous editions, show that although Scholarships are assigned purely on merit, in fact they reflect the essential features of the company population of Rekeep.

In the long tradition of this project, Rekeep has been accustomed to arranging ceremonies throughout Italy for the award of the Scholarships in the first part of the year, with top management, local institutions and the employees with their families being involved and attending.

Unfortunately, public events to award scholarships could not take place for the 2019 and 2020 editions, obviously owing to the pandemic restrictions. The Scholarships, therefore, were awarded without any formality.



ESG



Tuttingiro

Summer camps for children of employees

SUMMER STAYS 11-14 years



Another important Rekeep company welfare scheme, Tuttingiro (Let's all go) has been in place since 2013, which is reserved for the youngest sons and daughters of the Group's employees: summer centers for children aged from 3 to 10 years and summer camps for boys and girls aged from 11 to 14 years.

Starting from requests submitted from the bottom levels of the company on various occasions, in the light of the success of a pilot project in the Imola area in August 2012 and thanks to funds received from the Family Policies Department of the Prime Minister's Office under Law 53 of 2000 (Article 9), a summer centre service started in the provinces of Bologna and Modena for infant and primary school children of the workers of Manuten-coop Società Cooperativa, Rekeep and H2H.

Similarly, all over the country free summer camps providing one-week stays started to be offered for the children of employees of all Group Companies aged between 11 and 14 years.

The funded project provided, in the two-year period 2013-2014, for 800 weeks of summer center for children aged from 3 to 10 years old in the provinces of Bologna and Modena and 300 one-week stays for boys and girls aged from 11 to 14 years throughout the country.

The summer centre and summer camp projects have been repeated each year as from 2015 in view of the success of these schemes and favorable feedback from employees, with the cost being sustained entirely by Rekeep.

In 2020, however, owing to the Covid-19 pandemic, it was particularly complex and difficult to carry through the schemes, which were delayed. After the general lockdown, the Italian Government opened up to movements between regions on 3 June, but in a cautious and uncertain climate. Until then, therefore, it was not possible to frame or plan for any activities that involved moving freely within the country for stays or holidays.

With the advantage of solid, competent partners and a long and varied experience behind it, Rekeep nonetheless succeeded in offering the Tuttingiro schemes again to those who wanted and applied to let their children have a free week's stay in one of the seven destinations selected. The summer camp stays mainly took place in July; the most appreciated proposals were those in yachts (there were three options: the Isle of Elba, the Ponza Islands and the Phlegraean Islands), both because they were unique experiences and because of the stringent security precautions adopted for a holiday of this type.

In 2020, 14 boys and girls (12 from Rekeep) left for a week's stay, which was entirely paid for by the company.

57.2% of the participants were children of office workers and came from three Italian Regions: Emilia Romagna, Tuscany and Lazio.



ESG

Again owing to the current Covid-19 containment regulations, transport for the chosen destinations could not be provided as it had always been in previous years' schemes and this had a substantial impact on the participants' place of origin and their types.

The project was diffused and promoted exclusively by means of the MARCO employee portal and email.

The summer centre service in 2020 was provided in the provinces of Bologna, Modena, Florence and Venice. Like the summer stays, these were also affected by the pandemic and their accomplishment was very complex and cumbersome.

68 children (52 sons and daughters of Rekeep workers) in all took part in 2020: 10 went to the summer centre for infants and 58 to the centres for primary schools.

121 weeks of summer centre services in all were provided between June and September, with an average of 1.8 weeks per children.

The project was diffused to all employees concerned exclusively by means of the MARCO employee portal and email.

REGISTERED WITH SUMMER CENTRES, 2013-2020 PERFORMANCE

	2020	2019	2018	2017	2016	2015	2014	2013
Infant school	10	65	73	86	45	45	41	44
Primary school	58	151	149	128	91	91	82	77
TOTAL	68	216	222	214	136	136	123	121

WEEKS OF SUMMER CENTRES, 2013-2020 PERFORMANCE

	2020	2019	2018	2017	2016	2015	2014	2013
Infant school	17	127	140	165	143	136	116	125
Primary school	104	282	284	251	282	236	274	277
TOTAL	121	409	424	416	425	372	390	402

SUMMER CAMPS 3-10 years

68
children



121
weeks



LAW 53/2000: WORK-LIFE BALANCE PROJECTS

The basic law in the matter of work-life balance in Italy is Law 53 of 8 March 2000, which not only introduced parental leave, encouraging fathers to become more involved in the care of their children, but focused the attention of Regional and local authorities on the importance of reorganizing the tempo of city life and, under Article 9, suggested experiments with positive action for conciliation in the workplace, making company management and social partners aware of this issue.



ESG



Welfare platform

A web platform was activated on 1 March 2020 for employees to register for a welfare scheme whereby they were granted a benefit of Euro 250 each to spend up to 30 November.

This “welfare benefit” could be used to buy a number of goods and services in the fields of health, sport and well-being, medical assistance, education, culture and entertainment, with a free choice on the basis of personal needs and interests.

The main advantages of flexible benefits of this kind are:

- a reduction of the tax wedge: the payment is not subject to tax or contributions;
- flexibility: within the provisions of the regulations, recipients are entirely free to decide how to spend the money;
- special prices: in addition to saving on tax and contributions, the recipients enjoy special terms as a result of agreements entered into by their employer.

A large number of brands were available and the web platform, proposed and operated by a leading firm in the sector, was easily and immediately accessible. Three types of benefit could be chosen from:

- services on reimbursement;
- directly purchased services;
- shopping vouchers.

With services on reimbursement, the beneficiary could request the reimbursement of educational expenses sustained for family members (including the purchase of school books, canteen services and going to summer or winter centers); interest expense on mortgages taken out to buy or renovate homes or on loans; the costs of caregivers or assistance services for aged or non-self-sufficient family members; and public transport passes for themselves or dependent family members.

The benefit could also be used, either totally or partially, to buy leisure-time services directly, such as gift boxes, tickets for admission to events, spas and amusement parks, subscriptions to gymnasia and swimming pools and travel or prevention programs to protect public health.

Shopping vouchers could be spent in supermarkets of all types, in clothing, technological goods and perfumery stores and in bookshops, or to buy telephone top-ups or as fuel vouchers.

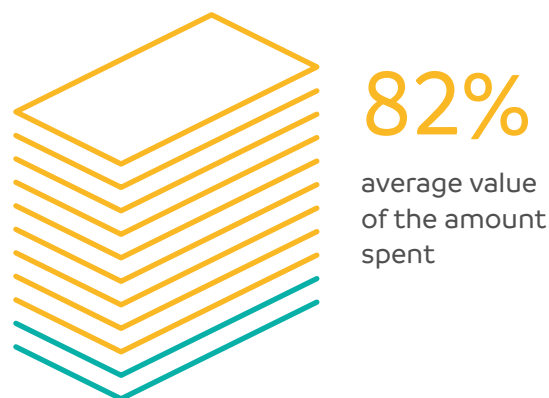
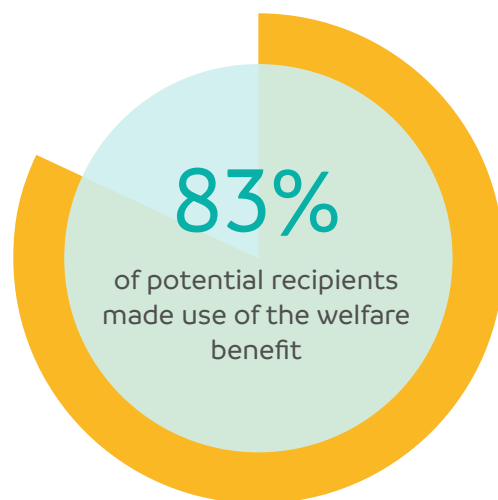
83% of the potential recipients out of a total of 520 had taken advantage of at least a part of their benefit by the end of the time limit for its use, namely at 30 November.

The amount available for benefits was used for 82% on average.

It was confirmed that the scheme would be on offer in 2021 too, also as a result of its success and reception, in spite of the difficulties at this exceptional point in time.



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FOR WORKERS DIRECTLY INVOLVED IN THE COVID-19 EMERGENCY

Among the many substantial measures that Rekep took in response to the Covid-19 pandemic, the main one is certainly that born at the desire and with the contributions of the Group's Executives, who chose to allocate 20% of their remuneration for the months of March and April 2020 to a fund, which was subsequently added to by the Company; the aim was to reward the approximately 5,200 blue-collar workers who were concretely engaged in work at the more than 350 healthcare facilities all over the country.

This was a scheme conceived to give a practical form of thanks to the Group employees that worked in hospitals all over Italy in the lockdown months, providing sanitization and maintenance services during the most acute phase of the Covid-19 pandemic.

A contribution of Euro 255 in shopping vouchers was distributed in June, the same amount being given to all employees in hospitals regardless of the number of hours/days worked in March and April. These workers included sanitization personnel, technicians engaged in routine maintenance or fitting out Covid-19 wards, wardrobe assistants and workers in factories belonging to Servizi Ospedalieri, the Group company that handles hospital linen and uniforms washing.

Also in order to respond to needs arising from the Covid-19 emergency, a Call for applications for an extraordinary solidarity grant - Indennità Emergenziale Conciliativa COVID-19 ("Emergency conciliatory Covid-19 allowance") - of up to Euro 200 was announced for all workers in the Multiservices sector registered with ONBSI, the National Bilateral Integrated Services Institution. This call is still open.

Applications for a grant can be submitted for, among other reasons:

- expenses arising from the birth of one or more children;
- costs of school materials, canteens and fees, baby-sitting services;
- assistance for aged or non-self-sufficient family members.

The grant may be applied for by all workers registered with ONBSI that had paid at least 12 months of social security contributions by 1 March 2020, with an Equivalent Economic Situation Indicator (ISEE) income of less than Euro 30,000 in 2019. The Call for applications will expire on 31 December 2021 and is valid for expenses sustained between 1 March 2020 and 31 December 2021.



ESG

Supplementary healthcare scheme, health promotion and disease prevention

Rekeep already started providing its employees with a totally free supplementary healthcare scheme in 2013, thus anticipating and improving on the provisions of the Italian Collective Labor Agreement for the Cleaning and Multiservices sector.

Since 1 January 2017, Rekeep and the Group companies that apply the Italian Collective Labor Agreement for the Multiservices sector have joined the ASIM Fund (Supplementary Healthcare Scheme for the Multiservices sector). Through the ASIM Fund, the employees can enjoy healthcare benefits additional to those provided by the Italian Health Service, completely free of charge.

The healthcare scheme can be used for the following benefits and services in the event of illness or accident:

- a daily allowance when admitted to a hospital for a major operation;
- home care after illness or accident;
- certain types of new-born baby surgery;
- maternity packages;
- highly specialist services;
- specialist examinations and costs of diagnostic tests.
- rehabilitation physiotherapy after an accident;
- particular diagnostic tests;
- implants;
- dental treatment after an accident;
- special dental treatment;
- dental services at special rates;
- advice services.

The Healthcare Scheme is managed by the ASIM Fund in collaboration with UniSalute, a specialist medical insurance company. The amount paid by Rekeep to the Fund is equal to more than Euro 622 thousand on an annual basis.

The ASIM Fund was promoted particularly exhaustively and intensively for the very reason that the company wanted to see that as many employees as possible started to enjoy the benefits of the policy. All corporate communication channels were used: the email, the MARCO portal, the website, the house organ “Environment”, including through co-branding projects. Furthermore, Rekeep is already working on further improvements with a view to boosting the service and the support it offers.

1,568 Rekeep employees made use of medical assistance services in 2020. 3,912 claims were made, with an average of claims by applicant equal to 2.49. This figure is only indicative because claims tend to increase by 1 a year according to the degree of trust in the Fund’s services and the constant improvements in the Healthcare Scheme. 1,410 applications for the reimbursement of costs were submitted for a total amount of more than Euro 54 thousand.

In March 2020 the ASIM Fund, in collaboration with UniSalute, brought in a number of measures to meet the Coronavirus emergency with the aim of providing solid and adequate support to all its members. The warranties offered consisted of:

- a quantitative IgG-IgM serological test to search for anti-SARS-CoV-2 antibodies, which ascertains whether the person has been in contact with the SARS-CoV-2 virus and, on the basis of a sample of the antibodies produced, establishes whether the infection is still in progress or not. After a positive



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response to the serological test, the member of the Fund can ask for a nose and throat swab to search for viral RNA, which will also find out whether an infection is in progress. If the swab is positive, the member of the Fund can ask for another, at the time determined by his or her doctor, to verify recovery and trigger the further warranties;

- daily allowance in the event of hospitalization with Covid-19;
- allowance after hospitalization in intensive care with Covid-19;
- daily allowance for isolation at home with Covid-19.

The historical collaboration with the **Bernardo Ramazzini National Institute for the study and control of tumors and environmental diseases** also continued in addition to the supplementary healthcare scheme.

By means of the agreement entered into with this body, all employees can become members and have a free check-up at the cancer research and prevention institute. Membership fees and check-up costs are paid by Rekeep.

78 employees went to the Institute clinic in 2020 and 227 specialist examinations were conducted, whose cost was entirely covered by the company.

Gynecological services were those most requested, followed by examinations and tests for breast cancer screening and prevention (mammograms and breast scans) and dermatological examinations and tests.

There were slightly fewer users, and consequently services, owing to the Covid-19 pandemic, which, moreover, caused the Institute to be closed in March and April 2020.

The second historical partnership is that with the **Susan G. Komen Association**, an Italian non-profit organization that promotes the Race for the Cure in September. This is a 5-km mini marathon with a 2-km walk whose purposes are to make public opinion alive to the importance of the prevention of breast tumors and raise funds for the fight against these types of tumor. The race could not take place in 2020, again owing to the health emergency.

Unfortunately the regulations at the time, aiming at reducing the risk of the spread of the infection, did not allow the event to be held, nor any other public event that entailed a risk of a gathering.

Company agreements

In addition to its company welfare schemes, Rekeep also offers some advantageous special agreements for employees in collaboration with partners at nationwide level.

The updated list is available on the company website on the page dedicated to employees and on the MARCO portal.

There are attractive offers and proposals in practically all sectors: motor cars and finance, clothing, health and sport, technology and leisure time.

There are also some particularly attractive exclusive offers of electricity and gas services and long-term car hire for Rekeep employees.

There will be more of these offers in 2021 as a result of new partnerships, especially in the telephone sector and, again, sport and fitness.



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Health and safety



To manage workers' health, safety and well-being to the best is a commitment that Rekeep's management continues to keep up by means of a clear determination of roles and responsibilities throughout the entire organization. Spurred on by the conviction of the importance of developing and preserving a sound safety culture, the company plays an active role in spreading awareness in order to create shared value.

One of the primary channels is certainly the transfer of knowledge from one employee to another; this facilitates the free flow of ideas with a consequent greater grasp of risk and of the prevention and protection measures to take. An organization's safety culture, in fact, tends to be absorbed by its workers if the whole organization, from top to bottom, maintains a positive and proactive attitude.

Rekeep wants workers to think and feel that health and safety are important for themselves and for those who work beside them. Managers must have a clear picture of their responsibilities and of the implications of their decisions for health and safety and the same applies to the workers. The starting point, in fact, is the presupposition that people should work safely above all because they want to and not merely as a duty or obligation. By promoting a culture of collaboration, it is possible to help persons to think as a group, which, over time, helps to forge a bond between a safety culture and performance. It is only by persevering in the effort to build a positive health and safety culture that a company can influence worker behavior, reduce the number of accidents and reports of occupational diseases and isolate any workers that continue to operate unsafely.

Everyone's way of life changed radically in the year that has just ended, which saw the most serious health emergency of our century, and it was necessary, indeed indispensable, for the company as a whole to make an extra effort to rethink its processes entirely in the pursuit of the greatest possible degree of protection and safety to safeguard the health of all the workers, both female and male, and of third parties (customers, suppliers, contractors, visitors, etc.), which enabled Rekeep, as they still do, to provide its essential day-to-day services.



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Management system

The transition of the safety management system to the new international standard ISO 45001:2018 was completed during the reporting period. On the basis of the new international standards structure, the safety management system has been integrated in the analysis of the context (meaning the set of internal and external factors of the company that can affect its strategies and have effects, including adverse effects, on its objectives) and of the expectations of the parties concerned.

The material aspects of the context and expectations of the parties concerned as emerging from the analysis have been evaluated in terms of risks/opportunities with respect to the following macro (risk) factors:

- legal reliability;
- business continuity;
- reputation/relations with stakeholders;
- integrity of assets;
- integrity of the human factor;
- market response;
- financial strength.

The evaluation that was made was integrated into the company's safety management system so that it represented the company and its business in an organic corpus.

Some safety procedures and instructions were drawn up and included in the safety management document during the financial year under review. No major Non-Conformities that would have prevented the certification/certificate from being maintained emerged during the audits.

Accidents

The data for 2020 describe a trend in accidents showing a significant improvement compared to the previous years. The number of accidents fell and the frequency and severity indicators also fell.

No fatal work accidents occurred during 2020.

The accident phenomenon is also measured by means of the following indicators:

Incidence rate (or relative frequency) = (Number of accidents * 1,000) / Average workforce

This is the percentage of workers that suffered accidents as a ratio of those exposed to risk.

Frequency rate = (Number of accidents * 1,000,000) / Total Hours Worked

This is a measure of the accident trend as the number of cases as a ratio of every 1 million hours worked.

Severity rate = [days of temporary disability + (% of permanent disability * 75) + (death * 7,500)] / Total Hours Worked * 1,000

This measures the gravity of accidents as a ratio of the number of working days lost for every 1,000 hours worked.



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These indicators are variable over time in that they depend on the recognition of the accidents concerned by the Italian Institute for Insurance against Accidents at work (INAIL). The values of the indicators shown in the table are therefore also affected for the years prior to the last period of this recognition.

It should be noted that indicators are calculated by considering any and all accidents, including those lasting less than 3 days and commuting accidents.

A decrease in the number of accidents in all the Areas was observed compared with previous years, as was obviously to be expected in view of the total number of accidents, and an increase in the number of days absent only in the Centre-South Area. Frequency and gravity rates were lower in all Areas.

The breakdown by function and geographical area is provided below to better understand the trend in accidents.

INCIDENCE, FREQUENCY AND SEVERITY RATES, 2018-2020 PERFORMANCE

YEAR	NUMBER OF ACCIDENTS	NUMBER OF* EMPLOYEEESI	HOURS WORKED	DAYS ABSENT	RATES		
					INCIDENCE	FREQUENCY	SEVERITY
2018	986	14.194	17.409.526,36	24.911	69,47	56,64	1,43
2019	848	13.076	16.227.903,37	21.391	64,08	52,26	1,32
2020	721	≤12.288	14.720.921,49	18.712	58,67	48,98	1,27

* Data observed by CUBO Infortuni (extrapolation from the Zucchetti pay management system) and provided by the REKEEP HR Department.

**Data relating to the average workforce of REKEEP only.

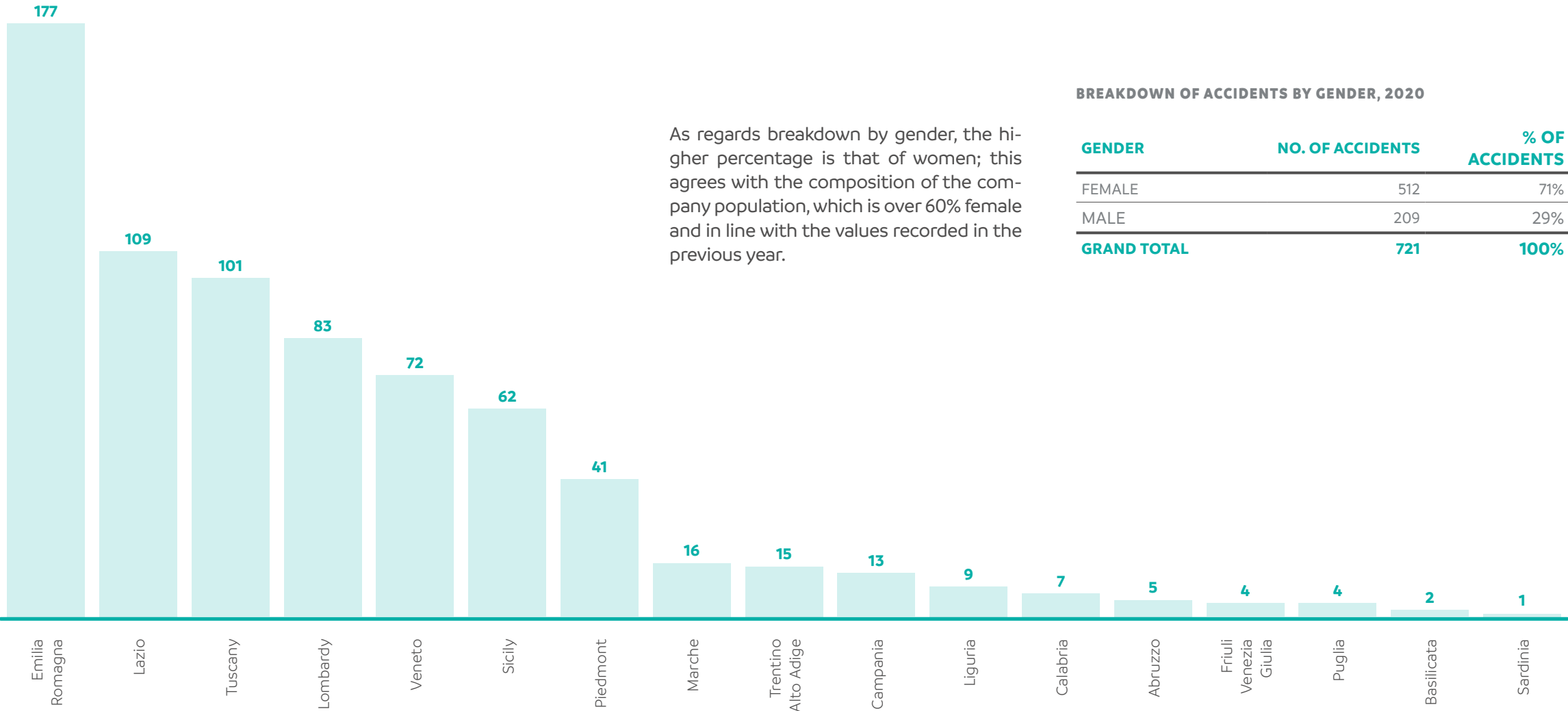
BREAKDOWN OF ACCIDENTS BY COMPANY DEPARTMENT, 2020

COMPANY AREA/DEPARTMENT	NUMBER OF ACCIDENTS	OF WHICH COMMUTING ACCIDENTS	DAYS ABSENT	INCIDENCE RATE	FREQUENCY RATE	SEVERITY RATE
SOUTH CENTRAL AREA	198	35	6.075	59,9	47,64	1,46
EMILIA ROMAGNA AREA	175	38	4.494	71,65	59,78	1,54
CENTRAL AREA	122	13	3.240	59,35	50,74	1,35
NORTH WEST AREA	108	16	2.660	57,63	44,58	1,1
NORTH EAST AREA	90	15	1.763	47,84	48,86	0,96
MASS MARKET RETAIL LOGISTICS PROJECT	27	10	473	56,24	46,05	0,81
FUNZIONI CENTRALI	1	0	7	4,01	2,62	0,02
GRAND TOTAL	721	127	18.712	58,67	48,98	1,27



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BREAKDOWN OF ACCIDENTS BY REGION, 2020



As regards breakdown by gender, the higher percentage is that of women; this agrees with the composition of the company population, which is over 60% female and in line with the values recorded in the previous year.

BREAKDOWN OF ACCIDENTS BY GENDER, 2020

GENDER	NO. OF ACCIDENTS	% OF ACCIDENTS
FEMALE	512	71%
MALE	209	29%
GRAND TOTAL	721	100%



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The breakdowns of accidents by duration (days) and the kind of injury are reported below compared to the values recorded in previous years

DURATION OF ACCIDENTS (DAYS), 2018-2020 PERFORMANCE

	2020	2018	2019
Between 1 day and 3 days	136	206	189
Between 4 and 15 days	270	357	332
Between 16 and 30 days	142	186	150
Between 31 and 40 days	50	66	45
Between 41 and 60 days	48	70	49
Between 61 and 100 days	48	56	52
Duration > 100 days	27	38	31
GRAND TOTAL	721	979	848

KIND OF INJURY FROM ACCIDENTS, 2020

KIND OF INJURY	NO. OF ACCIDENTS	% OF ACCIDENTS
Bruising	279	38,70%
Damage from infectious and parasitic agents	157	21,78%
Dislocation, sprain, wrench	126	17,48%
Fracture	61	8,46%
Wound	39	5,41%
Damage from other agents	31	4,30%
Damage from over-exertion	14	1,94%
Foreign body	12	1,66%
Loss of limb	2	0,28%
GRAND TOTAL	721	100,00%

The breakdown of accidents by the kind of injury is reported below.

The hygiene sector is that in which the highest number of accidents occur.



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BREAKDOWN OF ACCIDENTS BY TYPE OF SERVICE, 2020

SERVICE	NUMBER OF ACCIDENTS	NUMBER OF COMMUTING ACCIDENTS	ACCIDENT DAYS + REPERCUSSIONS	INCIDENCE RATE	FREQUENCY RATE	SEVERITY RATE
INDIRECT SERVICES	2	1	85	5,54	3,40	0,10
Hygiene Service	617	106	15.524	63,34	58,49	1,47
Logistics / Hygiene service	29	10	494	57,54	46,12	0,79
TOTAL HYGIENE SERVICES	646	116	16.018	63,20	58,01	1.44
Global Service contracts	9	5	760	41,97	24,32	2,05
Energy Service	8	0	176	36,39	20,32	0,45
Maintenance Service	56	6	1.687	45,12	25,34	0,76
TOTAL INTEGRATED SERVICES	73	11	2.623	43,57	24,55	0,88
GRAND TOTAL	721	127	18.712	58,67	48,98	1,27

When accidents take place, the reasons are largely factors regarding the worker’s behavior in the workplace and partly non-observance of working procedures. In fact, in all areas a number of accidents are caused by a lack of attention in movements in general or knocks/blows/squeezes during working processes. The number of accidents that occurred in using ladders in working at a height remains high, while those associated with a potential biological risk (needle punctures or cuts by sharp objects) were considerably lower. In these types of accident, a part is often played by lack of attention on the part of the principal or its workers. The company continues to make formal representations to customers and to make its personnel alive to the risk of accidents, as started doing in previous years. In 2020, it continued to make efforts to progress from a “defensive” to a “reactive” vision of accidents. Indeed, accidents must not only be avoided but, if

they happen, the results must be that we see that they do not happen again in the same circumstances and that we spread the practical knowledge of what to do to avoid them. This approach was applied to 34 accidents that we had a hard look at because the effects, as certified at the beginning, were to last over 30 days, because the details were unusual or because they were of frequent types. In many cases the event proved not to be due to operational, safety or organizational factors. After they had been analyzed, some changes were decided upon in order to enhance risk prevention, including the consideration of new PPE and arrangements were made with the officers/ operatives concerned for special meetings at which events were studied in detail. What has emerged is that the procedures for reporting accidents and near misses on the part of the supervisors concerned have to be improved and more attention has to be given to these events.

During the periodic meetings held in accordance with Article 35, considerable stress was laid on the correct handling of equipment, both the company’s own and that of third parties, when used by operators, especially for work at a height, and emphasis was given to the substantial number of accident leave absences for which the initial medical certificate was valid for a low number of days but, as a result of repeated certificates from the family doctor, ended by lasting well over 40 days. This issue was raised so that such cases could be monitored and dealt with. Additionally, the standard of reporting and analyzing accidents and near misses on the part of supervisors was still poor. Two reports were recorded in 2020, 1 in the North East Area and 2 in the Emilia Area. The employee concerned was warned as a prevention measure. Reports from customers, on the other hand, were various and were all handled by the Operations function in collaboration with the Prevention and Protection Service officers.



Health surveillance

There is a medical surveillance system for workers exposed to “statutory” risks, i.e. risks that may entail harm to health. It is entrusted to 56 company doctors all over the country, eight more than last year to provide a better service to the Operations function. The company has also created the position of Coordinator Company Doctor in order to raise the efficiency of the work done and standardize the delivery of the service over the whole country.

In 2020 health surveillance was conducted on workers on the basis of their duties as scheduled, in compliance with the health protocol attached to the company’s Risk Assessment Document (DVR).

5,697 medical examinations were carried out counting periodic examinations, examinations on returning after long absences, pre-employment medical examinations and those on request. Particular care was also given to the consideration of situations of workers operating in more than one context, sometimes used for different purposes. Work site and service supervisors were told to provide the necessary information regarding workers assigned to at risk tasks in order to render fitness to work assessments appropriate and open in the interests of the organization of labor and occupational health and safety.

During the year, Rekeep also tried to improve the relationship between company and Company Doctor, encouraging doctors to learn more about the duties performed by the workers and the risks associated with them by means of periodic visits to worksites and exchanges of information with workers’ supervisors. An objective linked to this was to make it easier for doctors to weigh workers’ fitness for the duties involved and to reach a fairer, more effective and clearer assessment.

Since the beginning of the COVID-19 health emergency, Rekeep S.p.A. has maintained ongoing coordination between the Company’s Management, the company Prevention and Protection Service (SPP) department, the Coordinator Company Doctor and the Workers’ Safety Representatives (RLS), in order to ensure effective management of the emergency in progress, by taking the following measures:

continuing with operations, giving priority to preventive examinations, examinations on request and examinations on return from illness, in compliance with the hygiene measures and measures of prevention and protection from infection risks communicated by the Coordinator Company Doctor in accordance with the provisions of the government and company policy;

encouraging a careful management of employees with specific frailties, insofar as they are hypersusceptible to the COVID-19 virus, in line with the guidelines and requirements imposed by the competent authorities and with respect for privacy. To this end, information was provided to staff members responsible for their management as a result of interpreting government regulations and exchanges of correspondence with some competent doctors;

collaborating with the coordinator company doctor, medical centers, Workers’ Safety Representatives and Company Union Representatives (RSA) in evaluating and proposing regulatory measures in the matter of COVID-19.

Despite the strong criticality lined to the period of emergency, especially in the first part of the year, it was possible to complete the health surveillance work scheduled for the current year through the support of the Coordinator Company Doctor and all medical centers.



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The assessments made are shown in the table below.

Overall, about 16% of the personnel examined were fit with limitations; the persons concerned were mainly in higher age brackets.

HEALTH SURVEILLANCE, 2020

ASSESSMENT	OFFICE WORKERS	HYGIENE	LOGISTICS	INTEGRATED SERVICES	TOTAL
Fit	75	3,291	253	374	3,993
Fit with limitations	4	776	6	88	874
Fit with requirements	64	445	18	215	742
Unfit	0	8	0	0	8
Temporarily unfit	0	77	0	3	80
GRAND TOTAL	143	4,597	277	680	5,697

HEALTH SURVEILLANCE BY AGE BRACKETS, 2020

ASSESSMENT OUTCOME / NO. OF EXAMINATIONS BY AGE GROUPS	FROM 18 TO 25 YEARS	FROM 26 TO 35 YEARS	FROM 36 TO 45 YEARS	FROM 46 TO 60 YEARS	OVER 60 YEARS	TOTAL
Fit	211	559	1,089	1,884	250	3,993
Fit with limitations	3	16	200	510	145	874
Fit with requirements	7	52	176	437	70	742
Unfit	0	0	4	3	1	8
Temporarily unfit	1	2	35	33	9	80
GRANT TOTAL	222	629	1,504	2,867	475	5,697



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Observance of “requirements/limitations” is the responsibility of service and worksite Managers.

The fact that a report is available both to the Management (Booklet) and workers’ supervisors in the form of a document that provides information regarding the results of health surveillance and the causes of absence of workers has helped to improve the climate in which dialogue and appraisal are conducted.

MEASURES FOR THE PROTECTION OF WORKERS’ HEALTH IN THE COVID-19 EMERGENCY

As soon as the pandemic broke out, Rekeep took a number of measures for the protection of its human resources:

- a supplementary health insurance policy was taken out through the ASIM Fund for workers who tested positive for Covid-19, both those admitted to hospital and those in isolation at home ([see Supplementary healthcare scheme](#));
- remote working was started immediately for all office workers ([see Smart Working](#));
- Personal Protective Equipment (PPE) was promptly distributed among healthcare workers in conformity to the instructions of the various Health Trusts and government regulations, even when this equipment was scarce ([see Supply management](#));
- a new medical service was activated, also through the ASIM Fund, that administered the IgG-IgM quantitative serological test completely free and without any need for a doctor’s prescription ([see Supplementary healthcare system](#));
- in November the Covid-19 Serological Screening Campaign started, directed at all Group office workers and operatives in Rekeep’s main offices and at Servizi Ospedalieri’s Factories. The campaign got off to a very fast start with the collaboration and support of the Coordinator Company Doctor and his Medical Centre. First all the participants took a rapid serological test and, if the result was positive, they could take a rapid antigen test on the spot. The purpose of the decision to proceed in this way was to create a “historical” database of the spread of the virus in the company. In December, the scheme continued with the use of rapid antigen swabs, considering the extremely concerning trend of infections in Italy;
- as from January 2021 healthcare facility operatives were vaccinated against Covid-19, as per the requests and instructions submitted by the customers.



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Occupational diseases

36 reports of occupational diseases were received in 2020 (58 in 2019 and 57 in 2018), most of them regarding tendinitis and musculoskeletal system diseases (attributable to carpal tunnel syndromes and herniated discs).

Again, most of the reports regarded diseases sustained in the hygiene sector, with 86% compared to 11% of Integrated Services, in line with the trend in previous years.

The average age of the workers who submitted reports of occupational diseases was 52.4 years.

REPORTS OF OCCUPATIONAL DISEASES, 2020

CODED DIAGNOSES	TOTAL
Herniated discs – Spondylosis disc diseases	13
Tendinitis (shoulder: supraspinatus, rotator cuffs, etc.)	10
Carpal tunnel syndrome	7
Other diseases	2
Lower limbs – Tendinitis and calcifications	1
Anxiety depressive syndrome	1
Arm bursitis	1
Epicondylitis	1
GRAND TOTAL	36

- As regards the pathologies given a code:
- 31% pathologies of the shoulder (36% in 2019) with an average age of 51 years;
 - 36% pathologies of the spinal cord (27% in 2019) with an average age of 55 years;
 - 19% carpal tunnel syndromes (19% in 2019) with an average age of 53 years.

DISEASES, 2018-2020 PERFORMANCE

	2020	2019	2018	
DISEASES				AVERAGE AGE
Shoulder	31%	36%	20%	51
Spinal cord	36%	27 %	27%	55
CTS	19%	19%	17%	53

As the figures show, applications mainly came from operatives over 50 years of age who evidenced pathologies above all related to the musculoskeletal system, which are complaints that are common in the entire population and are, therefore, not unequivocally related to occupational risks.

The Regions of Emilia and Tuscany were again those in which there were more complaints, although showing a sharp decline compared to the previous years.

BREAKDOWN OF REPORTS OF OCCUPATIONAL DISEASES BY GEOGRAPHICAL AREA, 2018-2020 PERFORMANCE

	2020	2019	2018
AREA			
Central area	18	21	28
Emilia area	12	21	12
North East area	3	6	5
South Central area	1	5	6
North West area	1	5	6
Mass market	1		
TOTAL	36	58	57

Smart working



Smart working, as we began to relate last year, is one of the projects that Rekeep has most invested in.

Even before the pandemic, on 24 October 2019 to be precise, the company signed the public/private Smart-BO network protocol between Bologna City Council and the Metropolitan Borough of Bologna and some business associations, companies and other local organizations.

This protocol marked the signatories' commitment to spreading a smart working culture in order to encourage organizations to start practising this new method, which enhances business effectiveness and competitiveness, organizational well-being and work-life balance.

Since the theme first appeared in the company in 2018, the road has been long but unwavering; the policy has been implemented gradually, drawing in a growing number of workers in various trial stages.

The first smart working project, launched between the end of 2019 and the first months of 2020, was intended only for highly responsible and trustworthy workers who had been with the company for at least 12 months; they could apply the smart working method for four days a month and for not more than one day a week.

The workers concerned were given thorough training before the pilot scheme began, in the field of both health, data security and protection and soft skills.

The arrival of the Covid-19 pandemic led to an acceleration but also of a distortion of the smart working concept and of the project itself. In full compliance with Go-

vernment decrees, in fact, Rekeep also adopted remote working methods for persons doing office work. While what was experienced during the first lockdown was obviously quite different from the original smart working idea, it did, however, enable Rekeep to protect and safeguard its workers, to ensure that those with family responsibilities could look after their relatives, reconciling care and attention needs with work requirements, and, last but not least, to acquire fundamental experience that will enable the company to plan a really smart project and carry it out.

When the country opened up again in the late spring of 2020, Rekeep started to reshape a new project that took the data and results of the remote working experience in the lockdown into consideration so that it could exploit the strong points and take corrective actions to solve issues that had emerged.

This project, emblematically named ReSMART, was first announced in a Call to Action notice on 30 September 2020 that set out the project's essential features and guidelines to managers and collaborators. On 9 October information was sent to all employees by email and on 12 October the platform was inaugurated with a policy and rules of etiquette and a new training cycle began. The first plans using the new tool were made on 26 October and 3 November.

ReSMART took off officially, but unfortunately at the same time as the restrictions brought in by the Government to counter the second wave of the Covid-19 pandemic. Owing to the emergency scenario and in spite of



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the manner in which Rekeep had designed the project, what commenced, once again, was more like remote than smart working; in fact, when the method was launched, steps were taken to impose quotas on the employees present in the offices together with reinforced prevention policies.

On 17 November the campaign for the digital signature of individual ReSMART agreements with 570 workers started. The agreement is for a “blended” model, i.e. a mix of in-person and remote working with a typical 3+2 formula: three days of remote working and two in the company.

The project is based on four pillars:

- policy – from remote to smart working;
- processes - new methods of work for a goal-oriented organization;
- training – development of new digital skills;
- technology - smart working management and process digitalization tools.

The project must be accompanied by a cultural change in order for it to succeed. In the last months of 2020, the company concentrated particularly on this aspect and worked towards an organizational and structural consolidation of the new methods of work. The key steps are:

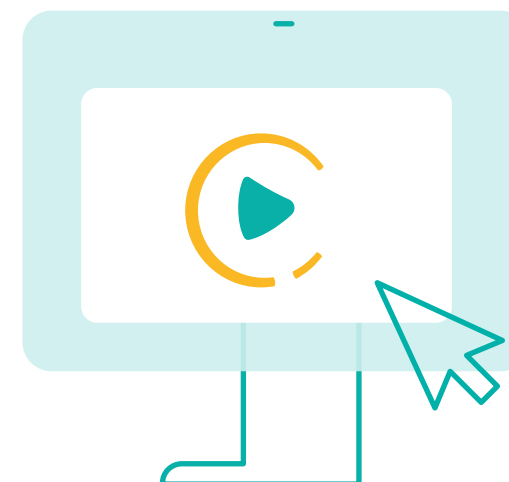
- setting objectives;
- planning activities;
- setting KPIs;
- rules of conduct;
- procedures for the conduct of meetings;
- organization of breaks;
- attendance notification platform.

There was intensive training for all the pool of smart workers and middle managers, which is still ongoing. The part of the training directed at laying the foundations of the project concentrated especially on improving smart and digital skills for smart working employees, while it also focused on the managerial competencies necessary to promote and manage the cultural and operational change for those filling responsible positions.

There was also a massive effort in the digital sphere (see [Digital Transformation](#)), involving both new equipment and updating and developing knowledge.

Some company processes that cut across the board were particularly involved in the company’s digital transformation process: digital signatures for contracts and engagements, the preparation and entry of expense reports and the expansion of the MARCO employee portal.

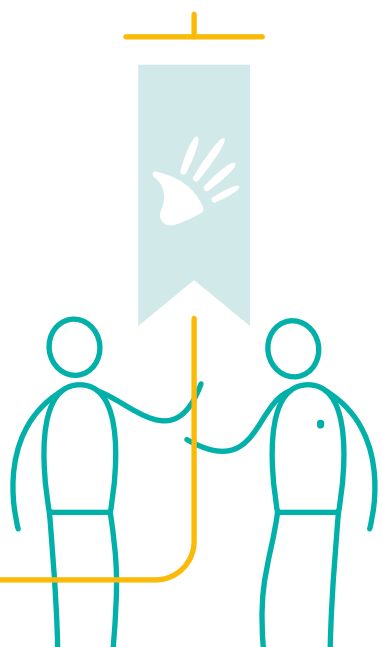
At the time of writing this document, phase 2 of the project, namely the phase that started on the day after launching and was estimated to last until 30 June 2021, is near the finishing line and has been dedicated to training, the development of tools and the review of processes; phase 3 is due to start officially on 1 July 2021. Our ambition is to bring the experiments to an end after this and institutionalize smart working practices.



ESG



Employer branding



Rekeep is a company that sets its sights on being dynamic, stimulating and appealing enough to capture ever increasing numbers of talented people.

It has invested particularly in two fields in order to do this:

- selection;
- external communication, strengthening relations with Universities, Institutes and training institutions.

Selection, by now, relies firmly on the company LinkedIn page; the positions that have the most pull and appeal are in the Finance, M&A and Investor Relations Departments, also because of their international lure.

The Careers section in the institutional site is particularly effective with its list of all the vacancies in the company and the possibility of sending CVs.

Rekeep has also continued with and reinforced its collaborations with Universities and training institutions. On 20 October 2020, it participated in the first **Bologna University Virtual Career Day**; this event proved to be especially interesting and profitable because 1,320 students visited Rekeep's virtual stand. Economics and Management, Engineering and Architecture, Political Sciences and Law students in particular were attracted to our company. The number of curricular and extra-curricular internships offered is steadily rising; in the last three years more than 30% were transformed into an apprenticeship contract.

On 24 and 25 September Rekeep took part in **Nobilita** – “Work ennobles – Labor recounted without filters”, the festival devoted to work culture, brought into being in order to make a new bridge to connect the business world, institutions and citizens, bringing labor back among the population.

There are twelve years of experience and community behind this festival, which was devised, in fact, by FioriRisorse, a professional network created in LinkedIn in 2008 that afterwards decided to enter various parts of Italy to interpret their managerial and productive makeup. **SenzaFiltro**, on the other hand, is the newspaper that deals with work culture and promotes the festival with the aim of talking of work through people and not figures and statistics.

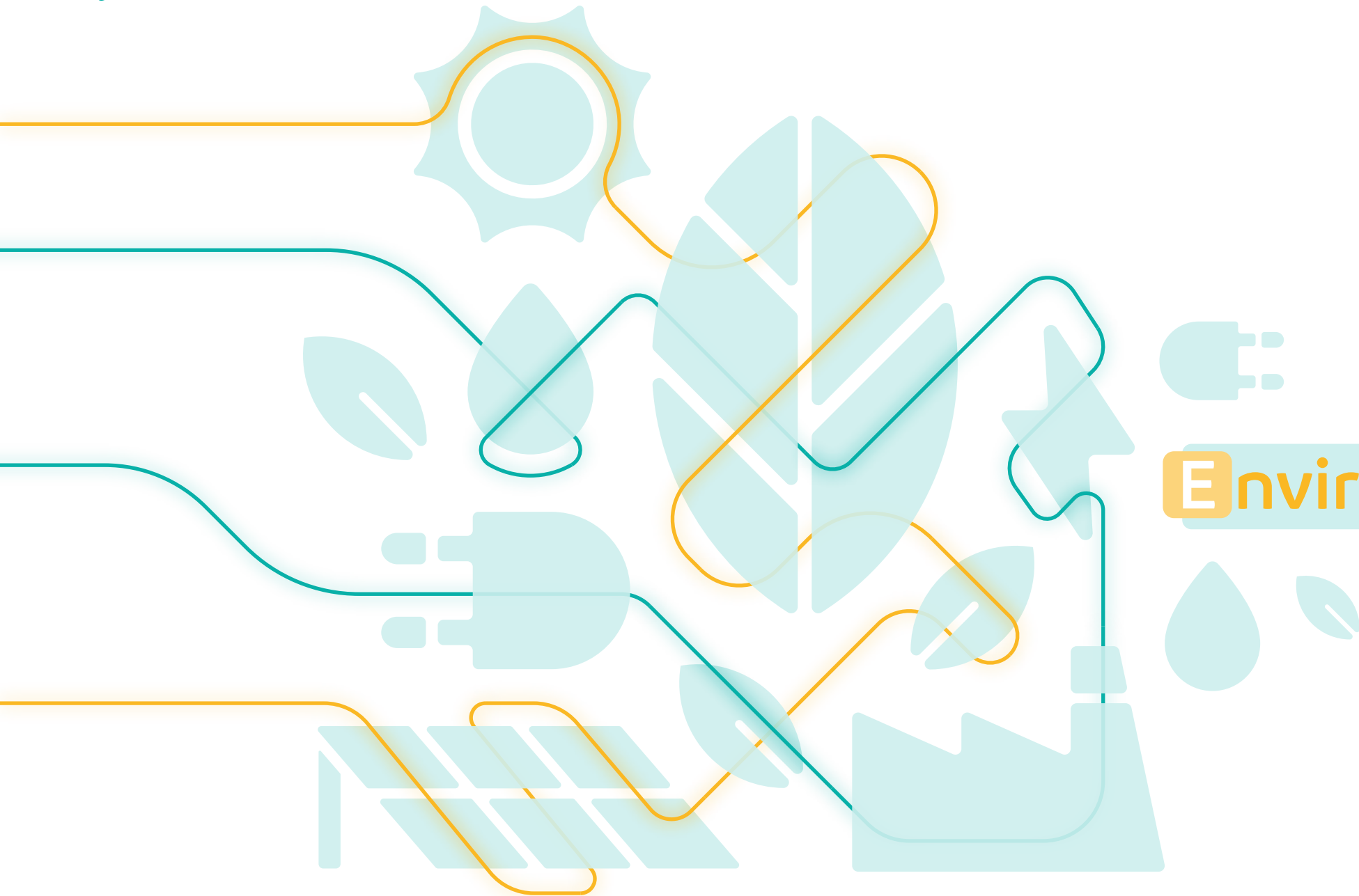
In the framework of its collaboration with BBS, the Bologna Business School, Rekeep arranged for lectures in HR themes in the Management Master's course and offered two scholarships to the Master's course in Human Resources.

Finally, in January 2021, through its professionals, Rekeep provided lessons in Energy Management to a fourth-year class at the Aldini Valeriani technical and professional upper secondary school in Bologna.



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Environment



ESG

Rekeep is strongly committed to improving the environment. Its business proposals are mainly directed at solutions that support renewable energy and assist in energy saving, retrofits of buildings and the protection of the soil.

Within its organization, not only does Rekeep promote responsible management of supplies and waste, but has also started calculating and monitoring its GHG emissions in order to reduce its footprint and contribute to the fight against climate change.

Sustainable energy

Rekeep has been engaged in the energy efficiency sector for some time, and was one of the first companies to obtain all necessary certifications.

The company is able to take action of three types:

- passive measures to reduce energy requirements;
- active measures, installing and running high-technology systems;
- energy management.

The general objective is to cut consumption and requirements of energy from primary sources, both on the part of its customers and of the company itself.

Energy

The declaration to FIRE, the Italian Federation for Energy Efficiency, in 2021 was issued using the new form prepared by this body, which, for the purposes of the information supplied, no longer considers the use to which the energy employed is put.

The table below shows the energy consumed in 2020.

The company employed an overall amount of 106,671 TOE compared to 107,200 in 2019, a figure thus in line with the values recorded in 2019.



ESG



ENERGY CONSUMPTION, 2018-2020 PERFORMANCE

	2020		2019		2018	
	L	TOE	L	TOE	L	TOE
Diesel oil	3.651.827	3.141	4.417.585	3.799	4.079.980	3.508
Fuel oil	7(t)	7	93 (t)	92	644(t)	631
Petrol	48.467	37	66.696	51	56.809	43,5
LPG – liquid state	144.659	89	211.039	130	396.768	244,5
	Nm3	TOE	Nm3	TOE	Nm3	TOE
Natural gas	75.286.964	62.940	78.383.342	65.528	74.645.114	62.403
	MWh	TOE	MWh	TOE	MWh	TOE
Electricity supplied by the grid	204.560	38.252	184.832	34.564	114.427	21.398
Electricity produced on site from hydraulic, wind and PV energy	26,3	4,9	25,7	4,8	11,8	2
	MWh	TOE	MWh	TOE	MWh	TOE
Heat consumed by heat-transfer fluid purchased	21.356	2.200	29.429	3.031	22.223	2.289
TOTAL		106.671		107.200		90.519

During the year, Rekeep obtained, through its plant management performance, 10,251 Energy Efficiency Certificates (EECs or White Certificates) relating to the year 2020, i.e., certificates that can be obtained by reporting energy efficiency measures that result in delivering a higher performance than the standard concerned.

There are three types of White Certificates or EECs, which depend on the kind of work carried out.

Below are the details of the EECs acquired by Rekeep in 2020:

- 4 certificates of Type I confirming that primary energy savings have been achieved by means of measures that cut down final electricity consumption;
- 1,295 certificates of Type II confirming that primary energy savings have been achieved by means of measures that cut down natural gas consumption;
- 8,952 certificates of Type II HEC confirming that primary energy savings have been achieved by constructing and operating high performance cogeneration (HEC) plants.



ESG



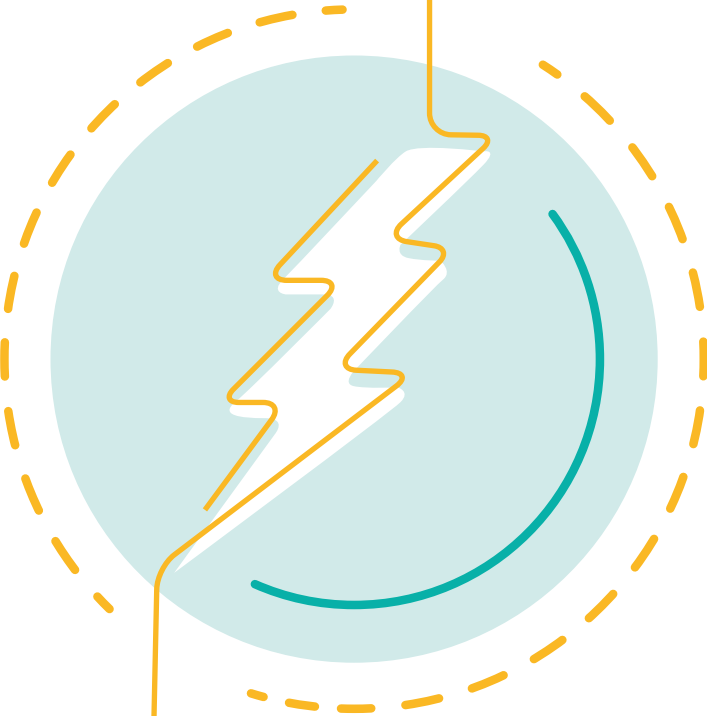
WHITE CERTIFICATES (EECS), 2018-2020 PERFORMANCE

2020			2019			2018		
Type I	Type II	Type II CAR	Type I	Type II	Type II HEC	Type I	Type II	Type II HEC
4	1,295	8,952	1,036	1,234	9,657	1,179	1,971	7,833
Total 10.251			Total 11.927			Total 10.983		

There are different types of White Certificates mainly because there are different kinds of work that can be carried out to qualify for support under the scheme.

The number of Type I White Certificates was lower in 2020 because the technology for the reduction of electricity consumption has now been established and there are now, therefore, very few measures that lead to cuts in the use of this category of energy.

Type II and Type II HEC certificates remained substantially unchanged compared to 2019.



ESG

Direct and indirect GHG emissions

Audits of the volumes of CO2 emitted were conducted by an accredited certification body in March 2021 and the annual report on greenhouse gas emissions was sent in April, as required by Directive 2009/29/EC and by Legislative Decree 30 of 2013.

Emissions of CO2 from heating plants operated by Rekeep with an installed capacity of over 20 MW are expressed in tons for 2020, as reported in the table below.

HEATING PLANTS OPERATED BY REKEEP: 2018-2020 EMISSIONS PERFORMANCE (TONS OF CO2)

NAME OF THE PLANT	LOCATION	EMISSION ALLOWANCES MEASURED		
		2020	2019	2018
Sant'Orsola Hospital Heating Plant	BOLOGNA	25.406	24.520	25.937
Rho Exhibition Centre Heating Plant	RHO (MI)	N.A.*	N.A.*	3
Sant'Anna Hospital Heating Plant	FERRARA	N.A.**	N.A.**	2.057

* Plant no longer operated by the company owing to the termination of the contract.

** After rationalization and energy efficiency works, the Sant'Anna Hospital Heating Plant benefited from a cut in installed capacity that enabled it to fall out of the scope of application of the ETS Directive in 2018.

Rekeep S.p.A. has also accounted for greenhouse gas emissions as required by the GHG (Greenhouse Gas) Protocol, distinguishing between three categories or Scopes of emissions:

- **Scope 1** –Direct emissions: arising from stationary combustion in natural gas, diesel oil or fuel oil fired heating plants, as well as from the vehicles necessary for the performance of company activities and from fugitive emissions of refrigerant gas;
- **Scope 2** - Emissions from the production of electricity and heat taken from the grid and consumed to run equipment and lighting systems; the company is indirectly responsible for the emissions generated by the supplier in producing the energy requested;



ESG

- **Scope 3** - Indirect emissions other than those from the consumption of energy from the grid, upstream and downstream from the activities of the company and arising from sources that it does not own or that are controlled by other organizations. The boundary of Scope 3 as set by Rekeep includes emissions arising from the production and transportation of the fuel it uses (diesel, natural gas, fuel oil, LPG and petrol), from travel on business (company cars), from waste it produces, disposes of and recycles, from water it takes from the mains and from the treatment of the water and from the production of the paper it uses.

In 2020 Rekeep S.p.A.'s GHG emissions totaled 255,934 tons of CO₂e (according to a location-based approach), down by 9,597 tCO₂e compared to 2019 (- 3.6%). In particular, a reduction was recorded in direct emissions, equal to 12,687 tCO₂e (-7,833 tCO₂e relating to heat generation plants and -4,855 tCO₂e relating to operating means and vehicles).

Emissions from taking energy from the grid increased (+5.4%), while overall Scope 3 emissions fell by 1.5%, above all as a result of a reduction in emissions from company cars.

If we consider GHG emission intensity indicators calculated as tons of CO₂e emitted per million in revenues, we shall see that total emissions went down by 1.7% and direct emissions by 5.3% against a 1.9% fall in revenues, comparing 2020 with 2019.

GHG EMISSIONS, 2018-2020 PERFORMANCE

	2020	2019	2018
SCOPE 1			
Emissions from stationary combustion [tCO ₂ e]	158.007,4	165.840,0	161.194,2
Emissions from operating vehicles [tCO ₂ e]	4.178,3	9.033,1	8.605,0
Fugitive emissions from refrigerant gas [tCO ₂ e]	3.084,8	3.084,8	3.084,8
TOTAL SCOPE 1 [TCO₂E]	165.270,5	177.957,9	172.884,1
SCOPE 2			
Emissions from consumption of electricity and heat purchased from the grid – location-based [tCO ₂ e]	66.893,7	63.442,6	42.634,6
Emissions from consumption of electricity and heat purchased from the grid – market-based [tCO ₂ e]	105.239,8	99.809,9	66.523,9
TOTAL SCOPE 2 LOCATION BASED [TCO₂E]	66.893,7	63.442,6	42.634,6
TOTAL SCOPE 2 MARKET BASED * [TCO₂E]	105.239,8	99.809,9	66.523,9
SCOPE 3			
Emissions from fuels used [tCO ₂ e]	23.250,9	23.396,4	24.164,1
Emissions from business travel – company cars [tCO ₂ e]	306,8	639,5	829,8
Emissions from waste produced (disposed of and recycled) [tCO ₂ e]	169,1	59,5	77,4
Emissions from materials used– paper [tCO ₂ e]	37,6	27,6	1,9
Emissions from water withdrawal and treatment [tCO ₂ e]	5,2	7,4	5,2
TOTAL SCOPE 3 [TCO₂E]	23.769,6	24.130,3	25.078,4
TOTAL EMISSIONS (LOCATION BASED)	255.933,8	265.530,8	240.597,1
TOTAL EMISSIONS (MARKET BASED)	294.279,9	301.898,2	264.486,3

*The residual mix ratio has been used for calculation.

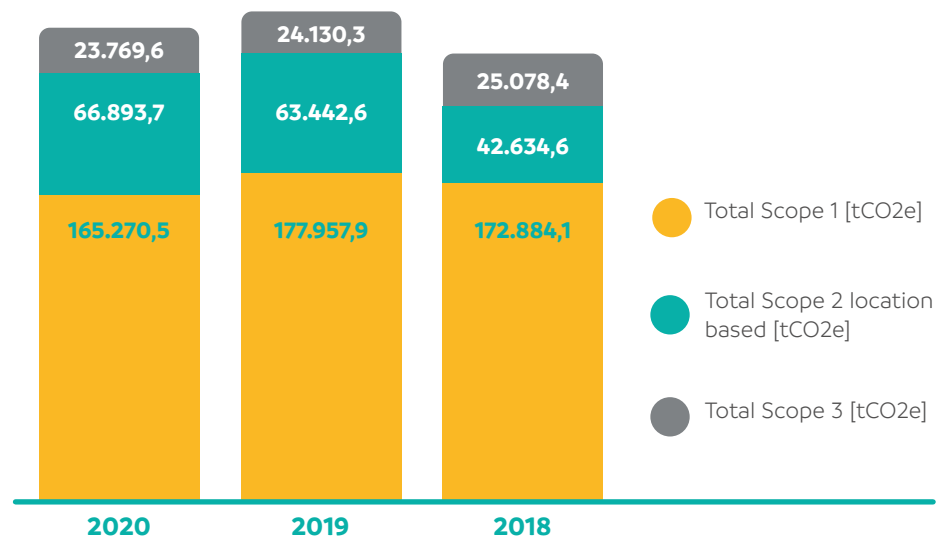


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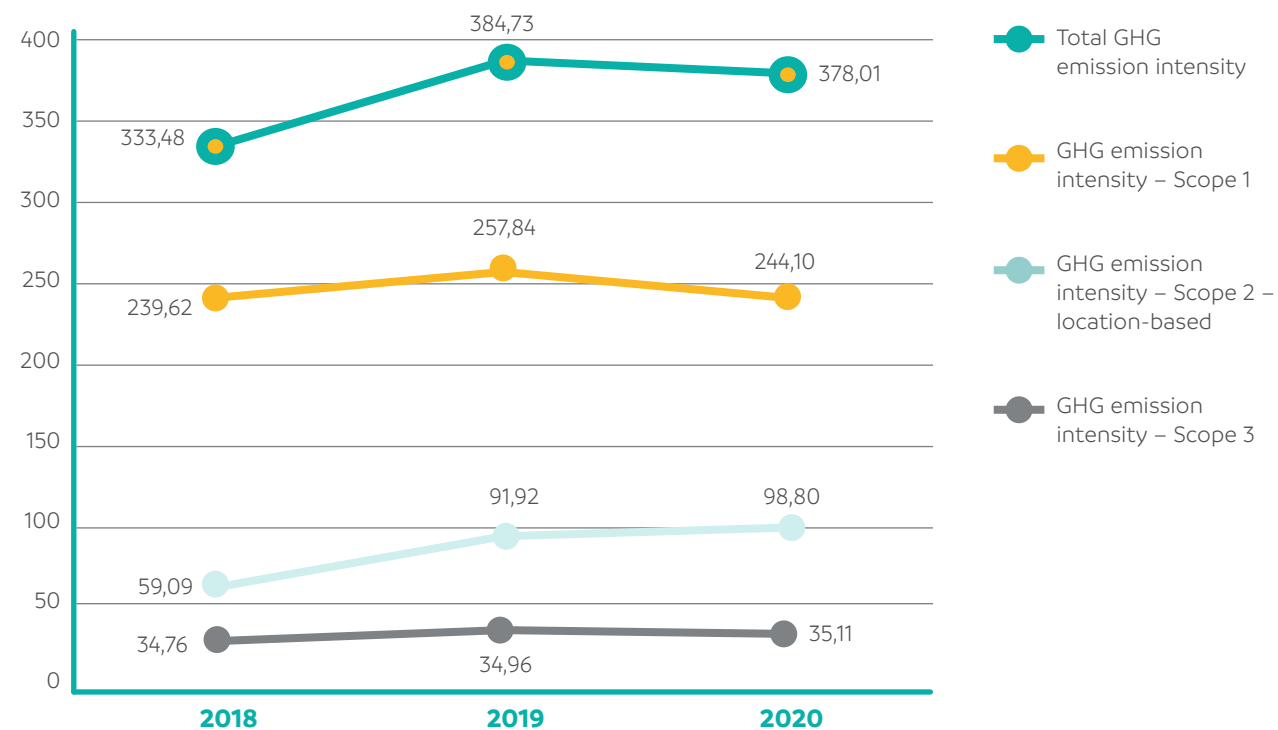


Greenhouse gas emissions per million in revenues in relation to electricity consumption (Scope 2) also rose, since they also showed an increase in terms of absolute value; other indirect emissions (Scope 3) showed a slight increase due to a reduction in absolute value that was less than proportional to that recorded in revenues.

GHG EMISSIONS, 2018-2020 PERFORMANCE



GHG EMISSION INTENSITY (TCO2E/MILLION OF REVENUES)



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Responsible supply management



Supplies are a key element in delivering a quality service that fully satisfies the customer. The Procurement function has a decisive place in the value chain with a role across the board of the entire output process from design to the delivery of the service.

This impact was particularly visible in 2020, the pandemic year, in which Procurement function was on the front line with an essential part in ensuring the continuity of the operations of Rekeep, which never stopped, even in the hardest months.

As we also related in past reports, Rekeep has long been taking care in the selection of qualified and reliable suppliers with whom to build up a relationship that is a partnership in the true sense of the term.

During these years, the company has put prodigious efforts into the process of selecting and approving suppliers for inclusion in a panel whose members are suited to its corporate objectives. The list of suppliers, last fully revised in 2019, has been made easier to use; care is taken to see that the firms meet the requirements for compliance with Legislative Decree 231 and in terms of Quality and Safety; the firms are categorized according to type of service or materials; the list contains a supply agreement form; and the list overall is continuously refined.

From a more general point of view, the guiding criteria in choosing suppliers is to look for and prefer local suppliers, particularly insisting on key suppliers to develop the partnerships in the true sense of the term.

Particular attention is given to health and safety issues, especially PPE (Personal Protective Equipment) and sustainability. The sustainability of the service and of the supply chain are already factors that distinguish offers in the first tendering phase. Other points are whether special care is taken with the management of final waste and how sensitive the supplier is to this topic ([see Waste management and reduction](#)).

Rekeep has continuous and fruitful dealings with about 2,000 actively operating suppliers all over Italy.

The table below shows a comparison on the number of actively operating suppliers over a three-year period.

NUMBER OF ACTIVE SUPPLIERS, 2018-2020 PERFORMANCE

2020	2019	2018
1.969	2.009	2.219



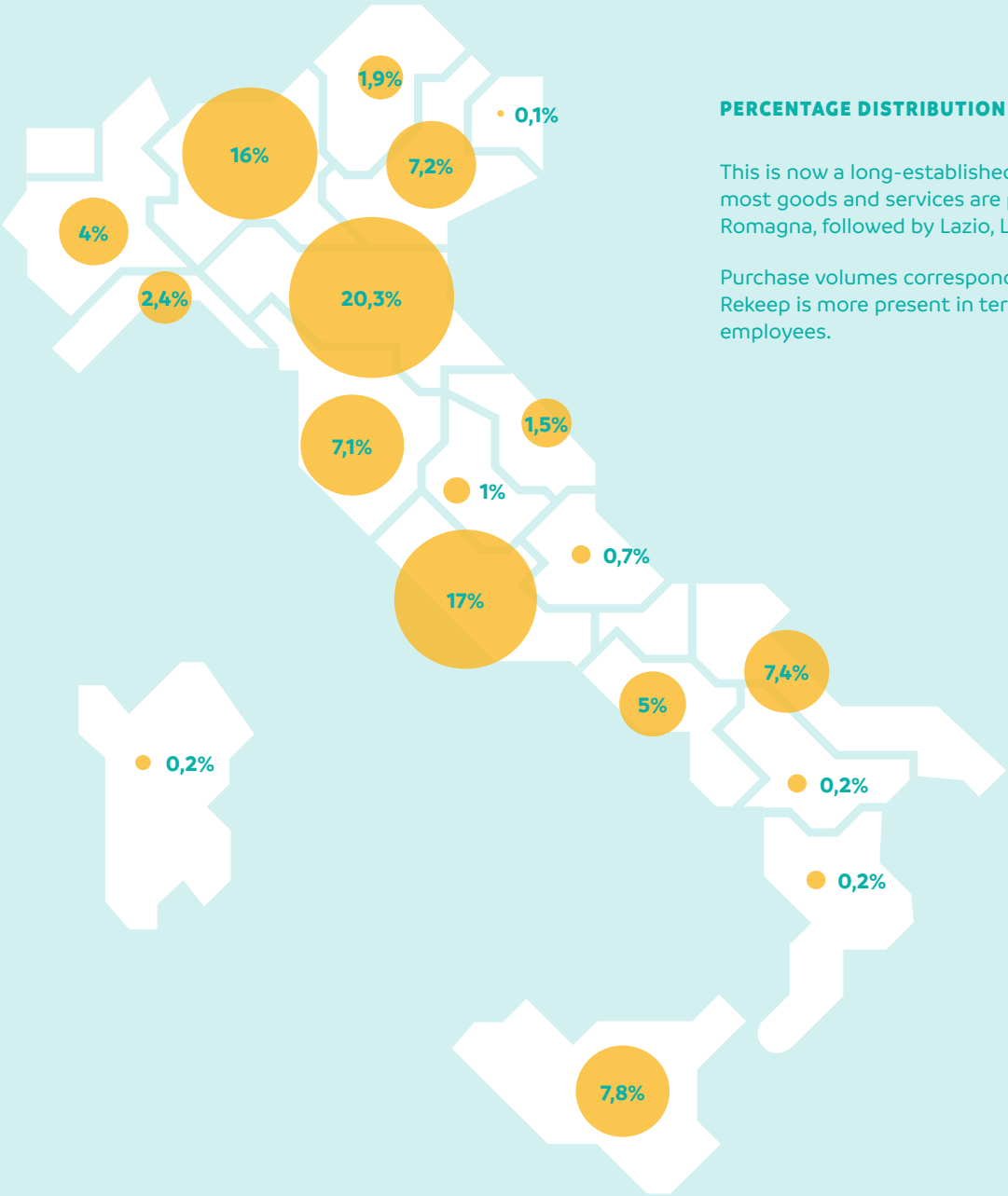
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The geographical distribution of business suppliers by volume (without utilities suppliers) is shown in the table below with a three-year comparison.

GEOGRAPHICAL DISTRIBUTION OF SUPPLIERS BY VOLUME, 2018-2020 PERFORMANCE

	2020	2019	2018
EMILIA-ROMAGNA	20,3%	22,6%	18,3%
LAZIO	17%	16,9%	17%
LOMBARDY	16%	15,2%	17,7%
SICILY	7,8%	7,3%	4,9%
PUGLIA	7,4%	6%	7%
VENETO	7,2%	6,7%	7,8%
TUSCANY	7,1%	8,9%	9,5%
CAMPANIA	5%	3,7%	4,8%
PIEDMONT	4%	4%	6,3%
LIGURIA	2,4%	2,4%	2,1%
TRENTINO ALTO ADIGE	1,9%	1,7%	1,5%
MARCHE	1,5%	2,8%	1%
UMBRIA	1%	0,6%	0,9%
ABRUZZO	0,7%	0,3%	0,1%
SARDINIA	0,2%	0,2%	0,3%
BASILICATA	0,2%	0,3%	0,1%
CALABRIA	0,2%	0,1%	0,2%
FRIULI VENEZIA GIULIA	0,1%	0,2%	0,5%
GRAND TOTAL	100%	100%	100%



PERCENTAGE DISTRIBUTION BY REGION 2020

This is now a long-established trend; obviously most goods and services are purchased in Emilia Romagna, followed by Lazio, Lombardy and Sicily.

Purchase volumes correspond to the areas in which Rekeep is more present in terms of contracts and employees.



As we mentioned in the introduction, we cannot give an account of supplies in the year 2020 without going back to the matter of the Covid-19 pandemic. From the time the emergency broke out, Procurement was on the front line in ensuring the supply and distribution of PPE to all employees in worksites and on contracts. This work also continued in 2021 and is still in progress.

In addition to buying PPE, Procurement supported operational offices in acquiring extra goods and services for hospital retrofits.

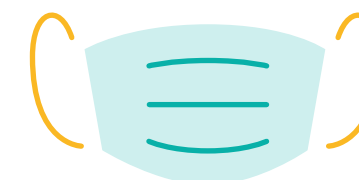
This was an important, massive activity and an especially complex one considering the enormous and widespread difficulty, in the initial stages above all, in tracking down facemasks and other PPE for workers and in ensuring that essential operations continued as usual.

The table below shows the data on the volume of goods purchased by Rekeep in 2020 in relation to the main PPE.

The economic value was equal to Euro 4.7 million against expenses of about Euro 100,000 for PPE in 2019.

PURCHASES OF PPE, 2020

TYPE OF PPE	QUANTITY 2020 (NO. OF ITEMS)
face masks	1.916.655
gloves	9.978.332
overalls	126.034
gowns/aprons	55.178
boot covers	87.731
goggles	10.438
caps	43.155
neck-band strips	13.500



1.916.655
masks



9.978.332
gloves



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Waste management and reduction

Rekeep conducts two types of activities with regard to waste: broking waste and managing its own waste. Broking is a service under some contracts that manages waste produced by customers; in addition to this, the company deals with the waste produced by its own activities, which it also classifies, in accordance with the law, according to whether or not it consists of hazardous substances. Waste is either recycled or disposed of in landfill sites or incinerators.

The operational plan for waste management includes all the aspects of the processes and takes various factors into account, such as geographical distribution, the scope of contracts (in terms of number of operatives and the amount of waste produced), the availability of areas or premises to use for temporary storage and the types of waste produced. A crucial element is to give responsibility to the persons in charge of the management of operations.

At the end of 2018 Rekeep appointed a Waste Compliance Manager so that the management cycle of the waste from operations was made more effective and to improve the company's performance in this field. The Waste Management team, among its other duties, usually holds a number of meetings in the Areas and the company De-

partments during each year in order to keep procedures uniform, share information and monitor management operations from close at hand. This method of working continued in 2020 in spite of the difficulties raised by the health emergency and the need to work remotely.

Another consequence of the Covid-19 pandemic was that regional authority ordinances had to be read regularly in order to outline waste management at a local level both for the limits of temporary storage (momentarily extended) and for the classification and subsequent handling of potentially infected waste (PPE, filters, etc.). In this regard, in order to provide support at an operational level, a specific FAQ area has been implemented on the company portal, structured by macro-topics, in addition to drawing up special operating instructions on the basis of scientific findings in Higher Institute of Health (ISS) and Higher Institute for Environmental Research and Protection (ISPRA) reports.

The year was also dedicated to set out parameters for the PrometeoRifiuti waste management software that allows for proper and optimal management of in and out Registers, compilation of Forms, preparation of the Single Environmental Declaration Form (MUD) and any and all activities connected to waste management.

WASTE BROKERED AND PRODUCED, 2018-2020 PERFORMANCE (IN KG)

	2020	2019	2018
WASTE			
Brokering	1.584.868	1.018.979	2.927.487
Disposal	1.035.820	539.887	1.829.745
Recycling	549.048	479.091	1.097.742
Production			
Disposal	270.561	596.467	775.939
Recycling	2.116.609	3.499.002	4.517.457
GRAND TOTAL	3.972.037	5.114.447	8.220.882



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**WASTE BROKERED AND PRODUCED BY GEOGRAPHICAL AREA,
2018-2020 PERFORMANCE (IN KG)**

		2020	2019	2018
AREA	ACTIVITY			
Emilia		1.237.811	2.367.100	3.760.073
	Brokering	-	-	-
	Production	1.237.811	2.367.100	3.760.073
North West area		1.159.053	913.789	1.130.324
	Brokering	968.248	663.929	942.728
	Production	190.805	249.860	187.596
South Central area		1.107.014	1.203.479	655.006
	Brokering	291.074	53.182	56.704
	Production	815.940	1.150.297	598.302
Central area		443.025	193.577	536.479
	Brokering	325.546	18.900	305.745
	Production	117.479	174.677	230.734
North East area		25.135	53.834	59.560
	Brokering	-	-	-
	Production	25.135	53.834	59.560
Executive customers		-	382.668	2.079.440
	Brokering	-	282.968	1.622.310
	Production	-	99.700	457.130
GRAND TOTAL		3.972.037	5.114.447	8.220.882

WASTE BROKERED AND PRODUCED BY TYPE, 2020

TYPE OF WASTE	DISPOSAL	RECYCLING	GRAND TOTAL
Non-Hazardous waste	561.471	2.551.827	3.113.298
Brokering	361.896	527.840	889.736
Production	199.575	2.023.987	2.223.562
Hazardous waste	744.910	113.830	858.740
Brokering	673.924	21.208	695.132
Production	70.986	92.622	163.608
GRAND TOTAL	1.306.381	2.665.657	3.972.037


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In addition to laying down basic guidelines concerning regulations for the long-awaited traceability system, the decree has also made a provision for the exemptions granted to maintenance operations. Legislative Decree 116 has also changed the parameters for treating some waste as urban waste, removing responsibility from municipal governments and outlining the types of waste and the activities that may give rise to waste treated as urban waste in two annexes. In this regard, in-depth analyses were carried out with the support of a specific Law Firm and meetings in remote mode were arranged to provide the Areas with information and consider the action to take in the various sites.

Where possible, it is still a priority to give the preference to solutions that reduce or eliminate packaging waste by using soluble disposable wrappings, particularly in smaller and/or more isolated sites where product consumption is low and where, therefore, it is harder to manage waste.

Work continued on a technical and laboratory project for research into a more precise classification of empty canisters, mentioned in the 2019 Report. Following the publication of the "Technical guidance on the classification of waste" (2018/C 124/01) in the Official Journal of

the European Union, canisters empty of products could be classified as non-hazardous waste if the residue of the substance originally contained is lower than the tolerance limit. Rekeep has prepared a file that can calculate the residual amount of the substance and check whether it is low enough for the canister to be considered to be non-hazardous.

In 2020, most of the products used in the company were analyzed so that the result can accompany the safety data sheet and the waste can be managed correctly. This work will be completed in 2021 and the measurement sheets will be published in the special section in the company portal.

The SISTRI waste tracking system was abolished in 2018. We have not yet been given any instructions on how to return the equipment allocated to us (tokens, USB drives) by the Ministry. We mentioned in the 2018 and 2019 Reports that we were awaiting information from Parliament regarding a new waste tracking system. During 2020, following the publication of the Legislative Decree 116 of 2020 in the Official Gazette, some articles were amended in preparation for the publication of a new tracking system, RENTRI (National Digital Waste Tracking Register), which will permanently replace the

in and out register. As from 2021, some related applications will be made available on a trial basis, which may be used optionally to become an integral part of the new system in 2022.

For the moment, therefore, in and out registers and waste identification forms have to be kept in hard copy, backed up by a digital medium if desired.

Rekeep is registered in the following categories in the Italian List of Waste Management Companies:

- Category 1F (mechanized street sweeping) since 2018;
- Category 8 (brokering) since 2016;
- Category 2bis (haulage on own account) since 2017.



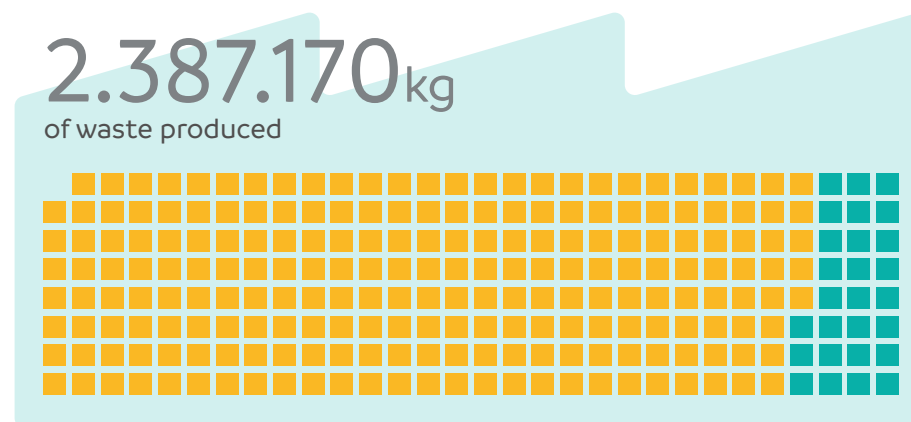
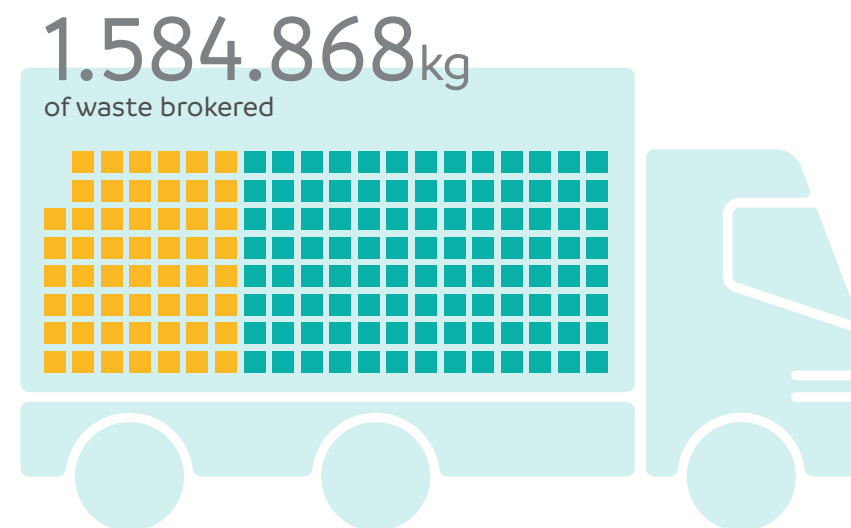
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The 2020 data testify to a considerable fall in the production of waste to almost half the 2019 amount, while a slight increase was recorded in waste brokering on the part of Rekeep compared to 2019. Rekeep carried out brokering of a total of **1,584,868 kg** (1,018,979 kg in 2019) of waste, of which **549,048 kg** (479,091 kg in 2019) were recycled, while the remaining amount was disposed of. The substantial rise in brokered waste is mainly due to more medical waste being produced as a result of the Covid-19 pandemic emergency at the San Gerardo Hospital in Monza, almost double the 2019 figure. There were 695,132 kg (498,427 kg in 2019) of hazardous materials among the brokered waste (including, for example, waste to be collected or disposed of taking particular precautions against infection).

In 2020 Rekeep generated and handled **2,387,170 kg** (4,095,468 in 2019) of the waste it produced, **88.7%** of which it recycled, the remainder being disposed of in a landfill site or incinerator. The fall in waste production is almost entirely due to the termination of the contracts with CONSIP (Italian Public Procurement Agency) in the Emilia Area. Finally, we must note the data relating to the production of hazardous waste, which totaled 163,608 kg (217,111 kg in 2019), corresponding to 4.1% of total waste produced in 2020.

549.048kg
of waste recycled
1.035.820kg
of waste disposed of

2.116.609kg
of waste recycled
270.561kg
of waste disposed of



■ = 10.000 kg



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Next



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+ Environement

An account has been given of Rekeep's commitment to the protection of the environment in the [Environment chapter](#) (see [Environment](#)); the company intends to make even greater efforts with respect to energy, policies for the reduction of climate-changing gas emissions, products and materials and the mobility of its employees.

Sustainable consumption and materials

Rekeep's commitment to the promotion of the use of sustainable products and materials is certainly no recent phenomenon. We recounted in last year's Report that the company had devoted attention to a project for the replacement of cleaning products whose use involved more than a little chemical risk; obviously this project came to a halt when the pandemic broke out in view of the need for hygienization and sanitization imposed by Covid-19 and the obligatory characteristics of room cleaning products as imposed by the Ministry.

At the beginning of March 2020, before the lockdown, Rekeep started a new project symbolically named "[Rekeep\(IT\) green... and print less](#)", with the aim of reducing prints and protecting the environment.

This was an in-house sustainable journey with the company and each employee side by side to give a decisive contribution to reducing the environmental – and also financial – impact of the consumption of paper and use of printers.

The target was to obtain a 50% reduction in color prints by the end of 2020 and above all a 20% reduction in total prints. A 20% reduction would have meant 25.2 tons of fewer atmospheric emissions of CO₂, equal to the environmental impact of 41 journeys from Milan to Madrid and back in a medium-powered car, or the carbon oxide absorbed by a wood of 840 tall trees.

Rekeep concentrated on four elements to win this challenge:

- **more sustainable printers.** Most of our printers have been rationalized and replaced by newer models that consume less since 2020. Fewer but more efficient printers. Additionally, all the machines, both old and new, have zero impact: the CO₂ emissions that they generate from the time they leave the factory and for the following five years are offset by investments in projects for the production of renewable energies, thanks to the collaboration with Toshiba and CO₂balance;
- **black and white prints.** The default printer setting for all employees is black and white;
- **Digital Transformation. Digital transformation meetings** have started to take place in a program of meetings between the IT & Digital Department and the various other company functions with the aim of establishing the spheres of activity in which technology can be of assistance in reducing the need to print (see [Digital Transformation](#));
- **Information and raising awareness.** Information campaigns and accurate surveys of consumption so that it can be verified whether the targets are met.



ESG

The results at the end of 2020 rewarded the efforts of the company and the workers. Even considering the exceptional situation brought about by the pandemic during the year, and thus of the low number of staff in the offices during the months of the rigid lockdown, which certainly contributed to the cut in consumption, Rekeep nevertheless achieved impressive objectives:

- black and white prints went down by 26.5% (the 2020 target was -20%);
- color prints went down by 28.6% (the 2020 target was -50%).

2,051,828 sheets fewer in all were printed, equal to 27.2% less than in 2019. With this virtuous behavior, Rekeep alone avoided about 15.5 tons of CO₂ from being emitted into the atmosphere, equal to the environmental impact of 7 Milan-Tokyo journeys or to 108,000 km of Fiat 500 L MPV, or the carbon dioxide absorbed by 776 trees in a city in a year. In the Group as a whole, 381 latest generation all-in-one printers took the place of older printers, not only providing better print quality but a more efficient use of energy with consequent benefits to the environment and a reduction in consumption.

Furthermore, thanks to our agreement with the printer supplier, the CO₂ emissions from printing processes during the five years of the agreement will be offset by reforestation or energy efficiency projects in Africa and South America.

After paper, in October we launched another project – Rekeep(IT) green...and go plastic free - to cut down the use of plastic bottles and cups in the offices. All our employees were given a personal stainless steel thermos flask to fill from the dispensers at their disposal throughout their areas of work.

The objective is to obtain a substantial reduction in the amount of plastic collected in connection with the consumption of drinking water in the offices, after which the policy will be extended to vending machines as well.

This project is yet another testimony of the sensibility and enterprise of Rekeep, which is ahead of the times with respect to the approval of the 2019-2020 European Delegation Law, whereby the Italian Government will transpose EU Directive 904 of 2019 - Single-Use Plastics Directive into the Italian legal system. This law would mean goodbye to various single-use plastics such as disposable tableware, straws and take-away food containers.

We set out the data for electricity, natural gas and water consumption at Rekeep's headquarters – in Zola Predosa (Bologna) -, where the greatest number of employees is concentrated.

Electricity consumption fell considerably also as a result of the reduction in the occupation of the offices and the use of IT equipment owing to the health emergency.

Water consumption, too, diminished because the offices were less occupied for several months in 2020.

The pandemic also affected the consumption of gas, but in this case in the opposite way: the need for strong ventilation in the offices, again to observe the safety regulations for limiting the spread of Covid-19, led to a slight increase in consumption.

ELECTRICITY CONSUMPTION, ZOLA PREDOSA HQ, 2018-2020 PERFORMANCE

	2020	2019	2018
kWh	1.119.719	1.228.378	1.260.000
Delta	-108.659	-31.622	

NATURAL GAS CONSUMPTION, ZOLA PREDOSA HQ, 2018-2020 PERFORMANCE

	2020	2019	2018
Cubic meters	129.452	127.860	137.268
Delta	1.592	-9.408	

WATER CONSUMPTION, ZOLA PREDOSA HQ, 2018-2020 PERFORMANCE

	2020	2019	2018
Cubic meters	4.930	7.034	4.897
Delta	-2.104	2.137	



ESG

Sustainable mobility

Rekeep has been committed to the issue of mobility for many years now, in fact since the time it offered its employees a free shuttle service connecting the offices with Bologna Central Station with an intermediate stop at the Maggiore Hospital on the occasion of the inauguration of the headquarters at Zola Predosa.

This scheme is a company welfare and a sustainable mobility program at the same time, with favorable impacts on employee well-being and obviously also on movements and air quality.

The service has been notably boosted since early 2000, when it first started, and a working group has been formed, coordinated by the Municipality of Zola Predosa, which has gathered together the companies in the industrial area, a steadily growing industrial hub, in order to coordinate work and create a service that gives a carefully gauged and effective response to workers' real needs on the basis of an evaluation of their different mobility requirements.

At the moment, six companies take part in and contribute to the scheme. Before the pandemic broke out, there were two services in the morning and four in the afternoon; it was used by more than 10% of Rekeep's workers.

Clearly, however, the health emergency has had a marked impact on mobility and on the shuttle service; for this reason the figures for 2020 are not significant.

Since the beginning of March, all Rekeep's employees that do office work, in addition to those of other companies in local areas, have been working mainly from home in remote working mode: a measure that is necessary to protect public health but that obviously led to the suspension of the shuttle service during the months of lockdown.

Even when the situation became partially normal again in the summer and early autumn, there were still fewer services running at reduced capacity in compliance with the social distancing rules at the time and in any case because most of the companies followed smart working policies.

2021, the second part of the year above all, will be the year that will decide how the service is to be rescheduled on the basis of the companies' plans and effective needs. Rekeep has already prepared a blended post-pandemic working pattern with two days in person in the office and three days working from home ([see smart working](#)), with a consequent diminution and rotation of attendance at headquarters and the occupation of the offices. Obviously, this will have an impact on the company's mobility policies.

In addition to the shuttle service, Rekeep's Company Policy has also included the objective of lowering the environmental impact of its collaborators' autonomous movements.

Accordingly, new company vehicles (cars, vans), which are acquired on long-term hire agreements, all have low environmental impact (electric, full hybrid or natural gas).

As regards business proposals, Rekeep's urban facility management project aims to create a smart city in which sustainable mobility plays a key role ([see Innovation](#)).

Furthermore, when tendering, Rekeep even includes an offer in its initial document whereby it would install recharging points at its own expense on the customer's property in order to encourage the spread of electric mobility.



ESG

+ Social

A very strong point of Rekeep is the promotion of work and people's self-fulfillment through work. There are hosts of initiatives for employees, all related in the Social chapter (see [Social](#)). Now we shall present the areas in which there is room for growth and improvement: equal opportunities first of all, in the sense of a more structured approach to gender policies than the present one; and then fortifying the company's presence in and relations with the areas in which it operates.

Equal opportunities

The previous report spoke of the importance of the "gender and diversity" topic and the need to draft a proper policy for the matter, sustained by suitable objectives and instruments.

It was said that the objective of a gender policy is to "conduct a study to see [...] which safeguards there are and which could be put in place or to see what special measures could be taken". So, an initial period of study was proposed to "find the best conditions for appreciating the diversities in the company to create more shared value".

In practice, it was proposed to approach the subject after having conducted a rigorous analysis: to understand the "local" aspects of the theme and the reason for the difficulty, in an organization with a long-established tradition of innovation, of transforming these features into a series of objectives with the related action to take.

A year later, however, we find that we have not been able to achieve this result, however modest it is. In this case too, contingent reasons – the pandemic – certainly played their part in the relative standstill, but it could also be a matter of a more radical problem arising from the attitudes of a

company like Rekeep, in which female labor is greatly predominant and which, sure of its general sensibility to the theme owing to its very characteristics, perhaps believes it to be all the less necessary to plan measures for improvement and carry them out.

So, we must carry on, above all with some consideration on the part of management and, if necessary, some measures that make this easier. Some points are to be stressed: on one hand it is helpful to remember our tradition, because many middle management positions are held by women and it is as well to target this pool too; secondly, we must think of the request that reaches us from many of our interlocutors, presses us from outside and prompts us to give a response: the request to cultivate a general sensibility to the female condition.

In fact, what is not yet born of a specific desire, inside the company, with a program, is pushed forward by requests from external sources: not only the recent pressure from the financial market, which is ever more insistently requiring the concrete presence of a gender policy, but even calls for tender and rules for bids (in both the public and private sectors) that require declarations of this kind.



ESG

Quality of presence in local areas

For this reason, when we evaluate sustainability policies (and in the related materiality matrix) we cannot avoid once again mentioning the need for a stated gender policy, having noted the evident increase in stakeholders' requests and therefore the importance of this topic for the company and its prospects.

We presume, therefore, that there will be a period of reflection, closely related to welfare policies, which Rekeep keeps well in mind and pursues, and that there will be at least an analysis of the situation and the establishment of minimum objectives that can allow the topic to enter the materiality quadrant. Our aim, accordingly, is to examine the overall situation and create a basis of information and considerations on which a gender policy can be founded.

The history of the relationship between the company and the diverse local areas in which it operates is a long one which has passed through various institutional, organizational and communicative experiments and arrangements. We could go back to all the parent company's experiences until we get to the most recent projects, which give greater weight to the physical and everyday aspects of the places and communities with which Group companies are in contact to demonstrate that one of Rekeep's objectives has always been to evaluate and build on the impacts of its activities and exchanges with the areas and communities in which it is present.

Four collaborations went in this direction in 2020, while also conducing to the visibility of the Rekeep brand:

- with **FAI (Italian Environment Fund)**: Rekeep started a valuable collaboration with FAI when it rebranded in 2018. In 2020, Rekeep sponsored the **FAI Autumn Days**, when a thousand sites in 400 towns and cities in Italy were open on payment of a voluntary donation during two weekends, Saturday and Sunday 17 and 18 and 24 and 25 October, the objective being to "sow" knowledge and awareness of the Italian historical, artistic and natural heritage through the discovery of places in all the Italian Regions that are normally inaccessible, not well known or little exploited;

- with **Genus Bononiae: Museums in Bologna** during the international exhibition "**The rediscovery of a masterpiece**", set up thanks to loans from prestigious museums owning the works exhibited such as the National Gallery in London, the Brera Pinacotheca in Milan, the Louvre in Paris and the Vatican Museums, showed the 16 panels of this polyptych, one of the most important and original works of the Italian Renaissance, the Grifoni Polyptych by Francesco del Cossa and Ercole de' Roberti, together again in Bologna. This was an event of great cultural importance that was given considerable visibility in the media in spite of the pandemic. Rekeep was the main sponsor of this exhibition;
- with the **Giorgio Feltrinelli Foundation** in Milan, when it sponsored **About a City – A Human Place**, an exhibition that was held from 18 to 20 September 2020 during the Milan Arch Week that put people and the needs, rights and aspirations of persons who live in cities, towns, regions and communities at the centre in order to confront three main spheres: schools, being knowledge and experience for the growth and development of small children and older boys and girls, male and female; the right to a home and forms of unusual cohabitation; and the imagination, to think of new tensions that transform cities and the places in which we live, giving a voice to the aspirations of the young and of communities;



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- with the **Bologna Municipal Theatre Foundation**, which Rekeep supported in a particularly difficult year not only with a donation but also by sponsoring a series of cultural meetings, “Let’s talk about opera” and the new Bologna Municipal Theatre production of Gaetano Donizetti’s L’Elisir d’amore; the company was the presenting partner of this opera.

Looking forward, and indeed precisely in view of the company’s long history and the above experiences, future plans may involve work in at least three directions:

- grouping and systematizing the various projects that are carried on according to the characteristics of the society in certain areas and the needs they express;
- taking inspiration from the parent company’s tradition of presence in the area, which used to take the form of initiatives in which the workers participated on the basis of an economic democracy; this tradition has weakened in recent years;
- the sphere more proper to the company’s business, particularly its more obviously material (in the sense of physical and tangible) component.

These three lines of action may be the linchpins of a more intensive “social” presence on Rekeep’s part in its areas (both traditional and not), with a close relationship to the concept of greater attention to shared value that has been spoken of in another part of this document.

Support and solidarity projects

Over the years Rekeep has always promoted projects that support associations engaged in social or health-care work, and 2020 was no exception.

The following is an outline of our collaborations and donations in the year.

BIMBO TU is an association founded in 2007 that offers children and adolescents precious support to the best possible courses of treatment for disorders of the central nervous system such as tumors, autism, epilepsy, neuromotor disabilities, etc. To sustain this association’s work, Rekeep contributed to the accomplishment of “**Roots of solidarity to the Bellaria Hospital: Bologna says thank you**”, an initiative in which Bimbo Tu organized a ceremony to mark the alliance between the population and the hospital and to thank doctors, nurses and all the operatives in Bellaria Hospital, Bologna, working in the front line in the Covid-19 emergency. An olive tree was planted during the ceremony on 30 June 2020 as a symbol of the union between the population and the hospital in the green space at the Bellaria hospital, where a permanent exhibition was also opened, “**The COVID-19 ERA– accounts from the front line**”, which narrates the incredible efforts of doctors, nurses, and patients cured of Covid-19 through images and personal experiences.

The **Agostino Gemelli IRCCS University Polyclinic Foundation** has been engaged in the fight against Covid-19 from the beginning, handling the highest number of patients in the Lazio Region. At Christmas, Rekeep gave the Foundation a donation to support it and fit out new ordinary Covid-19 beds and additional intensive care places, engage more professionals to work in the wards and buy thousands of swabs and personal protection equipment for patients and hospital staff.

Rekeep gave another donation to the **Verona Civil Defense and Environmental Protection** unit to support its day-to-day work at the service of the community during the Covid-19 emergency.

Finally, on 7 October 2020, when the twenty-second edition of the “**National Awakening from coma day - It’s worthwhile**” was celebrated, Rekeep decided to support the **Gli Amici di Luca** association with a donation. This association has been giving information and arousing interest in comas for years, in addition to running the **Luca de Nigris Casa dei Risvegli** facility, a major innovative rehabilitation and research centre that was opened in the Bellaria Hospital area on 7 October 2004.



ESG

+ Governance

Governance is a crucial element that is also of the highest importance in stakeholder appraisals. For this reason, Rekeep intends to work hard to improve internal processes and the information it discloses and to continue to be an innovative and appealing enterprise that attracts capital and people.

Reporting development and improvement

This subject is closely related to improving governance, an objective that is all the more necessary since Rekeep intends to grow and raise its level of prestige and regard in the markets in which it operates.

This means clear and transparent processes to produce fuller information that makes relations with stakeholders easier, generating shared value.

In this, the relationship with the financial community and investors is certainly a sphere of prime importance for Rekeep and the company has devoted itself to it over the years with growing commitment and the consequent results, the latest being the Bonds issued in January 2021.

Rekeep's relationship with the financial market has a long history that started when Private Equity Funds entered the shareholder structure in 2004, continued with the first and second Bond issues – in 2013 and 2017, respectively - until the last important transaction with the issue of senior secured notes for a total nominal value of Euro 350 million, due 2026.

In 2020, in spite of the difficulties imposed by the pandemic, Rekeep succeeded in further strengthening its relationship with investors and its closeness to them. This is a summary of the main activities that were carried out:

- 4 meetings during the year at which the Group's results were presented – Quarterly Call;
- 5 meetings – High Yield / Leveraged Finance Conference;
- frequent telephone calls or emails as necessary to respond to investors' questions or requests;
- presentations of specific and highly important issues (e.g. the call in December 2020 to illustrate the economic and financial impact of the disqualification order issued by the Italian Anti-Corruption Authority (ENAC) or the call in September 2020 for the acquisition of Naprzód SA);
- Annual Review and regular catch-ups to inform rating agencies (S&P and Moody's) about the latest news and business performance.



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High Yield / Leveraged Finance Conferences are events arranged by banks, generally held in presence, at which bond issuers like Rekeep have the opportunity to meet investors and answer their questions. Senior Managers attend and play an active part, demonstrating the company's soundness and attention to its investors. The 5 conferences in which Rekeep took part in 2020 were promoted by: JP Morgan, Goldman Sachs, Morgan Stanley, Deutsche Bank, Unicredit. Rekeep met about 50 investors at each of these conferences at meetings one-to-one or in small groups. In spite of this worthwhile activity, there are certainly processes and instruments that can be improved, especially when we consider stronger and stronger pressure from the stakeholder community outside.

For some years the general scenario has been one of rising importance of the issue of sustainability; the pandemic further accelerated this tendency. Recovery is to be seen in the picture of the political and economic world as the opportunity to erect a new sustainable development and growth model. All the latest guidance from the European Union, all the laws that it enacts and the measures taken in the financial world go in this direction.

The impetus towards an ESG approach is now pronounced and unanimous. This report has endeavored to show which ESG topics are managed by Rekeep and how they are managed; it remains to say that there are still va-

rious areas that can be improved and developed. Rekeep's goal, therefore, is to shape processes that adopt and integrate ESG factors in its strategy and medium-term vision. The Sustainability Report and its increasingly closer adherence to international GRI standards is certainly one of the key steps in this project. The ultimate purpose is to obtain a good level ESG rating and set improvement targets.

Our commitment for 2021, therefore, is to start on the process of increasing the conformity of our company processes to the ESG approach. Consequently the consistency and the acceptance of sustainability policies within the Group must be augmented and afterwards the scope of sustainability reporting at consolidated level must be expanded in addition to stepping up the engagement of top management so that they express the company's strategies and undertakings more clearly – including the assessment, management and mitigation of risks - and thus respond better to requests from investors and stakeholders in general.

Business performance audits

Auditing business performance is a theme that we introduced and commented on in the 2019 Report and which came into being with the aim of refocusing on the internal control system, specifically concentrating on business and thus on the performance of contracts and job orders.

The purpose is to monitor a single management data item to catch sight of important shifts and foresee trends one or two months in advance of the standard control times that follow the quarterly closure of the financial statements.

The monthly audit is conducted precisely on some sample contracts – in present circumstances, those that are most significant in terms of volume and profit margin – and involves the Operations and Management Control Areas.

With this instrument and together with the action plan, the Management has a clear, advance picture and can thus take decisions more promptly and efficaciously. In

the event of difficulties, therefore, the company can step in more rapidly by taking corrective action that ensures profit margins hold.

The company started running a project for a monthly system that audits business performance at the beginning of 2019 and the system was first released in the second half of the year. Therefore, it became fully operational in 2020 and showed all the advantages it can lead to in the management of the company's business.

At internal organizational level, the new project entailed a different distribution of workloads so that work was more homogeneous and spread over the quarters. The support systems and IT infrastructures were also adapted as a consequence.

At the same time an asset monitoring system was initiated – in particular in relation to the performance of working capital –, which involved the Operations and Control Areas again with impacts and effects on the administrative structure and, specifically, on invoicing procedures.



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Appendix



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Methodological note

Rekeep's Sustainability Report at 31 December 2020 has been drawn up according to the "GRI Global Standards for Sustainability Reporting" of the Global Reporting Initiative, applying the reporting "in accordance - core" option.

In order to ensure the quality of its Report, Rekeep applies the principles for defining report content and quality set out in the GRI Standards, which provide a set of criteria for selecting the information to be included in the report and how it is to be presented.

Reporting principles for defining report content

STAKEHOLDER INCLUSIVENESS

Applying this principle already led the company to involve stakeholders in the year 2017, thus marking the fact that it perceived the importance of the topics and issues dealt with in the document. This work also continued in 2018, specifically focusing on the customers. In 2019, Rekeep decided to concentrate on its employees, planning an activity of involvement of at least 50 positions in the company with different profiles and geographic areas of origin, which had to be carried out between the end of 2019 and the very first months of 2020. Unfortunately the Covid-19 emergency aborted the calendar of meetings, making it impossible to start and complete any stakeholder engagement activity. Rekeep, therefore, rescheduled the meetings for the autumn of 2020, but the return of the pandemic and the consequent tightening of the limiting and preventive measures again made it impossible to proceed with this campaign. Our wish and intention is to take up the work of stakeholder engagement as soon as possible with a vast and broadly based campaign.

SUSTAINABILITY CONTEXT

We have endeavored to give a clear definition of how the company interprets its sustainability in the *About* chapter (paragraph on *Sustainability and Value*).

MATERIALITY

The CSR function, on the instructions and with the approval of the Board of Directors, conducted a materiality analysis to define the importance of the topics related to the sustainability of the company's growth. In 2019 and 2020, Rekeep could not compare its own objectives with those of its stakeholders as it had done in previous years, for the reasons set out in the paragraph on *Stakeholder Inclusiveness*. Accordingly, the materiality analysis has been mainly based on the contributions of the Managers who outlined topics and DMAs as regards their spheres of action. The linchpin is the table that shows the key topics, the related DMAs, the main stakeholders, what the company has done until now, its objectives for the near future and, where it is possible to give an account of it, the company's commitment to attain specific SDGs and related targets. Compared with the last report, the table is enriched with the column that shows what the company had set itself to do, so that a comparison can be made between what has actually been done and reported and the company's objectives for the near future. The materiality matrix presents 21 topics, 14 of which are material. As in previous years, an account has also been given of non-material topics for the year 2020 too (see the *Next* chapter).



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COMPLETENESS

The report is designed to allow stakeholders to have a full picture of the activities conducted by Rekeep. The scope of reporting relates to Rekeep S.p.A. It should be pointed out that the paragraph on the *Results of Operations* (in the *About* chapter, pages 19-29) concerns the entire Group as mentioned in the Consolidated Financial Statements at 31 December 2020. The same considerations apply to the paragraph on *Skill Development* (in the *Social chapter*, pages 80-83).

In order to make comparison easier, the table below cross-references the aspects defined in GRI standards and the material topics established by the company, with their boundary, pointing out any limits in reporting in this regard.

MATERIAL TOPICS FOR REKEEP	MATERIAL ASPECT GRI SUSTAINABILITY REPORTING STANDARDS	TOPIC BOUNDARY	
		INTERNAL	EXTERNAL
BUSINESS ETHICS	Ethics and Integrity; Anti-corruption; Anti-competitive behavior	Rekeep S.p.A.	Stakeholder
CAPITAL ADEQUACY AND SUSTAINABILITY	Markets served	Rekeep S.p.A.	
COMMUNICATION	Activities, brands, products and services	Rekeep S.p.A.	
SKILL DEVELOPMENT	Training and Education	Group	Local communities
COMPANY WELFARE POLICY	Local communities	Rekeep S.p.A.	Local communities
HEALTH AND SAFETY	Occupational health and safety	Rekeep S.p.A.	
EMPLOYER BRANDING	Training and Education; Local communities	Rekeep S.p.A.	Local communities
SMART WORKING	Local communities	Rekeep S.p.A.	Local communities
SOLUTIONS AND MORE VALUE FOR CUSTOMERS	Markets served; Stakeholder Engagement	Rekeep S.p.A.	Stakeholder
INNOVATION	Markets served	Rekeep S.p.A.	
DIGITAL TRANSFORMATION		Rekeep S.p.A.	Stakeholder
SUSTAINABLE ENERGY	Energy; Emissions	Rekeep S.p.A.	Suppliers
RESPONSIBLE SUPPLY MANAGEMENT	Procurement Practices; Supplier Environmental Assessment; Supplier Social Assessment	Rekeep S.p.A.	
WASTE MANAGEMENT AND REDUCTION		Rekeep S.p.A.	



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Reporting principles for defining report quality

BALANCE

We have tried to present both positive and negative aspects in setting out the activities that Rekeep has carried out, so that a balanced view could be taken of the company's performance as it emerges from the outcome of the stakeholders' engagement.

COMPARABILITY

The Sustainability Report presents three-year trends so that stakeholders can study changes in performance. The scope of reporting of the data provided is stated in this methodological note. The layout of the report, set out in the *Introduction* chapter, follows last year's almost entirely, even if the number of chapters has increased and their structure aims to draw attention to the company's ESG approach.

ACCURACY

Financial, qualitative and quantitative data are taken directly from the 2020 Consolidated Financial Statements, while the accuracy of the data regarding the environment, health and safety and management quality is based on certified management systems, in particular ISO 14001, ISO 9001, ISO 45001 and SA8000. Social data have mainly been retrieved from the company's operating systems.

TIMELINESS

The Sustainability Report is drawn up on an annual basis. In order to satisfy stakeholders' needs for information to the greatest possible degree, we have chosen even to mention events that occurred after the end of the last financial period if they are material.

CLARITY

The report has been structured to make the information it contains easy for stakeholders to find. The 2020 Sustainability Report opens with the Letter from the Chairman and CEO and is divided into an *Introduction* and five chapters: *About, Governance & Business, Social, Environment and Next*. The document closes with the Methodological Note, the Content Index and the Verification Statement. The degree of detail into which the information goes is such as to make the report comprehensible, accessible and utilizable by all the different stakeholders.

RELIABILITY

The 2020 Sustainability Report was approved by the Board of Directors of Rekeep S.p.A. at the meeting held on 13 May 2021 and was audited by an independent third party, Rina Services S.p.A., which was involved in the different stages in the reporting process in order to facilitate verification in a constructive climate of reciprocal collaboration.



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GRI Content Index

GENERAL DISCLOSURES

		PAGE / DIRECT ANSWERS	OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
1. ORGANIZATIONAL PROFILE			
102-1	Name of the organization	Cover	
102-2	Activities, brands, products and services	page 17; pages 75-77; page 105	
102-3	Location of headquarters	Back cover	
102-4	Location of operations	pages 15-16	
102-5	Ownership and legal form	pages 13-14	
102-6	Markets served	page 17; pages 63-64; page .66	
102-7	Scale of the organization	pages 19-20; page 30	
102-8	Information on employees and other workers	pages 30-36	
102-9	Supply chain	pages 113-115	
102-10	Significant changes to the organization and its supply chain	page 13; pages 113-115	
102-11	Precautionary Principle or approach	page 18; pages 58-62	
102-12	External initiatives	pages 39-40; pages 53-55	
102-13	Membership of associations	pages 39-40	
2. STRATEGY			
102-14	Statement from senior decision-maker	page 4	
102-15	Key impacts, risks, and opportunities	page 18	
3. ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behavior	page 10; pages 58-62	
102-17	Mechanisms for advice and concerns about ethics	pages 58-62	



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4. GOVERNANCE			
102-18	Governance structure	pages 13-14; pages 58-62	
102-20	Executive-level responsibility for economic, environmental, and social topics	pages 41-42; page 55	
102-21	Consulting stakeholders on economic, environmental, and social topics	Consulting delegated to the CSR function, reporting to the BoD pages 41-42	
102-30	Effectiveness of risk management processes	pages 13-14; pages 58-62	
102-32	Highest governance body's role in sustainability reporting	page 6	
102-33	Communicating critical concerns	The CSR function provided its report to the BoD on 13 May 2020	
5. STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	pages 44-52	
102-41	Collective bargaining agreements	page 34	
102-42	Identifying and selecting stakeholders	pages 44-52	
102-43	Approach to stakeholder engagement	pages 43-52	
102-44	Key topics and concerns raised	pages 43-52	
6. REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	page 6; page 8; methodological note	
102-46	Defining report content and topic Boundaries	page 6; page 8; pages 41-42; methodological note	
102-47	List of material topics	pages 45-52	
102-48	Restatements of information	No adjustment	
102-49	Changes in reporting	pages 45-52	
102-50	Reporting period	page 6; page 8;	
102-51	Date of most recent report	pages 7-8	
102-52	Reporting cycle	pages 7-8	
102-53	Contact point for questions regarding the report	page 142	
102-54	Claims of reporting in accordance with the GRI Standards	Methodological note	
102-55	GRI content index	134	
102-56	External assurance	141	



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TOPIC-SPECIFIC STANDARD

ECONOMIC TOPICS			
		PAGE / DIRECT ANSWER	OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
ECONOMIC PERFORMANCE			
103-1	Explanation of the material topic and its Boundary	page 8; pages 19-29; pages 45-52; methodological note	
103-2	The management approach and its components	pages 22-31	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
201-1	Direct economic value generated and distributed	pages 26-29	
PROCUREMENT PRACTICES			
103-1	Explanation of the material topic and its Boundary	page 8; pages 45-52; methodological note	
103-2	The management approach and its components	page 113	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
204-1	Proportion of spending on local suppliers	pages 113-115	
ANTI-CORRUPTION			
103-1	Explanation of the material topic and its Boundary	pages 45-52	
103-2	The management approach and its components	pages 58-62	
103-3	Evaluation of the management approach	pages 58-60	
205-1	Operations assessed for risks related to corruption	pages 58-60 see: www.rekeep.com/about-us/governance	



205-3	Confirmed incidents of corruption and actions taken	On 6 December 2020, the Supreme Court rejected the appeal against the Council of State's judgment of 27 December 2018 and removed any and all suspensive effect of the ANAC Resolution issued against Rekeep, in addition to a fine of Euro 10,000, and the exclusion, for a period of 6 months, from public tender procedures and subcontracting of public contracts. The ANAC order concluded the proceedings the Authority had initiated in 2016 following a report on the part of the Santobono-Pausillipon Hospital of Naples in which Rekeep was charged with having failed to provide, in the administrative documentation required as part of a tender launched in 2013, a declaration regarding the absence of criminal records against one of the Company's attorneys, who moreover met the above legal requirements in full.	
ANTI-COMPETITIVE BEHAVIOR			
103-1	Explanation of the material topic and its Boundary	page 60	
103-2	The management approach and its components	page 60	
103-3	Evaluation of the management approach	page 60	
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	On 28 July 2020 the Lazio Regional Administrative Court partially granted the appeal filed by the Company on 3 July 2019 against the fine imposed by the Competition Authority (AGCM) within the preliminary investigation proceedings that had been initiated in March 2017 against CNS – Consorzio Nazionale Servizi Società Cooperativa, Engie Servizi S.p.A. (formerly Cofely Italia S.p.A.), ManitalIdea S.p.A., Manutencoop Facility Management S.p.A., Romeo Gestioni S.p.A. and STI S.p.A. and subsequently extended to Exitone S.p.A, Manital Società Consortile per i Servizi Integrati per Azioni Consorzio Stabile, Manital S.c.p.a, Gestione Integrata S.r.l, Kuadra S.r.l in Liquidation, Esperia S.p.A, Engie Energy Services International SA, Veolia Energie International SA, Romeo Partecipazioni S.p.A, Finanziaria Bigotti S.p.A, Consorzio Stabile Energie Locali Scarl; the proceedings were aimed at established whether alleged agreements restricting competition had been put in place in coordinating the methods of bidding in the tender launched by Consip S.p.A. in 2014 to award Facility Management services intended for the properties, mainly for office use on the part of Public Authorities (the "Consip FM4 Tender"). Specifically, among other things, the Lazio Regional Administrative Court confirmed, in its judgment, the Competition Authority's order on the merits, thus partially granting the appeal in relation to grounds concerning the calculation of the fine and set the parameters for its redetermination. The Regional Administrative Court then referred the case to the Competition Authority for the actual calculation of the fine on the basis of the aforesaid parameters.	



ENVIRONMENTAL TOPICS			
		PAGE/ DIRECT ANSWER	OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
ENERGY			
103-1	Explanation of the material topic and its Boundary	pages 45-52; methodological note	
103-2	The management approach and its components	pages 107-108	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
302-1	Energy consumption within the organization	pages 107-108; page 122	
EMISSIONS			
103-1	Explanation of the material topic and its Boundary	pages 45-52; methodological note	
103-2	The management approach and its components	pages 110-112	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
305-1	Direct (Scope 1) GHG emissions	page 111	
305-2	Energy indirect (Scope 2) GHG emissions	page 111	
305-3	Other indirect (Scope 3) GHG emissions	page 111	
305-4	GHG emissions intensity	page 112	
EFFLUENTS AND WASTE			
103-1	Explanation of the material topic and its Boundary	pages 45-52; methodological note	
103-2	The management approach and its components	page 116	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
306-2	Waste by type and disposal method	pages 116-119	
ENVIRONMENTAL COMPLIANCE			
103-1	Explanation of the material topic and its Boundary	page 18; methodological note;	
103-2	The management approach and its components	page 18;	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
307-1	Non-compliance with environmental laws and regulations	In 2020 Rekeep did not violate any environmental laws or regulations. Five fines of insignificant amounts were imposed for improper delivery of waste	



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SUPPLIER ENVIRONMENTAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	Methodological note pages 38-42 of the Sustainability Report 2017 (see www.rekeep.com/sustainability)	
103-2	The management approach and its components	page 113	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
308-1	New suppliers that were screened using environmental criteria	The supplier is required to state whether it holds environmental and/or social certifications in the approval questionnaire on the portal	
SOCIAL TOPICS			
		PAGE / DIRECT ANSWER	OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
LABOR/MANAGEMENT RELATIONS			
103-1	Explanation of the material topic and its Boundary	pages 45-52	
103-2	The management approach and its components	page 37	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
402-1	Minimum notice periods regarding operational changes	Rekeep applies the provisions of the relevant Italian Collective Labor Agreement (CCNL)	
OCCUPATIONAL HEALTH AND SAFETY			
103-1	Explanation of the material topic and its Boundary	pages 45-52; methodological note	
103-2	The management approach and its components	page 80; pages 93-94	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	pages 94-102	
403-4	Health and safety topics covered in formal agreements with trade unions	page 91	
TRAINING AND EDUCATION			
103-1	Explanation of the material topic and its Boundary	pages 45-52	
103-2	The management approach and its components	pages 80-84	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
404-1	Average hours of training per year per employee	page 83	



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404-2	Programs for upgrading employee skills and transition assistance programs	pages 80-83	
LOCAL COMMUNITIES			
103-1	Explanation of the material topic and its Boundary	pages 45-52	
103-2	The management approach and its components	page 84	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
413-1	Operations with local community engagement, impact, assessments, and development programs	pages 85-92	
SUPPLIER SOCIAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	Methodological note pages 38-42 of the Sustainability Report 2017 (see www.rekeep.com/sustainability)	
103-2		p.113	
103-3	The management approach and its components	page 113	
414-1	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	



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VERIFICA DEL RAPPORTO DI SOSTENIBILITÀ DICHIARAZIONE DI VERIFICA VERIFICATION OF SUSTAINABILITY REPORT VERIFICATION STATEMENT

RINA SERVICES S.p.A., sulla base delle valutazioni condotte dai suoi tecnici, dichiara che il Rapporto di Sostenibilità, per l'anno 2020, dal titolo
RINA SERVICES S.p.A., on the basis of the assessments carried out by its technical personnel, declares that the Sustainability Report, for the year 2020, named

Bilancio di Sostenibilità 2020

predisposto dall'organizzazione
drawn up by the organisation

Rekeep SpA

Via U. Poli, 4 - 40069 Zola Predosa (BO)

E' conforme ai requisiti forniti dalle Linee Guida GRI Standards, per l'approccio
"In accordance - core" scelto dall'Organizzazione.
*Complies with the requirements provided by GRI Standards, for the level
"In accordance – core" approach chosen by the Organisation.*

La verifica del rapporto di sostenibilità è stata effettuata secondo le modalità descritte nel documento RINA "Regolamento per la verifica dei rapporti di sostenibilità" disponibile sul sito RINA www.rina.org.
Verification of sustainability report has been performed in accordance with the methods described in the RINA document "Rules for the verification of sustainability reports" available from the RINA site www.rina.org.

Nel rapporto di verifica sono riportati i risultati della verifica e una sintesi delle attività svolte e delle evidenze oggettive acquisite.
The verification report contains the results of the verification and a summary of the activities carried out and of the objective evidence acquired.

Data di rilascio/Date of issue: 02/07/2021

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Development Coordination



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The Sustainability Report 2020 has been drawn up by the CSR function

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