

SUSTAINABILITY REPORT 2021

rekeep 
minds that work



CONTENTS



3 Letter to the stakeholders



5 Intro

- 6 Outline and features of the document
- 9 Preparation of the Report



10 About

- 11 Values and Mission
- 12 Our history
- 15 Governance and Group structure
- 18 Activities and services
- 20 Customers
- 22 Results of operations
- 32 Employees
- 42 Communication
- 44 Network
- 46 Sustainability and value



59 Governance

- 60 Ethics and risk management
- 64 Sustainable growth and stakeholder management



66 Social

- 67 Proximity healthcare and safe and efficient healthcare facilities
- 71 Skill development and digital transition
- 74 Welfare and wellbeing
- 81 Occupational health
- 92 Business appeal
- 93 Diversity & Inclusion
- 94 Strengthen our relations with local communities
- 95 Support and solidarity projects



96 Environment

- 97 Regeneration of public property
- 99 Smart urban management
- 100 Energy efficiency and emission reduction
- 106 Responsible supply management
- 108 Waste reduction and recycling
- 111 Sustainable consumption and materials
- 114 Sustainable mobility



115 Appendix

- 116 Methodological note
- 118 GRI CONTENT INDEX



LETTER TO THE STAKEHOLDERS



This sustainability report is based on two opposing considerations: on one hand the enormous uncertainty that is a feature of the market (but also of the company, as a result of the combined effects of the pandemic and the war) and on the other hand our enterprise's efforts to keep pace with the objectives we have set ourselves and which, in fact straddling the previous financial year and this one, have taken shape with the creation of the 2022–2024 Sustainability Plan. It is as well to spare a word for these two factors separately.

Uncertainty, as we have said, is not solely a matter for the markets, but for the lives of individuals, organizations and families too. At the beginning of our 2020 sustainability report we had to acknowledge the permanence of the Covid-19 pandemic.

Now we are obliged not only to repeat the same concept, but although the dramatic force of this affliction is weaker, we are faced with the absolute material and moral upheaval of the war, which presents a scenario that was unimaginable until a very short time ago, particularly to those of us in Europe.



**Giuliano
Di Bernardo**

Chairman and CEO Rekeep

It is unnecessary to dwell on economic concepts that are clear to anyone: we are confronted with prospects of higher production costs, difficulties in finding raw materials, inflation and a lower GDP than even the latest forecasts.

And this has happened at the very time that Rekeep began to make a radical change to its structure, approach to the market and organization, sure as it was of its potential and the need to meet its stakeholders' requests to the fullest with a concept and practice of sustainability that is in keeping with goals that the United Nations and European Union had already determined some years before but which, owing to the very upheavals we have just mentioned, may appear difficult to achieve or at least need to be moved further forward in time.

In circumstances such as these, it would even be allowable to pause for thought, to wait for less unstable conditions before drafting and then setting out sustainability commitments, or, more generally, strategies. We have not waited, nonetheless, and will not do so in the near future either, because we are convinced that the concept and practice of sustainability are not possibilities that are grafted onto a main structure represented by day-to-day operations, but a new and necessary manner of conceiving the market, the economy and, at the same time, social life.

Indeed, at the start of the current financial year, Rekeep approved its Sustainability Plan for 2022–2024, even if it is not entirely final, making an effort to study the matter in depth that involved the entire manage-

ment. The first signs of this are to be found in this report in the form of a sustainability analysis of the situation for the middle term; it is in fact owing to this main change that the document is to be considered as evidence of a transition and an adjustment.

We have had to take various new laws and regulations into account that are taking shape on the horizon. It is a vast field that is not without its risks, such as that of sustainability being seen as adherence to norms and rules than as a real (and not always easily describable) approach to the themes of co-existence and social responsibility.

Finally: we are sure that it is at moments of the greatest uncertainty that the spirit and particular culture of organizations can emerge at their best. Rekeep is convinced that it plays a leading part in the social scene (as it can even more in the future) owing to its size, its ability to produce revenues and the ideas and commitment regarding workers and work that have characterized it from the time of its foundation - physical, material work, very often done by persons that, in Rekeep, the intention is to give not only an income but a prospect of having their own identity and a role in social life.

It is to these few concepts that we intend to draw the attention of the reader, whether customer, supplier, worker or a more generic stakeholder, undertaking to hold in actual practice to these traditions, which, for Rekeep, remain at the same time goals and a way of being.

INTRO



Outline and features of the document



The Sustainability Report 2021 focuses on Rekeep as a legal entity to give a description that is as compliant as possible with the requirements of the GRI (Global Reporting Initiative) 2016 standards, especially with regard to the materiality analysis and description of the management approach.

In 2021 and in early 2022, the process of mapping and alignment with the ESG approach continued to intensify with the aim of pointing up the direction that business strategy and development should take in order to pursue sustainability.

The management engaged themselves further and the result was this document and the success of the Rekeep Beyond project (which we also shall be talking about afterwards), as well as the design of the key paths to be taken by the Sustainability Plan, which the company Management agreed with and approved in early 2022.

The materiality analysis takes the line taken by the Sustainability Plan on board, above all in terms of its future goals and commitments. The material topics are practically unchanged with respect to last year, even if there is a greater level of detail, which is helpful in nur-

turing the relationship with stakeholders and meeting their requests or expectations.

Consequently, the description of the management approach (DMA - Disclosure on Management Approach), is also enriched. The reference to the Sustainable Development Goals (SDGs) and targets remains strong and clear.

The document is also heavily impacted by the activities of the Rekeep Beyond project, which was launched across the organization at the end of 2019 to enhance culture and sensibility in the field of sustainability and enable the company to take a leap forward. The first cycle of the journey came to an end in July 2021 and the second cycle, entirely focused on the company's strategy and its ESG approach, will start in the middle of 2022.

Reporting

Rekeep is drawing up its fifth Sustainability Report after picking up the baton from Manutencoop Facility Management, and, even before that, from the sole shareholder of the company, MSC Società di partecipazione tra lavoratori (formerly Manutencoop società cooperativa), which drew up its first report as far back as 1992.

Since then, there has been a long progression, the crucial stages of which are summarized below.

1992

MSC 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, but most importantly 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 “in-

tangible 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”;

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

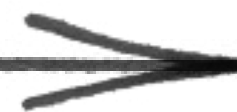
the first steps are taken towards the application of the GRI (Global Reporting Initiative) standard together with the confirmation of “Europe 2020” as the reference framework for reporting;

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;

2021

the first cycle of Rekeep Beyond comes to an end after focusing on climate change with the presentation of a second paper in July. Work commences on the path to ESG compliance.

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Preparation of the Report

The Sustainability Report 2021 gives an account of Rekeep's Corporate Social Responsibility performance in 2021. Some significant events that occurred during the early months of 2022 while the document was being drawn up are also included.

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

The Sustainability Report was also prepared thanks to the contribution of the colleagues: Andrea Bertolasi, Antonella Bianco, Francesco Della Fornace, Giovanni Delmonte, Chiara Filippi, Assunta Germano, Adriana Giorgio, Gianfranco Graziano, Emanuela Gualandi, Anna Lisa Infante, Ivan Lagazzi, Andrea Livi, Stefania Lori, Maurizio Marcon, Frediana Morganti, Linda Navelli, Carla Ronsini, Sandra Santi, Roberto Soler, Eleonora Santoro, Matteo Zambonelli, Giampiero Zagnoli.

Work coordination and preparation of the Sustainability Report have been the responsibility of the CSR function.



ABOUT





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.



Our history

Rekeep was founded in 2003 in a spin-off from MSC Società di Partecipazione tra Laboratori, which is at present its sole shareholder. MSC, which was initially a production and work Cooperative, 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 and in 2021 it was transformed from a Cooperative to a Worker-owned Holding Company.

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 MSC'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 MSC 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.

2013 BOND ISSUE

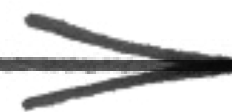
In order to provide the Group with the financial resources necessary for the conduct of its business over a long time horizon, Rekeep issues in August a bond of Euro 425 million listed on the Euro MTF Market of the Luxembourg Stock Exchange and on the Extra MOT Pro Segment of the Italian Stock Exchange.

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 YUGENIO

Yugenio is formed in June as the first Group company that addresses the consumer market; it is a new on-line 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 MSC IS AGAIN THE SOLE SHAREHOLDER

On 13 October the SPV CMF, which is wholly owned by MSC, 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.

2021 NEW BOND ISSUE

On 28 January Rekeep launches a high-yield bond issue for a total amount of Euro 350 million, due 1 February 2026. The Notes, which are reserved for institutional investors, are admitted to listing on the EURO MTF multilateral trading facility managed by the Luxembourg Stock Exchange and on the ExtraMOT multilateral trading facility, PRO segment, organized and managed by Borsa Italiana S.p.A

Governance and Group structure

The ordinary shares issued by Rekeep S.p.A., which were fully paid-up at 31 December 2021, are 109,149,600, with a par value of Euro 1 each.

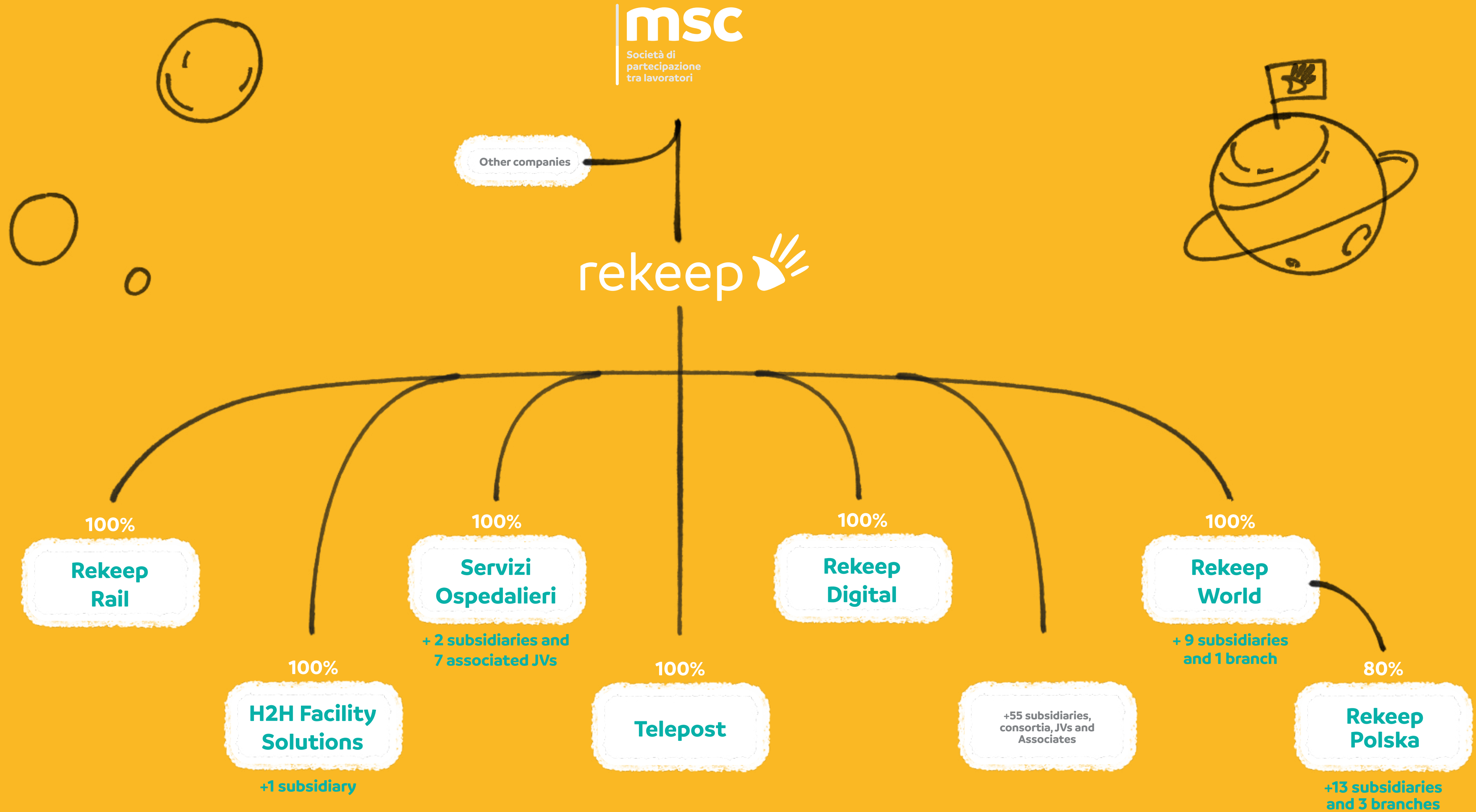
Until the autumn of 2017, Rekeep's shareholding structure consisted of Manutencoop Società Cooperativa, majority shareholder, and a pool of Private Equity Funds, which held 33.2% of the share capital. After the closing of the transaction involving the exit of its minority shareholders, Rekeep became 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.

On 27 November 2021 the extraordinary shareholders' meeting of Manutencoop Società Cooperativa passed a resolution to transform its legal form from a Cooperative Company to a Joint-stock Company, and, in this context, changed its company name to MSC Società di Partecipazione tra Lavoratori S.p.A.. The transformation became effective after having fulfilled the formalities required by the applicable provisions of law on 1 February 2022. The Rekeep Group's parent company retains full continuity of its own legal relationships. Moreover, the shares representing the entire

share capital of the cooperative company, which were already held by its shareholders, were proportionally converted into shares of the transformed company with equal total value.

As at 31 December 2021 Rekeep S.p.A.'s shares were then wholly owned by MSC Società di Partecipazione tra Lavoratori S.p.A., which also carries out Management and Coordination activities, and the Group structure was as described in the following page.





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 13 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 13 times in 2021, with an average attendance of 100%, since the statutory auditors, too, were always present at all the sessions.

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 at the address: <https://www.rekeep.com/en/about-us/governance/auditors-board>.

BOARD OF DIRECTORS

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

* holding office from 30 June 2021

** holding office until 30 June 2021

The full CVs of the members of the Board of Directors are available for consultation on the Company's website at the address: <https://www.rekeep.com/en/about-us/governance/boards-of-directors>.

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.

People

-  **Cleaning**
-  **Laundrying**
-  **Healthcare logistics**
-  **Reception & security**
-  **Internal logistics**
-  **IT Solutions**
-  **Sterilization**
-  **Catering**

Buildings

-  **Building maintenance**
-  **Energy service**
-  **Plant maintenance**
-  **Energy upgrading**
-  **Firefighting & Safety**

Cities

-  **Management of green areas**
-  **Urban facility management**
-  **Smart urban management**
-  **Public lighting & traffic light systems**

CERTIFICATIONS

In 2021 Rekeep maintained, following the recertification audits carried out by RINA Services (the accredited certification body), the following certifications:

- ISO 9001:2015 (Quality Management System)•ISO 14001:2015(Environmental Management System)
- ISO 45001:2018 (Occupational Health and Safety Management System)
- SA8000:2014 (Social Accountability System)
- ISO 50001:2018 (Energy Management Systems)
- UNI CEI EN ISO 11352:2014 (Delivery of energy services)

The Company also maintained the corporate certification relating to:

- Qualifying company certification with respect to the requirements of Regulation (EC) No. 842/2006 and Presidential Decree 43/2012

During the period under consideration the following certificates were maintained, following audits carried out by SGS (the accredited certification body):

- EPD (Environmental Product Declaration) Validation in the field of professional cleaning services for buildings (version 2.11, IES) for the hospital cleaning service
- UNI EN 14065 (Laundry processed textiles - Bio-contamination control system)

As required by Article 30 of Legislative Decree 81/2008, as amended, 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.”

Customers

Rekeep has a portfolio of

1,630 customers



Hospitals and
healthcare
facilities



Offices and
business
centers



Schools



Museum and
libraries



Sports facilities



Retail and
Large-scale
Trade (GDO)



Transports and
infrastructures



Hotels



Urban space



Industry



In 2021 the Group brought orders for an overall multi-year amount of Euro 899.3 million, of which Euro 420.3 million relating to extensions and renewals of contracts already included in its sales portfolio and Euro 479.0 million relating to the development of a new portfolio. The value of contracts acquired in International Markets was equal to about 15.4% of total orders gained during the period.

In the Healthcare market the Group was awarded a tender within a centralized bidding process launched by the Lazio Regional Government for the management of maintenance and energy services relating to properties used by healthcare facilities, as well as a tender launched by the central purchasing office of the Liguria Regional Government for maintenance and energy services for the Local Health Care Units (ASL) in the Liguria regional health system. For the Rekeep Polska Group we must note major orders that were gained for the renewal of portfolio contracts due to ex-

pire for hygiene, catering and medical transportation in the hospital sector, which is the key target market of the group.

Moreover, the subsidiary Servizi Ospedalieri S.p.A. gained new agreements for linen rental and industrial laundering at Policlinico Gemelli hospital in Rome and for sterilization of surgical instruments at Ciaccio Hospital Trust in Catanzaro and for the Local Health Care Unit (ASL) in Ferrara. Finally, contracts were renewed for linen rental and industrial laundering and sterilization services that were already included in the portfolio at some Local Health Care Units (ASL) in Toscana Region.

As regards the public Market, some contracts for hygiene services in the portfolio were renewed with Trenitalia and ATM and contracts were also signed for hygiene services under the Intercenter 5 Emilia Romagna agreement, as was a 15-year term contract for the concession of services concerning the operation

and maintenance of public lighting and thermal and electrical energy systems of the municipal authority's buildings in the district of Anzola dell'Emilia, including energy retrofit and efficiency work. We must also note new orders in France for the provision of hygiene services to Keolis, a subsidiary in the SNCF group, which is the main customer of subsidiary Rekeep Transport S.a.S., as well as to RATP for Paris underground cleaning services.

Finally, important renewals were confirmed for expiring contracts, specifically for hygiene services at shopping centers, retail customers and the transport system in the Private sector.

The **Backlog** i.e. the amount of contractual revenues related to the residual duration of the job orders in the portfolio at that date, came to Euro 2,950 million at 31 December 2021, recording an increase compared both to the value posted at the end of 2020 and 31 December 2019.

BACKLOG, 2019-2021 PERFORMANCE

	2021	2020	2019
(IN MILLIONS OF EURO)			
Backlog	2.950	2.673	2.834

Results of operations

The Group closed 2021 with a consolidated net result of Euro 1,122 million.

The income statement highlights for the 2021 financial year, compared to the previous two-year period, are reported below.

INCOME STATEMENT HIGHLIGHTS, 2019-2021 PERFORMANCE

(IN THOUSANDS OF EURO)	FOR THE FINANCIAL YEAR ENDED 31 DECEMBER		
	2021	2020	2019
Revenues	1,122,025	1,081,390	966,083
Costs of production	(1,012,898)	(1,052,118)	(869,985)
EBITDA	109,127	29,272	96,098
EBITDA %	9.7%	2.7%	9.9%
Amortization, depreciation, write-downs and write-backs of assets	(41,477)	(40,472)	(36,647)
Accrual of provisions for risks and charges	(5,471)	(8,228)	(4,176)
Operating Income (EBIT)	62,179	(19,428)	55,275
EBIT %	5.5%	N.A.	5.7%
Share of net profit of associates	1,267	(7,441)	(92)
Net financial charges	(66,704)	(41,527)	(40,961)
Profit before taxes (EBT)	(3,258)	(68,396)	14,222
EBT %	N.A.	N.A.	1.5%
Income taxes	(17,743)	(14,624)	(13,296)
Profit (loss) from continuing operations	(21,001)	(83,020)	926
Profit (loss) from discontinued operations	16	2,569	2,424
CONSOLIDATED NET PROFIT (LOSS)	(20,985)	(80,451)	3,350
CONSOLIDATED NET PROFIT (LOSS) %	N.A.	N.A.	0.3%
Minority interests	(1,603)	(2,703)	(65)
NET RESULT ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT	(22,588)	(83,154)	3,285
NET RESULT ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT %	N.A.	N.A.	N.A.



In 2021 the requests for extra services and supplies such as extraordinary 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 continued, although they went down especially during the last quarter, giving way to a slow recovery in routine work.

In terms of company performance, the growth trend in revenues was confirmed (+3.8%). The positive change is achieved in all markets - Public, Healthcare and Private sectors - although with a different breakdown over the year due to the influence of two external factors: 1) the evolution of the epidemic; 2) the increase in the prices of raw materials, especially fuel, which had an impact on the prices charged to the customers.

EBITDA ADJUSTED E EBIT ADJUSTED, ANDAMENTO 2019-2021

(IN MIGLIAIA DI EURO)

PER L'ESERCIZIO CHIUSO AL 31 DICEMBRE

	2021	2020	2019
EBITDA	109.127	29.272	96.098
Oneri (proventi) di natura non ricorrente con impatto su EBITDA	8.024	90.460	6.353
EBITDA Adjusted	117.151	119.732	102.451
EBITDA Adjusted % Ricavi	10,4%	11,1%	10,6%
EBIT	62.179	(19.428)	55.275
Oneri (proventi) di natura non ricorrente con impatto su EBITDA ed EBIT	9.839	93.735	6.353
EBIT Adjusted	72.018	74.307	61.628
EBIT Adjusted % Ricavi	6,4%	6,9%	6,4%

In term of profit margins, Adjusted EBITDA came to Euro 117.2 million at 31 December 2021 compared to Euro 119.7 million at 31 December 2020. The overall decline in margins was affected, in particular, by the external factor due to the pandemic: the impact of the significant demand for non-routine work received in 2020 is, in fact, evident at EBITDA level.

The results for the 2021 financial year were affected by, among others, the disputes pending with the Competition Authority (AGCM) and CONSIP and non-recurring costs and financial charges that were incurred for the refinancing transaction of the Group, which took place in January and February. Additional costs are to be attributed to facility energy efficiency activities, as well as to the continuation of M&A transactions.

The Covid-19 emergency gave rise to additional costs of Euro 0.4 million in 2021.

As regards non-recurring costs impacting on EBIT, a provision was set aside for non-recurring additional costs that were expected to be incurred on some energy contracts.

On the Revenues front, the increase (+3.8% compared to 2020) was due a lower impact of the government measures to contain the “third wave” of the pandemic, that, unlike in the previous year, did not entail a total closure and stoppages. 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 sanitation, disinfection and maintenance of the Italian healthcare facilities, as well as an extraordinary supply of PPE, which was mainly concentrated during the first half of 2021. In the last months of 2021, revenues were also positively affected by an increase in the energy prices, which entailed an increase in the price charged to customers on heat management contracts.

The table below shows the breakdown of consolidated Revenues by target Market in 2021 compared with the figure posted in the previous two-year period.

Revenues in the Healthcare sector showed an increase of Euro 8.2 million in 2021 compared to 2020, from Euro 646.4 million to Euro 654.6 million, thus achieving a weight of 58.3% of total consolidated Revenues. Finally, the positive market contribution of the Polish sub-group led by Rekeep Polska was confirmed in 2021 compared to the previous year.

The Private market showed a volume growth of Euro 20.7 million in absolute value (+9.25%), which was mainly reported in the Facility Management sector and, which, in addition to benefitting from less stringent measures to contain the pandemic in 2021 than in the previous year, also took advantage of an increase in non-routine work with the customer Telecom and the commencement of hygiene and integrated services on new customers that had been acquired by subsidiary H2H Facility Solutions at the end of 2020, as well as of the extension of some contracts held by the Parent Company Rekeep in the large-scale retail trade sector.

As occurred in the Private market, the Public market also showed a recovery in volumes, thus achieving Revenues of Euro 223.3 million in the period (+ 5.6%). In particular, the public market, which had proven to be the sector most vulnerable to the effects of the measures adopted to cope with the Covid-19 emergency in Italy, also benefitted from a less stringent lockdown in 2021 compared to 2020 and an increase in the prices charged to customers under energy contracts

REVENUES BY MARKET, 2019-2021 PERFORMANCE

(IN THOUSANDS OF EURO)	FOR THE FINANCIAL YEAR ENDED 31 DECEMBER					
	2021	% ON TOTAL REVENUES	2020	% ON TOTAL REVENUES	2019	% ON TOTAL REVENUES
Public Authorities	223,280	19.9%	211,481	19.6%	254,456	26.3%
Healthcare	654,553	58.3%	646,384	59.8%	507,845	52.6%
Private Customers	244,191	21.8%	223,525	20.6%	203,782	21.1%
RICAVI CONSOLIDATI	1,122,025		1,081,390		966,083	

during the last quarter of 2021, following an increase in the costs of raw materials. Finally, market volumes were still affected by the delays reported in the commencement of operations in Saudi Arabia, where the pandemic caused a postponement of the deadlines for implementing the infrastructure project in which the Group is involved for the provision of hygiene services.

At 31 December 2021, consolidated **Net Working Capital (NWC)** was negative and equal to Euro 107.9 million against a negative value of Euro 130.2 million at 31 December 2020.

At 31 December 2021, 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 42.6 million against Euro 31.2 million at 31 December 2020.

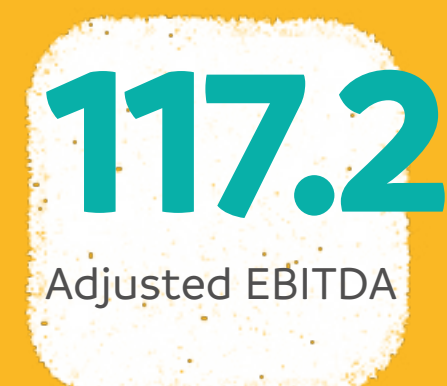
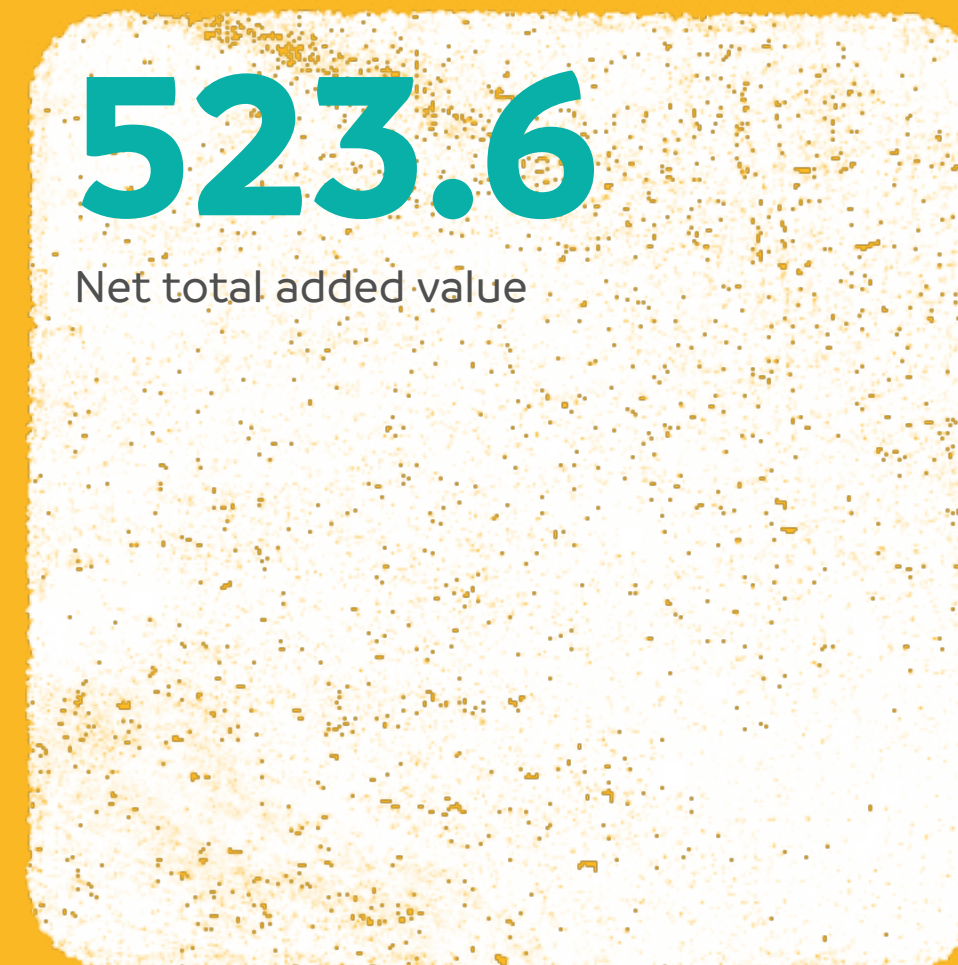
Adjusted NWOC came to Euro 110.6 million against Euro 108.0 million in 2020.

In 2021 the **financial indebtedness** showed an increase up to Euro 380.6 million while **Shareholder' equity** decreased from Euro 72.5 million in 2020 to Euro 51.3 million at 31 December 2021.

SOURCES AND USES, 2019-2021 PERFORMANCE

(IN THOUSANDS OF EURO)

	2021	2020	2019
USES			
Trade receivables and advances to suppliers	443,248	431,121	412,572
Inventories	12,743	12,921	7,910
Trade payables and contract liabilities	(413,374)	(412,849)	(405,950)
Net working operating capital	42,617	31,193	14,532
Other working capital elements	(150,501)	(161,427)	(115,344)
Net working capital	(107,884)	(130,234)	(100,812)
Property, plant and equipment and assets under finance leases	97,319	88,127	87,811
Rights of use for operating leases	32,646	34,415	38,680
Goodwill and other intangible assets	424,185	424,215	414,601
Investments accounted for under the equity method	9,153	9,140	10,376
Other items of non-current assets	30,857	34,012	123,603
Fixed assets	594,160	589,909	675,071
Non-current liabilities	(54,293)	(52,812)	(54,826)
NET INVESTED CAPITAL	431,983	406,863	519,433
SOURCES			
Equity attributable to non-controlling interests	4,588	3,199	836
Equity attributable to equity holders of the Parent	46,746	69,337	151,970
Shareholders' equity	51,334	72,536	152,806
Net financial indebtedness	380,649	334,327	366,627
of which fair value of call options of minority interests in subsidiaries	15,336	13,077	
FINANCING SOURCES	431,983	406,863	519,433



*milioni di 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.

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.

FINANCIAL INDEBTEDNESS 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.



ADDED VALUE

The Added Value statement (calculation and allocation) is the mark of the GBS (Italian Social Report Working Group) 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.

TOTAL ADDED VALUE

	31/12/21	31/12/20	31/12/19
A) Value of Production			
1. Revenues from sales and services (less revenue adjustments)	1,108,428,198	1,069,128,176	996,735,661
2. Changes in inventories of work in progress, semi-finished and finished products	(519,246)	5,086,806	1,142,101
3. Change in contract work in progress	3,936,144	3,602,837	2,862,035
4. Other revenues and income	1,793,523	2,729,884	2,814,490
TOTAL REVENUES FROM ORDINARY ACTIVITIES	1,113,638,619	1,080,547,702	1,003,554,287
5. Revenues from ancillary items (work on a time and material basis)	140,000	1,623,656	2,827,275
TOTAL VALUE OF PRODUCTION	1,113,778,619	1,082,171,359	1,006,381,562
B) Intermediate costs of production			
6. Consumption of raw materials, supplies, consumables and goods for resale	(214,965,581)	(191,751,389)	(162,881,393)
7. Costs for services	(305,354,894)	(317,096,751)	(296,523,347)
8. Costs for leases and rentals	(20,673,957)	(20,307,669)	(19,725,659)
9. Provision for risks	(5,470,957)	(8,227,716)	(4,269,732)
10. Other provisions	-	-	-
11. Other operating costs	(19,314,254)	(12,288,038)	(5,773,762)
TOTAL INTERMEDIATE COSTS OF PRODUCTION	(565,779,643)	(549,671,565)	(489,173,893)
GROSS ADDED VALUE FROM ORDINARY ACTIVITIES	547,998,976	532,499,794	517,207,669

Net Total Added Value was equal to Euro 523.6 million in 2021, showing an increase in absolute value of Euro 103.8 million compared to 2020. The percentage of incidence on value of production, equal to 47.0%, showed an increase compared to 38.8% in 2020.

Value of Production recorded an increase (+ Euro 31.6 million) compared to 2020, which was achieved as a result of higher revenues, showing a positive growth trend on an ongoing basis. In the first part of 2021 the requests for extra services and supplies such as extraordinary 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 continued, although they went down in the last part of the year, giving way to a slow recovery in routine work. Furthermore, in the last quarter revenues were affected by a price effect due to an increase in energy price, especially in the heat management contracts.

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 16.1 million, which was affected by, among others, an increase in fuel costs and the renewal of the National Collective Labor Agreement for employees of companies providing cleaning and integrated/multi-services. This resulted in a Gross Added Value from Ordinary Activities of Euro 548.0 mil-

TOTAL ADDED VALUE

	31/12/21	31/12/20	31/12/19
C) Ancillary and extraordinary items			
12. Balance of ancillary items	4,243,550	(48,187)	2,597,119
+ Additional revenues	5,220,214	8,768,111	3,843,959
- Additional costs	(976,665)	(8,816,298)	(1,246,840)
13. Balance of extraordinary items	1,989,227	(82,803,235)	(1,049,909)
+ Extraordinary income	15,622,668	12,764,218	11,309,648
- Extraordinary costs	(13,633,441)	(95,567,453)	(12,359,557)
TOTAL ANCILLARY AND EXTRAORDINARY ITEMS	6,232,777	(82,851,422)	1,547,209
+ Loss coverage by shareholders			

GROSS TOTAL ADDED VALUE	554,231,753	449,648,372	518,754,879
- Operating amortization and depreciation by homogeneous groups of assets	(30,617,729)	(29,851,433)	(27,391,285)
NET TOTAL ADDED VALUE	523,614,024	419,796,940	491,363,594
		103,817,084	

DISTRIBUTION OF TOTAL ADDED VALUE

	31/12/21	31/12/20	31/12/19
A) Remuneration of personnel			
Self-employed workers	643,848	428,042	1,988,791
Employees	465,275,774	440,528,732	426,023,359
a) direct remuneration	360,328,397	339,763,901	322,405,244
b) indirect remuneration	104,947,377	100,764,831	103,618,115
E) Shares of income allocation (reversals)	-	-	-
TOTAL REMUNERATION OF PERSONNEL	465,919,622	440,956,773	428,012,150
		24,962,848	



lion, which showed an increase of Euro 15.5 million compared to 2020.

Ancillary items had a positive impact on Net Total Added Value, amounting to Euro 4.2 million, showing a change of + Euro 4.3 million compared to 2020, which was obtained as a result of the net profit from unconsolidated equity investments and of the capital gains on disposals of non-strategic equity investments against a net loss from unconsolidated equity investments in 2020, due in particular to the start of operations for the winding-up of Yougenio S.r.l. (Euro 6.3 million).

Finally, extraordinary items generated a net profit of Euro 2.0 million compared to a loss of Euro 82.8 million in 2020. In particular, in 2020 the Parent Company Rekeep S.p.A. accounted for a cost of Euro 82.2 million relating to the fine imposed by the Competition Authority (AGCM) on the CONSIP FM4 tender, for which an administrative dispute is still ongoing. On the other hand, non-recurring costs had been reported from reorganization of company units in 2021, which specifically concerned the head office functions of International Markets.

With regard to the distribution of Net Total Added Value, it should be noted that there was no remuneration of the Business and no distribution to shareholders following the loss recorded in 2021. In particular:

- workers were allocated an amount of Euro 465.9 million, showing an increase of Euro 25.0 million in absolute value compared to the

DISTRIBUTION OF TOTAL ADDED VALUE

	31/12/21	31/12/20	31/12/19
B) Remuneration of Public Authorities			
Direct taxes	17,741,992	14,745,964	14,955,715
Indirect taxes	(7,882,409)	(4,342,893)	1,113,213
- other tax charges	2,233,289	2,233,544	1,843,734
- operating grants	(10,115,698)	(6,576,436)	(730,521)
TOTAL REMUNERATION OF PUBLIC AUTHORITIES	9,859,583	10,403,071	16,068,928
		(543,488)	
C) Remuneration of debt capital			
Short-term capital expenditure	14,422,681	13,137,319	6,828,027
Long-term capital expenditure (medium/long-term loans)	53,620,899	35,154,038	36,507,736
Remuneration of shareholder loan	-	-	-
TOTAL REMUNERATION OF DEBT CAPITAL	68,043,580	48,291,357	43,335,763
		19,752,223	
D) Remuneration of risk capital			
Dividends distributed			13,000,000
Share capital revaluation			
TOTAL REMUNERATION OF RISK CAPITAL	-	-	13,000,000

previous year, in consideration of an increase in personnel costs due to the renewal of the National Collective Labor Agreement for employees of companies providing cleaning and integrated/multi-services with effect from 1 July 2021; on the other hand, the average total number of employees showed a slight decrease (27,528 people in 2021 against 28,047 people in 2020);

- the share allocated to the Public Authorities was equal to Euro 9.9 million, showing a decrease of Euro 0.5 million compared to 2020. It should be noted that significant government operating grants were recognized in 2021, which were largely contributed to by the Polish group for a total amount of Euro 9.6 million;
- the share distributed to lenders amounted to Euro 68.0 million, up by Euro 19.8 million compared to 2020. The change was due to non-recurring costs associated with the refinancing transaction through which the Parent Company Rekeep repaid the previous bond issue at an annual rate of 9%, and subscribed a new bond issue for Euro 370 million at an annual rate of 7.25%;
- the distribution of financial costs between short and long-term components was equal to 21% and 79% of total, respectively (27% and 73% in 2020), against a strategic choice made by the Group in order to achieve greater financial stability and the pursuit of growth and de-

DISTRIBUTION OF TOTAL ADDED VALUE

	31/12/21	31/12/20	31/12/19
F) Remuneration of the business			
Change in Group's reserves	(22,587,730)	(83,153,647)	(9,715,280)
Change in minority interests' reserves	1,602,595	2,703,012	65,178
TOTAL REMUNERATION OF THE BUSINESS	(20,985,135)	(80,450,636)	(9,650,102)
G) Associations			
Mutual funds (3% of profit)	-	-	-
Membership fees	266,746	255,912	220,468
Total Associations	266,746	255,912	220,468
H) Donations to external organizations			
	186,241	122,419	89,950
I) Social charges and mutual aid expenses (Shareholders and Employees)			
	323,388	218,043	286,436
NET TOTAL ADDED VALUE	523,614,024	419,796,940	491,363,594



velopment objectives in the medium to long-term. It should be noted that the Group also uses medium and short-term forms of financing in order to achieve greater flexibility and benefit from lower interest rates;

- finally, an amount of Euro 266.7 thousand was allocated to trade Associations, an amount of Euro 186.2 thousand to donations to external organizations and an amount of Euro 323.4 thousand to social charges and mutual aid expenses to the benefit of employees;

DISTRIBUTION OF TOTAL ADDED VALUE, 2019-2021 PERFORMANCE

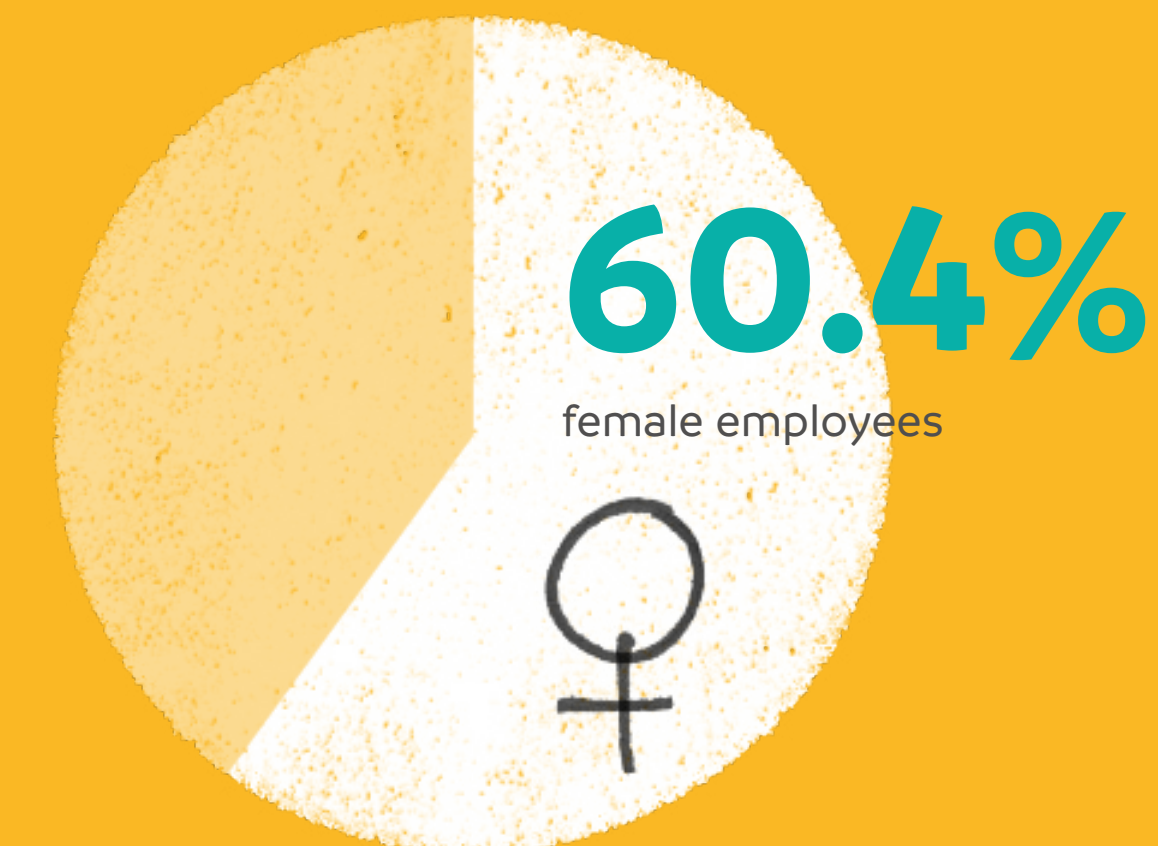
	31/12/2021	31/12/2020	31/12/2019
(IN THOUSANDS OF EURO)			
REMUNERATION OF PERSONNEL	465,920	440,957	428,012
REMUNERATION OF PAs	9,860	10,403	16,069
REMUNERATION OF DEBT CAPITAL	68,044	48,291	43,336
REMUNERATION OF RISK CAPITAL	-	-	13,000
REMUNERATION OF THE BUSINESS	-20,985	-80,451	-9,650
CONTRIBUTIONS AND CHARITABLE DONATIONS TO THE COMMUNITY	776	596	597
NET TOTAL ADDED VALUE	523,614	419,797	491,364

PERCENTAGE DISTRIBUTION OF TOTAL ADDED VALUE, 2021

REMUNERATION OF PERSONNEL	<div></div>	89,0%
REMUNERATION OF PAs	<div></div>	1,9%
REMUNERATION OF DEBT CAPITAL	<div></div>	13,0%
REMUNERATION OF THE BUSINESS	<div></div>	-4,0%
CONTRIBUTIONS AND CHARITABLE DONATIONS TO THE COMMUNITY	<div></div>	0,1%

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 on a human centric approach. 11,056 people worked for Rekeep at 31 December 2021. However, it should be noted that the Group's total workforce amounted to 26,944 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.





	2021				2020				2019			
	M	F	TOT.	%	M	F	TOT.	%	M	F	TOT.	%
CONTRACT												
OPEN-ENDED	3,820	5,874	9,694	87.7%	4,218	6,806	11,024	89.2%	3,974	7,978	11,952	91.6%
FIXED TERM	560	802	1,362	12.3%	537	796	1,333	10.8%	502	599	1,101	8.4%
Total	4,380	6,676	11,056	100.0%	4,755	7,602	12,357	100.0%	4,476	8,577	13,053	100.0%
GENDER												
F	-	6,676	6,676	60.4%	-	7,602	7,602	61.5%	-	8,577	8,577	65.7%
M	4,380	-	4,380	39.6%	4,755	-	4,755	38.5%	4,476	-	4,476	34.3%
Total	4,380	6,676	11,056	100.0%	4,755	7,602	12,357	100.0%	4,476	8,577	13,053	100.0%
PLACE OF BIRTH												
ITALY	3,005	4,722	7,727	69.9%	3,355	5,519	8,874	71.8%	3,454	6,521	9,975	76.4%
ABROAD	1,375	1,954	3,329	30.1%	1,400	2,083	3,483	28.2%	1,022	2,056	3,078	23.6%
Total	4,380	6,676	11,056	100.0%	4,755	7,602	12,357	100.0%	4,476	8,577	13,053	100.0%
AGE												
from 18 to 25 years	256	134	390	3.5%	264	135	399	3.2%	209	113	322	2.5%
from 26 to 35 years	711	646	1,357	12.3%	737	662	1,399	11.3%	627	605	1,232	9.4%
from 36 to 45 years	1,150	1,487	2,637	23.9%	1,327	1,686	3,013	24.4%	1,269	1,945	3,214	24.6%
from 46 to 60 years	1,981	3,701	5,682	51.4%	2,150	4,315	6,465	52.3%	2,120	5,038	7,158	54.8%
over 60 years	282	708	990	9.0	277	804	1,081	8.7%	251	876	1,127	8.6%
Total	4,380	6,676	11,056	100.0%	4,755	7,602	12,357	100.0%	4,476	8,577	13,053	100.0%



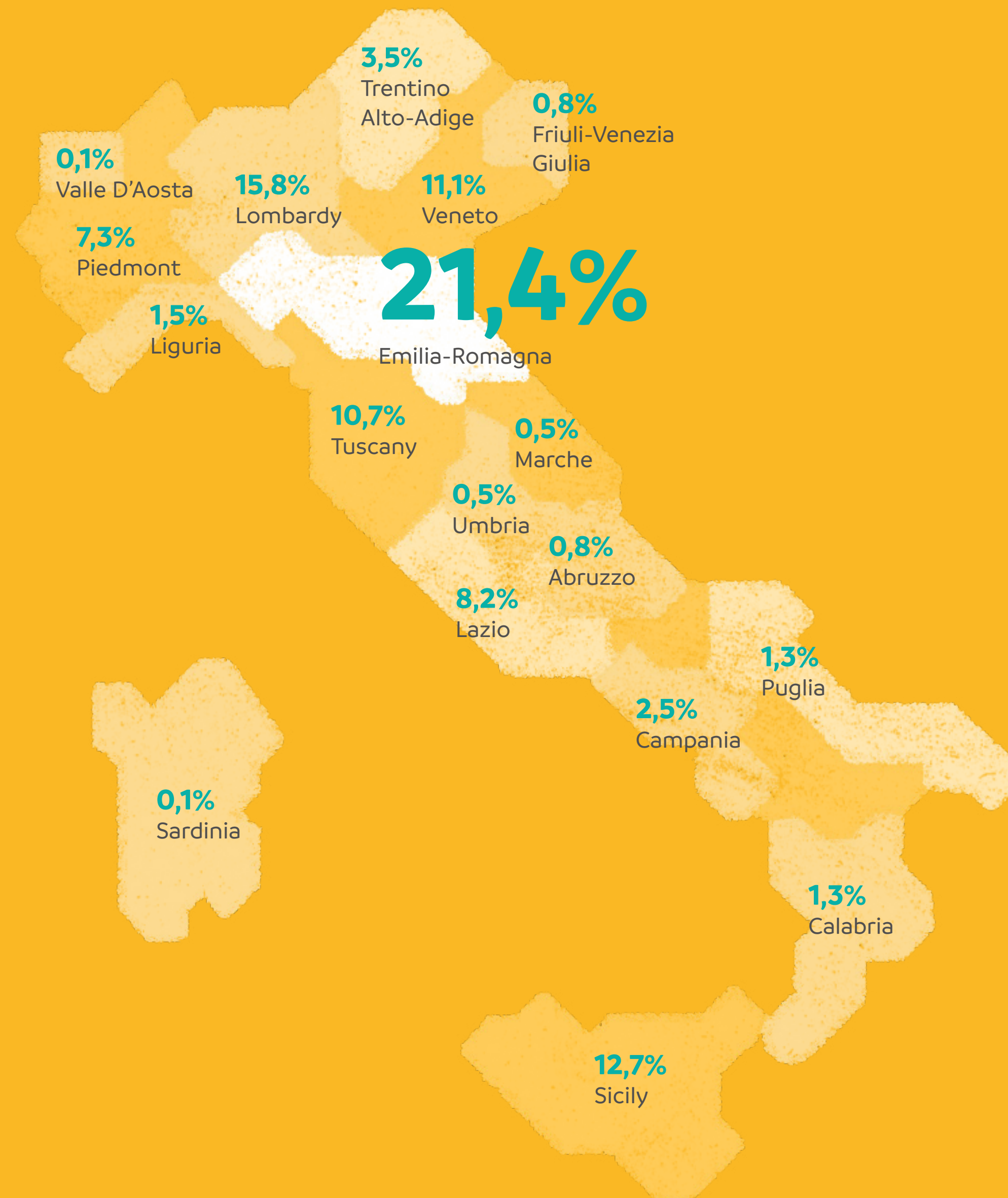
	2021				2020				2019			
	M	F	TOT.	%	M	F	TOT.	%	M	F	TOT.	%
POSITION												
MANUAL WORKERS	4,039	6,451	10,490	94.9%	4,402	7,366	11,768	95.2%	4,103	8,288	12,391	94.9%
OFFICE WORKERS	316	216	532	4.8%	334	229	563	4.6%	349	281	630	4.8%
MANAGERS	25	9	34	0.3%	19	7	26	0.2%	24	8	32	0.2%
Totale	4,380	6,676	11,056	100,0%	4,755	7,602	12,357	100,0%	4,476	8,577	13,053	100,0%
WORKING HOURS												
FULL TIME	2,082	424	2,506	22.7%	2,271	482	2,753	22.3%	2,092	389	2,481	19.0%
less than 20 hours	801	2,727	3,528	31.9%	754	2,906	3,660	29.6%	770	3,510	4,280	32.8%
20 hours	542	1,303	1,845	16.7%	368	1,176	1,544	12.5%	328	1,328	1,656	12.7%
more than 20 hours	955	2,222	3,177	28.7%	1,362	3,038	4,400	35.6%	1,286	3,350	4,636	35.5%
Total	4,380	6,676	11,056	100.0%	4,755	7,602	12,357	100.0%	4,476	8,577	13,053	100.0%
SENIORITY IN THE COMPANY												
less than 1 year	946	1,593	2,539	23.0%	1,203	1,234	2,437	19.7%	963	1,323	2,286	17.5%
from 1 to 3 years	1,614	2,115	3,729	33.7%	1,359	2,068	3,427	27.7%	1,057	1,713	2,770	21.2%
from 4 to 5 years	355	459	814	7.4%	472	666	1,138	9.2%	572	804	1,376	10.5%
from 6 to 10 years	664	1,212	1,876	17.0%	915	1,968	2,883	23.3%	1,161	2,965	4,126	31.6%
from 11 to 16 years	479	707	1,186	10.7%	580	977	1,557	12.6%	607	1,678	2,285	17.5%
over 16 years	322	590	912	8.2%	226	689	915	7.4%	116	94	210	1.6%
Total	4,380	6,676	11,056	100.0%	4,755	7,602	12,357	100.0%	4,476	8,577	13,053	100.0%



	2021				2020				2019			
	M	F	TOT.	%	M	F	TOT.	%	M	F	TOT.	%
REGION WHERE WORK IS PERFORMED												
EMILIA ROMAGNA	728	1,633	2,361	21.4%	822	1,853	2,675	21.6%	824	2,228	3,052	23.4%
LOMBARDY	875	876	1,751	15.8%	801	827	1,628	13.2%	707	785	1,492	11.4%
SICILY	493	915	1,408	12.7%	346	575	921	7.5%	394	623	1,017	7.8%
VENETO	222	1,007	1,229	11.1%	240	1,092	1,332	10.8%	261	1,445	1,706	13.1%
TUSCANY	332	851	1,183	10.7%	490	1,186	1,676	13.6%	505	1,212	1,717	13.2%
LAZIO	619	284	903	8.2%	856	803	1,659	13.4%	747	796	1,543	11.8%
PIEDMONT	528	275	803	7.3%	507	265	772	6.2%	257	387	644	4.9%
TRENTINO ALTO ADIGE	53	329	382	3.5%	54	339	393	3.2%	42	361	403	3.1%
CAMPANIA	153	119	272	2.5%	181	126	307	2.5%	216	139	355	2.7%
LIGURIA	106	61	167	1.5%	103	27	130	1.1%	120	31	151	1.2%
PUGLIA	112	34	146	1.3%	102	28	130	1.1%	159	50	209	1.6%
CALABRIA	65	75	140	1.3%	62	77	139	1.1%	53	69	122	0.9%
ABRUZZO	38	52	90	0.8%	66	34	100	0.8%	63	49	112	0.9%
FRIULI VENEZIA GIULIA	27	63	90	0.8%	32	77	109	0.9%	23	103	126	1.0%
MARCHE	9	51	60	0.5%	26	201	227	1.8%	29	189	218	1.7%
UMBRIA	16	41	57	0.5%	21	78	99	0.8%	20	92	112	0.9%
VALLE D'AOSTA	4	4	8	0.1%	4	6	10	0.1%	4	5	9	0.1%
Sardinia	-	6	6	0.1%	1	7	8	0.1%	11	12	23	0.2%
BASILICATA	-	-	-	-	41	1	42	0.3%	41	1	42	0.3%
Total	4,380	6,676	11,056	100.0%	4,755	7,602	12,357	100.0%	4,476	8,577	13,053	100.0%



	2021				2020				2019			
	M	F	TOT.	%	M	F	TOT.	%	M	F	TOT.	%
NATIONAL COLLECTIVE LABOUR AGREEMENT												
CLEANING/MULTISERVICES	4,093	6,594	10,687	96.7%	4,458	7,521	11,979	96.9%	4,288	8,506	12,794	98.0%
SHIPMENT-ROAD HAULAGE-FREIGHT -LOGISTICS	120	10	130	1.2%	99	9	108	0.9%	-	-	-	-
SOCIAL COOPERATIVES	41	63	104	0.9%	41	64	105	0.8%	40	61	101	0.8%
METALWORKING INDUSTRY	60	-	60	0.5%	61	-	61	0.5%	-	-	-	-
MANAGERS – INDUSTRY	25	8	33	0.3%	-	-	-	-	-	-	-	-
METALWORKING COOPERATIVES	24	-	24	0.2%	63	1	64	0.5%	110	2	112	0.9%
BUILDING WORKERS	9	-	9	0.1%	10	-	10	0.1%	10	-	10	0.1%
AGRICULTURE	6	-	6	0.1%	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	2	-	2	0.0%	4	-	4	0.0%	4	-	4	0.0%
MANAGERS – COOPERATIVES	-	1	1	0.0%	19	7	26	0.2%	24	8	32	0.2%
Total	4,380	6,676	11,056	100.0%	4,755	7,602	12,357	100.0%	4,476	8,577	13,053	100.0%



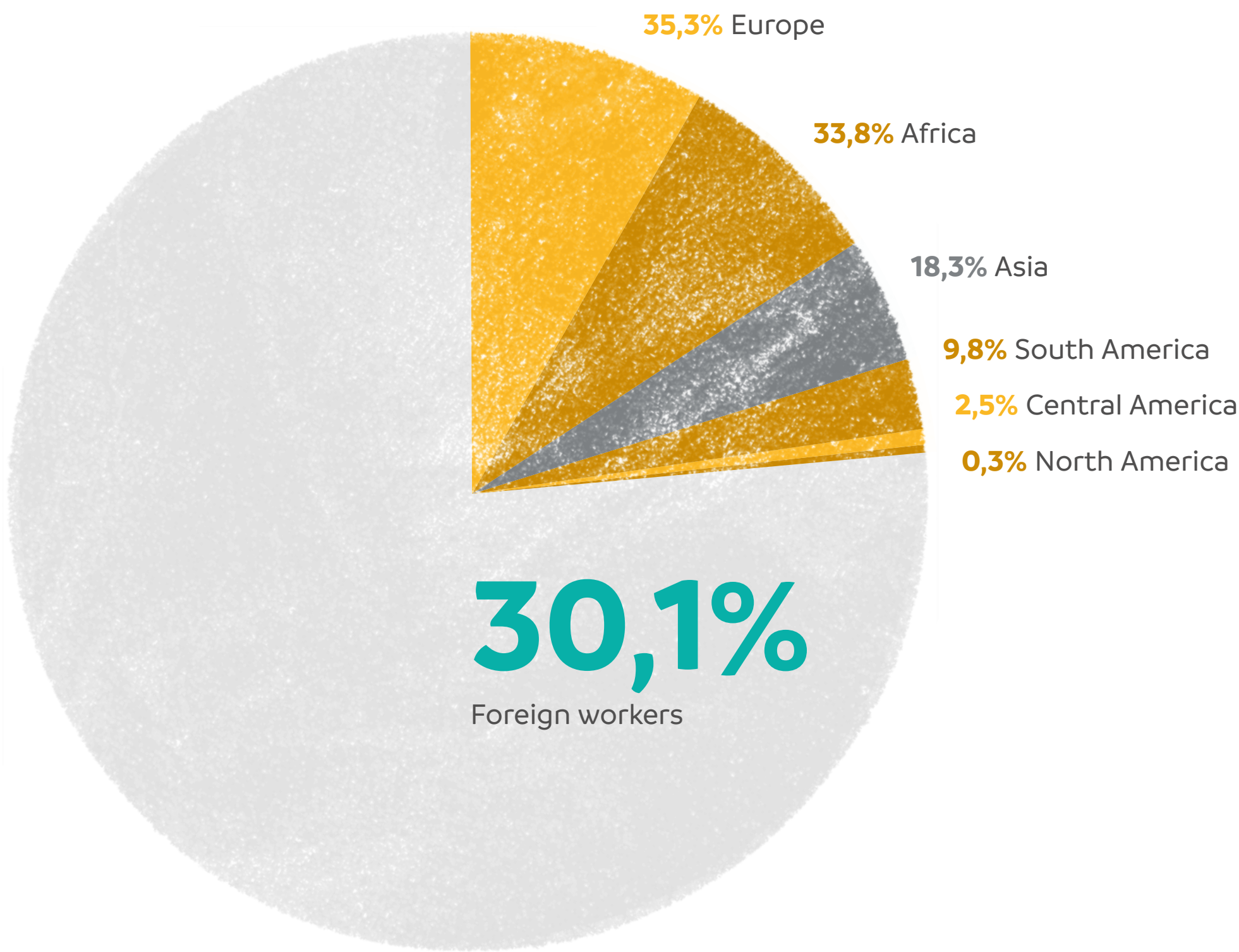
A feature of Rekeep is that it is mainly a female company, mostly manual workers (94.9% of total), a high number of whom born abroad. It is distributed and well-established all over the country (it is present in 18 Italian Regions) but especially in Emilia-Romagna, where it was born and where its headquarters is situated.

The average headcount in 2021 was 11,923, while the average age of employees is 47.1 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

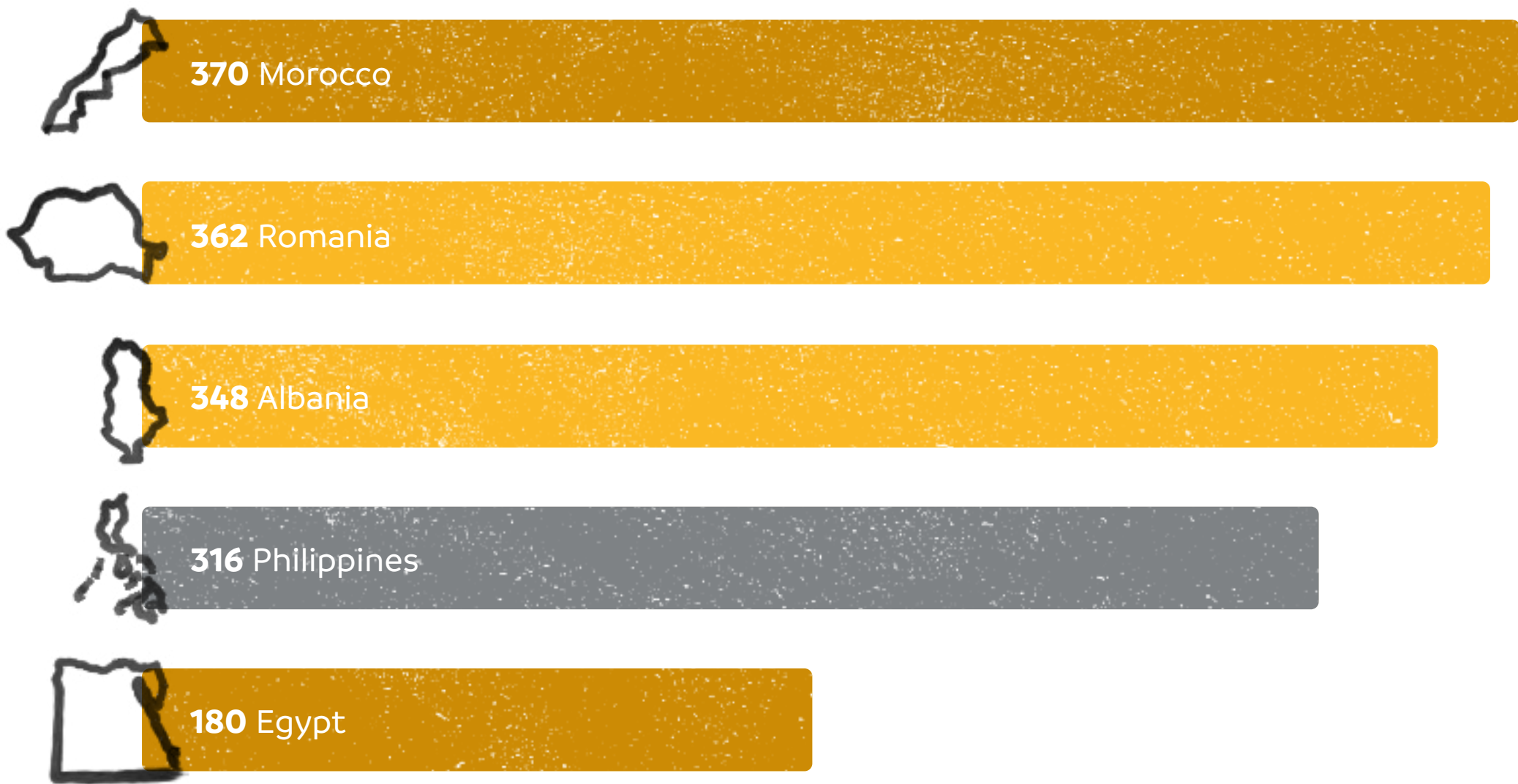
Among Rekeep’s distinguishing traits is that there is a large number of foreign citizens in its workforce: as at 31 December 2021, there were 3,329 in all from 100 different countries, accounting for 30.1% of the company population. This figure is steadily and significantly higher than the previous year.



GEOGRAPHICAL DISTRIBUTION OF WORKERS BORN ABROAD, 2019-2021 PERFORMANCE

	2021		2020		2019	
CONTINENTE						
Europe	1,176	35.3%	1,316	37.8%	1,099	35.7%
Africa	1,125	33.8%	1,129	32.4%	989	32.2%
Asia	609	18.3%	581	16.7%	583	18.9%
South America	327	9.8%	363	10.4%	328	10.7%
Central America	83	2.5%	85	2.4%	69	2.2%
North America	8	0.3%	7	0.2%	9	0.3%
Australia	1	-	2	0.1%	1	0.0%
TOTAL	3,329	100.0%	3,483	100.0%	3,078	100.0%

The five most represented countries are:





TURNOVER

Turnover, i.e., the rate indicating the flows of personnel entering and leaving the company workforce, was 73.16% in 2021 (showing a substantial increase compared to the previous years): this means that if one considers the number of staff to be 100, 73.16 persons entered or left the company during 2021. The greatest effect on turnover, from the point of view of exits, was produced by dismissals owing to the termination of contracts, while as regards new hires the main factor was recruitment for organizational needs.

The reason for this high figure is the variation in the Centre-South customer portfolio, with the departure of an important healthcare customer and the consequent termination of the employment of a substantial number of workers. As regards recruits, one of the effects of the pandemic is difficulty in finding reliable, stable workers. In fact Rekeep launched a number of recruitment campaigns during the year to meet the pressing organizational needs that arose as a result of growing demand for activities and services, mainly in the areas of cleaning and sanitation.

	2021	2020	2019
OUTS			
Dismissals on completion of contracts	17.58%	6.97%	6.80%
Termination for fixed terms	7.15%	6.49%	5.80%
Voluntary resignations	12.30%	14.18%	7.90%
Collective dismissals	0.03%		0.40%
Outs for other reasons	4.77%	3.97%	4.40%
INS			
New hires after taking over contracts	9.83%	8.55%	16.60%
New hires for organizational requirements	21.50%	17.34%	15.30%
Total turnover rate	73,16%	57,51%	57,10%

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

INDUSTRIAL RELATIONS

In 2021 the downward trend continued in the number of trade union delegates, which had also been recorded in 2020. There was further dramatic reduction in the hours of strike and trade union meetings, which was brought about by the renewal of the National Collective Cleaning-Multi-Services Agreement in 2021 after a wait of 10 years. Time off was in line with that recorded in 2020.

The number of workers registered with trade unions fell significantly in 2021 as a ratio of the average workforce compared with 2020, due to the termination of a long-term contract, with new contracts having brought in a considerable number of unionized workers while hitherto the rate of unionization has not been high.

LABOUR RIGHTS, 2019-2021 PERFORMANCE

	2021	2020	2019
TRADE UNION MEMBERS	5,035	6,209	6,985
REKEEP AVERAGE WORKFORCE	11,923	12,290	13,076
TRADE UNION DELEGATES	289	376	485
TRADE UNION LEAVE (h)	17,504	17,359	24,003
MEETINGS (h)	2,482	4,030	9,475
STRIKE (h)	1,997	6,943	7,986

UNION MEMBERSHIP, 2019-2021 PERFORMANCE

	2021	2020	2019
% OF UNIONISED EMPLOYEES	42.2	50.5	52.7
% OF NON-UNIONISED EMPLOYEES	57.8	49.5	47.3

DISTRIBUTION OF MEMBERS BY TRADE UNION, 2019-2021 PERFORMANCE

	2021		2020		2019	
UNIONS REPRESENTED	TOTAL	%	TOTALE	%	TOTALE	%
CGIL		%	TOTAL	46.4	3,439	49.2
CISL		%	TOTAL	22	1,566	22.4
UIL		%	1,122	18.1	1-188	17
UGL	184	3.7	291	4.7	262	3.8
INDEPENDENT UNIONS	403	8	550	8.8	530	7.6
GRAND TOTAL	5,035	100.0	6,209	100.0	6,985	100.0



COMPLAINTS AND DISCIPLINARY MEASURES

1,700 employees were involved in a disciplinary procedure in 2021, in line with the figure posted in 2019 and showing an increase compared to the number recorded in 2020; 1,215 workers were subject of a disciplinary measure (850 in 2020 and 1,350 in 2019). 170 employees were subject of a dismissal (124 in 2020, 140 in 2019). The rise in the figures is in line with the slow, gradual return of the situation to normality recorded during the year compared to 2020.

TYPE OF COMPLAINT, 2019-2021 PERFORMANCE

	2021	2020	2019
TYPE OF COMPLAIN			
JOB ABANDONMENT	28	10	22
ABANDONING AREA OF WORK	27	17	1
MISAPPROPRIATION	17	11	7
ABSENCE WITHOUT CAUSE	832	520	658
ABSENCE AT DOCTOR'S HOUSE CALL	18	11	24
DISRESPECTFUL BEHAVIOR/BRAWLING	102	87	77
NON-COMPLIANCE WITH REGULATIONS/PPE	107	76	83
CARELESS WORK	535	453	856
NOT RESPECTING WORKING HOURS	-	-	5
DELAY IN STARTING WORK	30	26	37
STATE OF DRUNKENNESS	4	2	2
TOTAL	1,700	1,213	1,772

DISCIPLINARY MEASURES, 2019-2021 PERFORMANCE

	2021	2020	2019
Complaints found to be justified	1,700	1,213	1,772
Disciplinary measures handed down	1,215	850	1,350
Dismissal imposed	170	124	140



Communication

Transparency, innovation and internationalization were the key words in Rekeep's communication in 2021 and, more generally, the goals that the activities carried forward during the year had in their sights.

Transparency in the sense of a constant commitment to giving an account of the activities that the Group carried out with respect to its stakeholders as a whole with detailed reports through, mainly, digital channels and more traditional press office work. Innovation, in the sense of focusing on drawing attention to the more innovative projects both from an IT point of view and on recounting the most interesting case histories, with the aim, on the part of Rekeep as a market leader, of also contributing to innovation in the company's entire sector. Internationalization in the sense of a background for the organization of the Group's communication and storytelling activities as a whole, in view of its robust growth abroad.

External communications focused on:

- promotion of the Group's green services and the energy retrofit services offered by Rekeep as it con-

tinued the campaign that had commenced with regard to this theme in the second half of 2020;

- contract innovation with the promotion of the public/private partnership formula;
- the promotion, particularly in the second half-year, of the second study by Nomisma, an economic research firm, which is entitled "Towards a New Proximity Healthcare", focused on the spaces and facilities needed to bring care and assistance "nearer" to people, overcoming the difficulties that emerged during the pandemic and at the same time exploiting Rekeep's healthcare know-how;
- publicizing the Group's company welfare activities (Scholarships, summer camps, language courses); recounting the success of the more innovative case histories (among which, particularly, the refurbishment of San Benedetto del Tronto Hospital and the public-private partnership with the Municipal Government of Anzola);
- narrating growth abroad (the award of the cleaning service in the Paris Metro stations and, more generally, the results of operations outside Italy);

all the above by means of advertising on the media, attending events and promotion on the Group's own social channels and media relations.

MEDIA RELATIONS

31 press releases in all were issued during the year. A total of 706 articles/reports regarding the Group were published (against 756 in 2020 and 512 in 2019), a clear majority of articles and reports giving prominence, mainly in local media and online newspapers.

MEDIA RELATIONS, 2019-2021 PERFORMANCE

	2021	2020	2019
REPORTS (ARTICLES, VIDEOS, RADIO, WEB)	706	765	512
feature articles	440	543	319
quotes	266	222	193

Among other activities, Rekeep sent an open letter to the Italian Government, together with Nomisma, which appeared in more than 30 newspapers in early 2021. The letter raised the question of energy upgrading in schools and public offices, asking the Government to pay greater attention to the related projects and invest more in them.

WEB AND SOCIAL NETWORK

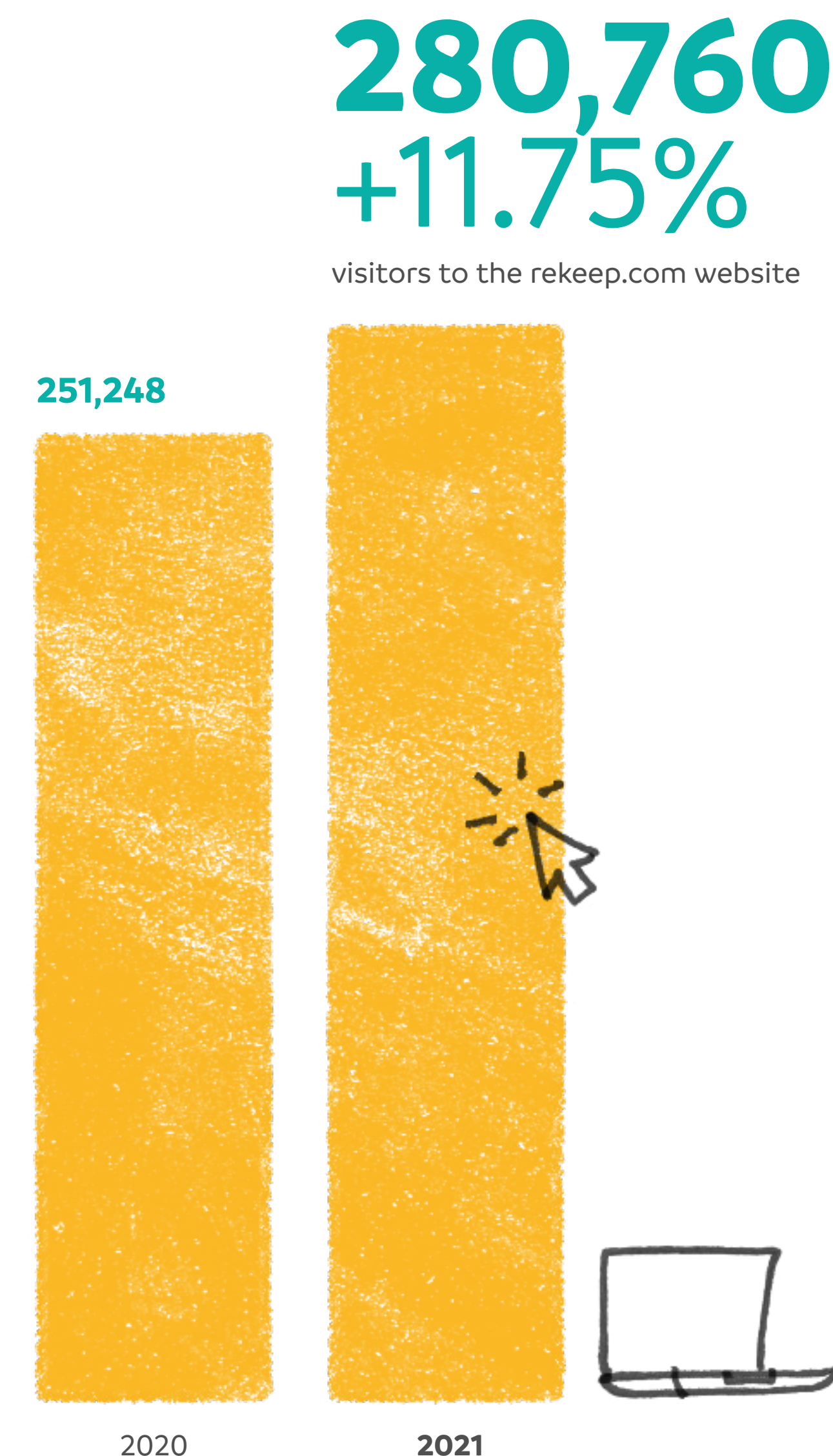
Rekeep continued to increase their presence on social networks, capitalizing on the high positive feedback obtained in terms of visits and engagement during 2020. The LinkedIn page, in particular, achieved about 20,000 followers solely by means of organic growth. Since 2020, the Group's own social channels have been the main source of information for its stakeholders regarding the enterprise with content that recounts its identity, evolution and growth in full detail.

All-over, Rekeep's commitment to providing effective web communication that meets the expectations of its various stakeholders transparently and with a wealth of content grew stronger in 2021. The Group's website continues to be a further important tool for communication between enterprise and stakeholders, even if corporate, financial and business content is to be found increasingly in social channels. In 2021, 280,760 users visited the site compared to 251,248 in 2020. The increase in traffic from mobile devices was confirmed, accounting for about 50% of the total.

CORPORATE PUBLISHING, ORGANIZATION AND INTERNATIONAL GROWTH

As regards organizational development, the brands of Rekeep's subsidiaries abroad have become more closely coordinated as a result of their sharing guidelines that are consistent with the Group's identity, in particular with Rekeep France and Rekeep Polska. New materials have been produced to support growth in sales abroad in close coordination with the management departments of the companies involved.

On 23, 24 and 25 November 2021, Rekeep France attended the Cannes Healthcare Meeting, one of the main events in the sector, during which meetings take place between exhibitors and buyers who deal with technologies, solutions and services for healthcare. This was the first important opportunity to present the Group's range of healthcare services on the other side of the Alps as well.





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 of the Bocconi University Smart City Observatory, as well as 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, CSR, IT, Process Design and Tenders Departments took training programs and examined content on this platform in 2021.

The aim of the **Bocconi University Smart City Observatory**, founded in 2018, is to carry out research and in-depth studies on urban infrastructures, services and smart communities. Study is conducted into:

- promoting and helping to disseminate a smart urban systems development method;
- assessing the conditions and technological, infrastructural, economic and social factors that enable smart cities;
- supporting legal and regulatory frameworks that provide incentives for smart cities and smart applications;
- identifying the requisites and key features that allow a system, product or service to be defined as smart;

- analyzing legislation, regulations and instruments that have the potential to foster and stimulate smart urban development;
- estimating the socio-economic and environmental benefits of smart solutions.

The Observatory's studies are concentrated on the managerial, financial and technological issues of smart cities, with specific focus on the sectors of construction, energy, ICT, transport and materials.

As a part of its work with the Observatory, Rekeep acted as moderator at some meetings and was a stakeholder in various webinars in 2021.

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 the other Centers of its kind 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.

The 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 2021, which were divided into 3 macro areas:

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

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.

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 3 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.

Rekeep also belongs to **Sustainability Makers**, the new name and identity of the CSR Manager Network. This organization gathers together the professionals who devote themselves to preparing and carrying out sustainability strategies and projects in businesses and other organizations. It trains and assists these persons with the purpose of enhancing their competencies and authoritativeness by means of instruction and networking, studies and research, conferences, workshops and webinars.

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.

VALUE CREATION

In approaching a description of the value created by Rekeep in this Sustainability Report, we have had to make allowances for both the extraordinary situation that we are experiencing and the consideration that values in a Sustainability Report vary according to the external scenario. By its very nature, a Sustainability Report is historically located. A sufficient reason at this time, for example, is the importance of environmental data in corporate reporting and of the detail

these data go into, owing to the climate emergency that our planet is experiencing.

In this report, therefore, we have devoted ourselves to describing the work we have done in relation to the great themes under general consideration during the last few years, among which UN goals, EU legislative approaches and the most recent developments in expert opinion. We have done so, however, in the knowledge that all these themes will very probably need to confront a radically evolving global situation and are likely to undergo changes.

In this report we have considered the resources available, the classic intangibles, namely “human” resources (the persons involved in and convinced about the corporate objectives we are pursuing), “structural” resources (the organizational system and assets related

to knowledge) and “relational” resources (the quantity of relations with other entities and institutions with the capacity to create and achieve objectives); we have done so considering our business model, which is contained in the summary scheme below.

There are no sure measuring methods on this basis, either of the resources employed or the increase in capital obtained, and yet some considerations can be made, for example by looking at developments in employment (and the quality of the employees), the organizational systems put in place and social relations, particularly with stakeholders, with all the present difficulties in creating efficient flows of information with the parties concerned.



STAKEHOLDERS

In 2021 too, it was particularly difficult to carry on a really productive dialogue with the parties maintaining relations with the company with regard to the additional issues related to our aims, which is the implicit purpose of stakeholder engagement. 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 such extreme uncertainty.

There has therefore been a primary focus on disclosure requirements on ESG factors prescribed by customers and the financial market.

Exchanges with stakeholders followed these lines in 2021 (and in early 2022):

- with workers for the development of new company welfare projects;
- with the financial market for the gradual computerization of information regarding the ESG issues of Rekeep's performance;
- with the territories and society for the development of the two fundamental proposals for regeneration of public property assets and proximity healthcare, in addition to the well-established relations of a more specifically social nature;
- with public and private customers for closer compliance with requests regarding, again, ESG issues.

We have adjusted the manner in which we address these groups of stakeholders according to their requests and the particular practices of the various relationships.

It is our intention to resume the practice of constructing structured relationships that contribute to longer-term prospects of cooperation and closer matching of intentions with performance.

The content and the purposes of the Sustainability Plan will be the basis for creating and developing this dialogue with our stakeholders.

SUSTAINABILITY PLAN

The Sustainability Plan was drawn up between September 2021 and February 2022 with the assistance of Rekeep's management departments. The general approach and the cornerstones of the Plan, which will span the 2022, 2023 and 2024 financial years, are:

- 1 Rekeep's corporate mission is to provide services and solutions for the market in order to enhance the stock of economic, social and environmental capital for the community and the market ("a sustainable offer");
- 2 this can be done by developing relationships (internal and external) founded in cooperation in producing value ("the value of/in relationships");
- 3 with the innovation of the instruments and methods that qualify persons in professional and human

terms ("instrumentation in the service of professional and human growth");

- 4 in compliance with regulatory developments and public authority guidance.

Four main topics derive from this, corresponding to the levels just mentioned:

- Level 1: efficient and transparent Governance;
- Level 2: creation of value, namely the quality of our offer;
- Level 3: contributions to the production of value, relations with stakeholders and parties concerned;
- Level 4: instruments and methods to foster sustainability.

To these levels, which encompass all the activities involved, a fifth is added, one that one might call "pervasive", which has its own specific nature and quality: the environment, in the sense of the effects of Rekeep's work on the ecosystem and the measures taken in that regard.



MATERIALITY ANALYSIS

The materiality analysis is in line with that conducted during the previous two-year period: this is because, as a matter of course, it is linked to corporate objectives and strategic decisions, albeit with adjustments and modifications due to the emergency situation.



In this Report, the analysis is to be linked to the Sustainability Plan, the guidelines for which were approved by Management in the very early months of 2022. The top Management's involvement and commitment are therefore full and clearly reflected both in the goals for the coming year, as set out in the table below, and in the Plan's time horizon, which, on the other hand, is a little longer (two years); during this time, the goal is to enable Rekeep to arrive early at the appointment with changes in EU legislation and with standards that are being drawn up and will soon be issued.

As usual, 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 is confirmed: the new method aims to put even greater stress on the ESG approach; the issues, therefore, have been divided into three groups:



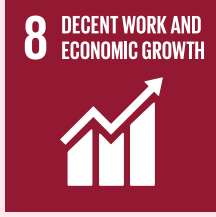

- Environment
- Social
- Governance

In this report Rekeep has aimed to describe the material topics in even greater detail in order to be as compliant as possible with the requirements of the GRI 2016 standards, since it was impossible for it to proceed with an early and proper adoption of the new GRI 2021 standards.

Finally, work continued on 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.

AREA	TOPIC	STAKEHOLDER	DMA	WHAT WE SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
GOVERNANCE	Ethics and management risk	Customers, suppliers, financial community, institutions, employees	Ensure integrity, legality and transparency in actions and behavior. Map, monitor and manage overall risks to the business	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	Implemented a new approach to risk management with a view to Model 231. Raise the management's awareness of Antitrust topics and give them refresher training on an ongoing basis	Increase transparency and efficiency of the Governance Model. Start a process for full risk mapping		
	Sustainable growth and stakeholder management	Financial community, shareholders	Continue on our path to business growth and sustainable development and nurture and manage our strategic relationship with all our stakeholders, while refining reporting tools	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. Structure an ESG approach to increase shared value	Issued a new bond for a total amount of Euro 370 million on 20 January 2021. Further strengthened investor and other company stakeholder relations, especially customers and private investors	Strengthen and expand the ESG approach, set up preparatory activities for the adoption of the new sustainability standards (GRI 2021) and the EU regulatory references being approved (CSRD and CSDD). Define and strengthen relations with stakeholders along the entire value chain		12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
SOCIAL	Proximity healthcare and safe and efficient healthcare facilities	Customers, institutions, community	Contribute to the development of a network of local healthcare facilities as a point of reference for citizens. Ensure safety, traceability and efficiency of processes at hospitals		Published the Nomisma study on proximity healthcare according to the NRRP guidelines and undertaken promotion and dissemination (4 public presentation events). Work commenced on the Matrics project at the BI-REX competence center and experimented healthcare and drug logistics	Complete the Matrics project and intensify work at hospitals		8.2 Achieve higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labor-intensive sectors
	Skill development and digital transition	Employees, customers	Appreciate human capital offering employees opportunities for growth and fulfillment. Foster digital transition and change management processes. Enhance sustainability culture with dedicated projects and training	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	Concluded the first cycle of the Rekeep Beyond training program dedicated to sustainability and climate change. Increased IT training hours to promote digital transition and change management. Increased significantly the hours dedicated to security, which doubled compared to 2020	Start the second cycle of the Rekeep Beyond program dedicated to the ESG approach. Intensify digital training to promote digital dexterity, which is now a key driver for competitive advantage. Maintain standards on health and safety training	 	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 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning







AREA	TOPIC	STAKEHOLDER	DMA	WHAT WE SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
SOCIAL	Welfare and wellbeing	Employees	Promote the wellbeing of workers and the principle of work-life balance through corporate policies on welfare and flexibility	Continue with the use of the Welion platform for basic welfare services and also activate the 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 services in the project for the #CONCILIAMO Call for Proposals	Activated the Welion platform for the use of the Euro 250 welfare bonus. In September allocated the Euro 1.5 million funding under the #CONCILIAMO Call for Proposals of the Presidency of the Council of Ministers. Confirmed and redesigned smart working policy. Confirmed the initiatives Un futuro di valore (Scholarships), Tuttingiro (summer camps) and summer centers for the employees' children	In line with the timing set by the Presidency of the Council of Ministers, launch the projects of the #CONCILIAMO Call for Proposals and in particular: 1) smart working; 2) Rekep Family plan with support services for employees with frail or dependent family members; 3) new benefits		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
	Employee health	Employees, customers	Foster our employees' health as an individual and collective asset, enhancing consciousness and awareness of the topics of prevention of disease and accidents	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	Continued the protection and screening campaign of the company population. Joined the vaccination campaign promoted by Confindustria	Maintain the prevention and protection measures for our employees in step with the trend of the pandemic. Further raise the awareness of a health culture and its dissemination in order to reduce diseases and accidents	 	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 for all workers, including migrant workers, in particular women migrants, and those in precarious employment
	Company appeal	Employees, shareholders	Exploit and foster the characteristic features of our enterprise, and strengthen our network and external relations to convey our potential and enhance its appeal	Confirm existing collaborations and search for new partnerships to increase visibility and appeal of Rekeep. Participate in thematic events on work and training issues	Participated in the Nobilita Festival and training and promotional events for company activities at Universities, Training institutions and High Schools, as well as in specific conferences. Drawn attention to the Innovativeness profile of Rekeep	Stress our excellence in terms of innovation and wellbeing to seize talented persons and select the best resources		
	Diversity & Inclusion	Employees, Institutions	Adopt policies to foster and achieve full Inclusion in our enterprise. Ensure parity and equity between men and women's pay levels	Maintain the objective of examining the gender situation in the company and start adopting policies that 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	Unfortunately, in 2021 it was not possible to make any progress with the objectives that the company had set itself	Commence work on initial measures to adapt, including formally, the company to the demands of the market and the standards/regulations being defined (CSRD, CSDD). Appoint the Diversity Manager		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



AREA	TOPIC	STAKEHOLDER	DMA	WHAT WE SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
	Strengthen our relations with local communities	Institutions, Local communities	Consolidate, strengthen and renew the close relationship between the Company and the local areas in which it operates, assessing impacts and dealings following a shared value creation rationale	Continue with the program for the consideration of the possible scope for the creation of shared value. Reflect on and link with the long history of the Company, made up of social bonds and participation	Promoted important initiatives, especially cultural projects, in the main areas in which we maintain relations with local communities. Partnership with FAI for the protection of the Italian historical and environmental heritage. Participated and taken part in the Festival Franceseano event to promote the idea of a gentle and inclusive economy	Focus more intensely on healthcare as a priority sphere on which to channel our relationship with local areas and give back value to the most important areas in terms of production and concentration of labor force		
	Support and solidarity projects	Private and public institutions, Local communities	Collaborate in philanthropic activities with Public Bodies and Institutions	Keep up collaborations in the social and health sectors. Within these boundaries, find the most suitable partnerships for increasing created value	Established important and diverse collaborations for prevention and health protection, as well as research into and popularization of the topic	Maintain existing partnerships and increase investments to foster measures and interventions by those working to support the national health system and raise awareness of health issues among the population		
ENVIRONMENT	Regeneration of public property assets	Customers, Institutions, Local communities	Perform works in schools and public buildings to improve their environmental and safety performance.		Work performed to raise awareness about and disseminate data from Nomisma's study on the benefits that would be produced by energy and seismic efficiency interventions on public property assets	Intensify communication and promotion of the regeneration of public property assets, formulation and submission of PPP proposals to local entities for efficiency improvement and refurbishment of public buildings		
	Smart urban management	Customers, Institutions, Local communities	Improve the quality of life in urban spaces by developing a digital platform for advanced planning to manage city infrastructures optimally, efficiently and sustainably		In December 2021 presented the results of the 2-year Ippodamo project, a city management platform capable of collecting data from multiple sources and providing PAs with a tool for planning and monitoring urban policies	Develop the prototype produced by the Ippodamo project and put forward new PPP proposals in the area of urban FM to promote smart and sustainable cities	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div>	<p>3.6 By 2030, halve the number of global deaths and injuries from road traffic accidents</p> <p>11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p> <p>11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p>



AREA	TOPIC	STAKEHOLDER	DMA	WHAT WE SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
ENVIRONMENT	Energy efficiency and emission reduction	Customers, Institutions	Cut consumption and need from primary sources of energy of both customers and the company itself	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	Measured GHG emissions and, on the business side, circulated the proposal focused on the regeneration of public and healthcare assets.	Maggior focalizzazione sui tratti e gli elementi generali, oltre che su quelli di business, della politica ambientale di Rekeep. Definizione di obiettivi e misure specifiche per un piano di riduzione delle emissioni GHG	 	<i>7.3 By 2030, double the global rate of improvement in energy efficiency</i> <i>13.2 Integrate climate change measures into national policies, strategies, and planning</i>
	Responsible supply management	Suppliers, customers	Foster and fuel a close partnership relationship with suppliers. 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	Resume the supplier assessment campaign. Improve the List and processes to bring about greater sustainability in the supply chain	Conducted a supplier assessment campaign with wide participation by the Areas and positive assessments emerged. Included questions in the company portal on the approach to sustainability and the views regarding sustainability of candidates for employment with Rekeep	Press for more precise monitoring of the supply chain with regard to sustainability topics. Set out and adopt gradually a Code of Conduct for suppliers		
	Waste reduction and recycling	Customers, employees, suppliers, Institutions	Encourage responsible waste management and the reduction of the volumes produced. Increase the use of recyclable products and material. Make customers aware that measures should be taken to reduce the production of waste, particularly non-reusable waste, and support them in doing so	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	Revised some organizational procedures with impacts on the Areas as a result of regulatory changes. Significant increase in the amount of waste produced sent for recovery rather than disposal	Cut waste production and increasing the amount of waste generated sent for disposal. Set out and description of precise targets for improvement, in order to also reduce impacts on GHG emissions	 	<i>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</i> <i>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</i>



AREA	TOPIC	STAKEHOLDER	DMA	WHAT WE SAID	WHAT WE HAVE DONE	WHAT WE WILL DO	SDGS	TARGET
ENVIRONMENT	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	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	Introduced, in most tender projects and where possible, sustainable machinery and products with even better performance than MECs . Reduced consumption at HQ despite slow repopulation in 2021	Further increase in adoption of sustainable products and materials, both environmentally and socially, and selection/strengthening of partnership with suppliers to achieve goals in this regard	<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div> <div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div></div></div>	<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	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 policies in general, also in the light of the process of GHG emissions calculation and the company's desire to reduce its environmental footprint	Work continued on the shuttle service trial phase in the scenario of a pandemic and a legislative framework that is at the same time uncertain and constraining. Confirmed the smart working model and adopted a hybrid company fleet	Boost and improve the structuring of mobility policies to meet legislative requirements and stakeholders' requests. Start updating information regarding workers' travel habits and their ways of travel	<div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div><div></div></div>	<p>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</p>

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 Rekeep 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, and is confirmed herein.

The reference to the SDGs is highlighted in the materiality analysis table, as well as within the text. As in the previous two reports, the specific targets to which Rekeep gives a contribution are also stated to emphasize that the company’s commitment is not just abstract and ideal, but is based on concrete and accountable elements.

The precise list is reported below with specific regard to material areas.



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.

3.6 By 2030, halve the number of global deaths and injuries from road traffic accidents.



QUALITY EDUCATION

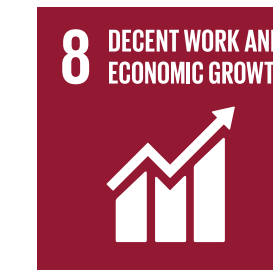
4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

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 By 2030, double the global rate of improvement in energy efficiency.



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

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

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

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.



RESPONSIBLE CONSUMPTION AND PRODUCTION

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

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.



CLIMATE ACTION

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

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

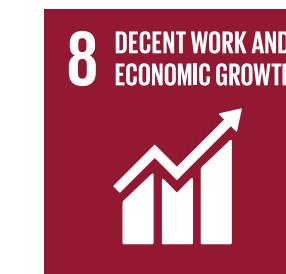
SUSTAINABLE DEVELOPMENT GOALS

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.



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. Therefore, 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, the Group was engaged during 2020 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 2020 with an official presentation of its work to the management, which was extensively reported on in the previous Sustainability Report.

The group's in-depth study work continued in 2021, especially focusing on certain issues that had emerged during the first year of activities:

- links and integration between corporate functions and Group companies;
- shared value;
- social effects of climate change and the pandemic: risks and opportunities.

The results of the second year of activity were presented in July 2021 at a new corporate event attended by the management.

The main subjects focused on together with the management were:

- the need, as a necessary factor for a further leap forward, of a still stronger and more marked and widely shared commitment;
- adjustments to organizational processes to respond to numerous requests from our stakeholders and to strengthen our sustainability strategy;
- some initiatives and practical proposals to consolidate the path to sustainability.

In 2022 work will commence on the second cycle of the Rekeep Beyond project, which will focus on structuring the ESG approach.

After considering that climate change was the leading theme chosen by the company for the first edition (2020-2021) of Rekeep Beyond, we can say that, with its activity, Rekeep has provided 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.

Phase 1



climate and environmental change

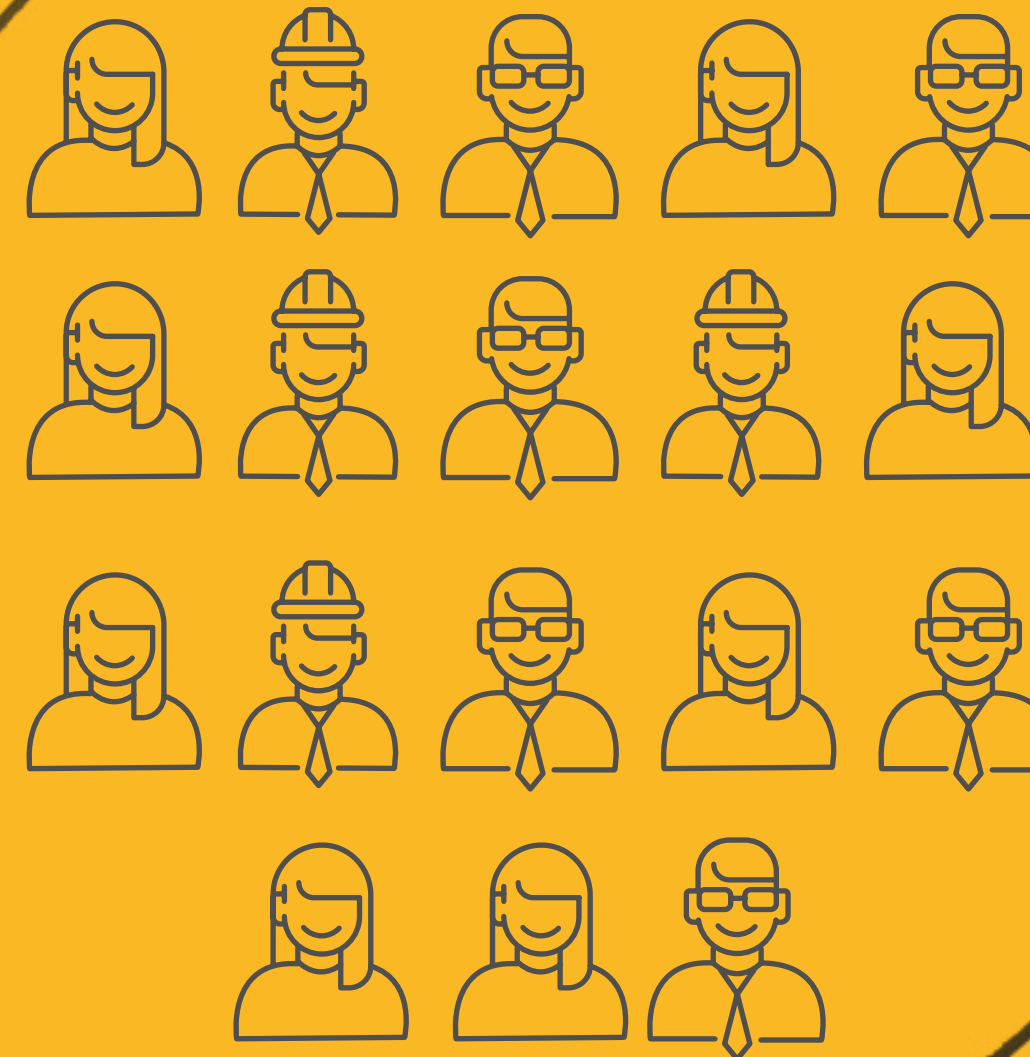


prospects for businesses



market, organization, innovation

During 2020 and 2021, the group set itself to providing reflections and a practical contribution to the Company on the theme of climate change and, in particular, on Environmental changes and crisis: *risks and business opportunities for Rekeep*



Phase 2



links and integration between corporate functions and Group companies



shared value



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

GOVERNANCE





Ethics and risk management

Fair, transparent behavior, an up-to-date and efficient control system, clear, open and responsible corporate governance. In other words, an efficient and advanced Governance model that satisfies the requests of the market and our stakeholders. This is a scenario in which Rekeep not only remains in business but grows and constitutes a concrete and indispensable commitment for ensuring that it does so.

A fundamentally important step, in which Rekeep is investing and in which it will invest increasingly, is the mapping and management of global risks. At the same time, it is carrying on an increasingly intense and closer and closer relationship with our stakeholders to ensure and foster sustainability all along the value production chain.

Among the values that inspire Rekeep are integrity, legality, commitment and transparency; it bases the conduct of its activities on the observance and realization of these values.

Measures taken in this direction have increased over time: from the adoption of the Model 231 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.

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.

The Organizational, Management and Control Model under Legislative Decree 231 of 2001 (hereinafter also 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 S.p.A. first put the Model in place on 13 June 2008, while the present updated Model 231 was approved by the Board of Directors (BoD) meeting held on 16 April 2021.

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.p.A.'s Supervisory Body at 31 December 2021 (renewed 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.

In 2021 four audit cycles were held 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 Supervisory 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 internal control activities", which are then sent to the Chairman of the Company's Board of Directors.

Rekeep S.p.A. 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 S.p.A. 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 into the new regulatory framework, was based on changes in procedures, the introduction of new activities, observations and suggestions that emerged from the audits and changes in company organization.

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 12 May 2021 the Supervisory Body met the Company's 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 2020 financial year concerning occupational health and safety issues. At least on an annual basis, the Supervisory Body members hold a meeting with the independent auditors

who certify the Company's Financial Statements, in addition to the members of the Board of Statutory Auditors in order to share the findings from their respective activities and organize audits effectively and efficiently. Finally, the Supervisory Body members prepare, on a six-monthly basis, an information report addressed to the Board of Directors and the Board of Statutory Auditors on the work they performed during the reporting period.

ANTITRUST COMPLIANCE PROGRAM AND CODE OF CONDUCT

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 struc-

ture 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.

Finally, in accordance with the Antitrust Compliance Program a training session was held on 2 December 2021, which was attended by managers and top executives from the Procurements, Sales and Marketing, Design, Tender Office and Legal Affairs functions directly reporting to the CEO.

COMPANY ETHICS

Rekeep bases its activities on ethical principles that largely come down from its origin; 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;
- 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, working 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.

Rekeep was subject to the audit for the recertification 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.

Four anonymous ethical complaints regarding the Discrimination requirement were received in 2021. The audits 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 S.p.A., 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.

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, and 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 holds meetings on a periodic basis and is composed of three external members: Stefano Baccolini, Mauro Giordani and Nicola Ghezzi.

During 2021, the Ethical Committee held a meeting with the Rekeep S.p.A.'s Supervisory Body members in order to meet and exchange information on their respective work.

Sustainable growth and stakeholder management

In terms of business growth and development, the most significant event in 2021 was certainly the issue of a new bond.

On 18 January, Rekeep launched, in fact, an offering of Senior Secured Notes for a total nominal amount of Euro 350 million due 2026; on 20 January the issue price of notes was successfully set at 100%, with an interest rate equal to 7.25% on an annual basis.

The Notes issued in 2021, together with cash and cash equivalents of Rekeep, were used to pay off the previous outstanding bond, i.e. the 9% Notes due 2022.

Rekeep also signed a new loan agreement on a revolving basis to be used for general corporate and working capital purposes.

Rekeep's objective is to continue along its path to growth, especially by means of development and consolidation abroad and investment in the healthcare market, which is now the main target of its business.

Rekeep needs capital in order to pursue our objectives, but also intense, profitable relations with its stakeholders; it also needs to distinguish ourselves as an enterprise with an ESG approach.

Rekeep tried to make progress with this and launched some concrete projects during 2021. For the first time, guidelines were drafted and formalized for the Sus-

tainability Plan, which was developed in compliance with the strategic plan and involved all management staff members. The construction of an ESG approach and method of reporting that shows the overall value created by our enterprise, and shared with others, will continue in 2022 too. Rekeep also intends to be ahead of schedule for meeting the coming legislative obligations being approved by the EU, as well as the ESG reporting standards that are in the process of being issued by the various boards and standard setters (ISSB, GRI...).



In 2021 we further strengthened our relationships with and our closeness to our investors. In this regard, the work concerned:

- 4 meetings during the year at which the Group's results were presented – Quarterly Call;
- 5 meetings – High Yield / Leveraged Finance Conference;
- frequent ad hoc calls or emails as necessary to respond to investors' questions or requests;
- presentations on specific themes of particular importance;
- annual review and regular catch-ups to inform rating agencies (S&P and Moody's) about the latest news and business performance.

High Yield/Leveraged Finance Conferences were mainly held at a distance in 2021 too, in view of the travel restrictions imposed by the emergency.

These meetings, arranged by big banks, give issuers - including Rekeep - the opportunity to talk to investors

and answer their questions. The conferences in which Rekeep took part in 2021 were promoted by JP Morgan, Goldman Sachs, Morgan Stanley, Deutsche Bank and Unicredit. The conference was attended by senior management staff members, who met on each occasion about 50 investors in one-to-one meetings or in small groups.

On the rating agencies front, it should be noted that S&P Global Ratings has changed Rekeep's outlook from negative to stable on the basis of better-than-expected performance, confirming 'B' as the Company's long-term rating. S&P Global Ratings has, in addition, assigned a 'B' issue rating to the new bond of Euro 350 million issued in January 2021.

Moody's Investors Service agency confirmed the Corporate Family Rating (CFR) 'B2', with a negative outlook. Moody's assigned a B2 rating to the new Notes of 2021.

But relations are intense not only with the financial world, although it is certainly a vital stakeholder for Rekeep, but also with the other main categories of stakeholders: customers, suppliers and employees.



In fact, Rekeep responded to a number of questionnaires from customers, and in particular from the private market during 2021, following the now widespread and established practice of a sustainable approach all along the value production chain; in the same way, sustainability policies have entered the draft tenders and offers submitted to the market by Rekeep



Likewise, Rekeep's requests to its suppliers go in the direction of monitoring and favoring suppliers that make sustainability a strategic and characteristic element of their way of conducting business.



Finally, exchanges with workers were also fostered and paid heed to in 2021 in order to enhance workers' sense of well-being, regarding above all the new needs that emerged with the pandemic and in the post-pandemic period, welfare services and work-life balance times. For more details, reference should also be made to the information reported below (see stakeholders).

As regards internal communication, a substantial re-styling of "Marco", the employees' portal, was completed with the aim of making it simpler and more immediate to use and some administrative services for employees were also provided in digital form. The use of emails and newsletters was increased substantially as the preferred means of communicating with employees.

In 2021, a special issue of "Ambiente" (Environment) devoted to the Group's welfare projects was also published and distributed to more than 17,000 employees.

Rekeep's objective is to build on and foster a multi-stakeholder approach in order to continue to grow and evolve as an enterprise and provide a fundamentally important contribution to the goals of the development and progress of our society.

SOCIAL





Proximity healthcare and safe and efficient healthcare facilities

Human capital has always been a vital element for Rekeep, not only because it is one of the pillars of its Mission, but owing to the very nature of our business.

Appreciation of our labor force is deemed to be a distinctive element in our competitive advantage and hence our policies are directed at developing and bringing competencies up to date, well-being, work-life balance and the construction of a work environment that has appeal for talented persons and that allows those who have also entered the organization to be able to bring out the best of themselves.

Our business proposals are strongly human-centric, addressed at local areas and communities following a shared value creation rationale.

In 2021 the number of welfare and well-being measures increased within the organization, while there were also more services and solutions increasingly focused on public buildings and facilities and, more generally, on progress and social growth.

In 2021, Nomisma and Rekeep published a new study that followed that of the previous year regarding the regeneration of public property assets, especially local and proximity healthcare facilities.

The starting point for the study was the contextualization of the lessons of the Covid-19 pandemic for the healthcare world. The most important factor in this were interviews with and listening to Key Opinion Leaders in the healthcare sector with the support of and in collaboration with FIM-MG (the Italian General Medical Practitioners Federation). In order to prepare the study, three special meetings with stakeholders (FIMMG, FNOMCEO, FNOPI, ANAAO-ASSO-MED) were arranged in an open-style and workshop form. Three areas for priority action emerged:

- Italian health service personnel (an increase in the number of human resources and digital training);
- Continuity between Hospital and Local Areas (taking action on Community Hospitals);
- Local Medical Assistance (taking action above all on Community Healthcare Centers and residential care homes for persons in older age brackets).

By its very nature, the study concentrated on healthcare building and the economic, social, medical and environmental benefits that action would bring the

community. The starting point was a detailed mapping analysis of existing healthcare facilities, which led to establishing what action should be taken on the basis of the needs suggested in the NRRP (National Recovery and Resilience Plan) compared with actual needs. The following step was the measurement of the economic, social, medical and environmental impacts that refurbishing facilities and rendering them more efficient would have.

On the basis of the outcome of the meetings with Key Opinion Leaders and after estimating the actual needs for each of the three types of facility (Community Hospitals, Community Healthcare Centers and Residential Care Homes), the study compared the NRRP budget with actual needs.

The findings were that 661 Community Hospitals more than budgeted for would be needed, 1,233 more Community Healthcare Centers and 527 more Residential Care Homes.

The investment to meet standard requirements would amount to Euro 8.2 billion, of which an amount of Euro 4.9 billion would be additional to the resources provided in the NRRP. The investment required in the construction sector would be Euro 7.4 billion (new buildings and regeneration), but would generate a benefit of Euro 8.6 billion for the economy in general, as well as a direct and indirect impact on production for Euro 17.1

billion. The total multiplicative impact would be equal to Euro 25.7 billion.

The benefits produced from the social point of view would be:

- a better doctor-patient relationship because doctors would have more time and attention to devote to their patients;
- the reduction of waiting times;
- fewer unnecessary visits to accident and emergency;
- increased employment opportunities.

As regards the environment, there would be a reduction of 117 million in Co2 emissions per year and substantial positive effects in terms of:

- urban resilience
- circular economy
- protection of the soil
- environmental impact.

A great contribution to raising the missing resources, i.e. an amount of Euro 4.9 billion, could also be made by involving private entities, not only the private healthcare sector, which could be interested in investing in creating new facilities, but also services firms that support healthcare, first of all facility management organizations, under Public-Private Partnership (PPP) schemes, whereby a third-party company is entrusted with work that is repaid by the subsequent operation of the property, or through project finance transac-

tions. Private enterprises, therefore, could be a fundamentally important ally of Public Authorities, being able to create a system of additional resources on the basis of an acceleration of investments in addition to providing the design competencies that would generate real efficiencies and a reduction of consumption: this would be the case particularly when a decommissioned building is regenerated.

In both the development and fully operational phase and as regards both improvements to public buildings and managing healthcare services, PPP schemes are an effective instrument for risk diversification, co-design and co-management.

Nomisma's study, published in July 2021, was circulated to the press at the end of September 2022 and presented in detail at various live streaming events:

- the online event **"Verso una nuova sanità di prossimità"** (Towards a new proximity healthcare) held on 14 October, organized in cooperation with Il Sole 24 Ore was, attended by Claudio Levorato, Chairman of MSC, which is the controlling holding company of Rekeep, Marialucia Lorefice, President of the 12th Social Affairs Committee of the Chamber of Deputies, Anna Lisa Mandorino, Secretary-General of Cittadinanzattiva, Rita Romitelli, Director of the Property Office of the Italian Health Service - Healthcare Planning Directorate-General, Ministry of Health, Luca Vecchi, Mayor of Reggio Emilia and with responsibility for welfare at ANCI (National Association of Italian Municipalities), Maurizio Zega, Central Committee, the Italian Nursing Profession

Council. The event was moderated by Barbara Gobbi, a Sole 24 Ore journalist and more than 1,100 users and 400 unique users registered to view it;

- the online Gedi Group talk **"I nuovi luoghi della cura"** (New healthcare places) held on 7 October during the "Festival di Salute" (Health Festival), was attended by Roberta Gabrielli, project manager of Nomisma; Monica Calamai, general manager of the Ferrara Local Health Unit; Enrico Coscioni, president of Agenas; Nerina Dirindin, full professor of Public Economics and Healthcare Policy, Turin University, interviewed by Letizia Gabaglio, a science journalist;
- the event on **"La sanità post-Covid: vicina alle persone e a consumo di suolo zero"** (Healthcare after Covid-19: near people and at zero consumption), which was organized by Rcs and held on 24 November 2021, was attended by Claudio Levorato, Chairman of MSC, Nicolandrea Calabrese, Head of Energy Efficiency in Buildings and Urban Development Laboratory of ENEA (Italian Nuclear Energy and Alternative Energy Sources Agency), Barbara Cominelli, CEO of Jones Lang Lasalle, Marco Marcatili, Nomisma economist and development manager, Ermete Realacci, president of Symbola and Daniele Ruscigno, Mayor of Valsamoggia (Bologna), moderated by Paola Pica, a Il Corriere della Sera journalist;
- the event on **"Oltre l'emergenza, il futuro della medicina del territorio"** (Looking beyond the emergency, the future of medicine in local areas), which was held by QN- Quotidiano Nazionale on 29 October 2021, was attended by the Regional Councillors

for Health of Lombardy, Emilia-Romagna and Tuscany, Letizia Moratti, Raffaele Donini and Simone Bezzini together with Claudio Levorato, Chairman of MSC, and Marco Marcatili from Nomisma, moderated by Sandro Neri, editor of Il Giorno.

Events arranged in cooperation with national newspapers were accompanied by an advertising campaign entitled “Abbiamo tutti i numeri” (We have all the numbers), aimed at promoting services for the healthcare market, which is a strategic area for Rekeep, accounting for 58.3% of revenues.

During 2021, again in the healthcare area, Rekeep also completed a big energy retrofit and environmental upgrading contract at the Madonna del Soccorso Hospital in San Benedetto del Tronto, which improved the energy performance of the building by six classes from G to A1, with a reduction of about 50% in Co2 emissions, i.e. less 495 tons of Co2 into the atmosphere.

Brought to a conclusion in less than two years with a three-month interruption owing to the pandemic emergency, the project contained a comprehensive program of works:

- thermal insulation of flat roofs and vertical facades;
- heating plant retrofit.

After the insulation of the envelope of external walls, vertical facades and roofs, the building works included replacing windows and shutters and installing new insulated pelmets in order to reduce heat dispersion to a minimum.

As regards systems, in addition to the heating plant retrofit, solar panels were installed to produce hot sanitary water, as was a PV plant of 15 kWp for the production of electricity.

Rekeep also has various projects in progress for safe and transparent processes and movements in hospitals.

Within the scope of the third call from the BI-REX consortium, High Specialization Competence Centre, Rekeep has presented the **MATRICES – Multi-Assessment Technique for Reducing the Impact of Contamination Scenarios** – project, which was awarded co-funding.

The project started in August 2021 with an expected duration of 18 months.

The objective of MATRICES is to try out, in two Italian hospitals, the use of Real Time Location Services (RTLS) for the digital monitoring of two activities that impact on the risk of contamination in healthcare facilities:

- hand disinfection (washing with hygiene gel);
- the delivery of various Facility Management services (cleaning, patient transport, maintenance).

The aims of the hand hygiene project are:

- to automate the process of monitoring hand hygiene compliance;
- to use technological monitoring systems that sense healthcare workers passing near dispensing machines and detect whether they disinfect their hands.

The expected benefits are:

- accurate measuring and effective systems to monitor the prevention of contamination;
- reduction of human error and tampering;
- reduction in the number of infections caused in healthcare facilities;
- reduction in the use of healthcare personnel engaged in monitoring activities.

The aims of the indoor tracking projects are:

- to automate and computerize monitoring of attendance and routing;
- to track the routes taken by personnel and users inside the facility;
- to detect problems;
- to use patented indoor location and navigation systems that can be integrated with apps and software already in use.

The main benefits that would derive are:

- an increase in safety for visitors to the healthcare facility;
- a reduction in the risk of gatherings and contamination;
- a reduction in interference between various types of activity (both healthcare and others).

The design phase of the two pilot cases (tested in Rome and Imola) was completed in December 2021. Field testing activities will be carried out during 2022.

Again within the scope of the work performed by the **BI-REX** Competence Center in Bologna, Rekeep has also joined **BI-REX** for Life Science, a program that joins together Universities, research centers, SMEs and large companies with the aim of smoothing the way for the creation of R&D projects for the transfer of innovation and for digital transition in the Italian Health Service – thanks to Big Data and AI Technologies - in accordance with the priorities set out in the NRRP.

There are three pilot projects and 46 activities in seven spheres of action in this initiative, which started in 2021. Rekeep takes a direct part in pilot project 3 in addition to having cooperated in the general drafting of the program: **Hospitals 4.0 between sustainability and innovation**, coordinated by UNIBO.

The specific objective of this pilot project is to apply the 4.0 technologies that are revolutionizing the manufacturing industry to suit them to the task of improving public health by analyzing the Big Data generated daily by thousands of equipment in hospitals (medical devices, sensors, personalized drugs, diagnostics and robots in operating theatres).

The preliminary time horizon for this project is 3 years, during which work will be carried out in three target Regions: Emilia-Romagna, Lazio and Sicily. After this, results and best practices will be transferred to the Italian Health Service for a period of 12-18 months, in

order to spread new treatment and assistance models so that a “connected health” vision is realized.

Another line of growth and interest for Rekeep is health-care logistics both for medicinal products and indoor logistics in the sense of the movement of persons.

As also disclosed in previous sustainability reports, some preliminary experiments in medicinal product logistics started at La Spezia as an added value in relations with the customer, but the service is not fully operational yet owing to Covid-19 and because Sarzana Hospital was assigned to receiving and treating patients suffering from the virus.

On the other hand, Rekeep is running an active service at the Bambin Gesù Hospital in Rome. This is a healthcare products logistics service in a Temporary Business Grouping (ATI) with suppliers of materials (medical devices and drugs), in which we operate the external warehouse and provide supplies to the hospital department storerooms. The service’s approach aims at sustainability and “zero waste” since stock in the external warehouse is linked to the department storeroom. Consumption in departments “pilots” the automatic replenishment of stock and re-supply of goods in the external warehouse. Only what is actually needed is moved. The healthcare worker in the department scans the product’s barcode at the moment it is used, whether it is a medicine or an appliance, thus automatically transmitting the information to the central warehouse, which replenishes what has been used. This system tracks supplies and available stock accu-

ately, bringing maximum efficiency and the reduction of waste of any kind.

A platform has also been designed in the Sant’Orsola Polyclinic in Bologna, where Rekeep has several different tasks but in which there was no coordinated flow of information. The platform tracks all movements in the hospital complex so that services are carried out in the best possible manner, without interferences or delays owing to failure to pass on or share data and information.

We are working uninterruptedly on the development of other logistics formulas and proposals. We will therefore give an account of developments and new solutions in this field in our future Sustainability Reports.



Skill development and digital transition

There were 10,990 participants in Group programs in 2021, for a total of 82,547 hours dedicated to training. The table below shows the overall results for the 2021 financial year, broken down by theme areas and compared with the data recorded in the two previous financial years.

The number of hours devoted to Safety training was more than doubled from 2020 in spite of the continuation of the pandemic emergency. The use of e-learning courses further took hold in relation to employee training on basic safety: more than 3,000 participants completed online courses in 2021. In-person courses, on the other hand, were delivered to nearly 1,000 employees who either have difficulty in using computers or work for the Sicily Region, in which there are special legal obligations.

The total number of employees trained in basic safety increased by 70% compared to 2019 (before the outbreak of the Covid-19 pandemic).

Constrained by the persistence of the epidemic and the consequent new manners of interacting, video-conferences and distance learning were tools that certainly also prevailed in 2021. Even if the human contact dimension was lacking, this enabled a complex and diffuse company like Rekeep not only to respect its training programs and standards, but to use training sessions to bring the various souls and territories in our

Group together, thus keeping them connected and linked. Many training programs (such as those for executives with responsibility for safety and supervisors or training in electrical risk, fire prevention, first aid, working at a height or in confined spaces, pest control and deratization, handling and transport of patients, etc.) proceeded at a distance and the employees were able to complete theory courses that they had begun in 2020 with the necessary hours of practice.

In the Technical and Professional area, the number of qualifications further rose (F-gas, operation of Thermal systems, Welder, Steam) and technical training was enhanced for Building Managers with 4 editions of the course on the Management of Legionnaires' Disease in Buildings, which involved all Areas with inter-functional sessions.



INTERVENTI FORMATIVI ANDAMENTO 2019-2021

THEME AREA	2021		2020		2019	
	PARTICIPANTS	HOURS	PARTICIPANTS	HOURS	PARTICIPANTS	HOURS
Safety, Quality and Environment	8,740	63,281	4,748	31,642	7,435	51,939
Technical/Professional area	1,259	8,966	504	5,373	997	6,683
IT	415	1,078	361	937	43	401
Language	166	5,599	469	7,793	293	12,526
Managerial	410	3,623	419	9,792	475	9,403
TOTAL	10,990	82,547	6,501	55,538	9,243	80,952

Some Contract Management employees in Operations were certified and professional courses were given on the issues of Public-Private Partnership, Building Information Modeling, Procurement Management, Internal Audit, Climate Control Systems, Negotiation and Conflict.

Furthermore, courses were also organized with video clips on Cybersecurity, Privacy and SA8000 issues.

Training sessions continued for employees that are members of the Italian Council of Engineers and Architects; these are necessary for them to obtain Professional Training Credits (CFP) in order to keep their registration with the Council.

English courses continued in the Linguistics area in classroom online and therefore brought together colleagues of various Group headquarters and offices. The best students in terms of commitment and dedication were awarded a 3-day residential Full Immersion courses and individual lessons in Public Speaking in English.

A group of employees followed the IT area training course and obtained the CISM (Certified Information Security Manager) certification.

More highly specialized courses on ITIL Foundation and Excel issues were also arranged.

More generally, training and refresher courses continued to be addressed particularly at office workers in order to assist in the transition towards digital tools and the hybrid-remote manner of working that started to be adopted during and after the pandemic.

Also with the assistance of a substantial amount of finance for a life and work balance project which includes smart working among various other measures, Rekeep is working on the development of an innovative and efficient virtual workstation (digital workplace) which can be used to work from anywhere and at any time. For the project to be successful, therefore, it is necessary to go on aiming at and investing in digital education and upskilling, also because digital dexterity has now become a key factor in our competitive advantage.

Sessions on Development for New Middle Managers, the “Mater” project for maternity coaching and Project Management courses continued for the Managerial area.

A group of Rekeep workers attended the Executive MBA course at the Alma Mater Studiorum Business School in Bologna in 2021 too.

Another managerial training project that continued was the **Rekeep Beyond** ➡, course, which had been started at the end of 2019 and which involved 13 persons who are expected to progress in the organization. The explicit purpose of this initiative is consolidate the sustainability culture, increase the number of projects in the organization and strengthen its commitment. It started at the end of 2019 and benefited from the cooperation and experiences of third-party experts (professors, experts in sustainability, executives in companies that play a leading role in the field, etc.) who gave the participants a general picture of the theme and suggested reading matter. Afterwards this group of Rekeep employees carried out research into climate

change working in small sub-groups that each focused on a certain line of study, going into issues in greater depth and elaborating on them. The first cycle of this course lasted two years – 2020 and 2021 – and mainly took place at a distance as it coincided with and was severely affected by the pandemic. The health emergency also had an influence on a part of the thoughts and on the themes discussed, particularly issues regarding global risks.

Finally, during 2021 the Process Design and Engineering Department gave specific training – BID THE HIT 21 project – in how to conduct a process of continuous improvement in professional performance. Starting from the actual needs of both Rekeep and the market, the objective was to stimulate new approaches to collaborative innovation. The training method focused on the nine As: Aperture, Awareness, Ambition, Alternatives, Accountability, Action, Answers, Animation, Achievement.

An important focus of the training program is the approach to the creation of shared value according to the Stakeholder Capitalism theory, which entrusts businesses with a fundamentally important role, together with their stakeholders as a whole and the other social actors, in the construction of a better and more sustainable world.

TRAINING COURSES BY POSITION, 2019-2021 PERFORMANCE

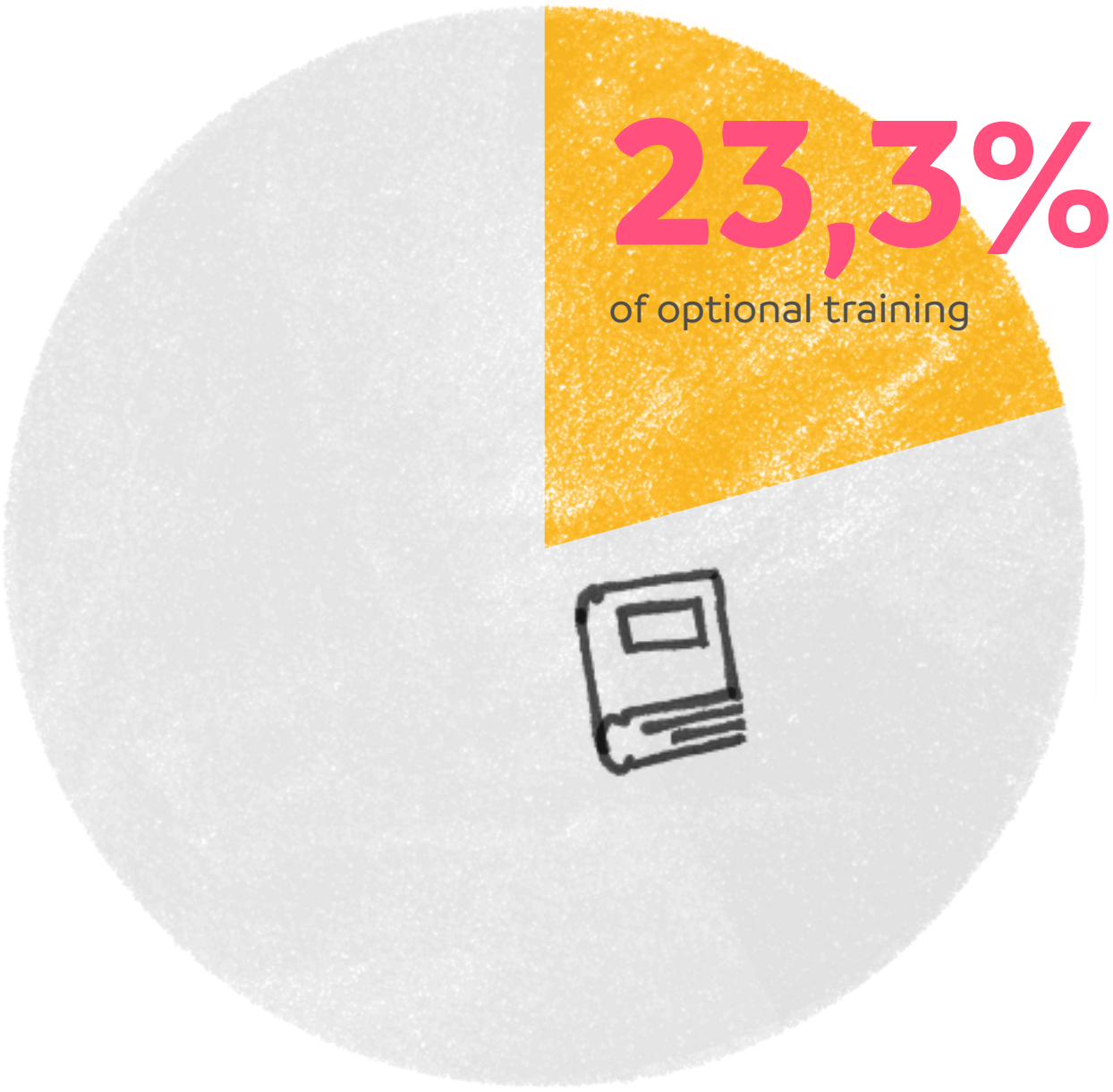
	2021			2020			2019		
POSITION	H/M	H/W	TOTAL	H/M	H/W	TOTAL	H/M	H/W	TOTAL
MANUAL WORKER	35,017	30,136	65,153	19,551	11,434	30,985	27,329	25,453	52,781
OFFICE WORKER	6,928	4,511	11,439	6,284	6,706	12,990	7,785	7,154	14,939
MIDDLE MANAGER	2,247	1,406	3,653	3,919	1,837	5,756	6,464	2,799	9,263
EXECUTIVE	1,101	465	1,566	3,830	1,229	5,059	2,787	1,072	3,858
APPRENTICE	435	301	736	383	365	748	29	83	112
Grand total	45,728	36,819	82,547	33,967	21,571	55,538	44,392	36,560	80,952

AVERAGE TRAINING HOURS BY POSITION, 2019-2021 PERFORMANCE

	2021	2020	2019
INQUADRAMENTO	ORE MEDIE	ORE MEDIE	ORE MEDIE
MANUAL WORKER	4.92	2.07	3.54
OFFICE WORKER	13.47	16.87	18.66
EXECUTIVE	33.32	120.45	71.44
Grand total	5.73	3.45	4.97

TRAINING COURSES BY GENDER, 2019-2021 PERFORMANCE

	2021			2020			2019		
GENDER	EMPLOYEES	TRAINING HOURS	AVERAGE HOURS	EMPLOYEES	TRAINING HOURS	AVERAGE HOURS	EMPLOYEES	TRAINING HOURS	AVERAGE HOURS
MEN	5,760	45,728	7.94	6,996	33,967	4.86	6,396	44,392	6.94
WOMEN	8,656	36,819	4.25	9,116	21,571	2.37	9,883	36,560	3.7
Totale complessivo	14,416	82,547	5,73	16,112	55,538	3,45	16,279	80,952	4,97





Welfare and wellbeing

Rekeep strongly believes in the importance of the well-being of its employees. It believes in and commits to combining the growth of the company with its employees' aspirations for professional and personal growth and fulfillment. It took action every day to create an inclusive and welcoming environment.

The first welfare policies date back more than 10 years, and during this time, Rekeep has gradually structured an increasingly articulated program capable of responding to and meeting the needs of employees and among these, in particular, that of work-life balance. It is a very sensitive issue in general and, especially, for a company with Rekeep's type of business and predominantly female and blue-collar population.

Below are the welfare and well-being promotion measures in place:

- “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;
- Smart working for office workers;
- A welfare platform that provides services and benefits for employees;
- Company agreements through a dedicated portal.

Finally, Rekeep presented a project within the scope of the #CONCILIAMO Public Notice dated 8 November 2019 on Work-life balance and company welfare for a renewed reconciliation of work and life times, which was admitted for funding on 7 September 2021 for Euro 1,499,864, corresponding to the entire amount that had been applied for.

Within the scope of the Call for proposals, which was published by the Family Policies Department of the Italian Prime Minister's Office, and expiring on 8 January 2020, 761 projects were presented in all, of which only 127 were approved and admitted for funding.

The contents of the Rekeep's project include 3 key measures in the field of welfare and work-life balance:

- introduction and implementation of an effective smart working plan, supported by the use of the related “Rekeep Employee Hub” platform dedicated to employees and designed specifically to facilitate their remote work, thus encouraging optimal management of daily work, collaboration between functions and people, and simplifying communication between the company and its employees;
- the Rekeep family plan, i.e., a plan to take care of the employee's needs through People Care services aimed at providing a response to deal with situations of frailty in the family sphere. Within the areas identified (minors with frailty, elderly people, non-self-sufficiency), provision of a care budget to enable the creation of a “bank of hours” of services for employees;
- extension of flexible benefits.

The duration of the project is 24 months with an investment of more than Euro 500 thousand, on account of co-financing on the part of the company.

At the date of preparation of this report, Rekeep is waiting to receive the agreement from the Italian Prime Minister's Office to commence work on the project. The hope is that we can schedule the kick-off in mid-2022.



UN FUTURO DI VALORE - SCHOLARSHIPS FOR SONS AND DAUGHTERS OF EMPLOYEES

“Un futuro di valore” (A valuable future) was the first company welfare scheme that Rekeep launched in the now distant 2010. Under the scheme, Rekeep has been rewarding the sons and daughters of the Group companies’ employees who do best at school.

The number of Scholarships on offer has been gradually increased over the years; in 2021, the quota of 320 was confirmed (+40 more than in the first edition), which was 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 of scholarships 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 (+4.53% compared to 2020) in the twelfth edition, with a consequent increase in the number of awards (totaling 342, +13 compared to 2020), which concerned Scholarships awarded to higher secondary school students (231 in 2020, 244 in 2021). On the other

hand, the number of deserving university students remained unchanged (98).

Specifically, 284 applications out of 415 were received from sons and daughters of Rekeep employees and 288 scholarships were awarded to Rekeep workers (157 for higher secondary schools and 71 for universities). Another interesting general figure is that meritorious sons and daughters win more than one scholarship: 143 (41.8%) out of the 342 recipients were awarded their first scholarship, while the remaining 199 (58.2) 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.

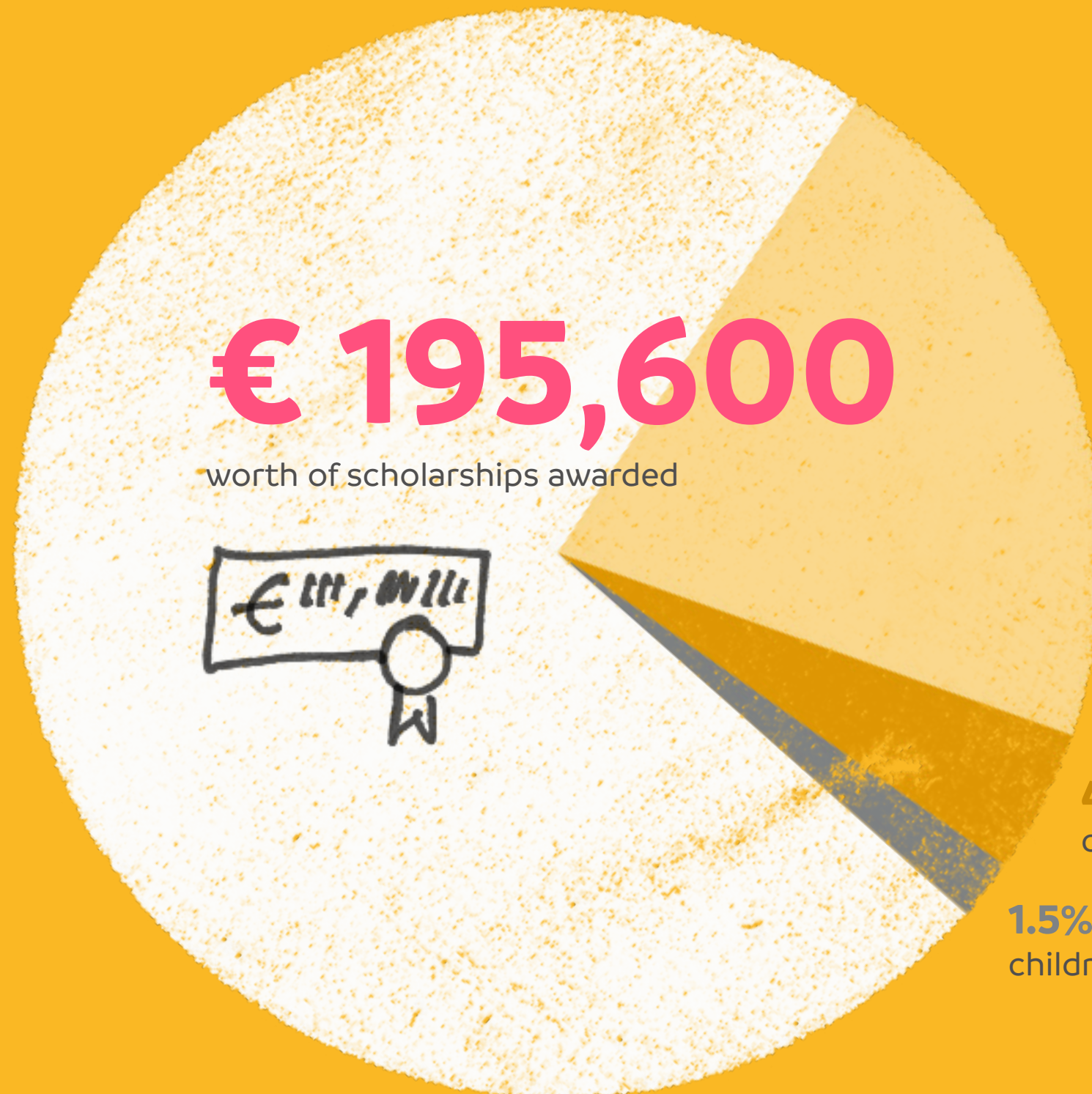




The total amount disbursed for the twelfth edition of the project was equal to Euro 195,600. Among the winners of scholarships, manual workers' sons and daughters are largely in the majority with 72.8% and this has always been a peculiar feature of the project and one that reflects the composition of the company population.

Of the remainder, 21.3% are sons and daughters of office workers, 4.4% of middle managers and 1.5% of executives. 15.2% of total recipients are sons and daughters of workers born abroad, and again this is a peculiar and consistent feature of the project, as well as a precise snapshot of Rekeep's workforce.

72.8%
children of manual workers



199 **58.2%**

recipients who already won a scholarship in previous editions

143 **41.8%**

recipients who won their first scholarship



TUTTINGIRO – SUMMER CAMPS FOR CHILDREN OF EMPLOYEES

Since 2013, Tuttingiro (Let’s all go) has been the project reserved for the sons and daughters of the Group’s employees **aged between 11 and 14 years**, offering **free summer residential stays**.

After the difficulties encountered in 2020, it was possible to implement the project with greater peace of mind in 2021 following an improvement in the pandemic, by restructuring a broad and diverse offer and recording an upswing in memberships.

Rekeep’s suppliers, who are highly specialized, knowledgeable and have gained great experience have put forward **14 different holiday proposals throughout the country**, giving the children of the company’s employees the opportunity to choose from a wide and rich range of activities and places to visit and experience.

The project was joined by **47 boys and girls** (29 from Rekeep), who left for a week’s stay, which was entirely paid for by the company. The participants were 55.3% children of manual workers and came from 7 Italian regions: Emilia-Romagna, Tuscany, Lombardy, Lazio, Veneto, Abruzzo and Campania.

Alongside Tuttingiro, Rekeep has also set up a service reserved for younger children: **free summer centers for employees’ sons and daughters aged between 3 and 10 years**. The project, which was launched in 2013, involves the provincial districts of Bologna, Modena, Florence and Venice,

and relies, again, on the professionalism of specialist operators in the sector, with long-standing experience in the field of education.

88 children (70 sons and daughters of Rekeep workers) **in all took part in 2021**: 21 went to the summer centre for infants and 67 to the centers for primary schools. **158 weeks of summer centre** services in all were provided between June and September, with an average of 1.8 weeks per children.

Both the projects, Tuttingiro and summer centers for the sons and daughters of employees, were designed following the requests of company workers, in the light of the success of a pilot initiative 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).

The summer centre service was initially activated only in the provincial districts of Bologna and Modena, as provided for under the “Azioni positive in Manutenco-op” (Positive actions at Manutencoop) scheme accepted for funding and only later extended to other local areas. Again on the basis of the funded project, 800 weeks of summer center services for children aged from 3 to 10 years old and 300 one-week stays for boys and girls aged from 11 to 14 years were provided throughout the country in the two-year period from 2013 to 2014. 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.

WEEKS OF SUMMER CENTRES, 2013-2021 PERFORMANCE

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Infant school	125	116	136	143	165	140	127	17	38
Primary school	277	274	236	282	251	284	282	104	120
TOTAL	402	390	372	425	416	424	409	121	158

REGISTERED WITH SUMMER CENTRES, 2013-2021 PERFORMANCE

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Infant school	44	41	45	52	86	73	65	10	21
Primary school	77	82	91	104	128	149	151	58	67
TOTAL	121	123	136	156	214	222	216	68	88

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.

SUMMER CAMPS

11-14 years

47

Boys and girls

14

Destinations
throughout the
country

SUMMER CENTRES

3-10 years

158

Weeks

88

Children

SMART WORKING

Smart working is now a widespread and widely established tool in Rekeep practices.

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 and promoting an agile working culture as an element to enhance business competitiveness, on the one hand, and, on the other hand, organizational well-being and work-life balance of employees.

In Rekeep the smart working scheme has been implemented in a gradual manner and through trial stages.

The first smart working project, launched between the end of 2019 and the first months of 2020, was reserved 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.

After the outbreak of the pandemic, the scheme was completely misused and distorted, taking on the form of remote working.

However, what was experienced during the first phase of the pandemic and the periods of lockdown allowed Rekeep to accumulate a wealth of data, evidence, and experience that proved crucial to redesigning the policy when life slowly returned to normal.

During 2021, all Managers and the heads of functions were involved to set out organizational and service requirements and prepare a tool capable of responding to the needs of the company and those of workers.

A flexible, mixed model between in-person and agile working was therefore structured, with 1 to 3 days of smart working per week depending on the Management departments and the specific needs of each of them.

The new model started to work in autumn 2021 and is obviously subject to ongoing monitoring to ensure that it is actually the best solution for the company and the worker.

WELFARE PLATFORM

As disclosed in the previous sustainability report, a web platform was activated in 2020 to make use of the welfare plan reserved for employees with clerical duties, whereby they were granted a benefit of Euro 250 each both in 2020 and 2021.

This “welfare benefit” can 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 ba-

sis of personal needs and interests and is in the area of flexible benefits.

The main advantages of these goods and services 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 under the agreements entered into by their employer.

By using the dedicated platform, Rekeep employees were allowed to choose from a large number of brands, through a tool that was easy to use and immediately accessible according to 3 options:

- 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 or loans taken out; 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.



Directly purchased services include gift boxes, tickets for admission to events, spas and amusement parks, subscriptions to gymnasias and swimming pools, travels, etc.. 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.

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.

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.

Occupational health

To manage workers' health and safety to the best is a major commitment of Rekeep and involves the entire organization.

The first goal is certainly to spread knowledge and raise awareness about the subject, on the assumption that health and safety are not merely legal obligations, but aspirations that all workers should have for themselves and those around them.

The responsibility for the transfer of information and culture rests with managers and supervisors, who are fully trained and aware of their duties and the implications of their role and decisions. However, each workers also plays a key role in the dissemination, particularly those with greater experience and seniority, who are the first to raise awareness among younger people or new hires and to convey to them the importance of strict application of company rules, procedures and protocols and of safe, prudent and responsible attitudes.

The ultimate goal is, of course, to reduce the number of accidents and reports of occupational diseases and to isolate any worker who continues to operate unsafely. In the year just ended, which was still heavily affected by the pandemic emergency, there was a high and unanimous effort to rethink and adapt processes in the direction of the greatest possible protection and safety for the health of all female and male workers, as well as of third parties (customers, suppliers, contrac-

tors, visitors, etc.), thus allowing Rekeep to safeguard business continuity in full.

MANAGEMENT SYSTEM

During 2021, the ISO 45001 certificate was reissued by RINA Services (an accredited certification body) following the conclusion of the procedure, which involved an audit encompassing the entire scope of company certification. The findings of the audits revealed insights that enable continuous improvement of the safety management system. Minor non-conformities (B-type B reports) and observations (C-type reports) issued did not alter the successful outcome of recertification. The natural expiry of the issued certificate is 2024.

During the year under consideration, the Prevention and Protection Service conducted audits aimed at verifying whether its management system was effective in all local areas. Specifically, they were aimed at establishing compliance with occupational safety regulations and verifying whether the rules and provisions to combat infection were properly applied on the subject of COVID-19, generating its own improvement plan shared with the managers responsible for local Operations in the face of the non-conformities that had been detected. However, an overall positive picture emerged in relation to the Health and Safety management system in place at the company.

ACCIDENTS

The data for 2021 describe a trend in accidents showing a significant improvement compared to the previous years. The number of accidents and the days of absence from work due to accidents fell and, consequently, so did all the main indicators: incidence, frequency and severity rate.

No fatal accidents at work occurred during 2021.

Accidents are measured by means of the following indicators:

- **Incidence rate** (or relative frequency) = $(\text{Number of accidents} \times 1,000) / \text{Average workforce}$. This is the percentage of workers that suffered accidents as a ratio of those exposed to risk.
- **Frequency rate** = $(\text{Number of accidents} \times 1,000,000) / \text{Total Hours Worked}$. This is a measure of the accident trend as the number of cases as a ratio of every 1 million hours worked.
- **Severity rate** = $[\text{days of temporary disability} + (\% \text{ of permanent disability} \times 75) + (\text{death} \times 7,500)] / \text{Total Hours Worked} \times 1,000$. This measures the gravity of accidents as a ratio of the number of working days lost for every 1,000 hours worked.

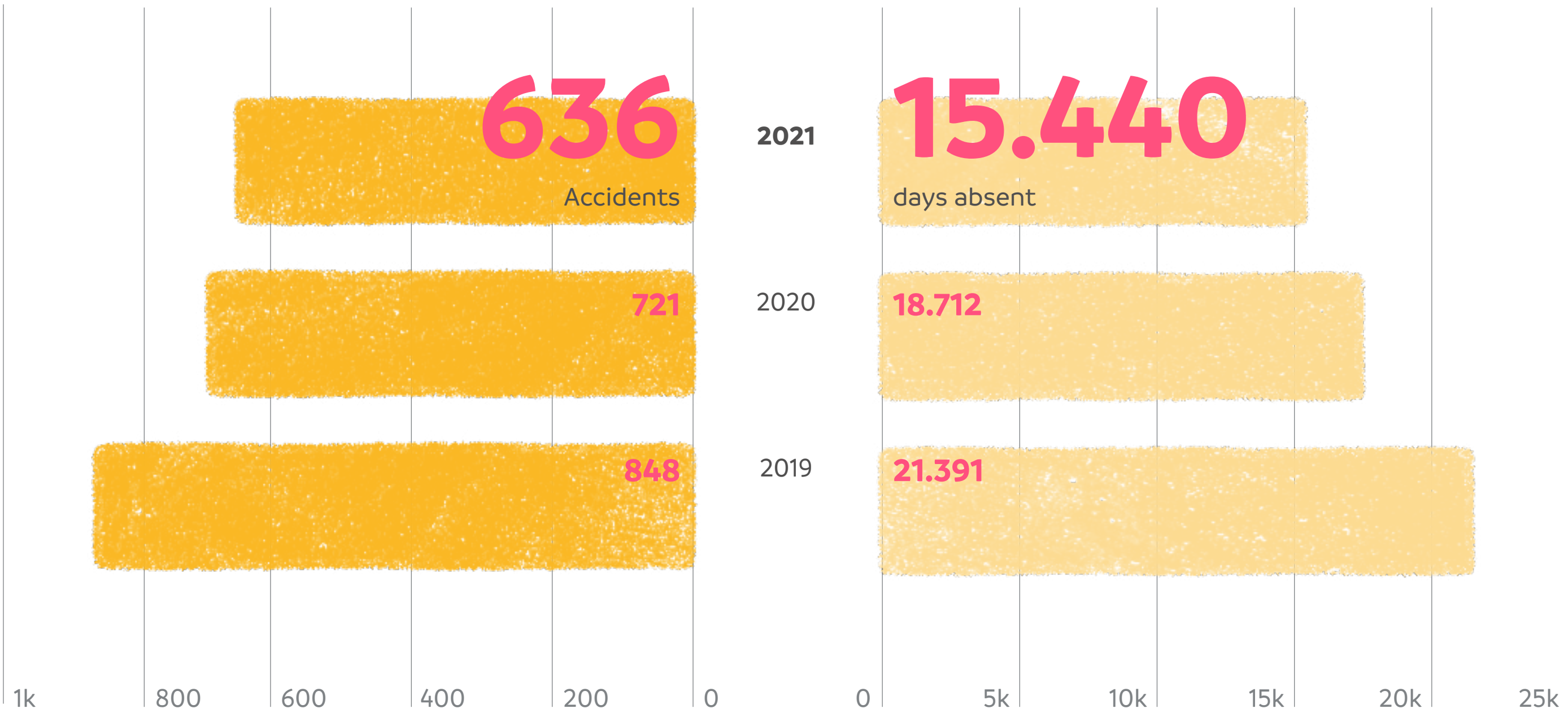


These indicators are variable over time in that they depend on the recognition of the accidents concerned by the Italian Institute for Insurance against Accidents at work (INAIL). The values of the indicators shown in the table are therefore also affected for the years prior to the last period of this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

Data for 2021 showed a significantly improved trend in accidents compared to previous years. Both the number of accidents and the duration of absence due to accidents showed a decrease for the third year in a row.

Accident rates for almost all areas also showed a significant overall improvement compared to the previous year.



BREAKDOWN OF ACCIDENTS BY COMPANY DEPARTMENT, 2021

COMPANY AREA/DEPARTMENT	NUMBER OF ACCIDENTS	OF WHICH COMMUTING ACCIDENTS	DAYS ABSENT	INCIDENCE RATE	FREQUENCY RATE	SEVERITY RATE
North east area	79	18	2,115	46.58	45.83	1.23
North west area	99	18	2,886	52.78	38.28	1.12
Emilia Romagna area	189	34	4,057	82.92	64.91	1.39
Central area	97	9	2,045	57.34	48.50	1.39
South central area	142	30	3,802	41.61	33.64	0.90
Mass market area	30	7	535	41.48	45.83	1.23
GRAND TOTAL	636	116	15,440	53.34	43.15	1.05

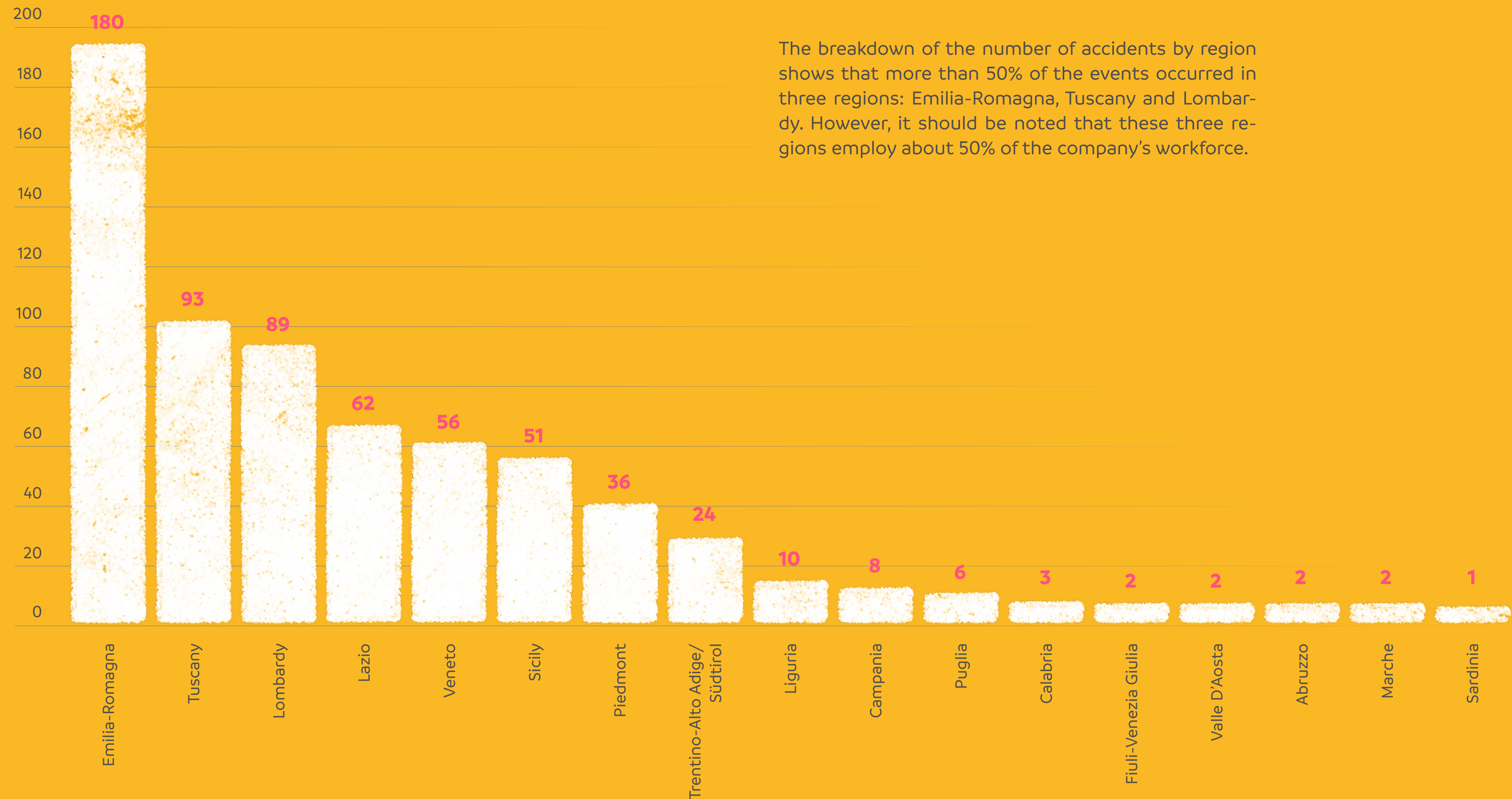
INCIDENCE, FREQUENCY AND SEVERITY RATES, 2019-2021 PERFORMANCE

YEAR	NUMBER OF* ACCIDENTS	NUMBER OF** ACCIDENTS	HOURS WORKED	DAYS ABSENT	INDICI		
					INCIDENCE	RATES FREQUENCY	SEVERITY
2021	636	11,923	14,740,821.15	15,440	53.34	43.15	1.05
2020	721	12,288	14,720,921.49	18,712	58.67	48.98	1.27
2019	848	13,076	16,227,903.37	21,391	64.08	52.26	1.32

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

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

BREAKDOWN OF ACCIDENTS BY REGION, 2021



The breakdown of the number of accidents by region shows that more than 50% of the events occurred in three regions: Emilia-Romagna, Tuscany and Lombardy. However, it should be noted that these three regions employ about 50% of the company's workforce.



With regard to the breakdown of accidents by gender, the largest percentage involves women. The figure is in line with the composition of the company population, which consists of 60.4% women and 39.6% men, showing a decrease compared to 2020.

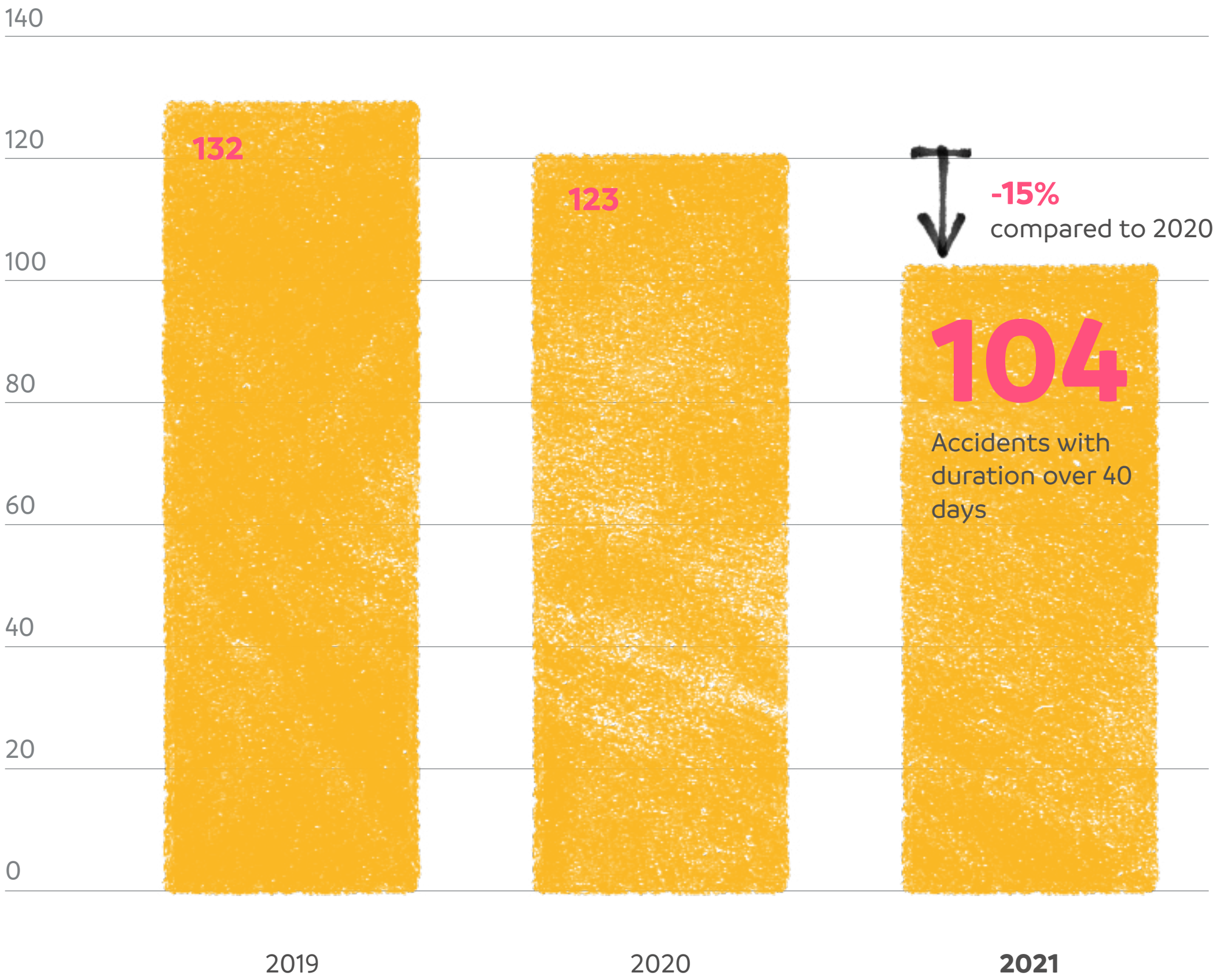
BREAKDOWN OF ACCIDENTS BY GENDER, 2021

GENDER	NO. OF ACCIDENTS	% OF ACCIDENTS
FEMALE	414	65%
MALE	222	35%
GRAND TOTAL	636	100%

DURATION OF ACCIDENTS (DAYS), 2019-2021 PERFORMANCE

	2021	2020	2019
DURATION			
Between 1 day and 3 days	129	136	189
Between 4 and 15 days	246	270	332
Between 16 and 30 days	105	142	150
Between 31 and 40 days	52	50	45
Between 41 and 60 days	48	48	49
Between 61 and 100 days	34	48	52
Duration > 100 days	22	27	31
GRAND TOTAL	636	721	848

The number of serious accidents (duration of over 40 days) decreased by 15% in 2021 compared to 2020 for the third year in a row.





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

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 driving accidents remained high, while those associated with a potential biological risk (needle punctures or cuts by sharp objects) showed a considerable reduction. 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.

BREAKDOWN OF ACCIDENTS BY TYPE OF SERVICE, 2021

SERVICE	NUMBER OF ACCIDENTS	NUMBER OF COMMUTING ACCIDENTS	ACCIDENT DAYS + RELAPSES	INCIDENCE RATE	FREQUENCY RATE	SEVERITY RATE
Servizio Igiene	528	97	12.754	57,87	51,98	1,26
Servizio Logistica / Igiene	42	7	944	43,74	32,24	0,72
SERVIZI IGIENE TOTALE	570	104	13.698	56,53	49,74	1,20
Global Service contracts	7	0	128	40.33	22.77	0.42
Energy Service	4	1	35	21.94	12.05	0.11
Maintenance Service	55	11	1,579	48.68	26.72	0.77
TOTAL INTEGRATED SERVICES	66	12	1,742	35.89	20.12	0.53
GRAND TOTAL	636	116	15,440	53.34	43.15	1.05

KIND OF INJURY FROM ACCIDENTS, 2021

KIND OF INJURY	NO. OF ACCIDENTS	% OF ACCIDENTS
Bruising	301	47.33%
Dislocation, sprain, wrench	108	16.98%
Damage from infectious and parasitic agents	78	12.26%
Fracture	49	7.70%
Wound	48	7.55%
Damage from other agents	22	3.46%
Damage from over-exertion	17	2.67%
Foreign body	13	2.04%
GRAND TOTAL	636	100.00%

In 2021, the company 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, must prompt increased attention and preventive measures to prevent them from recurring in the future.

In this regard, there was an increase (47) in accidents that we had a hard look at in 2021. The analysis was conducted on accidents showing:

- duration over 30 days from the first certificate;
- unusual dynamics;
- high frequency of occurrence.

In many cases the event proved not to be due to operational, safety or organizational factors. After they had been analyzed, some actions for improvement were decided upon in order to enhance risk prevention, including:

- coordination actions with the customer in the face of accidents with dynamics attributable to environmental factors
- worksite inspections and interviews with workers in the face of accidents involving machinery and equipment or with unclear dynamics
- actions to raise the supervisor’s awareness of the verification of the worker’s activities and tasks;
- corrective actions, resulting from the verification, concerning the allocation of PPE, training and health surveillance.

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, the importance of strengthening the work of reporting and monitoring of accidents and near misses on the part of supervisors was stressed.

In this regard, it should be noted that in November 2021 a new mapping of supervisors aimed at increasing their number was carried out in order to strengthen the supervision and monitoring of compliance with safety requirements in terms of:

- behaviors
- training
- use of vehicles, infrastructure etc.

at worksites and operating offices in which Rekeep personnel work in order to prevent situations that result in harm to health and safety at work.

As part of the management of near misses (reporting and attention paid to accidents and near misses), 8 reports were recorded in 2021: 3 in the North West Area, 4 in the North East Area and 1 in the Central Area.

The preventive measures taken were:

- awareness-raising actions towards the employee concerned;
- reports to the customer with sharing of corrective actions to be implemented.

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 staff..

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 62 company doctors all over the country, six more than in 2020 to provide a better service in the Areas.

Furthermore, it should be noted that 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 2021 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). 5,977 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. Worksite 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.

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.

HEALTH SURVEILLANCE BY GENDER, 2021

OUTCOME	WOMEN	%	MEN	%	TOTAL	%
Fit	2,279	77.68%	2,240	73.61%	4,519	75.61%
Fit with limitations	392	13.36%	270	8.87%	662	11.08%
Fit with requirements	196	6.68%	509	16.73%	705	11.80%
Unfit	3	0.10%	3	0.10%	6	0.10%
Temporarily unfit	7	0.24%	4	0.13%	11	0.18%
Suspended judgment due to assessments	57	1.94%	17	0.56%	74	1.24%
Grand total	2,934	100.00%	3,043	100.00%	5,977	100.00%

Since the beginning of the COVID-19 health emergency, Rekeep has also 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:

- 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 proper manage-

ment 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, it was possible to complete the health surveillance work scheduled for the year through the support of the Coordinator Company Doctor and all medical centers.

HEALTH SURVEILLANCE BY SECTOR, 2021

SECTOR	FIT	FIT WITH LIM-ITATIONS	FIT WITH RE-QUIREMENTS	UNFIT	TEMPORARY UNFIT	SUSPENDED JUDGMENT DUE TO AS-SESSMENTS	TOTAL
Indirect services *	179	2	29				210
Hygiene services	3,845	538	369	6	10	73	4,841
Integrated services	495	122	307		1	1	926
Grand Total	4,519	662	705	6	11	74	5,977

*Staff with clerical duties performing office work.



At periodic meetings (Article 35), the attending physicians presented the outcomes of the work performed during the year and the data characterizing the health of workers in aggregate and anonymous form.

In general, about 76% of the workers examined were fit for work, while 11% of the personnel examined were fit with limitations. However, the figure showed a decrease compared to the previous year.

The figure for medical examinations, when analyzed by gender, shows no specific variations except for fitness with limitations being higher for female staff and fitness with requirements being higher for male staff.

It is the responsibility of service and worksite Managers to ensure compliance with “requirements/limitations”.

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.

The work performed in 2021 contributed to gradually resolving critical issues related to the difficulties encountered by the Operations department in handling fitness judgments with requirements/limitations issued by competent doctors.

The increasing trend in average age in proportion to the set of requirements/limitations issued by competent doctors points to the need for further investigation into the impacts of the restrictions on the work concerning:

- for the hygiene, auxiliary services and logistics sector: manual handling of loads - overloading of upper limbs
- for the integrated services sector: work at heights; work in confined environments or environments with suspected pollution.

The situation described above also entails the risk of reports on occupational diseases, which are usually sent by workers to the Italian Institute for Insurance against Accidents at work (INAIL) through their trade unions.

The ongoing health emergency, the restrictions on travel, and the wide use of remote working continued to result in a strong impact on the psychological and physical well-being of the entire population. In this scenario, it became increasingly important to pay special attention to maintaining a healthy lifestyle in order to avoid an increase in all those diseases that are fostered or aggravated by poor or sedentary behavior (e.g., diabetes, cardiovascular disease, cancer, chronic respiratory disease etc.).

In this regard, a prevention, health and well-being program was developed during 2021, which had its strengths in promoting:

- free cardiovascular check-ups (with examinations and electrocardiograms) provided for under the free company healthcare plan (ASIM Fund - Supplementary Healthcare Scheme for the Multi-services sector);
- exercise and nutrition education through collaboration with a team of well-being specialists.



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

Given the persistence of the pandemic, Rekeep continued to take measures and actions to better safeguard the health of employees during 2021 too. In this regard, the company acted:

- to maintain a constant watch in relation to the main regulatory developments both at the National and Regional/Local level (Prime Minister's Decrees, Ministerial Circulars, Reports issued by the Italian Institute of Health (ISS), Regional ordinances etc.), while analyzing from time to time the reverberations with respect to the performance of the company's activities;
- to maintain an ongoing flow of information addressed to all personnel and their supervisors, in order to provide, through specific information memos and/or procedures, any and all necessary instructions aimed at ensuring the containment of the spread of the COVID-19 virus in the workplace;
- to proceed, in collaboration with the Prevention and Protection Service staff and the Procurement Department, with the validation of PPE needed to cope with the health emergency and the search for new suppliers so as to ensure an ongoing procurement of supplies;
- to carry out ongoing monitoring of the trend in COVID-19 cases within the company, in covering each local area, while providing, in collaboration with the Company Doctor, ongoing support to the

Areas, in the analysis of positive cases and in the identification of close contacts, as well as in the verification of the conditions and documentation necessary for return to work;

- to proceed, through specific inspections conducted by the company Prevention and Protection Service staff, with the verification of the application of the rules to combat infections at the workplace;
- to promote health protection projects related to the health emergency from COVID-19 in collaboration with the ASIM Fund and ONBSI (National Bilateral Integrated Services Institution);
- to promote projects to prevent and counter the spread of COVID-19 in the company through screening campaigns with rapid swabs conducted at the main company offices. More than 8,500 tests (serological tests + rapid swabs) were performed from November 2020 to September 2021;
- to promote, in collaboration with the main local health units and by joining the initiative promoted by Confindustria Emilia, the national COVID-19 vaccination plan for the personnel of Rekeep and Group companies. The campaign promoted by Confindustria at the inter-company HUBs was joined by more than 100 employees (particularly the younger ones) who were able to take the vaccination before being contacted by the Regional Health Service;
- to maintain constant contact with workers, through their representatives (Workers' Safety Representatives, Company Union Representatives and Unitary

Union Representatives) in order to provide ongoing updates about the issues related to the health emergency from COVID-19, giving ample space to reports and requests for clarification that might come from each local area. During 2021, the company Committee met 17 times with an average of 2 meetings per month and a total of about 40 hours of constructive and in-depth discussion on issues related to the pandemic;

- to carry out an effective Green Pass control activity, in compliance with the regulatory provisions for access to workplaces, both at worksites (with daily random checks according to the company plan and carried out through the use of the Ministerial Application "VerificationC19"), and at offices and premises where automatic QR code readers (desk devices, tablets) were purchased and installed, which were in any case manned by formally appointed company personnel. More than 800 staff members distributed throughout the country were identified for Green Pass verification. All members were formally appointed by the Employer and authorized to perform personal data processing operations in accordance with Article 29 of the General Data Protection Regulation (GDPR), in addition to receiving specific training;
- to keep all workers with clerical functions in remote working status.

As a result of the checks and inspections carried out, 129 employees who did not have a Valid Green Pass were suspended during 2021.



OCCUPATIONAL DISEASES

55 reports of occupational diseases were received in 2021, showing an increase compared to 2020 (36), in line with the previous years (58 in 2019, 57 in 2018).

Most of the submitted reports (about 60%) regarded the following diseases:

- 30.91% Herniated discs – spondylosis disc diseases;
- 23.64% Tendinitis (shoulder: supraspinatus, rotator cuffs, etc.);
- 10.91% Carpal tunnel syndrome.

REPORTS OF OCCUPATIONAL DISEASES, 2021

DISEASE	TOTAL	%
Herniated discs – Spondylosis disc diseases	17	30.9%
Tendinitis (shoulder: supraspinatus, rotator cuffs, etc.)	13	23.6%
Other diseases	7	12.8%
Carpal tunnel syndrome	6	10.9%
Epicondylitis	3	5.5%
Lower limbs – Tendinitis and calcifications	3	5.5%
Hearing loss	2	3.6%
De Quervain's syndrome (trigger finger)	1	1.8%
Flexor/extensor tendinitis of arms	1	1.8%
Anxiety-depressive syndrome	1	1.8%
Dermatitis	1	1.8%
Grand Total	55	100.0%

Again, most of the reports regarded diseases sustained in the hygiene sector, with 82% compared to 13% of Integrated Services. The hygiene sector showed a decrease compared to the previous year (86% in 2020), while a slight increase was recorded in integrated services (11% in 2020).

The average age of the workers who submitted reports of occupational diseases was 53 years.

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 diseases that are common in the entire population and are, therefore, not unequivocally related to occupational risks.

DISEASES, 2019-2021 PERFORMANCE

	2021	2020	2019	
DISEASES	AVERAGE AGE			
Tendinitis	24%	31%	36%	51
Herniated discs	31%	36%	27 %	55
CTS	11%	19%	19%	53

Emilia Romagna Area and Central Area were again those in which there were more diseases in line with the previous years.

The analysis shows a significant increase in the number of occupational diseases reported throughout the country, so it is necessary to continue on the path the company has embarked on in the area of risk management from manual handling of loads and repetitive movements.

GEOGRAPHICAL AREA, 2019-2021 PERFORMANCE

	2021	2020	2019
AREA			
North East area	1	3	5
North West area	1	1	5
Emilia-Romagna area	16	12	21
Central area	29	18	21
South Central area	7	1	6
Mass Market	1	1	
Total	55	36	58

SUPPLEMENTARY HEALTHCARE SCHEME 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 Multi-services sector.

Since 1 January 2017, Rekeep and the Group companies that apply the Italian Collective Labor Agreement for the Multi-services sector have joined the ASIM Fund (Supplementary Healthcare Scheme for the Multi-services 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 tickets for 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 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.

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. **82 employees** went to the Institute clinic in 2021 and **187 specialist examinations** were conducted, whose cost was entirely covered by the company. Dermatological examinations and tests were those most requested followed by breast screening checks (mammography and breast ultrasound) and Gynecological services.



82
employees



187
specialist examinations

Business appeal

Rekeep is an enterprise that aims to be dynamic, challenging and attractive in order to capture a growing number of talents. To do so, it has particularly invested in two aspects:

- innovation
- well-being.

On the two points, reference should be made to the detailed information provided in the dedicated paragraphs (see Smart urban management, Proximity healthcare and safe and efficient healthcare facilities, Regeneration of public property assets, Welfare and well-being); it remains that Rekeep's approach has also been the subject of presentations and speeches at universities or within industry conferences or events.

Rekeep showcased its innovative solutions within the IOTINGS WEEK, held from 17 to 21 May 2021, an occasion in which it presented measures for air healthiness control and their importance within Facility Management services.

In collaboration with University of Bologna, Rekeep then intervened by giving a lecture in the Advanced Design course, on the topic of Mobility for Services in Bologna. At UniBO for several years now Rekeep has also been bearing witness to its innovative business

model and its approach to sustainability within the Master's Degree in Economics of Cooperation.

Lectures and interventions also took place at high schools and, in particular, at the Aldini-Valeriani technical and professional upper secondary school in Bologna, where Rekeep's technicians and engineers gave lectures on energy management to students.

Participation also continued in the University of Bologna's Career Days, which are a very important event for presenting Rekeep's value and innovation to young people about to enter the labor market.

In 2021 too, Rekeep participated in [Nobilita – “Il lavoro raccontato senza filtro”](#) (Work ennobles – Labor recounted without filters), the festival dedicated to the culture of labor designed to create a new bridge between businesses, institutions and citizens, bringing work back among people, which stopped in Imola on September 24 and 25. Behind Nobilita there are thirteen years of experience and community: in fact, the festival was born from FiordiRisorse, the professional network born on LinkedIn in 2008, which then chose to enter the various local areas in Italy to interpret their profile in terms of management and production. SenzaFiltro, on the other hand, is the journal that deals with labor culture and promotes the festival with the aim of talking about work through people and not numbers or statistics.

As regards well-being, Rekeep positions itself - and increasingly intends to do so - as a company that promotes and protects the well-being and quality of life of its employees by paying attention to the issue of health and prevention, as well as with advanced welfare measures and services structured on the needs and profiles of the company's workers.

Talent selection, on the other hand, relies on the company's LinkedIn page on an ongoing basis, and the positions that are most attractive and appealing are those within the Finance, M&A and Investor Relations Department, also due to their international appeal, and the Process Design & Innovation Department.



Diversity & Inclusion

The topic of “gender” or “diversity” has been present in Rekeep’s thinking approach for some time, with some persistent difficulties, however, in adopting a real policy in this regard, that is, a consistent set of objectives, tools and organizational measures. At present the situation is more mature and at the same time urgent, including in relation to the pressure coming from the evolving legislative framework and the changes affecting the institutional structure of the enterprise. However, it is not yet possible to indicate a precise path, equipped with evidence in all its parts.

There are, in justification of this situation, certain reasons from both outside and inside the organization. Some of these reasons are contingent in nature (the pandemic with the rarefaction of relationships within the enterprise), but others are structural in nature, linked as they are to Rekeep’s specific history and culture, and precisely for this reason to be addressed with due determination. These structural elements were interpreted as a specificity of the business as early as in the past year.

In substance, there are no particularly critical situations to be remedied: many positions of managerial or middle management responsibility are entrusted to women, and even in institutional bodies gender is not absent; welfare activities are almost always imagined, planned and implemented with the greatest consideration for women. However, this does not mean, as mentioned above, that we can do without a specific policy that will have to be put in place on these two issues:

- first, an analysis that goes into the merits of the status of women employed in Rekeep, but also addresses the more general issue of differences at the same time;
- even before that, it is necessary to appoint a person responsible for representation and elaboration, which can be identified in the Diversity manager, for whom the scope of operation and possibly the position of responsibility will have to be defined.

It is good to place more emphasis regarding the Diversity manager, given that the term is used for quite different professional and organizational profiles. The main objective is certainly that of inclusion, that is, the involvement of human capital as a whole within the organization.

In turn, the term “inclusion” must be free from any vaguely solidaristic connotation, to constitute instead a real entrepreneurial and social sustainability asset: it must mean the possibility of employing the full potential of people, with regard to business and to human resource management, to get to less concrete but essential aspects such as brand reputation, and thus to attract talent, to finally be compliant with respect to market demands (both financial and beyond), and especially with regard to what concerns ESG assessments.



Strengthen our relations with local communities

The theme of relations with local areas (to be mainly understood as local communities and specific stakeholders) has been affected by the problems that have hit our society in the last two years.

The relationship between Rekeep and local social communities in which it operates is long-standing, but it needs to be better defined and planned, particularly along two general lines:

- 1 a greater adherence of social initiatives to the elective fields of conducting business, with specific regard to local healthcare;
- 2 the selection of social causes of national interest that while also taking place locally address issues of material social, cultural and/or environmental importance.

In addition to these two particular directives, Rekeep will deepen its knowledge and assessment of the peculiar features of local communities, in order to also meet those due diligence requirements prescribed by the new guidelines of the EU regulations. Therefore, the more specifically environmental and social characters will also be better described and dealt with in the near future.

Specifically, there were four collaboration agreements aimed at enhancing the relationship with the target local areas in 2021.

For the seventh year in a row, Rekeep sponsored “Cro-nisti in Classe” (Reporters in the Classroom), a cultural and educational project promoted by Speed, the advertising concessionaire for the newspapers Il Resto del Carlino, La Nazione and Il Giorno, and targeted at middle schools in the provincial districts of Bologna, Milan and Florence to promote journalism in the school environment.

FAI - Italian Environment Fund is a non-profit foundation established in 1975 with the aim of protecting and enhancing Italy’s historical, artistic and landscape heritage. Rekeep has decided to support FAI’s activities with a contribution intended to ensure the care and maintenance of the Bosco di San Francesco in Assisi (Perugia), 64 hectares of hilly landscape with 800 years of history and visited each year by more than 25,000 thousand people.

Rekeep sponsored the 13th edition of the **Festival Francescano event on “Economia gentile. Il mondo è di tutti” (Gentle Economy. The world belongs to everyone)**, organized by Mofraeventi, a cultural association that aims to rediscover, actualize and publicize the universal message of Francis of Assisi by promoting the values of fraternity, justice, peace, respect for creation, dialogue, forgiveness and beauty.

The event, which was held at Piazza Maggiore in Bologna on 24, 25 and 26 September of 2021, included a se-

ries of initiatives, meetings, round tables and live and streamed workshops aimed at promoting an inclusive economy that respects the dignity of all. As part of this collaboration, Rekeep was able to organize an online workshop for young people dedicated to energy and environmental sustainability, bringing to the square the valuable testimony of one of its female employees engaged on the front lines in hospitals during the period of the Covid-19 health emergency.

In 2021 too, Rekeep renewed its support for the initiatives of the **Teatro Comunale di Bologna** by contributing to the creation of the “Let’s talk about Opera” (Parliamo d’Opera) series of free meetings aimed at popularizing opera and the staging, during the Christmas season, involving the symphonic fairy tales “Peter and the Wolf” by Sergej Prokof’ev and “L’Histoire de Babar, le petit éléphant” by Francis Poulenc, a special event organized to bring families closer to opera and theater.

Support and solidarity projects

In addition to its strong ties with the local areas in which it operates and the building of relationships and partnerships aimed at increasing the creation of shared value, Rekeep has, over the years, promoted actions in support of associations engaged in the social world or health sector, through contributions and donations. An outline list of the most significant donations disbursed in 2021 is reported below.

Bimbo Tu Onlus is an association founded in 2007, which offers children, adolescents and their caregivers, valuable support to the best possible courses of treatment for disorders of the central nervous system such as tumors, autism, epilepsy, neuromotor disabilities, etc..

Rekeep contributed with a donation to the accomplishment of “In your Shoes”, a special event organized by Bimbo Tu to thank the nursing staff who, with professionalism and dedication, have faced and continue to face the difficult challenge posed by the health emergency related to the Covid-19 virus. The event displayed nurses’ healthcare footwear at Piazza Minghetti in Bologna, a symbol of the steps they take every day in hospital wards to assist and help patients. Along with the footwear, photos of nurses engaged in fighting the pandemic in hospital wards were also displayed in order to raise awareness among passersby about the nursing profession and the important role

the latter played during the Covid-19 emergency. The exhibition remained on display in Bologna for a month and a half and then turned into a traveling exhibition that reached, among others, the cities of Imola, Porretta Terme and Castel San Pietro. Finally, all the photos on display were collected in a photo book.

ANT Italia Onlus Foundation is the largest non-profit organization in Italy dedicated to free home social-health assistance to cancer patients. Rekeep provided a contribution to purchase a new mobile clinic that will travel around the country conducting prevention and early diagnosis specialist visits. The project aims to conduct more than 3,000 free screenings for skin, thyroid, breast and testicular cancers throughout Italy each year.

Loto – Uniti contro il tumore ovarico is a non-profit association that was established with the intent of filling an information and awareness gap about ovarian cancer, one of the most severe prognosis female cancers and one that affects more than 5,200 women in Italy and 250,000 women worldwide each year. On the occasion of Christmas, Rekeep made the “solidarity purchase” of 2,000 boxes of chocolates to be used as Christmas gifts to support the association.

On 7 October 2021, when the twenty-second edition of the **“Giornata Nazionale dei Risvegli per la ricerca sul coma – Vale la pena”** (National Awakening from coma

day - It’s worthwhile) was celebrated, Rekeep decided to renew once again its support in favor of **Gli Amici di Luca** association through 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.

ENVIRONMENT



Regeneration of public property

Rekeep is strongly committed to fighting climate change and protecting the planet. It is in its core business to care for the environment and premises and to do so in a sustainable way, promoting energy saving and supply from sustainable sources, as well as regeneration of buildings and public spaces and the protection of the soil.

The directions Rekeep has taken internally are to promote the responsible use of resources and materials, a network of selected reliable and sustainable suppliers, a reduction of waste produced and an increase in circularity

As early as from 2013, Rekeep has been focusing on public property assets, putting forward proposals for the regeneration of buildings, particularly aimed at the areas of efficiency and safety. From then to now, work has continued on activities to study and refine the proposal.

In July 2020, a technical in-depth study was presented in partnership with Nomisma, which illustrates and measures the economic value and the social and environmental benefits that works to upgrade public offices and schools would bring, while obviously taking account of the effects of the pandemic and the regulatory and legislative measures put in place to activate the recovery plan, as well as the goals set by the international community (UN Agenda 2030, Paris Agreement, carbon neutrality to 2050).

The main tool identified for the implementation of such works is that of the PPP – Public-Private Partnership that can enable many Authorities to start the plan to renovate their buildings without putting too much burden on public finances. This ambitious project - not coincidentally called the Green New Deal on public property assets - is intended to constitute a development perspective for Italy that can create shared value, capable of reconciling merely economic aspects with objectives of social welfare, public safety, and environmental and ecosystem sustainability.

The investment estimated by the research is equal to about Euro 39 billion to be spread over a long-term horizon, but it is estimated that it could generate a multiplier effect on Italy's Gross Domestic Product equal to 3.6 times the sum invested: the amount of Euro 39 billion used for the regeneration of the property assets would create direct and indirect effects equal to Euro 91.7 billion of production, as well as Euro 50.1 billion of work in allied industries, for a total impact quantifiable at Euro 141.8 billion. The project would also result in significant creation of new jobs and a revaluation in value of public properties of up to more than 30%.

From an environmental point of view, such a large and important project to redevelop public property assets would generate substantial benefits in terms of limiting energy impacts and, consequently, reducing Co2 emissions. In addition to this, it would be a key driver for the activation of a circular economy aimed at limiting the use of resources and recycling of building materials, reducing the impact on climate change, and protecting the soil. In fact, the construction sector is one of the biggest contributors to the impact of human activities on climate and the environment. Needless to point out the impacts from a social point of view, taking account that many public buildings - and schools in particular - are obsolete and have deficiencies in terms of structure and safety. And that, moreover, vast areas in Italy are at high seismic risk.

The proposal activity continued in 2021 and Rekeep presented 5 projects to public bodies, again under PPP (Public-Private Partnership) schemes, some of them also in association with other companies. The proposals covered both heat, and electricity and cogeneration services for buildings and clearly testify to the company's investment in this area and evidence of benefits to the customer and the entire community.

- total investments: Euro 36,200,000;
- total revenues expected for Rekeep: Euro 580,000,000;
- total revenues expected for Rekeep per year: Euro 38,400,000/year;
- total saving in terms of tons of CO2 emissions per year: 4,400 CO2 tons/year;
- number of trees planted equivalent to annual saving in terms of tons of CO2: 27,500 trees/year;
- number of cars reduced per planted tree: 11,900 cars reduced /year;
- number of oil trucks avoided for an annual saving in terms of tons of CO2: 58 oil trucks /year;
- total saving per year: Euro 2,400,000/year.

In December, Rekeep also submitted once again a PPP proposal for heat management, cogeneration and electricity services – reshaping its content - for a ma-

jor Italian healthcare company. These are the values and benefits of the proposal:

- total investments: Euro 9,583,120;
- total revenues expected for Rekeep: Euro 119,400,000;
- total revenues expected for Rekeep per year: Euro 7,960,000/year;
- total saving in terms of tons of CO2 emissions per year: 3,160 CO2 tons/year;
- number of trees planted equivalent to annual saving in terms of tons of CO2: 19,750 trees/year;
- number of cars reduced per planted tree: 8,500 cars reduced /year;
- number of oil trucks avoided for an annual saving in terms of tons of CO2: 42 oil trucks /year;
- total saving per year: Euro 810,000/year.

Energy efficiency and emission reduction

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 the Italian Federation for Energy Efficiency (FIRE) in 2022 was issued using the 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 on the right shows the energy consumed in 2021.

The company employed an overall amount of 113,975 TOE compared to 106,671 in 2020, a figure thus showing a slight increase compared to the values recorded in 2020.

ENERGY CONSUMPTION, 2019-2021 PERFORMANCE

	2021		2020		2019	
	L	TOE	L	TOE	L	TOE
Diesel oil	3,413,737	2,936	3,651,827	3,141	4,417,585	3,799
Fuel oil	0	0	7(t)	7	93 (t)	92
Petrol	110,041	84	48,467	37	66,696	51
LPG – liquid state	207,150	128	144,659	89	211,039	130
	Nm3	TOE	Nm3	TOE	Nm3	TOE
Natural gas	78,749,571	65,835	75,286,964	62,940	78,383,342	65,528
	MWh	TOE	MWh	TOE	MWh	TOE
Electricity supplied by the grid	225,093	42,092	204,560	38,252	184,832	34,564
Electricity produced on site from hydraulic, wind and PV energy	25	5	26.3	4.9	25.7	4.8
	MWh	TOE	MWh	TOE	MWh	TOE
Heat consumed by heat-transfer fluid purchased	28,114	2,896	21,356	2,200	29,429	3,031
TOTAL		113,975		106,671		107,200



During the year, Rekeep obtained, through its plant management performance, 11,468 Energy Efficiency Certificates (EECs or White Certificates) relating to the year 2021, 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 Re-keep in 2021:

- 789 certificates of Type I confirming that primary energy savings have been achieved by means of measures that cut down final electricity consumption;
- 1,149 certificates of Type II confirming that primary energy savings have been achieved by means of measures that cut down natural gas consumption;
- 9,530 certificates of Type II HEC confirming that primary energy savings have been achieved by constructing and operating high performance cogeneration (HEC) plants.

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 increased again in 2021 due to more measures that led to cuts in the use of electricity. Type II and Type II HEC certificates remained substantially unchanged compared to 2020 and 2019.



WHITE CERTIFICATES (EECS), 2019-2021 PERFORMANCE

2021			2020			2019		
TYPE I	TYPE II	TYPE II HEC	TYPE I	TYPE II	TYPE II HEC	TYPE I	TYPE II	TYPE II HEC
789	1,149	9,530	4	1,295	8,952	1,036	1,234	9,657
11,468			10,251			11,927		



GHG EMISSIONS

Audits of the volumes of CO2 emitted were conducted by an accredited certification body in Spring 2022 and the annual report on greenhouse gas emissions was sent, as required by Directive 2009/29/EC and by Legislative Decree 30 of 2013.

Emissions of CO2 from the only heating plant operated by Rekeep with an installed capacity of over 20 MW and then within the scope of application of the ETS (Emissions Trading Scheme), i.e. the Sant’Orsola Hospital in Bologna, are expressed in tons for 2021, as reported in the table below.

HEATING PLANTS OPERATED BY REKEEP: 2019-2021 PERFORMANCE OF VERIFIED EMISSIONS (TONS OF CO2)

		2021	2020	2019
NAME OF THE PLANT	LOCATION			
Sant’Orsola Hospital Heating Plant	Bologna	26,334	25,406	24,520

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

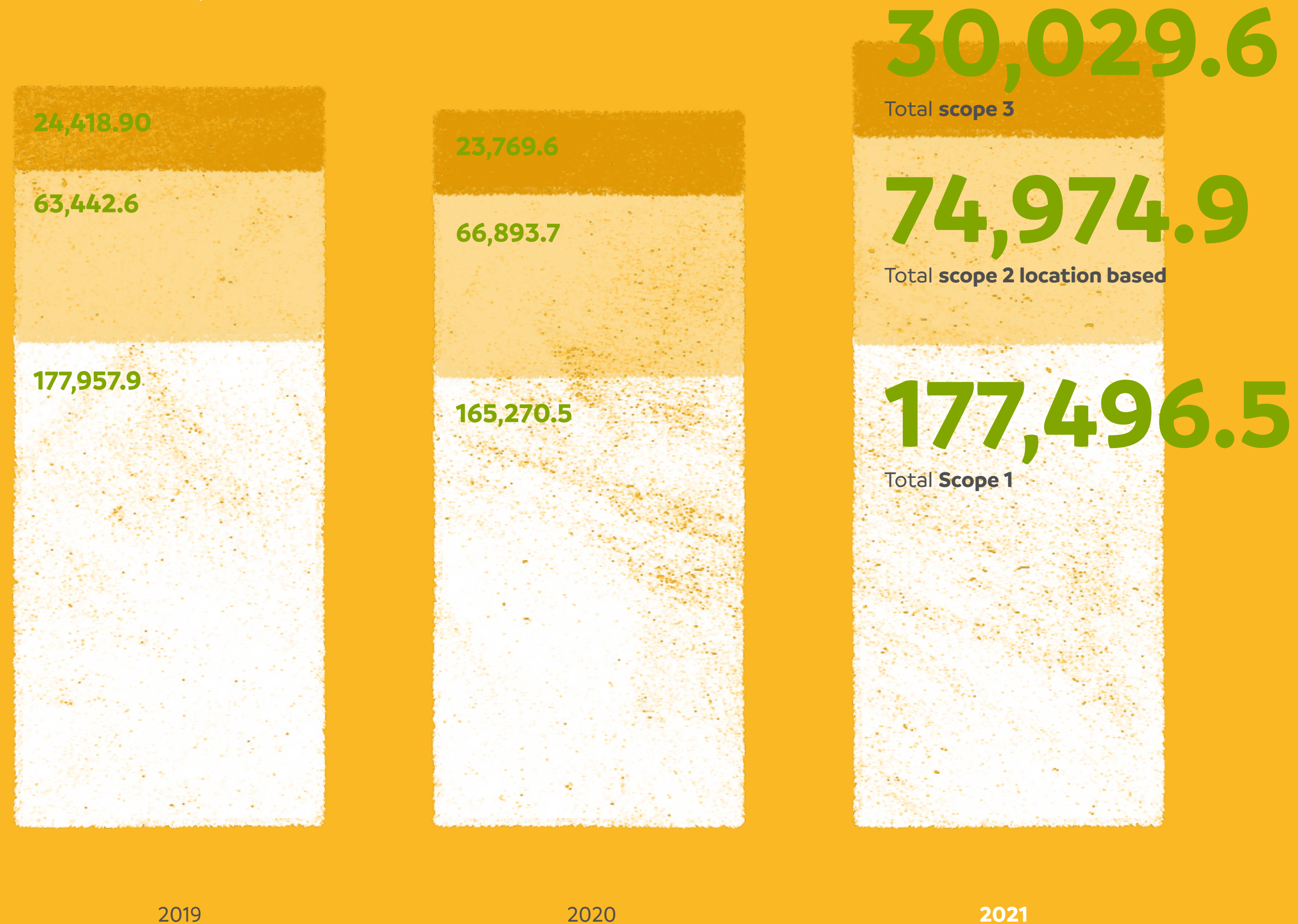
- **Scope 1** –Direct emissions: arising from stationary combustion in natural gas, diesel oil or fuel oil fired heating plants, as well as from the vehicles necessary for the performance of company activities and from fugitive emissions of refrigerant gas;
- **Scope 2** – Indirect emissions from the 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;
- **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.



GHG EMISSIONS, 2019-2021 PERFORMANCE

	2021	2020	2019
SCOPE 1			
Emissions from stationary combustion [tCO ₂ e]	165,017.1	158,007.4	165,840.0
Emissions from operating vehicles [tCO ₂ e]	7,388.5	4,178.3	9,033.1
Fugitive emissions from refrigerant gas [tCO ₂ e]	5,091.0	3,084.8	3,084.8
TOTAL SCOPE 1 [TCO₂E]	177,496.5	165,270.5	177,957.9
SCOPE 2			
Emissions from consumption of electricity and heat purchased from the grid – location-based [tCO ₂ e]	74,974.9	66,893.7	63,442.6
Emissions from consumption of electricity and heat purchased from the grid – market-based [tCO ₂ e]	116,113.5	105,239.8	99,809.9
TOTAL SCOPE 2 LOCATION-BASED [TCO₂E]	74,974.9	66,893.7	63,442.6
TOTAL SCOPE 2 MARKET-BASED * [TCO₂E]	116,113.5	105,239.8	99,809.9
SCOPE 3			
Emissions from fuels used [tCO ₂ e]	29,300.0	23,250.9	23,396.4
Emissions from business travel – company cars [tCO ₂ e]	584.8	306.8	639.5
Emissions from waste produced (disposed of and recycled) [tCO ₂ e]	109.1	169.1	348.0
Emissions from materials used– paper [tCO ₂ e]	33.6	37.6	27.6
Emissions from water withdrawal and treatment [tCO ₂ e]	2.1	5.2	7.4
TOTALE SCOPE 3 [TCO₂E]	30,029.6	23,769.6	24,418.90
TOTAL EMISSIONS (LOCATION-BASED) [TCO₂E]	282,501.0	255,933.8	265,530.8
TOTAL EMISSIONS (MARKET-BASED) [TCO₂E]	323,639.7	294,279.9	302,186.7

GHG EMISSIONS, 2019-2021 PERFORMANCE



In 2021 Rekeep's GHG emissions totaled 282,501 tons of CO2e (according to a location-based approach**), up by 26,567 tCO2e compared to the previous year (+10.4%).

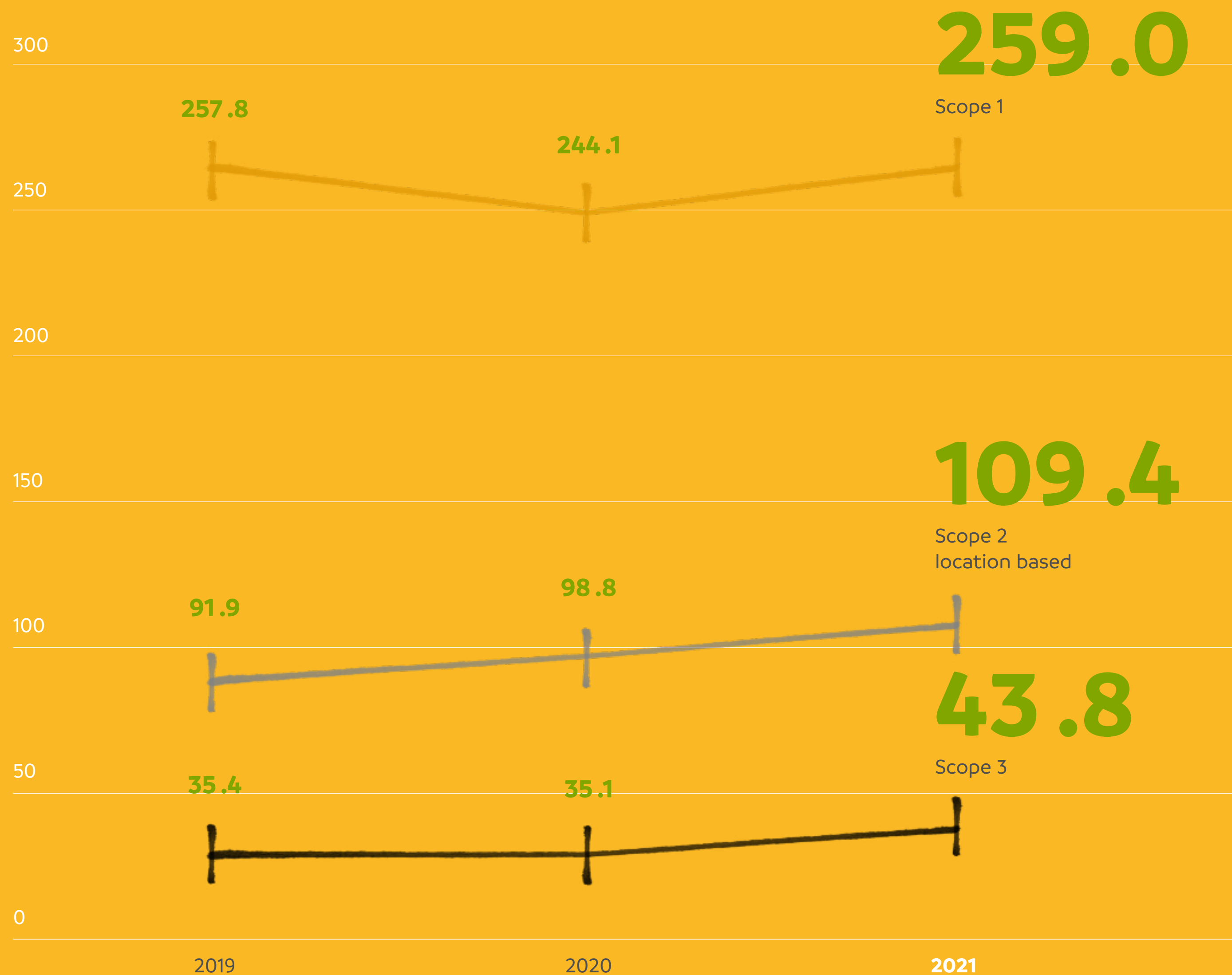
This was due to an increase in services managed and delivered by the company, which resulted in higher fuel consumption for powering thermal plants and moving technical vehicles; the latter traveled 41% more kilometers than in 2020..

*The AIB - Association of Issuing Bodies' European Residual Mixes 2020 (2019 and 2018) coefficients were used for market-based scope 2 calculations.

**Scope 2 emissions calculated based on Italian energy mix emissions.



GHG EMISSION INTENSITY (TCO₂e/MIN DI RICAVI), ANDAMENTO 2019-2021



GHG emission intensity indicators calculated as tons of CO₂e emitted per million in revenues follow the growth trend in emissions in absolute value. However, increases in percentage terms are smaller since Rekeep recorded higher revenues of 1.2% compared to 2020.

Responsible supply management

Supplies are a fundamental element of the value production chain and enter the production process right from the design of the service.

The company has always relied on qualified, reliable, sustainable suppliers and, where possible, makes use of local suppliers. The goal is to ensure high quality service in partnership with strategic suppliers who share and are aligned not only with Rekeep's goals, but also with the values and mission of the company.

The supplier list is monitored and maintained on an ongoing basis so that it can be usable and transparent. Specific questions on sustainability policies and goals were also included in 2021 in order to strengthen a sustainable approach throughout the value chain.

After the acute emergency phase in 2020, with the Procurement function committed to ensuring Rekeep's business continuity and, in particular, the supply of PPE, 2021 marked a slow return to greater normality.

Rekeep had had continuous and fruitful dealings with about 2,000 suppliers all over Italy at 31 December 2021. The table below shows a comparison on the number of actively operating suppliers over a period of three years.

NUMBER OF ACTIVE SUPPLIERS, 2019-2021 PERFORMANCE

2021	2020	2019
1,941	1,969	2,009

The geographical distribution of business suppliers by volume of supply (net of utilities) is shown in the table below with a three-year comparison on the following page.

The supplier evaluation campaign, which had slowed down in 2020, also resumed during the year. The campaign lasted from 8 March to 31 May 2021 and involved:

- 391 suppliers
- 169 assessors

A total of 860 questionnaires were administered, of which 856 were completed, equal to 99%.

The average total evaluation achieved by suppliers was 91.7% with a rather homogeneous result among all areas.

The evaluation campaign is held on an annual basis and that relating to the year 2022 was still in progress at the date of preparation of this report.



PERCENTAGE DISTRIBUTION
BY REGION 2021



GEOGRAPHICAL DISTRIBUTION OF SUPPLIERS BY VOLUME,
2019-2021 PERFORMANCE

	2021	2020	2019
REGIONE			
EMILIA ROMAGNA	20.1%	20.3%	22.6%
LOMBARDY	17.5%	16.0%	15.2%
LAZIO	15.6%	17.0%	16.9%
SICILY	8.7%	7.8%	7.3%
VENETO	8.4%	7.2%	6.7%
PUGLIA	7.2%	7.4%	6.0%
TUSCANY	5.7%	7.1%	8.9%
CAMPANIA	4.5%	5.0%	3.7%
PIEDMONT	4.1%	4.0%	4.0%
TRENTINO ALTO ADIGE	3.8%	1.9%	1.7%
LIGURIA	2.2%	2.4%	2.4%
ABRUZZO	0.7%	0.7%	0.3%
MARCHE	0.6%	1.5%	2.8%
UMBRIA	0.5%	1.0%	0.6%
SARDINIA	0.2%	0.2%	0.2%
BASILICATA	0.1%	0.2%	0.3%
CALABRIA	0.1%	0.2%	0.1%
FRIULI VENEZIA GIULIA	0.1%	0.1%	0.2%
Grand Total	100.0%	100.0%	100.0%

Waste reduction and recycling

While the COVID-19 state of emergency continued, exceptions were not extended during 2021 in relation to the limits of the temporary storage, nor were the regional authority ordinances. The operating instructions drawn up in 2020, on the basis of the guidelines provided by the Italian Institute of Health (ISS) and the Italian Institute for Environmental Research and Protection (ISPRA) reports in the matter, enabled proper and functional management of the activities carried out as part of the services delivered by the company.

The start of operations of the PrometeoWaste management software from January 2021 has made it possible to rationalize the number of registers and increase the possibilities of support and control on the part of the service. The brokerage register became a single company register.

After the major regulatory developments in September 2020, clarification circulars, additional amendments and even adjustments followed with the publication of Law 108 in July 2021.

The regulatory amendments, which were transmitted to the Operations department in a timely fashion, made it necessary to make a revision of the company procedure and related Operating Instructions. FAQs on the Waste area of Share Point were also updated.

Work was completed on remediation activities concerning the diesel spillage that had occurred at Vergato Hospital in 2020 due to the failure of old pipes connecting from the tanker to the plant. In 2021, 3 cases of diesel spills occurred at the facilities of three hospitals entrusted to Rekeep at Bazzano Hospital, Sant'Orsola Hospital, and Bolzano Hospital. The events were promptly handled and reported to the competent bodies.

In the face of these episodes, it became necessary to revise the specific procedure so as to strengthen preventive actions to avoid the recurrence of similar events, while providing the Areas with operational guidelines for the proper management of environmental emergencies.

During 2021, the ADR Consultant continued to conduct audits through specific inspections at the worksites of contracts where the loading of waste at risk of infection is carried out. In addition to this well-established case history, new appointments of the consultant were made for hazardous substance loading at industrial sites, carried out at customers in the North West Area with specific factories subject to the Seveso standard.

With the publication of Legislative Decree 116 of 2020 in the Official Gazette, foundations were laid for the new tracking system, RENTRI (National Digital Waste Tracking Register), which will permanently replace the

in and out register. In 2021, the Vi.Vi.Fir service was activated on the Chambers of Commerce portal, which will allow, upon joining the system, endorsed forms to be downloaded directly from the system. This system will make it possible to overcome the last remaining official copying paper document and integrate with the new RENTRI system. 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's registration on the Italian List of Waste Management Companies for brokering, which was due to expire in December, was renewed with a 40% reduction in the surety bond amount due to the business' inclusion in the 14001 environmental certification. At present Rekeep is registered in the following categories:

- **Category 1F** (mechanized street sweeping) until 2023
- **Category 8** (brokering) since 2026
- **Category 2bis** (haulage on own account) since 2027

During the year, four non-conformities, with the associated fines totaling approximately Euro 865, were reported by the supervisory bodies for improper disposal of urban waste.

The reduction in waste generated in Rekeep was due to the disappearance of septic tank waste following



the change in regulations and especially the gradual exit from road maintenance contracts.

The 2021 data testify to a significant rise in the amount of waste produced sent for recovery rather than disposal.

Waste brokering on the part of Rekeep, mainly due to the work performed at the San Gerardo Hospital in Monza, stabilized after the 2020 peak as a result of the Covid-19 pandemic. Increased knowledge of the disease has allowed healthcare facilities to better manage it without necessarily treating every waste as potentially infected.

WASTE BROKERED AND PRODUCED BY TYPE, 2021 (IN KG)

TYPE OF WASTE	DISPOSAL	RECYCLING	GRAND TOTAL
Non-Hazardous waste	781,770	1,319,427	2,101,197
Brokering	674,399	324,673	999,072
Production	107,371	994,754	1,102,125
Hazardous waste	374,245	408,451	782,696
Brokering	297,920	310,628	608,548
Production	76,325	97,823	174,148
Grand total	1,156,015	1,727,878	2,883,893

WASTE BROKERED AND PRODUCED BY GEOGRAPHICAL AREA, 2019-2021 PERFORMANCE (IN KG)

	2021	2020	2019
NORTH WEST AREA	733,353	1,159,053	913,789
Brokering	530,897	968,248	663,929
Production	202,456	190,805	249,860
NORTH EST AREA	545,983	25,135	53,834
Brokering	461,190	-	-
Production	84,793	25,135	53,834
EMILIA	447,646	1,237,811	2,367,100
Brokering	23,401	-	-
Production	424,245	1,237,811	2,367,100
CENTRAL AREA	402,777	443,025	193,577
Brokering	253,437	325,546	18,900
Production	149,340	117,479	174,677
SOUTH CENTRAL AREA	754,134	1,107,014	1,203,479
Brokering	338,695	291,074	53,182
Production	415,439	815,940	1,150,297
EXECUTIVE CUSTOMERS	-	-	382,668
Brokering	-	-	282,968
Production	-	-	99,700
Grand total	2,883,893	3,972,037	5,114,447



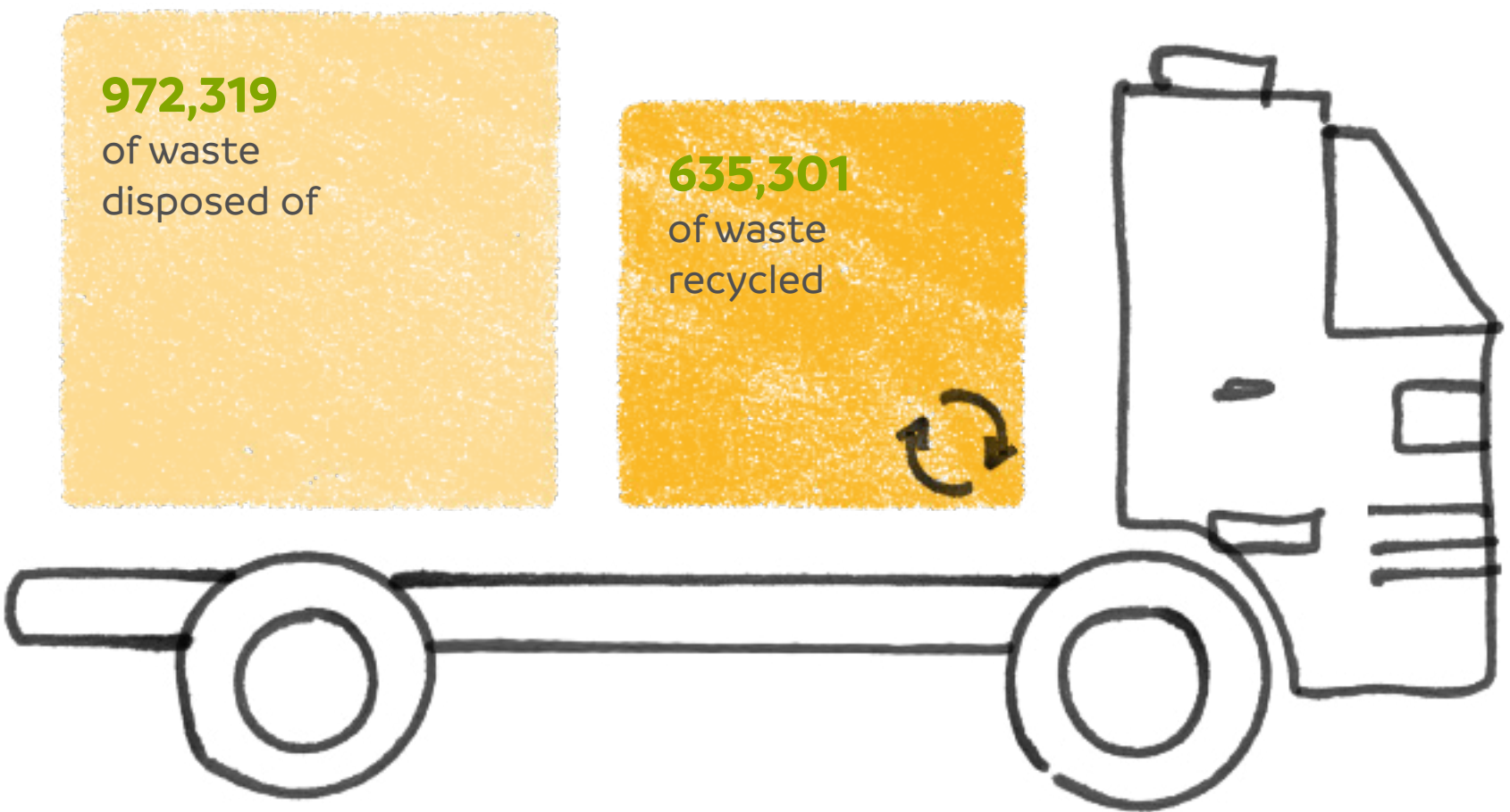
WASTE BROKERED AND PRODUCED, 2019-2021 PERFORMANCE (IN KG)

	2021	2020	2019
BROKERING	1,607,620	1,584,868	1,018,979
Disposal	972,319	1,035,820	539,887
Recycling	635,301	549,048	479,091
PRODUCTION	1,276,273	2,387,170	4,095,468
Disposal	183,696	270,561	596,467
Recycling	1,092,577	2,116,609	3,499,002
Grand total	2,883,893	3,972,037	5,114,447

WASTE BROKERED AND PRODUCED 2021 (IN KG)

1,607,620

waste brokered



1,276,273

waste produced





Sustainable consumption and materials

Rekeep’s commitment to the promotion of the use of sustainable products and materials is long-standing. We recounted in last year’s Report that the company at the beginning of March 2020, before the lockdown, Rekeep started a new project symbolically named “Re-keep(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.

Work continued on the project in 2021, and if the goal in 2021 was a 50% reduction in color prints and above all a 20% reduction in total prints, which would have meant 25.2 tons of fewer atmospheric emissions of CO2, the goal for 2021 was no less challenging:

- - 10% on black and white prints;
- - 30% on color prints.

The objectives were set by taking account that in 2020 significant savings had been achieved in terms of general prints and the target had been reached regarding black and white prints, where the margins for further significant reduction were therefore limited.

On the contrary, since the objective regarding color prints had not been met, it was decided to set an even more challenging target in 2021 to ensure everyone’s commitment and full participation.

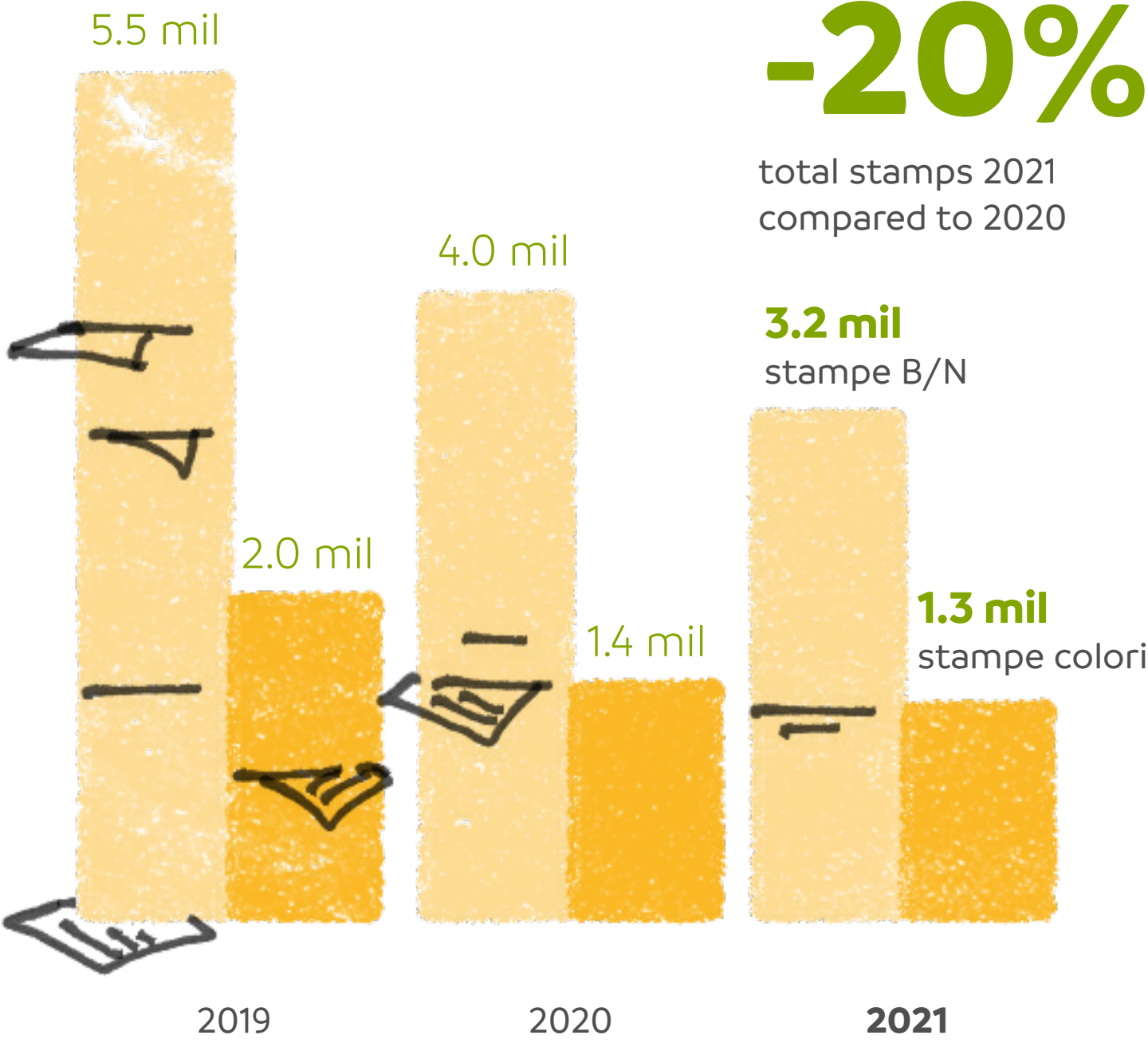
The 2021 reports, compared to those for 2020, show the following:

- -19.53% on black and white prints
- -9.7% on color prints
- -19.96% on total prints

In 2021 too, the objective was then achieved for black and white prints, but not for color prints, with respect to which further effort will be needed.

PRINTS, 2019-2021 PERFORMANCE

	2021	2020	2019
B/W	3,258,204	4,049,084	5,514,744
COLOR	1,298,147	1,437,606	2,023,774
TOTALE	4,556,351	5,486,690	7,538,518





The Rekeep(IT) green...and print less project was made possible through a strong and virtuous partnership with the printer supplier, which shares the same values, commitments, and goals with Rekeep.

In 2020, as disclosed in the previous year report, most of our printers were rationalized and replaced by new models that consume less. All the printers have zero impact, since the CO2 emissions that they generate from the time they leave the factory and for 5 years are offset by investments in projects for the production of renewable energy, thanks to the collaboration with Toshiba and CO2balance.

Furthermore, Rekeep has:

- set the printers for all employees in black and white;
- held meetings in Areas and business functions to raise awareness among employees and to support the Departments in digital transition.

The tables below provide data on electricity, natural gas and water consumption at Rekeep’s headquarters – in Zola Predosa (Bologna) -, where the greatest number of employees is concentrated.

ELECTRICITY CONSUMPTION, ZOLA PREDOSA HQ, 2019-2021 PERFORMANCE

	2021	2020	2019
kWh	1,197,070	1,119,719	1,228,378
Delta	77,351	-108,659	

NATURAL GAS CONSUMPTION, ZOLA PREDOSA HQ, 2019-2021 PERFORMANCE

	2021	2020	2019
Metri cubi	151,265	129,452	127,860
Delta	21,813	1,592	

WATER CONSUMPTION, ZOLA PREDOSA HQ, 2019-2021 PERFORMANCE

	2021	2020	2019
Metri cubi	4,958	4,930	7,034
Delta	28	-2,104	

Consumption at the headquarters showed an increase during 2021 compared to the previous year. Electricity consumption in particular increased, albeit remaining well below pre-pandemic levels, as did gas consumption. The increase was clearly due to the slow repopulation of the site, which was reported mainly in the second half of 2021. On the other hand, the surge in gas consumption, even compared to the values posted in 2019, was due to the need to keep office ventilation strong, again in order to comply with safety regulations aimed at reducing the spread of the Covid-19 virus.

Water consumption remained fully in line with that of the previous year.

As regards the materials used in the provision of services, Rekeep's attention and commitment are directed, where possible, to the selection of sustainable products and solutions.

Given that the bids submitted always comply with MECs (Minimum Environmental Criteria), the company often goes far beyond its obligations. Purchasing is directed towards Ecolabel and negligible chemical risk cleaning products.

Cleaning products are preferably concentrated, thus reducing the quantities needed and going to impact water transport and consumption and packaging.

Rekeep predominantly employs canisters with > 50% recycled plastic with Plastica Seconda Vita (Plastic Second Life) certification, an environmental product certification system dedicated to materials and manufactured goods obtained from the exploitation of plastic waste. Plastica Seconda Vita certification introduces the concept of "quality" in recycled plastics and "traceability" of recycled materials.

Again in the cleaning area, ISO 23231-certified mop products are favored, i.e., cloths with low environmental impact because they do not release microplastics during washing and rinsing, and trolleys composed of recycled plastics and with certification of the CFP Systematic Approach, which allows quantification of GHG emissions for each stage of the product life cycle.

As regards machinery, the MECs still remain the starting point, but they are cross-referenced with a precise and comparative analysis (benchmarking), which takes

account of 3 parameters with different weighing. A machinery scorecard is prepared, which is structured into:

- operational capacity
- issued affecting health and safety
- energy-environmental issues

The elements measured are both quantitative - i.e., obtained mainly from data sheets - and qualitative, and relate to certain characteristics that are possessed or not possessed by the machinery.

The ultimate goal of this comparison is to offer the best technical proposal that guarantees a service that is :

- effective in terms of cleaning standards
- efficient, i.e., capable of optimizing performance time
- safe for Rekeep employees engaged in the delivery of the service and for the users of the premises;
- marked by low environmental impact.

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. Again at that time, the company appointed a Mobility Manager, who became Mobility Manager for the entire Group at a later time - and drafted a Home-Work Commute Plan (PSCL, Piano degli Spostamenti Casa-Lavoro).

The shuttle service was promoted by Rekeep with the intention of implementing both a company welfare measure - to increase the well-being of employees and facilitate them in movements - and an environmental sustainability project by producing - through the reduction of individual vehicles on the road - benefits on air quality and reduction of GHG emissions.

The service over the years has been first well established and strengthened, and then developed and enhanced, since new companies came to the district and gradually joined the project. A working group has also been formed, which is coordinated by the Municipality of Zola Predosa, which has gathered together the member companies in order to coordinate work and improve the service on an ongoing basis depending on the workers' real needs on the basis of an evaluation of their different mobility requirements.

At the moment, six companies in all 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.

As early as from the previous year, the service had reported severe limitations and suspensions, as disclosed in the 2020 Sustainability Report, due to the period of lockdown first, and regulations on social distancing and reduced capacities to contain the spread of Covid-19 at a later time.

The year 2021 marked a slow return to normality with a gradual repopulation of offices, especially in the second half of the year at the same time as the vaccination campaign took root.

The service has obviously undergone rescheduling and is still in the process of being defined and tested, taking account that companies have largely confirmed the smart working policies put in place during the emergency period.

The inter-company working group continued to hold meetings even during the hardest months of the pandemic, using the remote mode, and the meetings were useful and profitable especially for the exchange of experiences and discussion on the measures implemented by each company during the health emergency.

In 2021, the meetings focused mainly on the new post-pandemic working arrangements, based on the assumption that there will be no return to the pre-pandemic situation since by now almost all organizations - including Rekeep (see smart working) - have structured themselves on a hybrid model of alternating presence at offices with agile working, leading to fairly significant impacts on mobility and travel plans. 2022, which should mark the final return to normality, will be the key year from this point of view.

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 purchased on long-term hire agreements, all have low environmental impact (electricity, full-hybrid technology or natural gas-powered).

APPENDIX



Methodological note

Rekeep's Sustainability Report at 31 December 2021 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. In 2021, Rekeep did not launch any full-fledged campaign, but interacted with various stakeholders on several occasions, as reported in the section on Sustainable growth and stakeholder management (Governance chapter, pages 63-64).
- **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 2021 too, 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. The materiality analysis presents 17 topics, 12 of which are material. As in previous years, an account has also been given of non-material topics for the year 2021 too.

- **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 19-28) concerns the entire Group as mentioned in the Consolidated Financial Statements at 31 December 2021. The same considerations apply to the paragraph on Skill development and digital transition (in the Social chapter, pages 70-72).



MATERIAL TOPICS FOR REKEEP	MATERIAL ASPECTS GRI SUSTAINABILITY REPORTING STANDARDS	TOPIC BOUNDARY	
		INTERNAL	EXTERNAL
ETHICS AND RISK MANAGEMENT	Ethics and Integrity; Anti-corruption; Anti-competitive behavior	Rekeep S.p.A.	Stakeholders
SUSTAINABLE GROWTH AND STAKEHOLDER MANAGEMENT	Markets served	Rekeep S.p.A.	
PROXIMITY HEALTHCARE AND SAFE AND EFFICIENT HEALTHCARE FACILITIES	Markets served; Stakeholder Engagement	Rekeep S.p.A.	Stakeholders
SKILL DEVELOPMENT AND DIGITAL TRANSITION	Training and Education	Group	Local communities
WELFARE AND WELL-BEING	Local communities	Rekeep S.p.A.	Local communities
OCCUPATIONAL HEALTH	Occupational health and safety	Rekeep S.p.A.	
BUSINESS APPEAL	Training and education; Local communities	Rekeep S.p.A.	Local communities
REGENERATION OF PUBLIC PROPERTY	Markets served; Stakeholder engagement	Rekeep S.p.A.	Stakeholders
SMART URBAN MANAGEMENT	Markets served; Stakeholder Engagement	Rekeep S.p.A.	Stakeholders
ENERGY EFFICIENCY AND EMISSION REDUCTION	Energy; Emissions	Rekeep S.p.A.	
RESPONSIBLE SUPPLY MANAGEMENT	Procurement Practices; Supplier Environmental Assessment; Supplier Social Assessment	Rekeep S.p.A.	Suppliers
WATSE REDUCTION AND MANAGEMENT		Rekeep S.p.A.	

In order to make comparison easier, the table on the left 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.

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, is substantially in line with that of last year, as is the enhancement of the company's ESG approach.
- **Accuracy** – Financial, qualitative and quantitative data are taken directly from the 2021 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 2021 Sustainability Report opens with the Letter from the Chairman and CEO and is divided into an Introduction and four chapters: About, Governance, Social and Environment. The document ends with the Methodological Note, the Content Index and the Statement of Compliance. 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 2021 Sustainability Report was approved by the Board of Directors of Rekeep S.p.A. at the meeting held on 17 May 2022 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



GRI CONTENT INDEX

		PAGE / DIRECT ANSWERS	OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
GENERAL DISCLOSURES			
1. ORGANIZATIONAL PROFILE			
102-1	Name of the organization	Cover	
102-2	Activities, brands, products and services	page 18; pages 42-43; pages 68-69; page 92	
102-3	Location of headquarters	Back cover	
102-4	Location of operations	page 16	
102-5	Ownership and legal form	pages 15-17	
102-6	Markets served	page 16; pages 20-21	
102-7	Scale of the organization	pages.22-26; page 32	
102-8	Information on employees and other workers	pages 32-39	
102-9	Supply chain	page 65; pages 106-107	
102-10	Significant changes to the organization and its supply chain	page 15; pages 106-107	
102-11	Precautionary Principle or approach	page 19; pages 60-63	
102-12	External initiatives	pages 44-45; pages 54-57	
102-13	Membership of associations	pages 44-45	
2. STRATEGY			
102-14	Statement from senior decision-maker	page 4	
102-15	Key impacts, risks, and opportunities	page 19	
3. ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behavior	page 11; pages 60-63	
102-17	Mechanisms for advice and concerns about ethics	pages 60-63	
4. GOVERNANCE			
102-18	Governance structure	pages 15-17; pages 60-63	
102-20	Executive-level responsibility for economic, environmental, and social topics	page 46; pages 57-58	



PAGE / DIRECT ANSWERS		OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
102-21	Consulting stakeholders on economic, environmental, and social topics	Consulting delegated to the CSR function, reporting to the BoD. page 46
102-30	Effectiveness of risk management processes	pages 15-17; pages 54-57
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 17 May 2021
5. STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	pages 47-53
102-41	Collective bargaining agreements	page 36
102-42	Identifying and selecting stakeholders	pages 47-53
102-43	Approach to stakeholder engagement	pages 47-53
102-44	Key topics and concerns raised	pages 47-53
6. REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	page 6; page 9; page 116
102-46	Defining report content and topic Boundaries	page 6; page 9; page 46 page 116
102-47	List of material topics	pages 49-53
102-48	Restatements of information	no adjustment
102-49	Changes in reporting	pages 49-53
102-50	Reporting period	page 6; page 9;
102-51	Date of most recent report	pages 7-9
102-52	Reporting cycle	pages 7-9
102-53	Contact point for questions regarding the report	page 125
102-54	Dichiarazioni sulla rendicontazione (claims od reporting) in accordo con gli Standard GRI	page 116
102-55	Indice dei contenuti GRI (GRI content index)	page 118-123
102-56	Certificazione esterna (External assurance)	page 124



PAGE / DIRECT ANSWERS

OMISSIONS (IF ANY)
AND REASONS FOR
OMISSIONS

TOPIC-SPECIFIC STANDARD

ECONOMIC TOPICS

ECONOMIC PERFORMANCE

103-1	Explanation of the material topic and its Boundary	page 9; pages 22-31; pages 47-53; page 116
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 27-31

PROCUREMENT PRACTICES

103-1	Explanation of the material topic and its Boundary	page 9; pages 47-53; page 116
103-2	The management approach and its components	page 106
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 106-107

ANTI-CORRUPTION

103-1	Explanation of the material topic and its Boundary	pages 47-53
103-2	The management approach and its components	pages 60-63
103-3	Evaluation of the management approach	page 60-62
205-1	Operations assessed for risks related to corruption	pages 60-62 see: www.rekeepage.com/about-us/governance
205-3	Confirmed incidents of corruption and actions taken	As regards the Italian Anti-Corruption Authority's Order, the Council of State granted the precautionary application submitted by Rekeep on 23 April 2021. In light of the Order, any effect of the Authority's order has been suspended. On 25 January 2022, the Council of State granted the appeal filed by Rekeep, annulling this measure, which was permanently removed with retroactive, immediate and direct effect.

ANTI-COMPETITIVE BEHAVIOR

103-1	Explanation of the material topic and its Boundary	page 62
103-2	The management approach and its components	page 29; page 62
103-3	Evaluation of the management approach	page 62
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Rekeep received a sanctioning order imposed by the Competition Authority within the scope of a preliminary investigation procedure started in March 2017 in order to establish whether there had been any possible anti-competitive agreement in the coordination of the procedures for taking part in the tender called by Consip S.p.A. in 2014 for awarding the Facility Management services intended for properties mainly for office use of the Public Administration ("FM4 Consip Tender").



PAGE / DIRECT ANSWERS			OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
ENVIRONMENTAL TOPICS			
ENERGY			
103-1	Explanation of the material topic and its Boundary	pages 49-53; page 116	
103-2	The management approach and its components	pages 100-101	
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 100-101; page 112	
EMISSIONS			
103-1	Explanation of the material topic and its Boundary	pages 49-53; page 116	
103-2	The management approach and its components	pages 102-105	
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 103	
305-2	Indirect (Scope 2) GHG emissions	page 103	
305-3	Other indirect (Scope 3) GHG emissions	page 103	
305-4	GHG emissions intensity	page 105	
EFFLUENTS AND WASTE			
103-1	Explanation of the material topic and its Boundary	pages 49-53; page 116	
103-2	The management approach and its components	page 108	
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 108-110	
ENVIRONMENTAL COMPLIANCE			
103-1	Explanation of the material topic and its Boundary	page 19; page 116; pages 38-42 of the Sustainability Report 2017 (see www.rekeep.com/en/sustainability)	
103-2	The management approach and its components	page 19; pages 38-42 of the Sustainability Report 2017 (see www.rekeep.com/en/sustainability)	
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 2021 Rekeep did not violate any environmental laws or regulations. Four fines of insignificant amounts were imposed for improper delivery of waste	



PAGE / DIRECT ANSWERS			OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
SUPPLIER ENVIRONMENTAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	page 116; pages 38-42 of the Sustainability Report 2017 (see www.rekeep.com/en/sustainability)	
103-2	The management approach and its components	page 106	
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			
LABOR/MANAGEMENT RELATIONS			
103-1	Explanation of the material topic and its Boundary	pages 49-53	
103-2	The management approach and its components	page 40	
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 49-53; page 116	
103-2	The management approach and its components	page 81	
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 81-91	
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 49-53	
103-2	The management approach and its components	page 67; pages 71-73; pages 74-75	
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 73	
404-2	Programs for upgrading employee skills and transition assistance programs	pages 71-73	



PAGE / DIRECT ANSWERS			OMISSIONS (IF ANY) AND REASONS FOR OMISSIONS
LOCAL COMMUNITIES			
103-1	Explanation of the material topic and its Boundary	pages 49-53	
103-2	The management approach and its components	page 67; page 74; page 97	
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 67-70; pages 74-80; pages 97-99	
SUPPLIER SOCIAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	page 116; pages 38-42 of the Sustainability Report 2017 (see www.rekeep.com/en/sustainability)	
103-2	The management approach and its components	page 106	
103-3	Evaluation of the management approach	Rekeep analyses the results and implements corrective actions (if any)	
414-1	New suppliers that were screened using social criteria	pages 106-107	

External assurance



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 2021, 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 2021, named

BILANCIO DI SOSTENIBILITÀ 2021
Revisione 00
Revision 00

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.

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