



# 2022 INTEGRATED REPORT

Consolidated Non-financial Statement  
in accordance with Legislative Decree 254/2016

The impact of the activities  
of Cassa Depositi e Prestiti



## Guide to interpretation

The Cassa Depositi e Prestiti Group (hereinafter also the “Group” or “CDP Group”) has been reporting on sustainability, in accordance with regulatory requirements, since 2017. This year it is publishing its third Integrated Report (hereinafter, the “Report”), which continues to revolve around the “Consolidated Non-Financial Statement”.

The document aims to provide a brief overview of how the Group’s strategy, governance, performance and prospects enable value creation in the short, medium and long term. Through data and concrete initiatives, the Report bears witness to the Group’s commitment to guaranteeing and promoting ever greater transparency, with the aim of sharing the evolution of the activities undertaken and the future direction with all stakeholders, enhancing its contribution to the country’s sustainable development.

The document has been drawn up in compliance with the provisions laid down:

- by Italian Legislative Decree 254/2016, as regards the disclosure of non-financial information with respect to environmental, social and personnel-related issues, respect for human rights and the fight against active and passive corruption. In addition, information related to diversity and inclusion has also been included;

- by the “Global Reporting Initiative Sustainability Reporting Standards” defined by the Global Reporting Initiative (GRI). The “GRI Content Index” section at the bottom of the document offers details of the reported indicators, in accordance with the guidelines adopted. Furthermore, in preparing the report, the following were taken into account:

- the guiding principles of the International Integrated Reporting (IR) Framework published in January 2021 by the International Integrated Reporting Council (IIRC);
- the accounting standards of the Sustainability Accounting Standards Board (SASB);
- the recommendations of the Task Force on Climate Related Financial Disclosure (TCFD).

The information contained in the Report refers to the topics identified following the so-called Materiality Analysis Process, updated this year to the 2021 GRI Standards. The process follows the evolution of the leading international standards and related indicators that reflect the significant economic, environmental and social impacts of the organisation, or that could substantially influence the assessments and decisions of the Group’s stakeholders. The document contains summary information about those topics which, while not “material”, are specifically mentioned in Italian Legislative Decree 254/2016.

In order to represent the Group’s work with respect to

current commitments, stakeholder requests and future reporting obligations, the Report also intends to go beyond the current regulatory obligations. To this end, the document includes supplementary information and CDP proprietary methodologies briefly illustrated in the corresponding section of the annexes were used, particularly for the purpose of reporting effects.

In addition, the document reports those activities considered to be potentially environmentally sustainable according to the Taxonomy (“eligible activities”) as per the reporting requirements of the European Taxonomy Regulations (Article 10 of Delegated Regulation (EU) 2021/2178 of 6 July 2021, issued in accordance with Article 8, paragraph 4 of Regulation (EU) 852/2020 and published in the Official Journal of the European Union on 10 December 2021).

Unless otherwise stated and in line with financial reporting, the information provided in this Report, published on 21 April 2023, refers to the year 2022 (1 January - 31 December), and in particular to the projects pursued by the CDP Group over the course of the year. The context data included in chapters 5 to 9 refer to the analyses set out in the strategic guidelines published on the website [www.cdp.it](http://www.cdp.it).

Where not specified, the economic values are to be considered in euro.

The figures are compared with those of the two previous years. Any changes to data published in previous reporting documents have been appropriately highlighted in the document.

The quantitative indicators have been taken directly from the databases of the Group Companies subject to management and coordination and aggregated by the Parent Company to provide an overall representation of the economic, social, environmental and governance performance. As concerns the scope of reporting, in accordance with Italian Legislative Decree 254/2016, which requires consistency between the business model, policies, risks connected with significant areas, and the impacts generated on those areas by the companies falling within the scope of reporting, the Integrated Report presents figures for the Parent Company and for those companies it directly controls and over which it exercises management and coordination (the “Group”), namely CDP Equity S.p.A., CDP Immobiliare S.r.l.<sup>1</sup>, CDP Real Asset SGR S.p.A.<sup>2</sup>, CDP Reti S.p.A., Fintecna S.p.A. and CDP Industria S.p.A.<sup>3</sup>.

Consistency between the business model, policies, risks connected with significant areas, and the impacts generated on those areas, can only be guaranteed if powers of management and coordination are exercised by the Parent Company over the other companies within the Group.

Thus in this specific case, the following companies, while fully consolidated on a line-by-line basis, are not subject to said management and coordination, and thus do not come within the scope of the Group NFS: Terna S.p.A., Fincantieri S.p.A., SNAM S.p.A., Italgas S.p.A., Ansaldo Energia S.p.A., Fondo Italiano di Investimento SGR S.p.A., CDPE Investimenti, ITsART S.p.A., the funds FIV Plus, FIV Extra, FNT-Sub-Fund A, Fondo Sviluppo, FT1, FIA2, FoF Private Debt and Fondo Italiano Consolidamento e Crescita. In particular, Terna S.p.A., Fincantieri S.p.A., Italgas S.p.A. and SNAM S.p.A. produce their own non-financial report in line with the requirements of the Decree, which should be referred to for further details. It should be noted that SIMEST S.p.A., formally subject to Management and Coordination since 25 October 2022<sup>4</sup>, this year was not fully consolidated within the data of the Integrated Report, in line with the scope of the resources involved represented in the Consolidated Financial Statements, which give rise to the assessment

of the social and environmental impact. However, some information was included (some personnel data, included in the GRI Content Index, and the description of the most significant projects<sup>5</sup>) aimed at including the Company in the Group’s narrative and, at the same time, preparatory activities got underway with the Company to include SIMEST’s contribution in the 2023 Integrated Report.

A glossary with the main sustainability-related acronyms and technical terms used in the Report was included in the Appendix.

The document, prepared by the “Sustainability Development, Monitoring and Reporting” Unit and drawn up in compliance with the “Global Reporting Initiative Sustainability Reporting Standards”, was brought to the attention of the Risk and Sustainability Committee, which provided the Board of Directors with a non-binding opinion, and was approved, together with the Consolidated Financial Statements, by the Board of Directors of the Parent Company Cassa Depositi e Prestiti S.p.A. on 30 March 2023, and subjected in full to specific audit procedures.

The independent auditor’s report prepared by Deloitte & Touche S.p.A. is contained in the annexes to this document.

For information on this report please contact **sostenibilita@cdp.it**.

1 In implementation of the guidelines of the 2022-2024 Strategic Plan, in June 2022 the BoD approved the reorganisation of the Group’s real estate area. The new allocation of the Group’s real estate portfolio involves the gradual incorporation of the company CDP Immobiliare S.r.l.

2 The Shareholders’ Meeting of CDP Immobiliare SGR S.p.A., held on 20 December 2022, approved some amendments to the Articles of Association, including the Company being renamed to “CDP Real Asset SGR S.p.A.”, which became effective on 21 December 2022.

3 With effective date as of 31 December 2022, CDP Industria was merged by incorporation into CDP Equity.

4 On 2 August 2022, CDP’s BoD approved SIMEST being subject to management and coordination. Subsequently, on 25 October 2022, SIMEST’s BoD formally implemented the general principles on the exercise of CDP’s management and coordination activities.

5 It should be noted that the chapter 8 “Digitisation and innovation” includes a descriptive paragraph on SIMEST. However, the resources committed by the latter are not consolidated in the Group’s total and in association with the areas of action and with the SDGs represented in the document.

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## Letter to the shareholders and stakeholders

In 2022 Cassa Depositi e Prestiti confirmed its key role in the country's sustainable development, with an unprecedented use of resources and contribution to growth. This activity was carried out in a complex scenario due to the effects of the pandemic and the geopolitical tensions caused by the war in Europe. The Russian-Ukrainian conflict has destabilised global markets and increased uncertainty over future prospects. The Italian economy has so far shown significant resilience, despite high inflation, high energy prices, high commodity prices and restrictive monetary policies threatening growth in the short to medium term.

In this context, the CDP Group has put in place measures to respond to the economic needs of the productive fabric and local authorities, without however ever losing sight of the structural objectives linked to social inclusion and the dual green and digital transition.

Our contribution to Italian growth reached 1.7% of GDP, a value added generated by over 30 billion made available to enterprises, public administrations and infrastructure projects. A commitment that mobilised additional resources from other investors and lenders amounting to 80 billion in total deployed for the benefit of the country, with a leverage effect of 2.6 times. These results were made possible thanks to the solidity of postal funding, which reached 280 billion, and



Chief Executive Officer and General Manager Dario Scannapieco and Chairman Giovanni Gorno Tempini

the ability to obtain financing on the market, including through issues inspired by ESG principles.

We served 47,000 companies, supported over 1,300 public entities for a total of over 3,000 transactions, created or retained approximately 470,000 employees, committed 3 billion to the energy transition, carried out initiatives in social housing and in the hospital and school building sector.

In terms of development finance and international cooperation, CDP increased the use of resources (+250%) and contributed to the launch of the Italian Climate Fund which, with a budget of 4.2 billion over five years, will finance climate change mitigation projects in developing countries.

With regard to strategic equity investments, we re-

tained our role as permanent shareholder covering infrastructure or assets of importance to the country; whereas, with regard to special purpose interventions, our commitment was focused on growth or the stabilisation of companies in key sectors, with a capital turnover rationale.

The innovation of the business fabric continued to be a priority for the Group and, in particular, for venture capital activities. In the latter area, support for innovative start-ups and SMEs was also pursued with new forms of collaboration between large enterprises, universities, research centres and local institutions. Examples of these include the National Accelerators Network, which provides start-ups with a network of operators, partners and investors for the structuring of their proposal to the market, and the National Technology Transfer Hubs, created to enhance the excellence of Italian scientific research and encourage the creation of new businesses.

In the first year of implementation of the 2022-2024 Strategic Plan, sustainability was integrated into our methods for assessing loans and investments, allowing us to make the transition from a risk-return approach to a new risk-return-impact model.

The Plan identified 10 priority action areas consistent with the objectives of the UN 2030 Agenda and with the missions of the National Recovery and Resilience Plan, for the implementation of which we work along-

side administrations by directly managing part of the funds, providing technical support and also financing projects with additional resources.

Last but not least, we have strengthened cooperation with EU institutions. We are the first to have signed implementation agreements under the InvestEU programme, which enables National Promotional Institutions to benefit directly from the EU budget guarantee. CDP's mission is to promote sustainable growth with a focus on social and territorial cohesion. To this end, together with the CDP Foundation we launched a number of projects to support young people in difficulty and the most vulnerable segments of the population and to allocate funds to scientific research. Again with this in mind, at the end of the year we launched a corporate volunteering programme to generate even more impact on the communities, involving colleagues from the Group.

People are undoubtedly the real driving force behind the results achieved in 2022 and we would like to extend our heartfelt thanks to each and every one of them. With the aim of increasingly enhancing their talent and uniqueness, we approved the policy on diversity, fairness and inclusion, which reinforces CDP's commitment to creating an open and diverse work environment, where everyone can fully express their potential.

We also firmly believe that sustainable development also depends on listening to and dialoguing with our

stakeholders. For this reason, the 2022-2024 Strategic Plan initiated a process of dialogue with civil society, with the first edition of the Multistakeholder Forum and consultations on our intervention strategies.

In the current climate of national and global uncertainty, Cassa Depositi e Prestiti was able to rely on the constant support of its shareholders, the Italian Ministry of the Economy and Finance and the Banking Foundations. A cooperation that will lead us to work together again on tangible initiatives for local growth. Italy is now having to face new challenges. The CDP Group, increasingly aware of its fundamental role as an institution serving the country, will continue to place people and the economic, social and environmental impact at the heart of its operations, with a view to building a more sustainable and inclusive future together.



Giovanni Gorno Tempini  
Chairman



Dario Scannapieco  
Chief Executive Officer

**30.6 billion**  
RESOURCES DEPLOYED  
OF WHICH 68% ON THE 10 AREAS OF INTERVENTION

 >47,000 ENTERPRISES

 >1,300 PUBLIC ENTITIES

 SOCIAL INFRASTRUCTURE  
1,836 million

 ENERGY TRANSITION  
2,781 million

 SAFEGUARDING LOCAL AREAS  
1,282 million

 CIRCULAR ECONOMY  
234 million

 DIGITISATION  
828 million

 TECHNOLOGICAL INNOVATION  
604 million

 CAPITAL MARKET  
785 million

 SUPPORT TO STRATEGIC SUPPLY CHAINS  
6,928 million

 TRANSPORTS/LOGISTICS HUBS  
5,068 million

 INTERNATIONAL COOPERATION  
599 million

## IMPACTS FOR THE COUNTRY

**1.7%**  
IMPACT ON GDP

**470,000**  
EMPLOYEES HIRED  
OR MAINTAINED

**62** BILLION  
INDUCED PRODUCTION

## MAIN KPIs



### LEVERS: PEOPLE, STAKEHOLDERS AND FINANCIAL RESOURCES

**~1600**  
People

**>62,000**  
Training hours (94% of employees trained)

**53%**  
Women among the new senior managers in 2022

**1st**  
Multistakeholder Forum

**7**  
Consultations with civil society

**281 billion**  
Postal funding

**750 million**  
2022 Sustainability Bond



### INCLUSIVE AND SUSTAINABLE GROWTH

**897**  
Social housing units and 82 university accommodation units

**405**  
Schools  
**315**  
Healthcare facilities

**4**  
NRRP culture funds



### DIGITISATION AND INNOVATION

**~965 million**  
Direct loans for 37 enterprises

**3**  
New high-tech funds

Establishment of the  
**Polo Strategico Nazionale**

**32%**  
In-cloud designed applications



### CLIMATE CHANGE AND ECOSYSTEM PROTECTION

**~2,800 million**  
To guide 117 enterprises in the energy transition

**17.6 million**  
To improve the efficiency of the water network of 44 local authorities

**96%**  
Energy from renewable sources

**-11.4%**  
Per capita emission intensity vs 2020



### RETHINKING VALUE CHAINS

**~3,077 million**  
For 55 enterprises belonging to the strategic supply chains

**>4,000**  
Companies involved in Business Matching

**1st**  
ESG Basket Bond

**~403**  
Kms of modernised and redeveloped roads and local public transport



# 1 CDP GROUP

*Cassa Depositi e Prestiti has played a key role in the country's development since 1850.*

*The Group is committed to promoting Italy's sustainable development, by using savings responsibly to drive growth and employment, by supporting innovation and business competitiveness, infrastructure and local development.*

## 1.1 Serving Italy since 1850

Founded in Turin in 1850 with the task of collecting postal savings and allocating them to Italy's modernisation, financing schools, local authorities and infrastructure, over the years CDP has expanded its scope of action through the support provided to innovation and business growth in Italy and abroad, the renewed support to the Public Administration also thanks to advisory initiatives, to international cooperation and the real estate sector, increasing year after year the trust that citizens and institutions alike place in the Group's modus operandi.

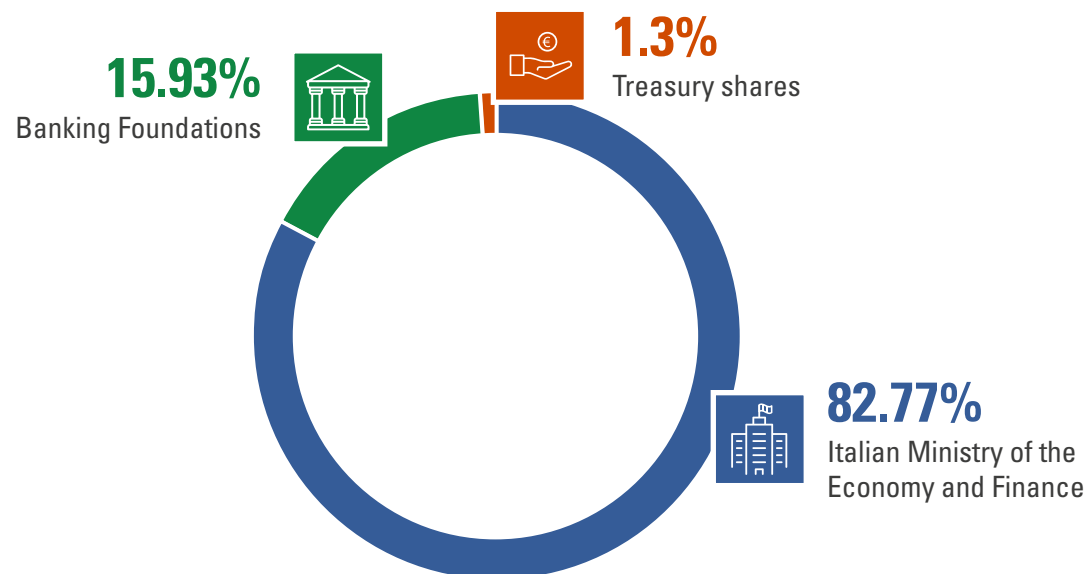
Despite the evolution of its activities, CDP's role continues to be key and its approach remains focused on medium-long term development, in full complementarity with the market.

Its public mission in support of the economy remains unchanged and still echoed by its shareholders:

"Promoting Italy's sustainable development, by using savings responsibly to drive growth and employment, by supporting innovation and business competitiveness, infrastructure and local development".

To date, the CDP Group represents a unique player in Italy, as it can count on a network of financial and industrial expertise borrowed from all the companies that belong to it.

### CDP S.p.A. shareholding structure infographic

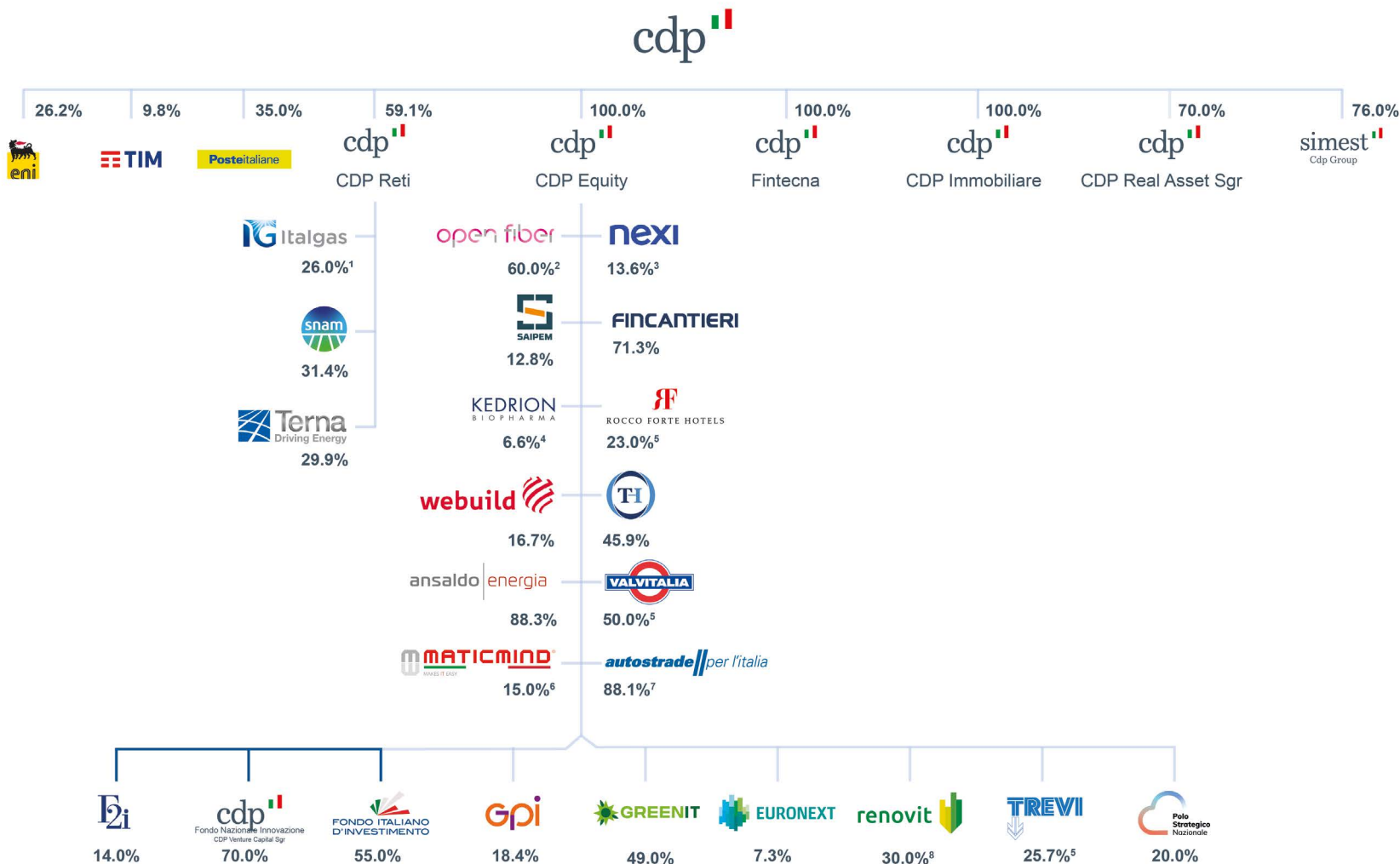


### Acquisition of SIMEST S.p.A.

On 21 March 2022, the corporate restructuring operation of the SACE group was completed, in the context of which SACE transferred to CDP the equity investment<sup>1</sup> held in SIMEST S.p.A. (SIMEST), equal to 76.01% of the share capital, and CDP transferred to the Italian Ministry of the Economy and Finance (MEF) its equity investment in SACE, equal to 100% of the share capital, with payment in government bonds issued specifically for the purpose. SIMEST is the company that has supported the growth of Italian companies since 1991 through the internationalisation of its activities, working alongside them throughout the entire international expansion cycle, from the initial steps towards opening up to a new market, to expansion through direct investments. The company operates through loans for international expansion, export credit support and equity investments in enterprises. Following its transfer under the ownership of the Parent Company, SIMEST will be consolidated starting from the 2023 Integrated Report.

<sup>1</sup> As explained in note 4 of the Guide to interpretation, on 2 August 2022, CDP's BoD approved SIMEST being subject to management and coordination. Subsequently, on 25 October 2022, SIMEST's BoD formally implemented the general principles on the exercise of CDP's management and coordination activities.

## The configuration of the CDP Group



CDP GROUP INVESTMENTS AT 31.12.2022 (NON-EXHAUSTIVE REPRESENTATION)

1. Snam holds an additional 13.5% in Italgas.
2. CDP Equity holds a 60% stake in the vehicle Open Fiber Holdings, which owns 100% of the share capital of Open Fiber.
3. Participation held through CDPE Investimenti by 8.3% and further 5.3% held through CDP Equity.
4. CDP Equity holds a 6.6% stake in Kedrion Holding, which indirectly holds 100% of Kedrion's share capital, Parent company of the Paneuropean group following the acquisition of Bio Products Laboratory.
5. Participation held through CDPE Investimenti, of which CDP Equity is the 77.1% shareholder.
6. CDP Equity holds a 15% stake in SPV Mozart HoldCo, which holds 100% of Maticmind's share capital, through the company Mozart Bidco.
7. Participation held through Holding Reti Autostradali, held by CDP Equity at 51%.
8. Snam holds 60.05% of the company.

- #37 enterprises funds
- #9 infrastructures and facilities funds
- #6 real estate funds
- #4 international cooperation funds

SGR

## 1.2 The values of the CDP Group

In the performance of its activities, the Group's actions are based on a deeply rooted system of values, from which all those who work on behalf and/or in the interest of CDP and the CDP Group companies are called upon to draw inspiration. These values guided the review of the Code of Ethics - approved by the Board of Directors on 31 March 2022 - and represent the core of the corporate culture that the Group undertakes to guarantee, promote and respect.

With the aim of making all colleagues aware of the values and helping to disseminate them, the "Progetto Valori" (Value Project) was launched, where 350 Managers tried their hand at storytelling on practical everyday business cases inspired by the five values. At the end of the Project, and following an internal vote, five winning stories were announced, told in five videos published on the company intranet.



### INTEGRITY

*We act with rigour and transparency in compliance with CDP's values*

Value people by encouraging open, responsible and transparent conduct and dialogue in compliance with current regulations and industry best practices.



### INCLUSION

*We promote all forms of equality and equal opportunities*

Ensure conditions in which all individuals, inside and outside the company, can fulfil their potential, enabling them to live in a state of fairness and equal opportunities.



### ENVIRONMENTAL RESPONSIBILITY

*We care for the environment to protect future generations*

Maintain environmentally responsible behaviour in internal processes and external initiatives, supporting the transition to a more planet-friendly economy and society.



### IMPACT

*We create value by working with people, local areas and the country as a whole*

Act in the interest of the country, integrating Environmental, Social and Governance (ESG) factors into financing/investment processes and involving the community in implementing socially responsible behaviour.



### RESPONSIBILITIES

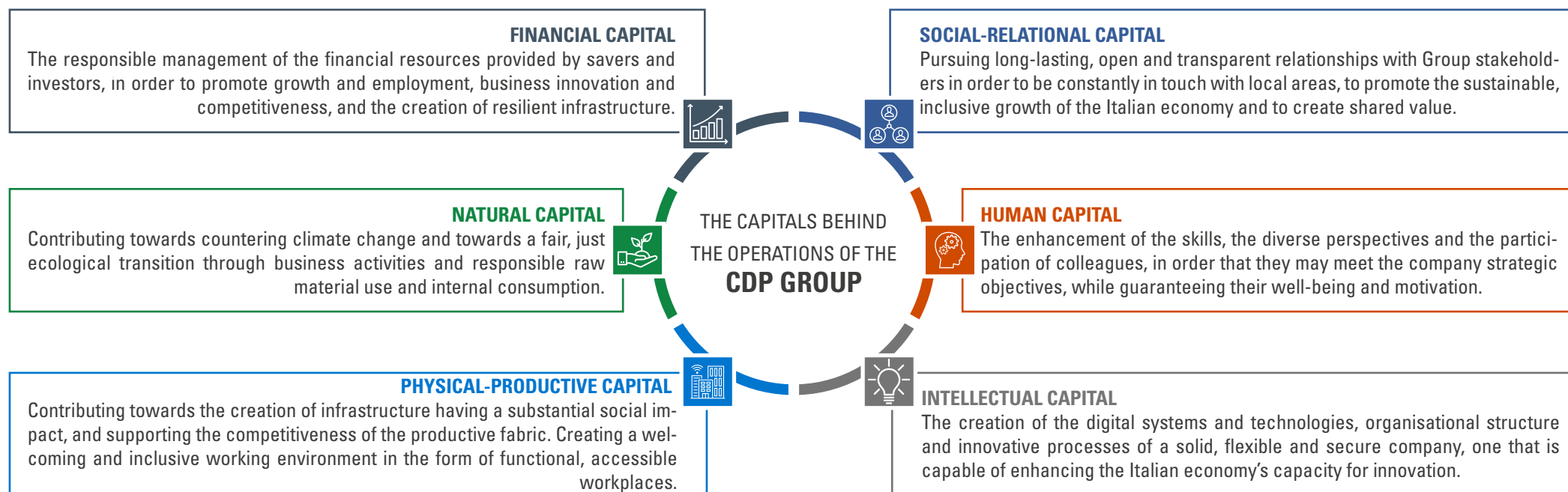
*We aim for excellence through the pursuit of constant improvement*

Support the development of skills and results through continuous training based on employee collaboration.

## 1.3 Integrated Thinking: value creation and the business model

In the current context, stakeholders and markets are increasingly interested in reporting that transparently describes the value creation process in the short, medium and long term, underlining the links between (social and environmental) sustainability performance and economic-financial performance. The CDP Group adopts an “integrated thinking” approach, in other words it considers the interconnections between processes, corporate functions and capitals behind the business model and in line with the recommendations of the IR framework. This approach makes it possible to establish an integrated decision-making process capable of offering stakeholders and all parties concerned a more comprehensive view of the risks, opportunities and challenges that the company is called upon to face.

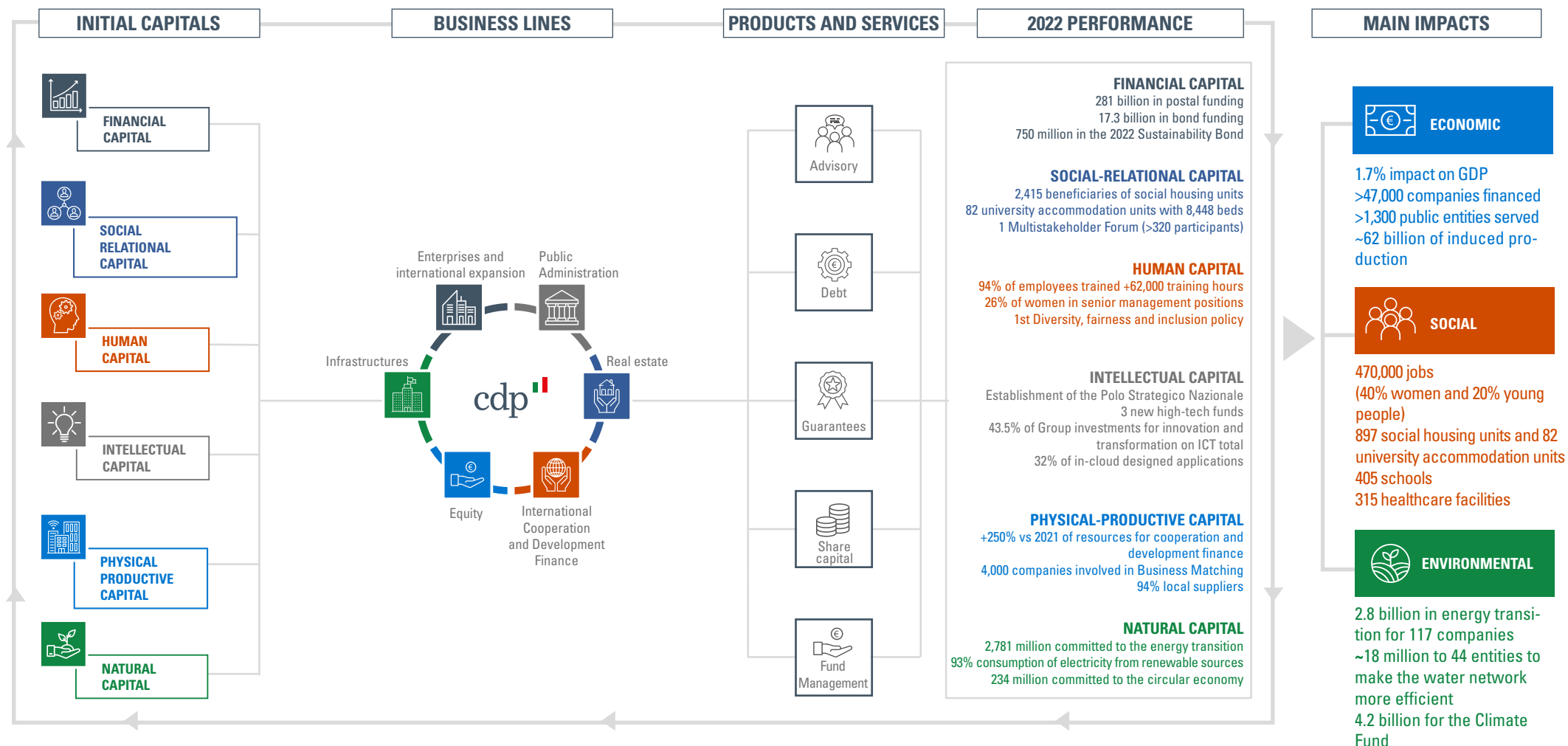
### The capitals of the CDP Group



The Integrated Report of the CDP Group, now in its third edition, continues to be a fundamental tool for presenting, in continuity with previous years, the “integrated” system that involves the entire organisation. In this context, environmental, social and governance criteria become an integral part of the Group's processes, policies and strategies. The document therefore describes the Group's performance taking into account the interrelationships existing between the different forms of financial and non-financial capital, showing how CDP, by leveraging the various capitals and considering the impact of its activities on them, manages to generate economic, social and environmental results, thereby producing benefits for the company, the stakeholders and the country as a whole in a shared value perspective.



## The Business Model



The business model shows how, through the synergistic use of the six capitals used (“Initial Capitals” input), it allows to structure, through internal processes and activities, products and services that generate results capable of increasing output capitals (“2022 Performance”). It is a circular model where capitals represent the key levers which, together with specific business lines, direct the CDP Group’s work towards projects that make it possible to create positive impacts on the country as a whole, generating economic, environmental and social outcomes to contribute to the achievement of the United Nations Sustainable Development Goals (SDGs).

## 1.4 Business lines: how to optimise the generated impact

Aware of its identity role as an institution capable of contributing to local sustainable development, equipped to support the needs of local communities through the resources and services offered, the Group has continued to operate by seeking to maximise, through its actions, the positive impacts on the environment, the economy and society, undertaking to meet the needs of citizens, enterprises and public administrations.

### Business lines



#### INFRASTRUCTURE

The CDP Group supports infrastructure development through the granting of loans, both at the domestic level and for international expansion in OECD countries, in favour of counterparties (of a public or private nature) operating in the transport, energy and utilities, environment, telecommunications, social infrastructure and construction sectors.

144 million in support of urban mobility and local public transport



#### LOANS AND ADVISORY SERVICES TO THE PUBLIC ADMINISTRATION

The CDP Group has historically partnered with local and national Italian public entities. It provides loans and advisory services to help local territories grow and invest in more modern and safer schools, more functional hospitals, more energy-efficient public buildings and urban redevelopment projects. CDP also supports central administrations and local authorities in the management of state/European funds aimed at the development of public works, particularly Ministries in the management of specific funds allocated to the National Recovery and Resilience Plan (NRRP).

405 schools supported through loans and advisory activities



#### EQUITY (DIRECT AND INDIRECT)

For years, the CDP Group has been committed to investing in SMEs and in strategic supply chains for the growth and international expansion of the enterprise system, thus promoting the country's industrial development, including through cooperation with other investors.

Support in 2022 to initiatives in the renewable energy sector, with the aim of promoting the energy transition



#### ENTERPRISES AND SUPPORT TO INTERNATIONAL EXPANSION

The CDP Group is committed to supporting businesses to help them innovate and grow, in Italy and on international markets, through a range of loans, equity instruments and advisory services designed to create local development and new jobs. Over the years CDP has implemented a new offering capable of supporting companies in terms of innovation, growth and access to credit.

Agreement with Medio Credito Centrale (MCC) and the European Investment Fund (EIF) to increase CDP's commitment to the SME Guarantee Fund by 6.4 billion



#### INTERNATIONAL COOPERATION AND DEVELOPMENT FINANCE

Since 2014, the CDP Group, in its capacity as the Italian financial institution for Development Cooperation, has been promoting sustainable growth initiatives in developing countries with coordinated action at the national and international level, with the aim of providing a significant contribution to the fight against climate change and the sustainable development of its partner countries.

100 million for green investments in Africa through the agreement with Africa Finance Corporation



#### REAL ESTATE

Over the years, the CDP Group, in order to provide a more effective and timely response to local development, has made investments in social, senior and student housing which have made it possible to achieve important objectives in terms of enhancement of public assets, urban regeneration and promotion of tourism, including in collaboration with the Banking Foundations.

Creation of 897 social housing units

# 2 STRATEGY AND IMPACT

*Supporting Italy in the pursuit of the goals of the 2030 Agenda and addressing the main economic, social and environmental challenges, always focusing on the stakeholders' priorities: Cassa Depositi e Prestiti responds to these needs with the Strategic Guidelines, which guide its operations with a view to sustainable development.*

## 2.1 The strategy of the CDP Group

The Group’s strategy is designed to respond to the great challenges that Italy is having to face, in full alignment with the national strategic priorities (NRRP) and with the sustainable development goals identified by the 2030 Agenda:



**Climate change and ecosystem protection**



**Inclusive and sustainable growth**



**Digitisation and innovation**



**Rethinking value chains**

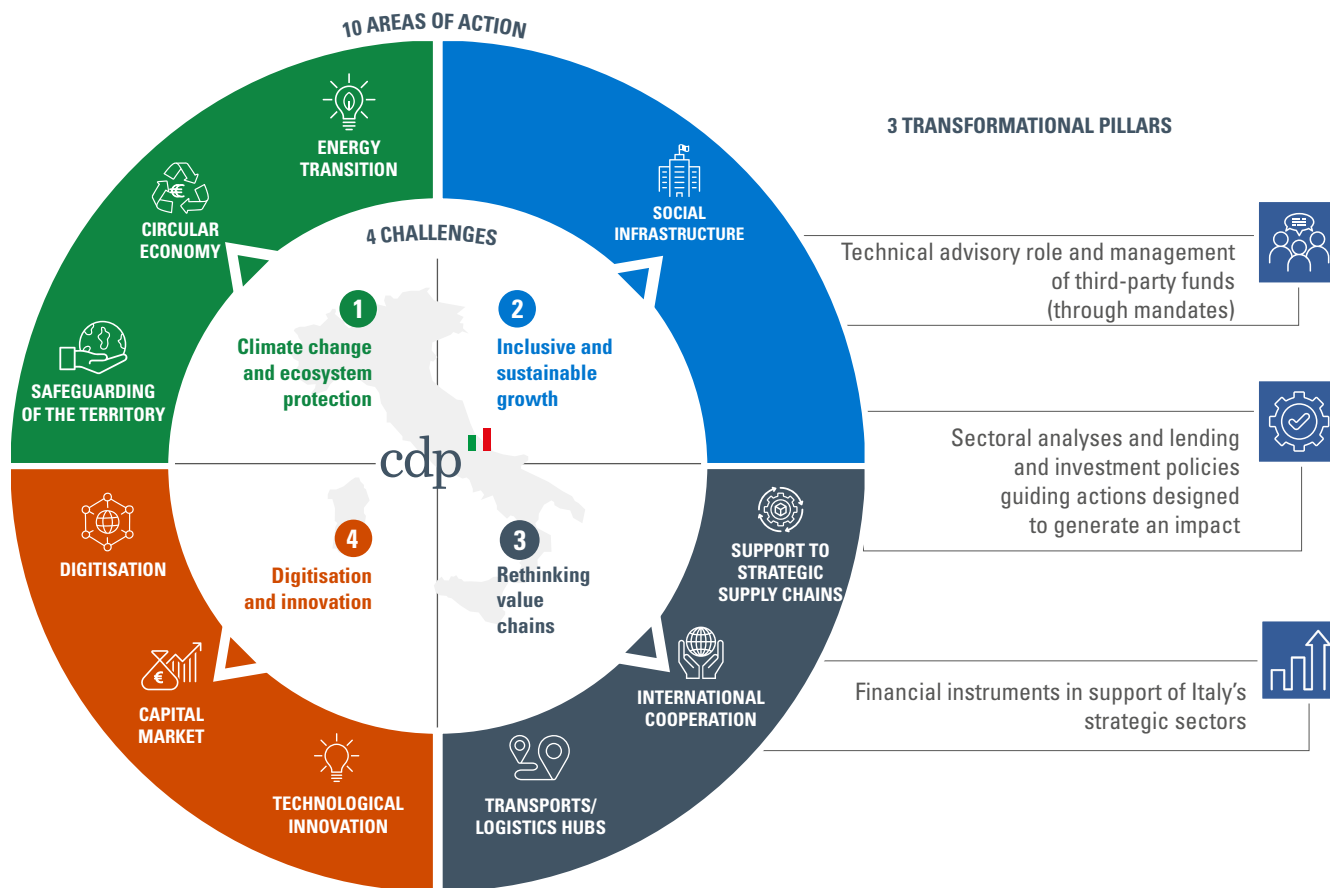
The objective is to provide a tangible contribution to the revitalisation of the Italian economy through an increasingly selective model for the assessment of loans and investments that is geared towards Environmental Social & Governance (ESG) criteria. To this end, CDP’s initiatives are now guided, according to a risk-return-impact model, by clear strategic guidelines that identify the priority areas of action to bridge the country’s gaps and by (general and sectoral) lending and investment policies that define the ways in which CDP integrates sustainability into its action.

Starting from the 4 challenges, 10 priority areas of action were identified, which represent the cornerstones of the Group’s operational strategy based on 3 transformational pillars (see infographic on the right).

Sustainability, additionality and subsidiarity with respect to the market, strategies, policies and impact are the key principles of the Strategic Plan and the basis of the Group’s operations, which acts by directing resources towards Italy’s priorities, aiming to achieve positive impacts for businesses, public administrations and households. These intervention priorities and the Plan’s strategic structure are currently still valid and effective despite the

entirely different scenario that has unfolded since their approval, which took place on 25 November 2021. In a “polycrisis” context, marked by an uncertain scenario due to the persistence of the effects of the pandemic and geopolitical tensions especially on the European continent, in 2022 CDP retained its role in support of the country’s sustainable development, with an unprecedented commitment of resources and contribution to growth.

### CDP’s strategy



## The 10 Sectoral Strategic Guidelines

They refer to the 10 areas of action identified in the 2022-2024 Strategic Plan where the CDP Group's operations are concentrated as a priority, providing guidelines for the assessment of the strategic level of the initiatives implemented. They were approved in 2022 by the Board of Directors and analyse the country's gaps, identify the areas of action and define the main performance indicators for project monitoring and ex-post impact assessment.



### ENERGY TRANSITION

- Increase and integration of power generation capacity from renewable sources
- Electrification of energy consumption
- Promotion of energy efficiency
- Development of new technologies and new energy vectors
- Promotion of energy security



### CIRCULAR ECONOMY

- Increase in waste management efficiency
- Innovation in reuse and recycling chains



### PRESERVATION OF LOCAL TERRITORIES AND WATER RESOURCES

- Protection of the local territories: promotion of local climate resilience
- Protection of water resources: promotion of more efficient and sustainable management of water services



### SOCIAL INFRASTRUCTURE

- Education: upgrading and redevelopment of facilities
- Healthcare: streamlining and adaptation of hospital facilities
- Housing: strengthening of the supply of social housing and development of smart housing solutions



### CAPITAL MARKET

- Growth and development of the venture capital ecosystem
- Increase in the critical mass, range and size of private equity



### DIGITISATION

- Development of connectivity infrastructure
- Supporting the digitisation of businesses
- Supporting the digitisation of the Public Administration
- Strengthening digital security



### TECHNOLOGICAL INNOVATION

- Supporting the development of technological innovation
- Supporting the innovation ecosystem and technology transfer
- Supporting the adoption of technological innovation



### SUPPORT TO STRATEGIC SUPPLY CHAINS

- Growth of enterprises
- Consolidation and promotion of national and European positioning in Global Value Chains (GVC)
- Export and international expansion development



### INTERNATIONAL COOPERATION AND DEVELOPMENT FINANCE

- Climate and environmental protection
- Sustainable and inclusive growth



### TRANSPORTS AND LOGISTICS HUBS

- Networks: promotion of infrastructure adaptation
- Logistics hubs: support for efficiency, strengthening and integration
- Urban mobility and local public transport: support for development



## 2.2 From the Strategic Plan to the ESG Plan

Through the ESG Plan, approved in June 2022 by the Board of Directors, CDP reached the first milestone for the definitive integration of sustainability into the company’s organisational and operational system. The ESG Plan defines CDP’s objectives and commit-

ments on sustainability and confirms the operational strategy, with commitments in line with 7 of the 17 sustainable development goals (SDGs) of the United Nations 2030 Agenda.









More specifically, CDP undertakes to:

- reduce climate-altering emissions, with a 50% decrease by 2024 and 100% decrease by 2030;
- put people at the heart of the corporate strategy, supporting diversity and inclusion, enhancing train-

ing and well-being and ensuring a greater gender balance within the organisation;

- guide operations towards transformation into a Smart Company (more than 40% of applications to be cloud-based by 2024);
- foster responsible and conscious procurement (over 70% of purchases from certified suppliers by 2024).

### The ESG Plan: main commitments and key projects

CHALLENGES	AMBITION	MAIN COMMITMENTS	2022 PERFORMANCE	SDGs
 <p><b>Climate change and ecosystem protection</b></p>	Being a green institution that is virtuous in its consumption and use of resources	<ul style="list-style-type: none"> <li>■ -50% of CO<sub>2</sub> emissions by 2024<sup>1</sup> and -100% by 2030<sup>1</sup></li> <li>■ -30% in printed paper consumption by 2024<sup>2</sup></li> <li>■ -30% in toner consumption by 2024<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>■ -77,5% of CO<sub>2</sub> emissions</li> <li>■ -76% in printed paper consumption per capita</li> <li>■ -89% in toner consumption per capita</li> </ul>	  
 <p><b>Inclusive and sustainable growth</b></p>	Being an institution whose main asset is its employees, protecting their diversity and well-being	<ul style="list-style-type: none"> <li>■ &gt;85% of employees who express a high level of engagement on an annual basis</li> <li>■ 90% of employees receiving annual training in the field of sustainability</li> <li>■ 100% of employees enjoying flexible working 10 days a month</li> <li>■ 30% of women in top management positions (first and second lines) by 2024</li> <li>■ sustainability objectives accounting for 30% of total MBO objectives</li> </ul>	<ul style="list-style-type: none"> <li>■ 87% of employees who express a high level of engagement on an annual basis</li> <li>■ 96% of employees trained on sustainability on an annual basis</li> <li>■ ~100% of colleagues with flexible working methods</li> <li>■ 26% of women in senior management positions</li> <li>■ sustainability objectives accounting for 31% of total MBO objectives</li> </ul>	  
 <p><b>Digitisation and innovation</b></p>	Being a Smart Company able to digitise and innovate	<ul style="list-style-type: none"> <li>■ annual investment in transformation accounting for 45% of total ICT investment</li> <li>■ More than 40% of applications to be cloud-based by 2024</li> <li>■ 90% of employees involved in the digital community for innovation by 2024</li> </ul>	<ul style="list-style-type: none"> <li>■ 43.5% of investments for transformation out of ICT total</li> <li>■ 32% of cloud-based applications</li> <li>■ 83% of employees involved in the digital community for innovation</li> </ul>	
 <p><b>Rethinking value chains</b></p>	Being an institution attentive to its supply chain	<ul style="list-style-type: none"> <li>■ More than 70% of purchases from suppliers with social/environmental certifications by 2024<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>■ 76% of purchases from suppliers with social/environmental certifications<sup>4</sup></li> </ul>	 

<sup>1</sup> Data related to the Group Companies, understood as CDP S.p.A. and the companies it directly controls and over which it exercises management and coordination. Market-based methodology. 2019 baseline.

<sup>2</sup> Data related to the Group Companies, understood as CDP S.p.A. and the companies it directly controls and over which it exercises management and coordination. 2019 baseline.

<sup>3</sup> Expenditure items do not include tax, legal and strategic advice.

<sup>4</sup> The figure refers to the average between the percentage of purchases with environmental certifications and that related to purchases with social certifications.

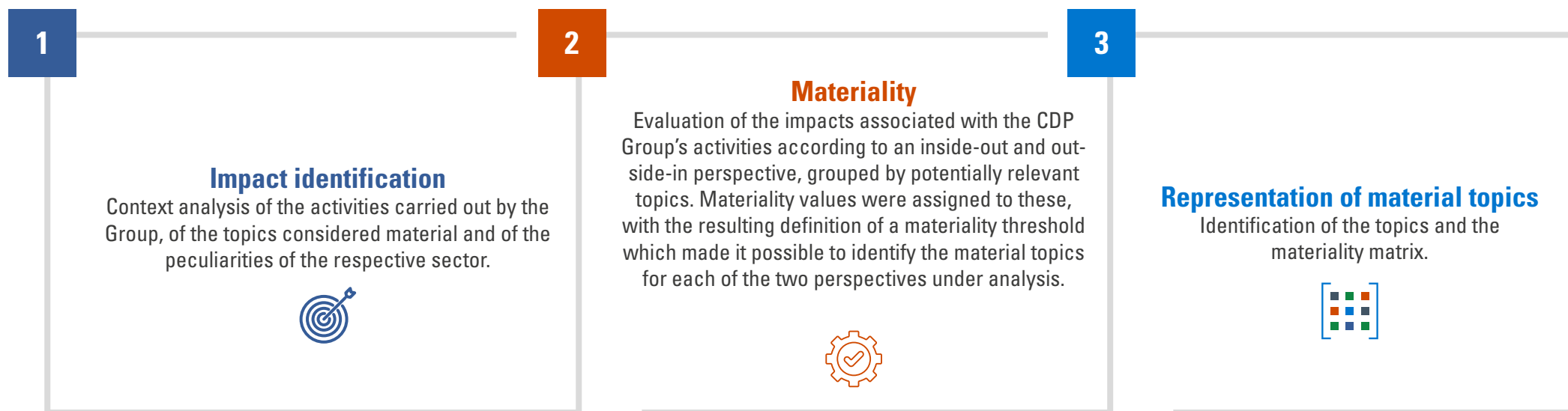
## 2.3 Materiality analysis

The materiality analysis process is aimed at identifying significant issues for the Group and its stakeholders. In 2021, a process was launched to integrate the concept of “Double Materiality” and in 2022, following the regulatory developments relating to the updating of the GRI standards and the introduction of the Corporate Sustainability Reporting Directive (CSRD) at European level, CDP decided to adjust the methodology underlying the analysis and refine the tools used, while at the same time expanding the panel of stakeholders involved in the analysis.

From a qualitative point of view, the 2022 analysis benefited from a more structured stakeholder engagement thanks to the organisation of the first Multistakeholder Forum, which was held in Milan on 28 November 2022 (over 320 stakeholders in attendance and 5,000 live streaming views). The Forum enabled a return to direct engagement and greater proximity with its stakeholders. As far as the quantitative aspect is concerned, on the other hand, in order to strengthen the ability to listen through an open and inclusive dialogue, the stakeholder panel was expanded by also gathering for the first time

the point of view of civil society, the younger generations, the trade unions, the BoD, the supervisory bodies and all Group employees. Furthermore, contrary to what happened in 2021, stakeholders belonging to the categories of raters, peers and counterparties were engaged directly, through an online questionnaire completed using the Mentimeter application. Around 2,700 stakeholders were involved in assessing the materiality of the topics, including all Group employees and around 1,000 external stakeholders (+45% vs 2021) with a 27% redemption.<sup>5</sup>

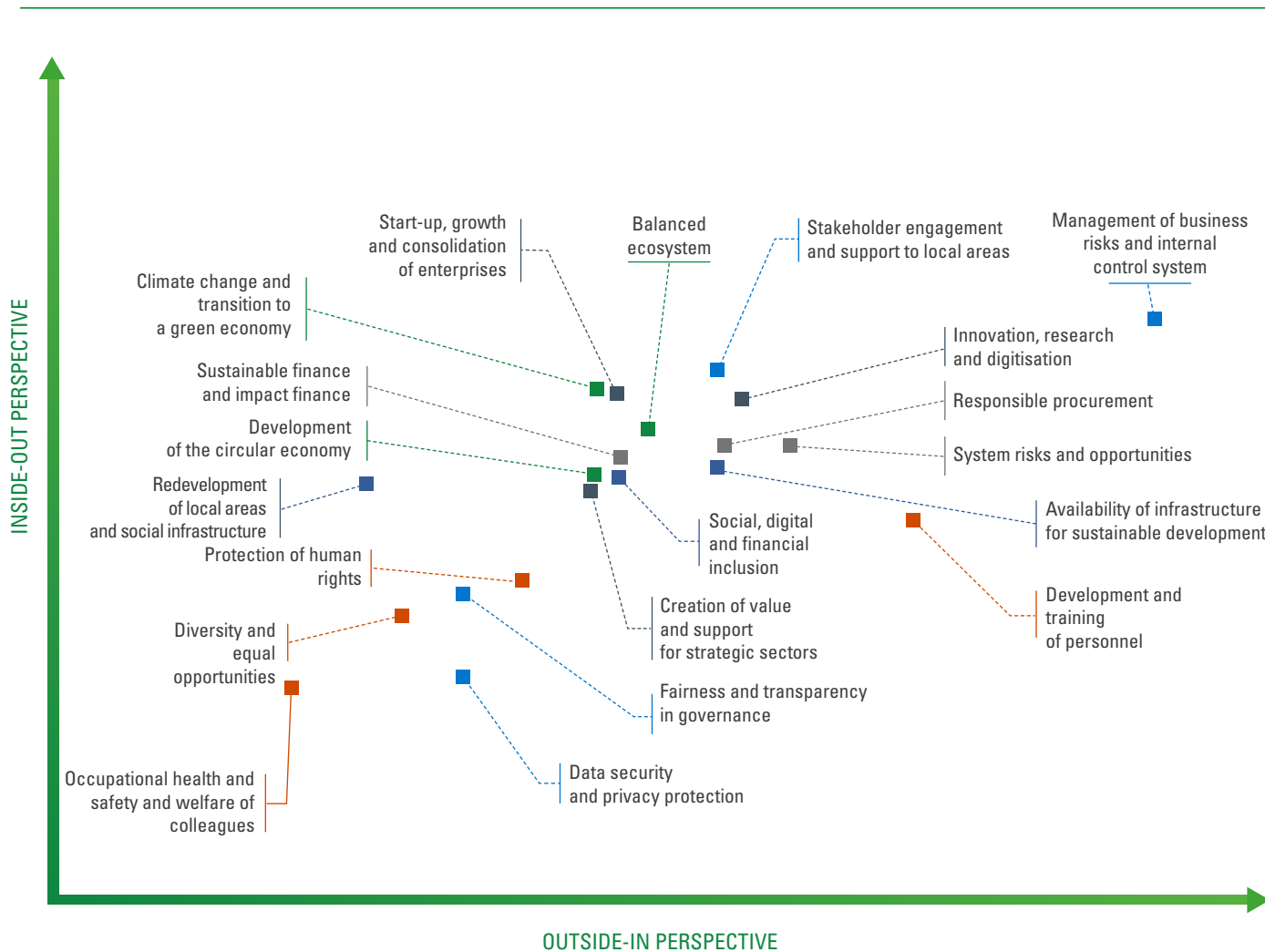
### Analysis process



<sup>5</sup> Further information on stakeholder engagement in the chapter 5 “Levers: people, stakeholders and financial resources”.

The most significant topics according to the two analysis perspectives are “Business risk management and internal control system” and “Stakeholder engagement and support to local areas”, which are deemed to be crucial according to the stakeholders’ assessments, the former to ensure the Group’s economic and financial solidity and the latter for the identity role of the Group as a leading player in the development of the local territories and the main interlocutor for local representatives. The “Innovation, research and digitisation” topic confirms the role of “facilitator” and “promoter” of innovation assigned to the Group, a key link in relations between research centres, companies and investors. The “Development and training of personnel” topic is also particularly significant and recognises the crucial role of people as an invaluable asset for the Group’s growth. Finally, the “System risks and opportunities” topic underlines how CDP can play an important role in guaranteeing the country’s stability and in activating the potential of the system through an adequate allocation of investments and resources, defined on the basis of timely analyses and assessments that take into consideration the evolution of the main global risks.

### Materiality matrix



**~2,700** stakeholders involved  
 of which around 1,000 are external  
**+45%** external stakeholders  
 compared to 2021

**PRINCIPLES**

- Integrity, ethics and responsibility
- Promotion of sustainable growth
- Service to the country
- Caring for people
- Protection of natural capital
- Responsible approach

## 2.4 The impacts for the country

With the 2022-2024 Strategic Plan, CDP promoted a new operating model to measure and maximise the impact of its actions for the country and local territories.

The quantification of the Group’s work for the country’s growth is divided into two dimensions<sup>6</sup>: the aggregate impact of the financial resources committed on the main macroeconomic variables and the impact generated by the individual areas of action towards which CDP intends to direct its operations.

### The aggregate impact on the main macroeconomic variables

The contribution that the Group provided to the country in 2022 is significant and increasing compared to 2021: over 30 billion euro was committed, approximately 7 billion more than in 2021, thus making it possible to generate significant and growing impacts for the country. Indeed, the results of the estimates<sup>7</sup> indicate that, thanks to the resources committed in 2022<sup>8</sup>, CDP generates approximately 62 billion euro’s worth of production<sup>9</sup> (up by 8 billion compared to 2021), of which:

- 21 billion euro is the value of production generated directly (i.e. from the direct beneficiaries of the Group’s interventions);

- 14 billion euro is the value of production generated indirectly (that is, from the beneficiaries’ subcontracting chains);
- 27 billion euro is the value of production generated by induced effect (that is, that required to meet the final consumption boosted by income flows towards households thanks to increased economic activity).

This greater production volume translates into a significant impact on value added (which measures the wealth actually produced<sup>10</sup>) and on the number of workers needed to meet the greater production requirement (generated employment).

In particular, CDP’s commitment in 2022 generates:



value added equal to around 1.7% of GDP, up by +0.1 percentage points compared to 2021. This implies that 1 million committed resources<sup>11</sup> generate around 1.6 million euro of value added;



a greater demand for workers quantifiable in around 470 thousand employees, an increase of around 70 thousand compared to 2021. This implies that 1 million committed resources generate around 25 jobs of which, according to estimates, 40% include women and 20% young people aged between 15 and 34 years old.



**62** billion impact on production  
*+8 billion compared to 2021*

- 21 billion direct
- 14 billion indirect
- 27 billion induced

1 million of resources committed generates 3.3 million’s worth of production, of which:

- 1.1 from the counterparties directly supported by CDP (direct effect) and
- an additional 2.2 million in the economic system (indirect +induced effect)



**1.7** impact on GDP  
*+0.1 p.p. compared to 2021*

1 million of resources committed generates ~1.6 million of value added



**~470,000** jobs generated<sup>12</sup>  
*+70thousand compared to 2021*

- 40% women
- 20% young people

1 million resources committed generates ~25 jobs in Italy

<sup>6</sup> The scope of the analysis covered all the business units and Group companies (scoped into the Integrated Report) that invested resources in 2022.

<sup>7</sup> For more details on the estimation techniques, see paragraph 10.7 in chapter 10 “Annex to the 2022 Integrated Report”.

<sup>8</sup> The value of the resources considered for 2022 was 30,578 million.

<sup>9</sup> The production value measures the value of goods and services produced during the year, intended as the amount produced that has been sold, the amount produced that is ready but not yet delivered and the amount produced that is intended for use within the company. It can also be interpreted as the turnover increased by the change in inventories/stocks.

<sup>10</sup> The value added measures the production value net of the cost of raw materials, intermediate goods and services (inputs) involved in the production process.

<sup>11</sup> These are additional resources committed and capable of generating demand in the short term. See paragraph “10.7 Measuring the aggregate impacts of the CDP Group” in the appendix.

<sup>12</sup> The figure summarises the two main effects on employment: the number of new employees or the number of retained employees.

## The contribution of the areas of action

The assessment of the impacts generated by CDP’s activity in terms of incidence on GDP was estimated for each of the 10 areas of action. This breakdown is relevant for the purpose of verifying in which areas CDP’s commitment in 2022 is most likely to generate impacts. The impact generation capacity of each area of action is linked to two factors: the volume of resources committed and their multiplicative potential which, in turn, depends on the branches of economic activity impacted by the investments. Indeed, with the volume of resources being equal, the individual area of action will be more likely to generate positive effects on the economy the more it involves key sectors in the network of inter-sectoral exchanges, for example by buying and selling goods and services from other economic sectors.

## Within the 10 fields of action towards which CDP directs its strategy



~1/3 of the impact on value added is attributable to the “Support to strategic supply chains” area, mainly due to the significant amount of the volume of resources allocated to it.

Of the remaining areas of action, it is possible to highlight some whose impact on value added is relatively higher thanks to the multiplicative potential of the financed investments, such as in the case of:



### Social infrastructure



**1.74** million of value added for 1 million of resources committed



### Transports



**1.70** million of value added for 1 million of resources committed



### Digitisation



**1.64** million of value added for 1 million of resources committed

**Table: example of sectors of economic activity associated with strategic fields**

Area of action	Type of intervention example	Primary sector of the intervention	Other sectors activated by the intervention
Social infrastructure	University accommodation	Construction	Metal products
Strategic supply chains	Export financing of a company operating in the shipbuilding sector	Ship building	Machinery and mechanical equipment
Transports and logistics hubs	Electrification of a railway line	Railway transport	Warehousing and transport support services



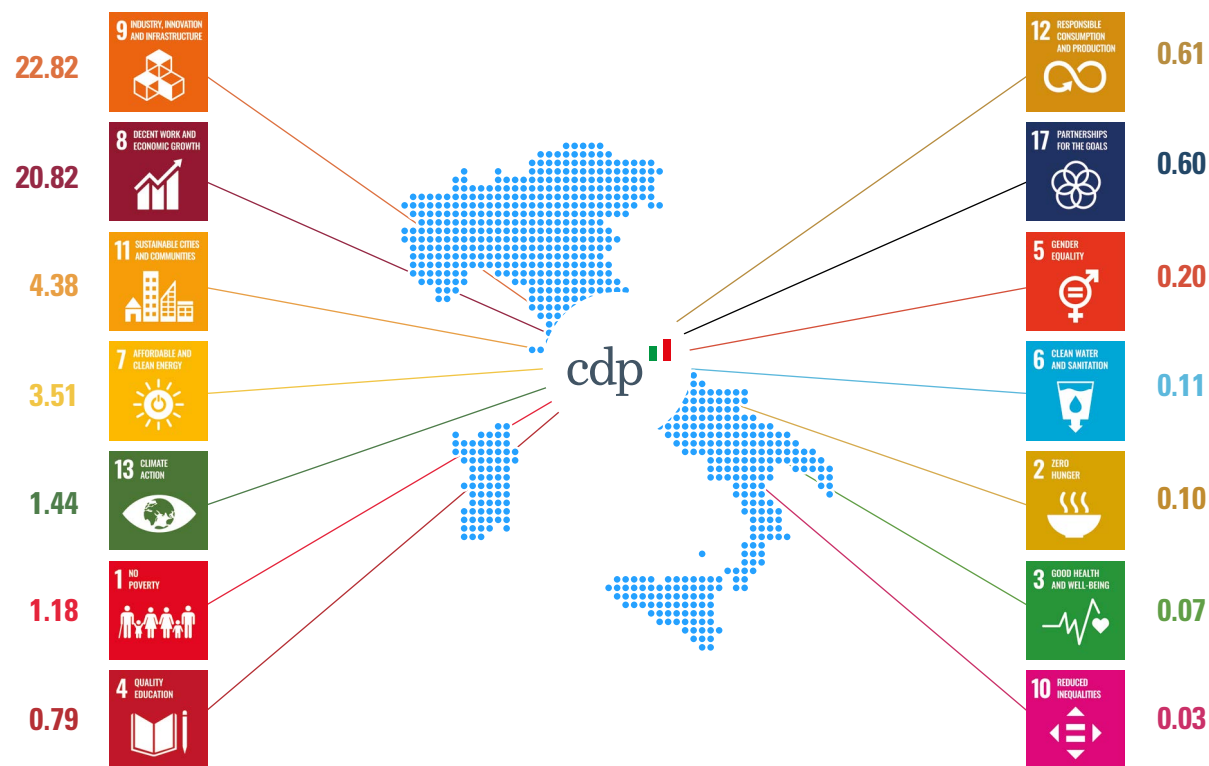
## 2.5 The contribution to the SDGs of the 2030 Agenda

The CDP Group actively participates in the country's commitment to contributing to the achievement of the objectives of the United Nations 2030 Agenda, as also evidenced by the way in which the Goals fully match the Group's mission, strategy and operations. Also in 2022, through the application of a methodology that adopts

the principle of the impact generation chain<sup>13</sup>, the mapping between the resources committed by the Group in the year and their potential contribution to the SDGs was accurately reported. The actions were mapped by analysing each transaction carried out during the year and its potential match with the relevant SDG: i.e., when it can be clearly demonstrated that a planned outcome corresponds to at least one 2030 Agenda target. The multi-dimensional system underpinning the 2030

Agenda, the transversal nature of the topics addressed and the interconnection of its objectives mean that the Group's funding activities can simultaneously make a contribution to more than one target. Therefore, the total investment volumes assigned to the SDGs are higher than the resources committed in 2022<sup>14</sup>. As shown by the graphic representation, the Goal mapping is in line with the Group's commitment to supporting economic growth, innovation, infrastructure development, business activity and job retention. The largest individual SDG volume is represented by Goal 9, followed by Goal 8 and Goal 11. The Group's commitment also continued on the issue of energy transition and the fight against climate change (Goal 7 and 13) as well as the support to the most vulnerable areas with the aim of reducing inequalities (Goal 1 and Goal 10). The commitment to education (Goal 4) and to the adoption of responsible consumption and production methods (Goal 12) was strengthened. Finally, CDP also consolidated its role as a Financial Institution for International Cooperation & Development Finance, mobilising financial flows to the countries identified by the OECD Development Assistance Committee (DAC), in partnership with the leading international financial institutions for development (Goal 17), and promoting sustainable growth on a global scale through interventions for gender equality (Goal 5), climate and environmental protection (Goal 6 and 13), food safety (Goal 2), strengthening healthcare facilities and the improvement of people's living conditions (Goal 3).

### SDGs Mapping (figures in billion)



<sup>13</sup> The impact chain is the causal relationship between the resources made available by CDP (inputs) to fund - and/or jointly fund - sustainable activities (activities) whose results (outputs) generate consequences (outcomes) that give tangible form in the long term to predetermined objectives (impact).

<sup>14</sup> The analysis can consider a maximum number of three impacted SDGs for each individual transaction. The only exception is represented by International Cooperation operations, where the threshold is equal to 4.

# 3 GOVERNANCE

*The governance of Cassa Depositi e Prestiti is focussed on achieving sustainable development and value creation in the long term, in line with an approach based on the utmost transparency and responsibility towards shareholders and stakeholders.*

## 3.1 The corporate governance model

The CDP Group, through its governance system, and as set out in the Articles of Association, aims to “pursue long-term economic, social and environmental sustainability to the benefit of shareholders and taking account of the interests of other stakeholders relevant to the company”.

The governance model adopted by CDP and Group companies is traditional and, apart from responsibilities of the Shareholders’ Meeting, is based on a management body responsible for the management of the company and its strategy, i.e. the Board of Directors (BoD), and a control body represented by the Board of Statutory Auditors.

The Board of Directors is the central governance body of CDP. It is responsible, among other things, for defining, implementing and updating corporate governance rules, in compliance with applicable regulations, and also with reference to the effectiveness of the organisation’s risk management processes for ESG issues, and for determining the Group’s management and top management strategies.

In the assessment and decision-making process, the Board of Directors is assisted by four Committees with advisory and proposal-making functions.

In addition, a control body is appointed by the Shareholders’ Meeting - the Board of Statutory Auditors<sup>1</sup> - which monitors compliance with laws, regulations and the articles of association, as well as with the principles of proper

administration, with particular reference to the adequacy of the organisational, administrative and accounting structure adopted by the company and its actual functioning. Governance is completed by the Parliamentary Supervisory Committee and Support Committee for Non-Controlling Shareholders. The latter has a fundamental role in defining the collaborative relationship between the Company and its non-controlling shareholders, consolidating CDP’s engagement with local communities.

Furthermore, a judge of the Court of Auditors attends the meetings of the Board of Directors and the Board of Statutory Auditors and the Parliamentary Supervisory Committee has a role in monitoring CDP’s activities. Lastly the Management Team, supported by the Managerial Committees, is in charge of defining and developing operating plans. Subsidiaries subject to management and coordination apply the indications established in the Group process on Corporate Governance, in compliance with the principle of proportionality and considering the independent decision-making profiles of the corporate bodies, and specific sector regulations applicable to them.

### Board of Directors

The Articles of Association<sup>2</sup> of CDP govern the entire procedure to appoint members of the Board of Directors<sup>3</sup>. The Board Directors, elected by the shareholders’ meeting, hold office for the period indicated at the time of appointment - for no more than three financial years - but may be re-elected thereafter. Pursuant to Article 15

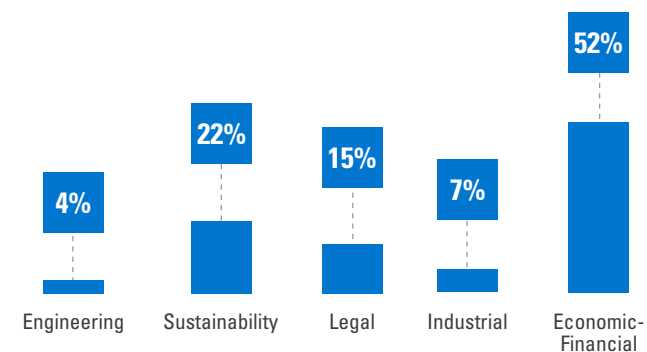
of Italian Ministerial Decree 69 of 2020 and the Articles of Association of CDP, Board Directors must meet requirements of independent judgement and be aware of the duties and rights of their appointment. Moreover, as provided for in applicable regulations and the Articles of Association, the Directors must meet the requirements of good standing and professionalism to undertake the appointment and remain in office.

Given the particular nature of CDP’s sector of operations, the composition of the Board of Directors for the administration of Ordinary Accounts is different from the composition for the administration of Separate Accounts.

For Ordinary Accounts, the Board of Directors comprises nine Directors, three appointed to represent non-controlling shareholders, who are required to resolve on transactions in which CDP uses capital or banking market funds, not guaranteed by the Government.

For the administration of Separate Accounts, in which CDP uses resources from postal savings which

### Competencies of Board Directors



<sup>1</sup> In CDP, the Board of Statutory Auditors also acts as the Supervisory Body.

<sup>2</sup> [https://www.cdp.it/sitointernet/it/statuto\\_cdp.page](https://www.cdp.it/sitointernet/it/statuto_cdp.page)

<sup>3</sup> To be elected, Directors must meet requirements for corporate officers of financial intermediaries, set out in the Italian Civil Code and in Italian Legislative Decree 385/1993 and related implementing provisions (Italian Ministerial Decree no. 69 of 2020).

may be guaranteed by the Government, the Board of Directors comprises five additional Directors: the Director General of the Treasury (or his/her proxy), the State Accountant General (or his/her proxy), and three representatives of regional, provincial and municipal government appointed, by decree, by the Italian Minister of the Economy and Finance.

In compliance with applicable regulations, at least 2/5 of the Board comprises members from the least represented gender (as provided for by the amendment to the Articles of Association approved by the Shareholders' Meeting on 27 May 2021). At present, the Directors appointed by the Shareholders' Meeting are four men and five women. There are no under-represented social groups.

In the first half of 2022, the self-assessment of the corporate bodies (begun in 2021 on a voluntary basis), as regards their size, composition and function, was completed. This process comprised several steps and ended with some recommendations being made to consolidate processes concerning the corporate bodies. Among other points, the Directors, also acting as members of the Board Committees, noted that it would be advisable to further their knowledge of sustainability. As part of its activities, the BoD periodically supervises the adoption of the ESG Plan and actions put in place to achieve its objectives.

### Members of the Board of Directors, other positions held and responsibilities at 28 February 2023

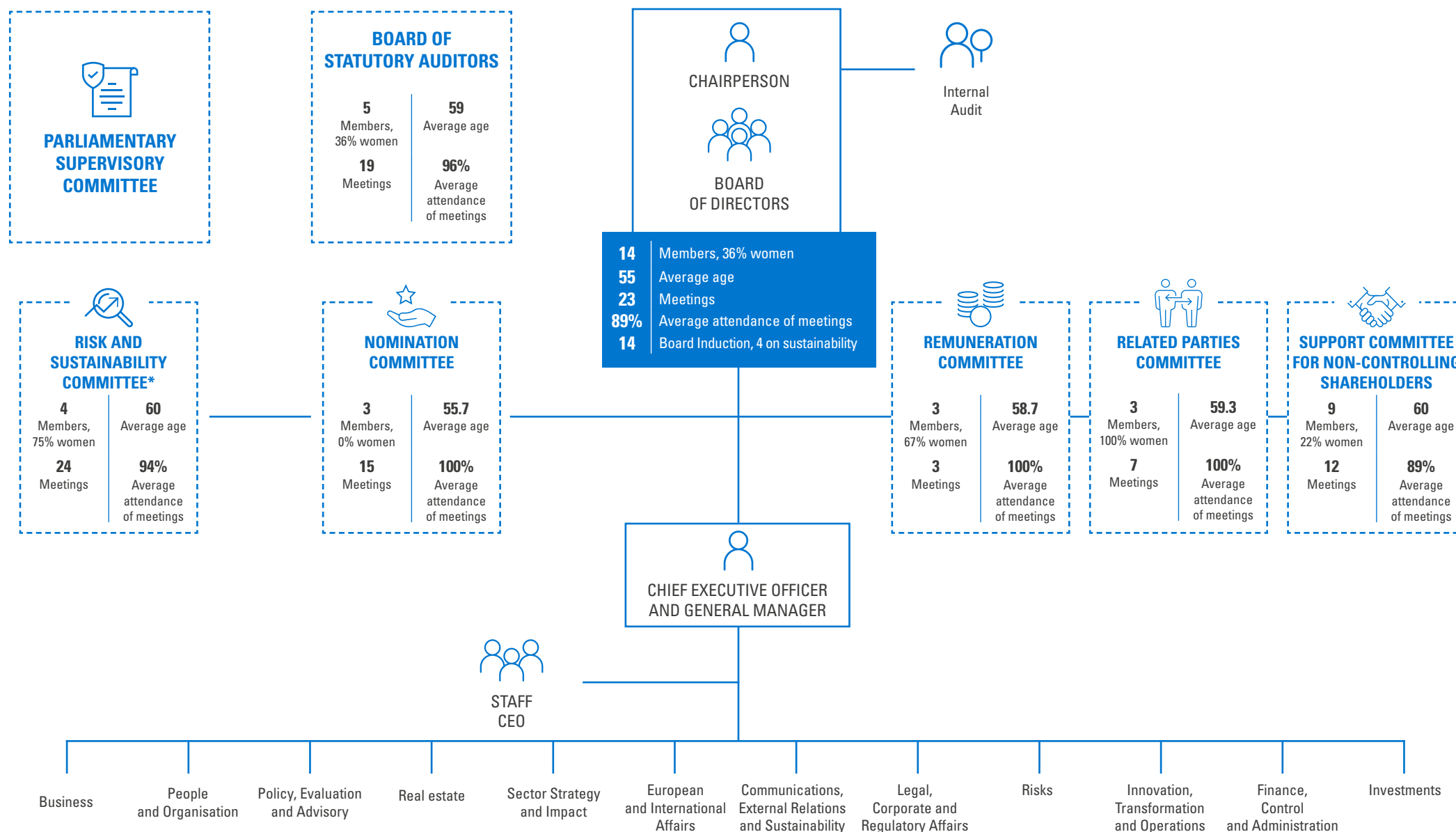
Members of the BoD	Number of other significant positions	Nature of the positions	Responsibilities
<b>Giovanni Gorno Tempini</b> (Chairman)	5	Chairman and Board Director	Economic, banking and financial
<b>Dario Scannapieco</b> (Chief Executive Officer)	1	Chief Executive Officer	Economic and industrial
<b>Livia Amidani Aliberti</b>	3	Board Director, Auditor	Banking, financial, industrial and governance
<b>Anna Girello Garbi</b>	6	Management Director, Chair of the Board of Statutory Auditors, Auditor	Banking and economic
<b>Fabrizia Lapecorella</b>	-	-	Economic
<b>Fabiana Massa Felsani</b>	-	-	Legal and economic
<b>Alessandra Ruzzu</b>	-	-	Economic, communications and sustainability
<b>Giorgio Toschi</b>	-	-	Financial
<b>Giorgio Righetti<sup>4</sup></b>	1	Board Director and Vice Chair- man	Economic, banking and financial
<b>Pier Paolo Italia</b>	-	-	Legal
<b>Antonio Decaro</b>	-	-	Engineering
<b>Michele De Pascale</b>	-	-	Administrative
<b>Paolo Calvano</b>	-	-	Economic
<b>Riccardo Barbieri Hermitte<sup>4</sup></b>	1	Director	Economic, financial and sustainability

### Induction for the BoD

During the reporting year, numerous induction sessions were held for the Directors and Auditors, with the aim of promoting further knowledge and the exchange of information on significant issues and transactions. These sessions were also functional to giving company entities - prior to resolutions - observations made by the Directors and Auditors on the contents of the Sustainability Policies and Sectoral Strategic Guidelines. The issues addressed included the presentation of the 2021 Integrated Report and insights into the "Diversity, Fairness and Inclusion" Policy, confirming the governance body's complete involvement in the process to integrate sustainability topics in the business. Moreover, members of the Board of Directors received training on ESG issues in 2022.

<sup>4</sup> The directors were appointed on 27 May 2021, with the exception of Giorgio Righetti, appointed by the Shareholders' Meeting on 15 February 2022 and Riccardo Barbieri Hermitte who was appointed by decree on 20 January 2023.

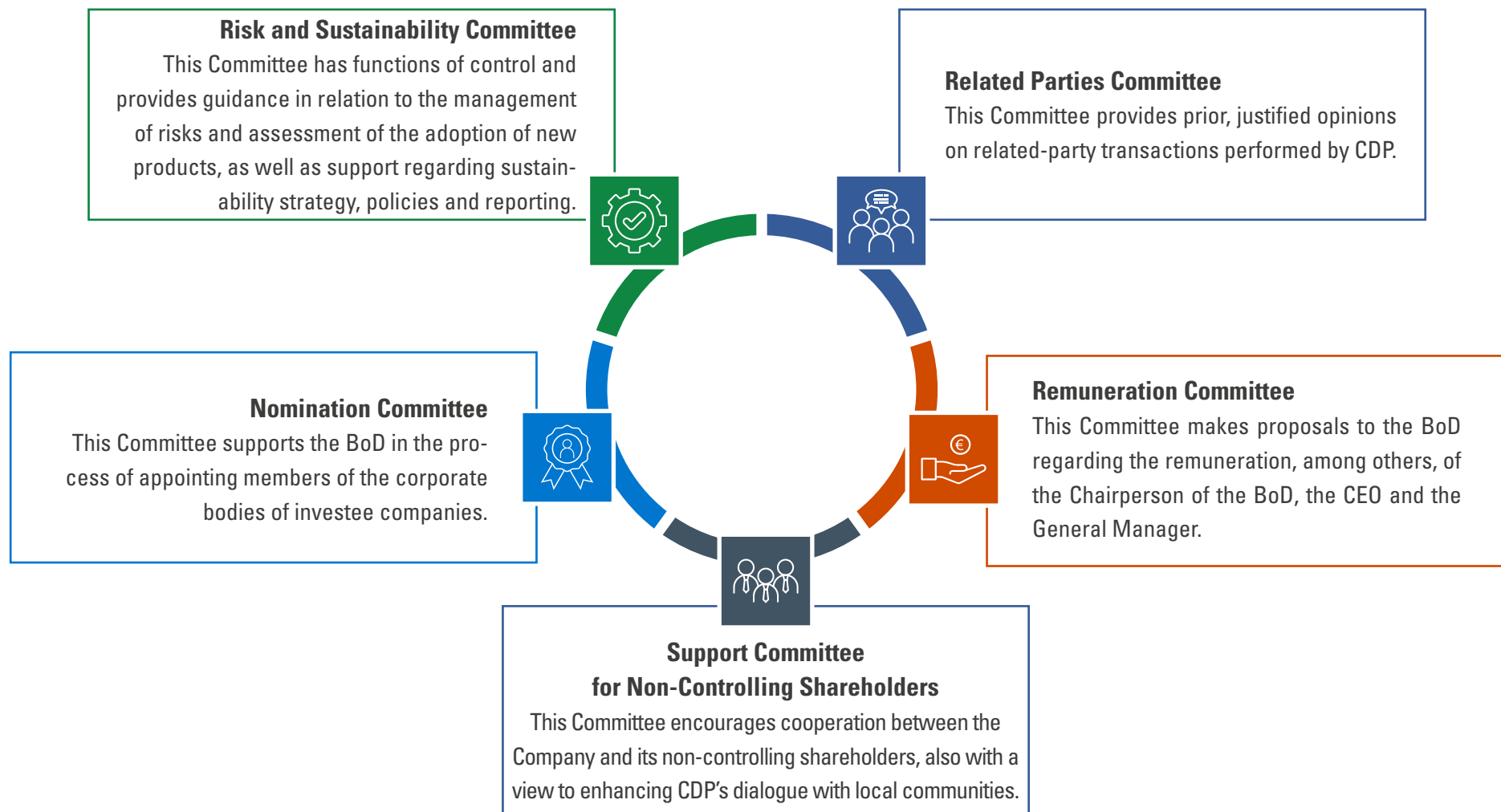
## The Corporate Governance model



\* On 1 December 2022, Matteo Melley resigned from the office of Director. On 16 February 2023, the BoD appointed Giorgio Righetti as Chairman of the Risk and Sustainability Committee.

### Statutory/board committees

The Board of Directors is assisted by four internal committees with advisory and proposal-making functions and a committee for the protection of non-controlling shareholders.





## Chairperson

The Chairperson, appointed by the Shareholders' Meeting, signs for the Company and legally represents it before third parties and any judicial, financial and administrative authority. It also convenes the Board of Directors, establishing the agenda and proceedings of the meeting, and ensuring that Board Directors are given adequate information on items on the agenda.

The Chairperson and Chief Executive Officer have the powers delegated by the BoD.

Together with the Chief Executive Officer, the Chairperson oversees institutional and communication relations, in addition to international activities and study and research.

Without management-related responsibilities in the strict sense, he/she does not have executive functions. However, in relation to assigned powers, he/she may grant authority and special powers of attorney for individual operations or categories of operations.

## Chief Executive Officer

The Chief Executive Officer is vested with all powers of ordinary and extraordinary management, with the exception of matters reserved by law and by the Articles of Association to the Company's Shareholders' Meeting, Chairperson and Board of Directors. The Chief Executive Officer oversees the organisational, administrative and accounting structure of the Company and guides company functions. He/she submits strategic and business plans, budgets, annual and interim financial reports, as

well as quarterly reporting on general operations, the business outlook, as well as material transactions, in terms of size or characteristics, undertaken by CDP and subsidiaries, to the Board of Directors. The Chief Executive Officer also ensures that the organisational, administrative and accounting structure is adequate for the nature and size of the company.

## The Management Team

The Management Team is composed of the top managers of CDP Prestiti S.p.A. and the CEOs of various CDP Group companies subject to management and coordination. It deals with the definition and development of operating plans based on daily work, in order to finalise projects and visions in the long-term.

The Team is assisted by Managerial Committees that have advisory functions and are called upon to discuss and examine company and/or Group operational matters for their specific areas of responsibility:



Sector Strategy Committee



Management Committee



Risk Governance Committee



Risk Assessment Committee



Progress and Commercial Screening Committee



Finance Committee

## Remuneration

The remuneration policies of directors are reviewed in particular by shareholders, that require management's remuneration to be directly commensurate with company performance. CDP has a Remuneration Committee, comprising three directors, tasked with making proposals to the Board of Directors on the remuneration, among others, of the Chairperson, Chief Executive Officer and General Manager. The Committee does not need to have members who formally qualify as independent, however pursuant to Italian Ministerial Decree no. 169/2020, all Directors must meet adequate requirements of independent judgement. The remuneration of members of the Board of Directors and the Board of Statutory Auditors is decided by the Shareholders' Meeting. The remuneration policy for the top management of CDP and Group companies generally has a fixed component and a variable component, also related to ESG objectives, and the target values and related pay mix are determined based on market analyses and Group policies<sup>5</sup>. CDP encourages its investees to adopt remuneration policies aligned with international best practices, in order to attract, retain and motivate management and also give it the incentives necessary to pursue the goal of creating value for the company, avoiding the undertaking of excessive risks. For information on the remuneration of managers and employees, see the chapter "Levers".

## 3.2 Sustainability governance

Aware of its role in the country, CDP recognises it has to carry out its activities in a responsible, constructive way in the interests of its stakeholders, promoting sustainable growth in the long term to the benefit of the entire community. Therefore, CDP also adopts a robust sustainability governance system enabling it to seize opportunities, manage related risks and maximise value in the long term.

This governance actively involves the company's top management through the Board of Directors which, after review by the Risk and Sustainability Committee and the Board of Statutory Auditors, approves updates to the Materiality Matrix and related initiatives started by the Group. The Board of Directors approves the Sustainability Policies and Sectoral Strategic Guidelines, which are functional to defining strategic operating priorities, also ESG-related, as well as the treatment, limitation and exclusion criteria. During 2022, the Board of Directors also approved CDP's first ESG Plan, which represents the first step in the permanent integration of sustainability in the company's strategies. Lastly, the Board of Directors reviews and approves non-financial reporting, including the Group's Consolidated Non-Financial Statement, which provides disclosure on the Group's impacts on the external context and management procedures. The cornerstone of the CDP Group's sustainability governance is the Risk and Sustainability Committee,

which is given specific responsibilities for ESG matters. In particular, it assists the Board of Directors in the following activities:

- making proposals on sustainability strategies;
- periodically defining and/or reviewing the materiality matrix;
- assessing the sustainability strategy in line with the Strategic Plan;
- assessing sustainability policies;
- reviewing sustainability impact assessments;
- reviewing the general configuration, completeness and transparency of the Integrated Annual Report.

At managerial level, the proper integration and management of environmental, social and governance issues in company processes is ensured by three departments, directly reporting to the Chief Executive Officer:



### Sector Strategy and Impact



### Policy, Evaluation and Advisory



### Communications, External Relations and Sustainability

Within the Policy, Evaluation and Advisory Department "Competence Centers" have been set up, which are responsible for technical and economic assessments prior to investment and lending transactions. They are

specialised in the areas of Urban regeneration and infrastructure; Natural resources, energy and environment; and Innovation and digitisation.

A key role is also played by the Risk Department, responsible for defining, selecting and implementing models, methodologies and tools for assessing emerging risks, including ESG risks.

Lastly, over 120 "Sustainability Ambassadors" take part in governance: this "community" of employees works on different fronts and, in particular, contributes to the sustainability planning and reporting process through the continual monitoring of indicators in its remit.

### Governance on Diversity, Fairness and Inclusion<sup>5</sup>

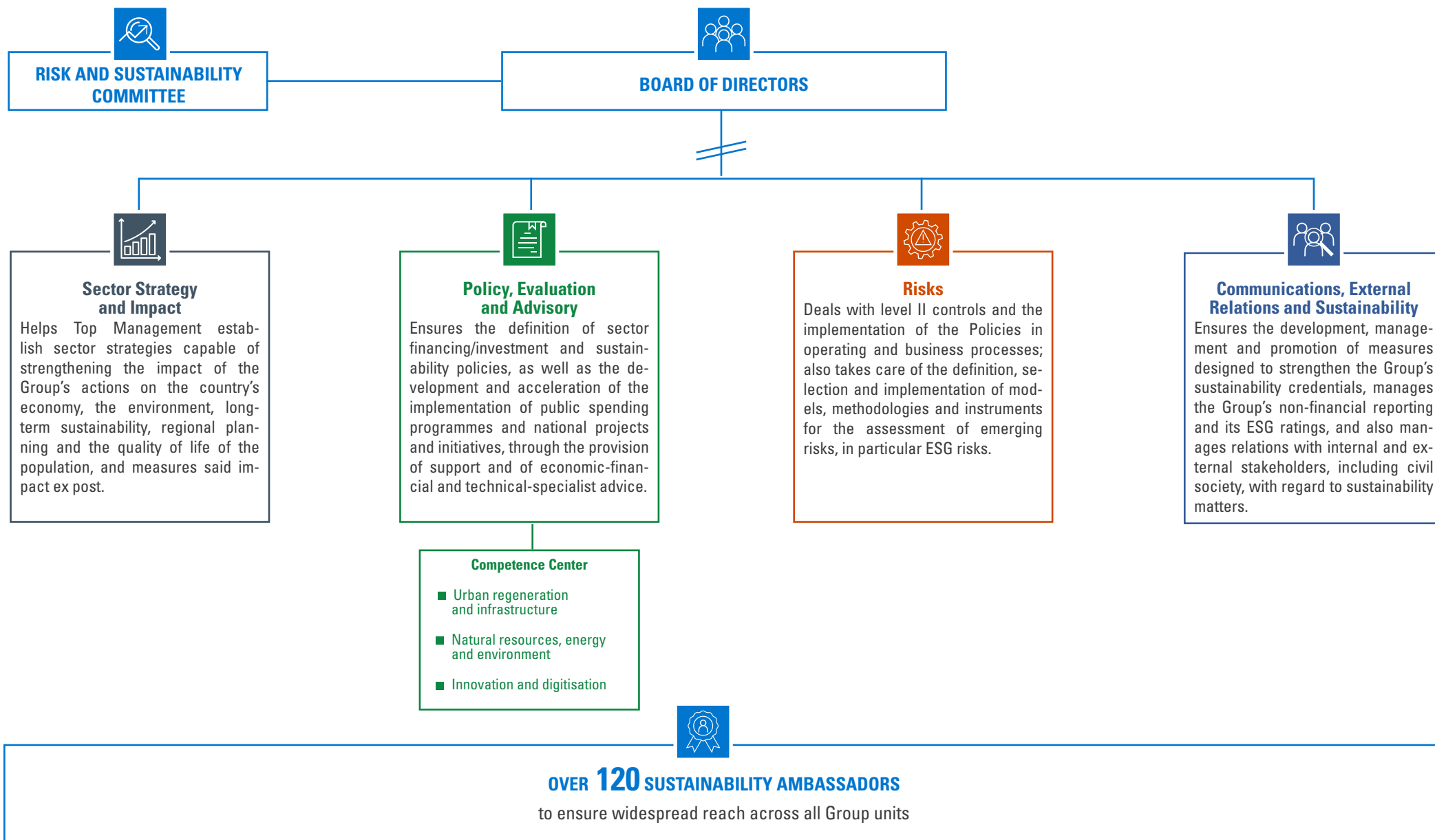
As confirmation of an ever-increasing focus on ESG issues and in particular on diversity and inclusion, the "Diversity and Inclusion" Organisational Unit was set up in 2022, within the People and Organization Department, with the following duties:

- overseeing the definition of strategy proposals on this issue, contributing to related Group Policies;
- overseeing the development and management of initiatives and programmes aimed at consolidating inclusion at a company and Group level, supported by other organisational structures concerned.

A Diversity, Equity & Inclusion Manager has also been appointed, with the aim of formulating a company policy on equal treatment and inclusion, promoting and monitoring its implementation.

<sup>5</sup> For further details, see the chapter "Levers: people, stakeholders and financial resources".

## Sustainability Governance



## 3.3 A policy-driven organisation

Over the years, the CDP Group has put in place a set of regulations governing its functioning in order to achieve its strategic and operating goals, guaranteeing compliance with applicable external regulations, risk oversight, and the protection of its image and reputation.

Acknowledging the value of sustainability as a driving factor in the definition of its own objectives and in keeping with its intention to be a policy-driven organisation, seven policies have been approved<sup>6</sup> (five in 2022 and two in early 2023), which aim to integrate sustainability aspects in CDP's operations. The contents of the policies are defined in compliance with statements and conventions, standards, principles, guidelines and recommendations generally accepted at international level. The process to define the policies involves all internal resources identified as significant based on the content and purpose of the document, as well as consultation with sustainability experts and representatives from civil society before their approval by the Board of Directors.

All sustainability policies are periodically reviewed at least every 3 years, to reflect legal developments, changes in the context and CDP's strategy, and include information on assigned roles and responsibilities and, after approval by the Board of Directors, are disseminated within and outside the organisation, for complete disclosure.

### Sustainability Policies<sup>7</sup>



#### Sustainability Framework Group Policy

This describes the founding methodological principles and the operating areas and methods that CDP adopts and implements in the management and integration of sustainability in its own organisational system, business choices and operating processes, in accordance with applicable internal and external regulations.



#### General Responsible Lending Policy and General Responsible Investment Policy

These policies guide the Group's lending and investment activities towards actions generating positive impacts in ESG terms, by identifying priority objectives and operating areas, and systematic ethical, environmental and sector-related exclusions. They also define the methodological approach to impact assessment and respective roles and responsibilities. Specific training has been started for business colleagues, with 4 sessions and an 85% take-up.



#### Diversity, Fairness and Inclusion Policy

This policy sets out the guiding principles and operating procedures for promoting diversity, fairness and inclusion values with internal and external stakeholders, focussed on four main areas: people, business, procurement and communication.



#### Energy Sector Policy

This policy integrates ESG aspects in CDP's lending and investment activities in the energy sector, accompanying the industry in its transition to achieving a neutral climate impact, defining the treatment criteria for the areas to promote, in keeping with the Strategic Guidelines, and defining the limitation and exclusion criteria.



#### Defence and Security Sector Policy

This policy steers CDP's operations in the defence and security sector, defining the treatment, limitation and exclusion criteria. The policy applies to lending, investment and real estate operations of CDP in the sector.



#### Transport Sector Policy

This policy describes CDP's position in the road, rail, air, sea and internal navigation transport sector. For each of these different types of transport, the policy sets out the priority areas and limitation and exclusion criteria for the following sectors: building of infrastructure, construction of vehicles and provision of services.

<sup>6</sup> The Sustainability Framework Policy was approved on 11 January 2023, while the Transport Sector Policy was approved on 23 February 2023. The "Stakeholder Grievance Mechanism Policy" is currently being defined, which aims to facilitate the submission of grievances concerning the environmental and social performance of CDP-funded projects and to find constructive ways to settle disputes.

<sup>7</sup> For more details, see [www.cdp.it](http://www.cdp.it).

# 4 RISKS

*Using a management system sensitive to emerging risks and attentive to ESG factors in the evaluation of measures to be taken, CDP guarantees full compliance with the law and the pursuit of corporate targets and strategies, thus contributing towards building a more resilient Italy.*

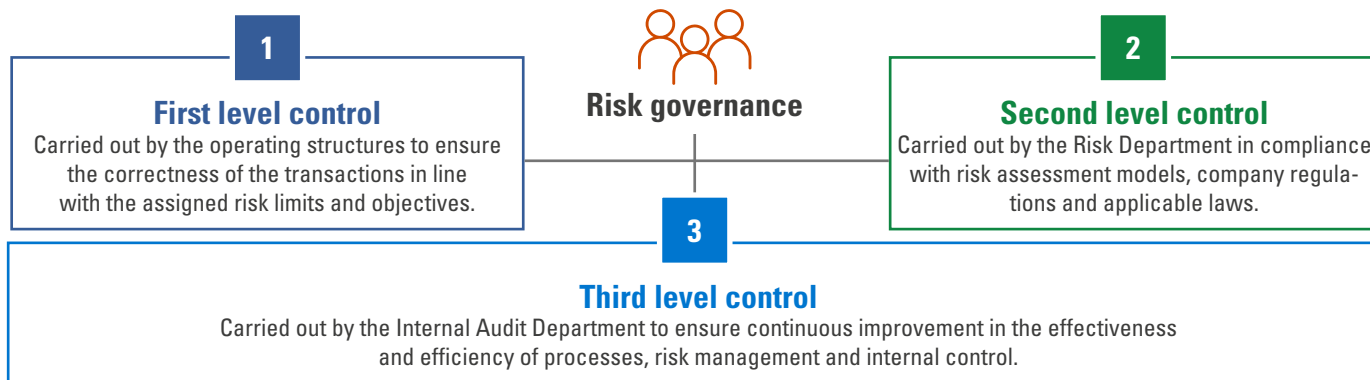
## 4.1 Risk management and internal control systems

Effectiveness in the management of business risks and of the internal control system is a pre-requisite to guarantee the company's solidity and business continuity in the long term. To this end, the CDP Group adopts a prudent approach in the management of its risks and, with reference to the reputational risks connected with lending operations, in accordance with its mission, it refrains from financing projects with significantly adverse impact on the environment and society, measured on the basis of specific assessment models.

The internal control and risk management system is divided into three levels and represents a key element of the overall governance system, insofar as it ensures that all activities are in line with the company's strategies and policies and are based on standards of sound and prudent management. It consists of a set of safeguards, rules, policies, procedures and organisational structures which are entrusted with the identification, assessment, monitoring and mitigation of the risks identified in the various business and customer segments, so as to provide appropriate information to Management and the Corporate Bodies according to a specific framework. This ensures full regulatory compliance, adherence to company strategies and the achievement of centrally set objectives.

The CDP Group attaches specific importance to the monitoring of compliance risks, in the belief that compli-

### The internal control and risk management system



ance with applicable laws and regulations is a first fundamental element in carrying out its activities<sup>1</sup>.

The different types of risk are defined within the Group Risk Policy, approved by the Board of Directors, which is updated every six months and is set out in the Risk Management Rules and the related annexes, each of which focuses on a specific risk category. The risk framework is completed with the provisions set out in the internal and group regulations for the measurement and management of operational, compliance, money laundering and reputational risks of the operations.

The Risk Policy thus constitutes the Group's Risk Appetite Framework ("RAF"), the key tool used by the Board of Directors to determine CDP's propensity for risk, its tolerance thresholds, risk limits, risk governance policies, and the set of relative organisational processes. The Internal Audit function prepares an Audit Plan on an annual basis, in line with international standards and best practices, according to a risk-based approach

aimed at determining the priorities for intervention based on the level of risk identified for each company process. This plan also takes into account the guidelines of the strategic plan, regulatory requests, indications from the Chair of the Board of Directors, Chief Executive Officer/General Manager, the Risk and Sustainability Committee, the Board of Statutory Auditors and the Supervisory Body.

As part of the planned audits, Internal Audit carries out, on each process being analysed, an independent and objective assessment of the completeness, adequacy, functionality and reliability of the overall internal control system, including assessments on governance, environmental and social issues.

In 2022, CDP Internal Audit defined a new methodological approach to be applied to audits, in order to identify and assess the related ESG risks.

All the Group companies encourage - as required by the Group's "Management of Whistleblowing Reports"

<sup>1</sup> During 2022, there were no cases of non-compliance with laws and regulations (including those relating to environmental, social and economic issues) with a final ruling against Group companies and which have a significant impact on the Group's operations.



policy - the reporting by their employees of any conduct that is not in line with the provisions of the Code of Ethics, 231 Model, as well as of violations, even if only potential, of any kind, whether related to internal or external regulations (both national and international).

The protection of the identity of the whistleblower against any retaliatory action and/or discriminatory behaviour engaged directly or indirectly as a result of the report is ensured.

During 2022, four reports were received and processed for CDP through the dedicated IT platform and, from the analyses carried out, no critical issues emerged.

For CDP Reti, two Whistleblowing reports were received, which were filed as no case of illicit conduct in violation of Model 231 by the company itself was found.

## 4.2 The risks associated with climate change - the recommendations of the TCFD

The CDP Group pays close attention to the emerging risks arising from climate change, in terms of both possible economic-financial impacts and potential reputational risks, given that the consequences of climate change and the transition process towards a green economy could have a far from negligible impact on credit risk, equity risk and operational risk.

The approach adopted by the Group is in line with the content published by the World Economic Forum in January 2023 in the new Global Risks Report, which highlights how the first four global risks to be faced over the next decade are all of an environmental nature.

As evidence of the desire to explore the potential risks and opportunities linked to climate change, the CDP Group submits - for the second consecutive year - the disclosure in line with the voluntary recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) linked to the four pillars, i.e. Governance, Strategy, Risk Management, Metrics and Objectives and a selection of the "Guidance for All Sectors" envisaged by the TCFD and reported below.

### Governance

- **BoD:** approves the strategic framework on climate and environmental risks and opportunities set out in the 2022-24 Plan and in the ESG Plan.
- **Risk and Sustainability Committee (Board Committee):** reviews and supervises ESG risks and opportunities linked to operations, including those related to climate change.
- **Risk Assessment Committee (managerial committee):** evaluates the operations/activities deemed to be relevant under the RAF.
- **First level structures:** the "Policy and Sustainability" structures and the 3 Competence Centers assess the ex ante ESG impact of operations, including the environmental and climate impacts. The "Monitoring and Impact Analysis" structure measures the ex post impact of the Group's operations on the economy, environment and society.
- **Second level structures:** the "Risk Methodologies" function defines the methodologies for the assessment of climate and environmental risks, evaluates operations and reports to the corporate bodies.

- **"Sustainability development, monitoring and reporting" unit:** monitors and reports on the Group's non-financial Key Performance Indicators.

### Strategy

- **Resilience of the organisation's strategy: the 2022-24 Strategic Plan:** identifies climate change and the protection of the eco-system as one of the 4 challenges in order to make a concrete contribution to the revival of the Italian economy. Furthermore, as defined by the 2022-24 ESG Plan, the aspects related to the management of environmental, social and governance risks will gradually be included in the RAF and in the process for the assessment of financial instruments.
- **Incidence of climate-related risks and opportunities** Climate risk is divided into aspects related to physical risk and transition risk.

The internal assessment methodology is applied to new transactions on the basis of the materiality thresholds laid down by the internal regulations and reviewed annually by the Risk and Governance Committee. As set out in the Strategic Plan, the thresholds will be progressively decreased in 2023 and 2024.

On the basis of the criteria applied during 2022, transactions corresponding to a percentage of approximately 75% of new exposures were subject to assessment.

The impact of the risks related to climate change on CDP's activities, strategy and financial plan-

ning may be reflected mainly through changes in the performance of the equity investments, as well as the loans granted and the bonds held. CDP’s investments and loans include a variety of enterprises operating in different geographical areas and sectors, many of which are exposed to physical risk and/or transition risk. In addition, the impact of risks related to climate change may directly affect CDP’s operations.



## Risk management

### ■ Risk identification, assessment and management processes

The Risk Methodologies organizational unit, part of the Risk Department, is tasked with defining the methodologies for assessing emerging types of risk, such as climate and environmental risk, social and governance risk with the transversal support, for the areas within their respective remit, of all the structures coordinated by the Risk Director.



## Metrics and targets

### ■ Metrics used for the assessment

The methodology used within the risk control structures for the assessment of climate-related and environmental risks places particular emphasis on the aspects related to climate change and results in a numerical score, based on a mix of quantitative and qualitative information.

### ■ GHG emissions

Greenhouse Gases (GHG) emissions are currently reported only with reference to the Group’s direct impact (scope 1 and 2). Scope 3 reporting is currently limited to Group business travel. A project is currently underway for the reporting of portfolio GHG emissions as well.

### ■ Objectives

A project is underway to define quantitative commitments and targets on portfolio GHG emissions.

## 4.3 The ESG assessment of transactions

The investment and financing decisions take account not only of the financial risks involved, but also of all key risks associated with the business of the beneficiaries. From the earliest stages of the selection and evaluation of the opportunities for its intervention, CDP gathers key information, through both open sources (e.g. specific databases and dedicated tools), as well as through direct requests addressed to those concerned, also in order to verify consistency with sustainability policies. The information acquired is subject to evaluation by the business organisational units and by those dedicated to second level controls (Compliance, Anti-Money Laundering, Credit, Risk Management). Moreover, the transactions are analysed ex ante, both in terms of their potential positive and negative consequences according to the ESG criteria applied with the Sustainable Development Assessment (SDA) model, and in terms of the ESG risks of the transactions.



### The ex ante assessment of ESG impacts

In order to estimate the potential positive and negative ESG impacts of CDP-financed transactions, the qualitative-quantitative Sustainable Development Assessment (SDA) model is used. This model, introduced in 2020 and periodically reviewed, is integrated into the internal decision-making process from the origination phase up to the resolution.

The SDA assessment is applied to all financing transactions with private counterparties and to all international cooperation initiatives, alongside assessments of risk profiles, financial terms and conditions and legal and compliance aspects.

This method aims to provide a summary score on a scale of 0 to 10, where 10 identifies projects with the greatest expected positive impact. Projects are classified on the basis of four assessment levels:

### SDA scores



In line with the evolution of international benchmarks, the SDA model has recently been updated to respond to the guidelines of the Strategic Plan by integrating, for the most complex projects, the evaluation of strategic consistency with the guidelines, the technical-economic assessment carried out by the dedicated Competence Centers and the guidelines laid down by the European Taxonomy.

The update also covered:

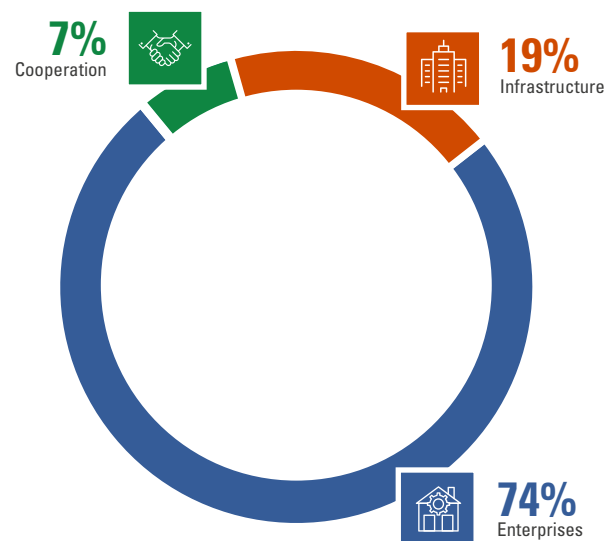
- the assessment of the maturity and sustainability of the counterparties subject to analysis in relation to the reference sector, but also in terms of strategy, governance and ESG reporting, as well as in consideration of their ability to manage disputes, where applicable;
- the assessment of the quality of the transaction in terms of environmental and social impacts, as well as their magnitude and intensity in positive and negative terms, also according to their probability of occurrence;
- the assessment of the additionality of the transaction with respect to CDP's contribution to bridging the investment gaps in sectors and local territories where market operators are unable to mobilise adequate resources, or to attracting additional resources.

This update makes the model adaptable to specific projects and more sophisticated in terms of screening capabilities also considering the growing maturity of

the companies subject to analysis and the availability of benchmarking databases and national and international reference standards.

In summary, the SDA model aims to improve CDP's decision-making process by responding to the needs of the market that is increasingly attentive to environmental, social and governance issues and bears witness to the commitment to building a portfolio which, in accordance with financial return, is aimed at generating increasing positive impacts of an ESG nature. The application of the SDA model will be extended in the scope of application during 2023/2024 in line with corporate strategies.

#### % of application of the SDA model - initiatives assessed



## CDP Equity's new ESG risk assessment methodology

In 2022 CDP Equity approved a new ESG risk assessment methodology to be applied to direct equity and invested funds, both when making new investments and during portfolio monitoring.

### Direct investment assessment model:

- **identification** of the main potential ESG risks of the respective sector, starting from international frameworks such as SASB and MSCI;
- **evaluation** of the economic/financial impacts of each potential ESG risk;
- **assessment** of the safeguards adopted to manage the potential risks identified;
- **evaluation** of the company's quantitative performance over a 3-year period;
- **framework:** evaluation, among others, of ethical, integrity and environmental issues.

### ESG risk assessment model of the funds:

- **evaluation** of the safeguards adopted on ESG issues (both internal operations and investments);
- **evaluation** of the 3-year performance of the Principal Adverse Impacts (PAIs) of the investments made by the Fund;
- **evaluation** of the risk associated with the operating sectors of the funds;
- **framework:** assessment of ethical, integrity, social and environmental issues.

## The ex ante assessment of ESG risks

The risk management process, shared by all control functions, is divided, in line with the reference best practices, into identification, measurement, monitoring and reporting phases. The main ESG risks associated with the Group’s operations and material topics have been identified and organisational measures, controls and dedicated tools have been designed with the aim of reducing those risks, minimising any impacts.

## Climate and environmental risks

The constant changes in the international political scenario on climate change issues require the CDP Group to strengthen its monitoring of climate-related and environmental risks.

The following risk categories fall under the scope of climate-related and environmental risks:

- physical risk;
- transition risk;
- environmental risk.

## Social and governance risks

During 2022, a methodology for the assessment of social and governance risks was developed, which, combined with the methodology for the assessment of climate-related and environmental risks, will enable a comprehensive assessment of ESG risks starting from 2023.

## Reputational risk

The CDP Group adopts a Policy for the assessment of the reputational risk of its transactions aimed at cre-

Risk type	Examples of possible CDP impacts	Example analysis elements
<p><b>Physical risk</b> (the risk of direct or indirect financial loss caused by recurring or extreme climate and natural events)</p>	<p><b>DIRECT</b> <b>Operational risk</b></p> <ul style="list-style-type: none"> <li>■ Material damage to real estate assets</li> <li>■ Business interruption</li> <li>■ Health risk</li> </ul> <p><b>INDIRECT</b> <b>Credit/equity risk</b></p> <ul style="list-style-type: none"> <li>■ Losses incurred by counterparties in the portfolio as a result of climate-related or natural events</li> <li>■ Possible impact of particularly significant climate-related events on the markets</li> </ul>	<ul style="list-style-type: none"> <li>■ Analysis of extreme and/or chronic phenomena</li> <li>■ Analysis of trends related to climate change outlining scenarios for increased probability and intensity of the same phenomena over multiple time horizons</li> <li>■ Analysis of the geographical location and/or diversification factors of business and/or production activities in relation to the risks associated with physical phenomena</li> </ul>
<p><b>Transition risk</b> (the business risk linked to global warming mitigation policies with a particular focus on the energy sector)</p>	<p><b>DIRECT</b> <b>Reputational risk</b></p> <ul style="list-style-type: none"> <li>■ Investment plans not in line with the sustainable transition</li> </ul> <p><b>Funding risk</b></p> <ul style="list-style-type: none"> <li>■ Possible exclusions from funding channels</li> <li>■ Potential higher cost of funding</li> </ul> <p><b>INDIRECT</b> <b>Credit/equity risk</b></p> <ul style="list-style-type: none"> <li>■ Losses incurred by the counterparties in the portfolio as a result of the transition</li> </ul> <p><b>Market risk</b></p> <ul style="list-style-type: none"> <li>■ Greater volatility and increased risk premium in financial markets</li> </ul>	<ul style="list-style-type: none"> <li>■ Transition process, built on the basis of scenarios defined by national or international bodies over different time horizons</li> <li>■ Exposure of the economic sector, also taking into account the classification based on the European Taxonomy</li> <li>■ Context analysis linked to the country or geographical area of reference</li> <li>■ Specific counterparty risk</li> </ul>
<p><b>Environmental risk</b> (the risk of environmental damage during business activities and the litigation risk connected with infringements of environmental protection regulations, with potential consequences in terms of reputational risk)</p>	<p><b>DIRECT</b> <b>Reputational risk</b></p> <ul style="list-style-type: none"> <li>■ Low or negative ESG profile of the debtor or other parties involved in the transaction</li> </ul> <p><b>INDIRECT</b> <b>Credit/equity risk</b></p> <ul style="list-style-type: none"> <li>■ Losses incurred by the counterparties for offences or damages of an environmental nature</li> <li>■ Negative reputational impact on the counterparty</li> <li>■ Loss of market shares</li> </ul>	<ul style="list-style-type: none"> <li>■ Business risk, i.e. economic losses following violations of the law and/or penalties and compensation for environmental damage caused</li> <li>■ Country risk, linked to the regulations and standards applied in terms of environmental protection in the reference country</li> <li>■ Counterparty risks, such as legal risk, compliance risk, reputational risk and operational risk</li> </ul>

ating an adequate framework for containing the risk associated with the potential for CDP and the Group Companies to be involved, also unintentionally and unknowingly, in illegal activities carried out or attempted by third parties with whom they maintain direct or indirect relationships for any purpose and of any nature. The Compliance and Anti-Money Laundering Functions of CDP and of the Group Companies adopt a common and objective methodology which identifies the specific risk indicators regarding Country Risk, Counterparty Risk and Economic Sector Risk.

During the overall ex ante assessment of the reputational risks associated with CDP's investment and financing transactions, specific indicators related to respect for human rights, ethical risks, integrity and social issues are also analysed.

### Anti-money laundering

The CDP Group has adopted an internal anti-money laundering regulatory framework which includes the "Anti-Money Laundering" Group policy and the "Sanctions and Embargoes" Group policy which define the general rules that CDP and the Group Companies subject to the provisions referred to in Italian Legislative Decree 231/07 and subsequent amendments and additions (and annexed implementing provisions of the Bank of Italy) are required to implement in order to concretely fulfil the anti-money laundering obligations and to implement the principle of the risk-based approach on the various relevant profiles in terms of organisational

structures, procedures and internal controls, due diligence, data retention and reporting of suspicious transactions. These regulations were updated in October 2022 due to the new external regulatory changes and the international geopolitical context connected with the Russian-Ukrainian crisis. With specific reference to the reporting of suspicious transactions, CDP adopted a Regulation on anti-money laundering anomaly indicators with the aim of promptly detecting suspected cases of money laundering or terrorist financing.

### Compliance risks

The CDP Group adopted the "Compliance Model" policy, which identifies the main compliance risks to which companies are exposed in the conduct of their business activities, or which derive from its products/services or business dealings. As part of this mapping process, the main risks to which companies are potentially exposed include those relating to the regulatory areas set out below:

- Financial and commercial sanctions;
- Conflicts of interest;
- Corruption<sup>2</sup>;
- Market abuse;
- Antitrust<sup>3</sup>;
- Anti-money laundering & anti-terrorism;
- Occupational safety;
- Contracts for works and services;
- Environmental regulations;
- Industry regulations and supervision;
- Pre-litigation and litigation.

For the purpose of adequately monitoring Conflicts of Interest, CDP put in place the following measures, among others:

- CDP's Directors, in compliance with Italian Ministerial Decree 169/2020, are required to disclose self-employment or professional relationships or other relationships of a financial, equity or professional nature with CDP, its majority shareholder or with its subsidiaries, whether ongoing or entertained over the last two years;
- CDP adopted internal rules governing the operation of the Board of Directors, setting out the process to be followed in cases of Directors' interests - on their own behalf or on behalf of third parties - in the matters to be dealt with by the management body.
- the Board of Directors set up a Committee, made up of three non-executive Directors, in charge of the preliminary assessment of the transactions instructed by CDP with related parties and the specific information is reported in the financial report;
- for the purposes of their appointment and every six months, the Directors are required to provide declarations relating, among other things, to any relationships with related parties;
- for the purposes of their appointment, and on an annual basis, the Directors are required to provide declarations, among other things, on the non-transferability and incompatibility of assignments to public administrations and private bodies under public control pursuant to Italian Legislative Decree 39/2013

<sup>2</sup> No episodes of corruption were recorded for the Group in 2022.

<sup>3</sup> During 2022 there were no recorded pending or concluded lawsuits on anti-competitive behaviour or on infringements of antitrust or monopoly law where the Group was identified as a participant.



and on the so-called interlocking pursuant to Italian Legislative Decree 36/2011. Such declarations are published for the stakeholders on CDP's website.

## Operational risks

The CDP Group uses an operational risk identification and analysis model which describes the methodology and operational tools adopted for the following activities:



**assessment** of the level of corporate exposure to operational risks (Risk Self Assessment), which entails a self-assessment, carried out by the parties involved in the transactions being analysed, of the potential risks inherent in the processes;



**collection and analysis** of internal data on losses attributable to operational risk events occurring within the Company (Loss Data Collection);



**definition** of mitigation actions, following the assessment of the company's level of vulnerability to the risks themselves.

The IT risk assessment methodology was also defined as part of the operational risk management system used by CDP.

The IT risk includes the Cyber risk, which is understood as the risk associated with any intentional and malicious act on the IT system caused by internal, external or third parties capable of affecting the confidentiality, integrity and availability of technical infrastructures and/or data.

By virtue of the complexity and peculiarities of Cyber risk, CDP defined a monitoring process - an integral part of the IT risk management process - which aims to identify, in a timely and proactive manner, any evolving Cyber risk areas, in order to define any mitigation actions, if necessary.

## Tax transparency risk

During 2022, the CDP Group strengthened its supervision of tax transparency through a project developed as part of the overall framework for the assessment of the reputational risk of transactions. The relevant forms now include a greater set of information to be acquired from customers and certain requirements to be met in order to establish the relationship with the counterparty or raise their respective risk profile have been integrated into the internal and Group regulations, thus ensuring more emphasis on the aspects linked to the tax transparency of the counterparties with which CDP operates.

## Corporate security risks

Through the new Corporate Security Area, the CDP Group supports senior management in defining the security strategy and the related policies, ensuring the adoption of both logical and physical security measures aimed at:

- integrating security into the entire information and asset life cycle right from the design phase, ensuring compliance with internal and external regulations, guaranteeing monitoring safeguards for cyber and physical risks;

- using a risk-based approach through information classification and protection, security incident management, and ongoing threat assessment;
- promoting responsibility for security through a professional and ethical approach to management, constant technical personnel training, dissemination to all stakeholders of a virtuous security culture through training and awareness-raising courses planned and provided annually.

To ensure alignment and compliance with regulations and standards, security assessments are periodically carried out, which enable the identification of the implementation status of security controls by determining their maturity levels. The technical elements deriving from the Vulnerability Assessment and Penetration Test activities are also integrated.

The CDP Group defined the 2022-2024 Security Plan, approved by the BoD with the following objectives:



Strengthening the ability to prevent, detect and respond to threats



Standardising security processes and technologies



Raising all stakeholders' awareness of security risks



Ensuring alignment with industry regulations, standards and best practices



Adopting technological models and approaches to increase security safeguards



Material topics	Nature of the risk	Risk factors	Potential impacts	Principal measures
<b>Fairness and transparency in governance</b>	Compliance Reputational	<ul style="list-style-type: none"> <li>Conduct contrary to the organization rules of sound management</li> <li>Ambiguous conduct in the decisional and delegation mechanisms</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Potential sanctions</li> <li>Potential fraud and financing of illegal operations</li> <li>Adverse effects on the Group's reputation</li> <li>Compromising trusting relations with stakeholders</li> <li>Loss of business opportunities</li> <li>Failure to contribute to the country's economic stability</li> <li>Disruptions to services connected to technological infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Internal company regulations</li> <li>Group regulations</li> <li>Specialist training</li> <li>Creation of a whistleblowing system</li> </ul>
<b>Management of business risks and internal control system</b>	Compliance Reputational Operational Money-laundering	<ul style="list-style-type: none"> <li>Inadequate governance of the risk management and control systems</li> <li>Non-identification of potentially damaging events</li> </ul>	<p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Customer dissatisfaction</li> <li>Low quality of service provided</li> <li>Generation of corruption phenomena</li> <li>Loss of sensitive data and information</li> <li>Anti-competitive and monopolistic situations</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Internal company regulations</li> <li>Group regulations</li> <li>Specialist training</li> <li>Creation of a whistleblowing system</li> <li>Anti-money laundering anomaly indicators</li> </ul>
<b>Data security and privacy protection</b>	Compliance Reputational Operational	<ul style="list-style-type: none"> <li>Data losses/leaks</li> <li>Increased disruptions to services connected to technological infrastructure</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Potential litigation</li> <li>Adverse effects on the Group's reputation</li> <li>Compromising trusting relations with stakeholders</li> <li>Loss of business opportunities</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Customer dissatisfaction</li> <li>Low quality of service provided</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Adoption of IT security measures</li> <li>Specialist training</li> <li>Internal company regulations</li> </ul>
<b>Stakeholder engagement and support to local areas</b>	Compliance Reputational Money-laundering	<ul style="list-style-type: none"> <li>Lack of consideration for stakeholders' expectations</li> <li>Omissions/inadequacies in information provided</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Potential litigation</li> <li>Adverse effects on the Group's reputation</li> <li>Compromising trusting relations with stakeholders</li> <li>Loss of business opportunities</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Customer dissatisfaction</li> <li>Low quality of service provided</li> </ul>	<ul style="list-style-type: none"> <li>Constant, structured engagement with the stakeholders</li> <li>Partnership agreements</li> <li>Support to local areas</li> <li>Anti-money laundering anomaly indicators</li> <li>Complaint management</li> </ul>
<b>Start up, growth and consolidation of enterprises</b>	Reputational Money-laundering	<ul style="list-style-type: none"> <li>Failure to pursue the company's mission</li> <li>Insufficient contribution to the capacity to support the growth of the Italian business system</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Potential litigation</li> <li>Potential sanctions</li> <li>Adverse effects on the Group's reputation</li> <li>Compromising trusting relations with stakeholders</li> <li>Loss of business opportunities</li> <li>Failure to strengthen strategic sectors also with a view to international expansion</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Internal company regulations</li> <li>Reputational assessment (including assessments of AML and Sanctions aspects)</li> <li>Sustainable development assessment of KYC, AML and Sanctions processes</li> <li>Specialist training</li> <li>Anti-money laundering anomaly indicators</li> </ul>
<b>Innovation, research and digitisation</b>	Reputational Money-laundering	<ul style="list-style-type: none"> <li>Non-compliance with the provisions of the Articles of Association</li> <li>Insufficient contribution to the innovative capacities of businesses and the Public Administration</li> <li>Distance from customers in terms of contents and products offered</li> </ul>	<p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Low quality of service</li> <li>Economic losses</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Internal company regulations</li> <li>Reputational assessment (including assessments of AML and Sanctions aspects)</li> <li>Sustainable development assessment of KYC, AML and Sanctions processes</li> <li>Specialist training</li> <li>Anti-money laundering anomaly indicators</li> </ul>
<b>Creation of value and support for strategic sectors</b>	Reputational Money-laundering Environmental	<ul style="list-style-type: none"> <li>Non-compliance with the provisions of the Articles of Association</li> <li>Insufficient contribution to the capacity to sustain employment and strategic supply chains, in line with its own mission</li> <li>Distance from customers in terms of contents and products offered</li> </ul>	<p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Low quality of service</li> <li>Economic losses</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Internal company regulations</li> <li>Reputational assessment (including assessments of AML and Sanctions aspects)</li> <li>Sustainable development assessment of KYC, AML and Sanctions processes</li> <li>Specialist training</li> <li>Anti-money laundering anomaly indicators</li> </ul>

Material topics	Nature of the risk	Risk factors	Potential impacts	Principal measures
<b>Availability of infrastructure for sustainable development</b>	Reputational Money-laundering Environmental	<ul style="list-style-type: none"> <li>■ Non-compliance with the provisions of the Articles of Association</li> <li>■ Insufficient contribution to the capacity to support the country's sustainable development, in line with its own mission</li> <li>■ Financing structures that clash with the principles of sustainable development (e.g. inclusion, energy efficiency, circular economy)</li> <li>■ Distance from customers in terms of contents and products offered</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>■ Potential litigation</li> <li>■ Potential sanctions</li> <li>■ Adverse effects on the Group's reputation</li> <li>■ Compromising trusting relations with stakeholders</li> <li>■ Loss of business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>■ Internal control system</li> <li>■ Internal company regulations</li> <li>■ Reputational assessment (including assessments of AML and Sanctions aspects)</li> <li>■ Sustainable development assessment of KYC, AML and Sanctions processes</li> <li>■ Specialist training</li> <li>■ Anti-money laundering anomaly indicators</li> </ul>
<b>Redevelopment of local areas and social infrastructure</b>	Reputational Money-laundering Environmental	<ul style="list-style-type: none"> <li>■ Non-compliance with the provisions of the Articles of Association</li> <li>■ Insufficient contribution to the capacity to support the country's sustainable development, in line with its own mission</li> <li>■ Financing structures that clash with the principles of sustainable development (e.g. inclusion, energy efficiency, circular economy)</li> <li>■ Distance from customers in terms of contents and products offered</li> </ul>	<p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>■ Environmental degradation</li> <li>■ Non-inclusive, inefficient infrastructure and plants for health and safety</li> </ul>	<ul style="list-style-type: none"> <li>■ Internal control system</li> <li>■ Internal company regulations</li> <li>■ Reputational assessment (including assessments of AML and Sanctions aspects)</li> <li>■ Sustainable development assessment of KYC, AML and Sanctions processes</li> <li>■ Specialist training</li> <li>■ Anti-money laundering anomaly indicators</li> </ul>
<b>Social, digital and financial inclusion</b>	Compliance Reputational Money-laundering	<ul style="list-style-type: none"> <li>■ Insufficient consideration with regard to access to financial services on the part of specific categories of customer</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>■ Potential litigation</li> <li>■ Potential sanctions</li> <li>■ Adverse effects on the Group's reputation</li> <li>■ Compromising trusting relations with stakeholders</li> <li>■ Loss of business opportunities</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>■ Customer dissatisfaction</li> </ul>	<ul style="list-style-type: none"> <li>■ Internal control system</li> <li>■ Internal company regulations</li> <li>■ Reputational assessment (including assessments of AML and Sanctions aspects)</li> <li>■ Sustainable development assessment of KYC, AML and Sanctions processes</li> <li>■ Specialist training</li> <li>■ Anti-money laundering anomaly indicators</li> </ul>
<b>Occupational health and safety and welfare of colleagues</b>	Operational Compliance Reputational	<ul style="list-style-type: none"> <li>■ Workplace accidents/injuries</li> <li>■ Inadequacy of working spaces/instruments and of the organisation of work</li> <li>■ Psychosocial risks (stress/burnout/violation of personal integrity)</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>■ Potential sanctions</li> <li>■ Litigation and administrative procedures</li> <li>■ Adverse effects on the Group's reputation</li> <li>■ Lesser commitment of resources due to a lack of adequate motivation</li> <li>■ Loss of the capacity to attract talent on the market</li> <li>■ Compromising trusting relations with stakeholders</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>■ Health &amp; safety</li> <li>■ Workplace injuries</li> </ul>	<ul style="list-style-type: none"> <li>■ Internal control system</li> <li>■ Specialist training</li> <li>■ Certification of the occupational health &amp; safety management system (OHSAS 18001)</li> <li>■ Welfare initiatives</li> </ul>

Material topics	Nature of the risk	Risk factors	Potential impacts	Principal measures
Diversity and equal opportunity	Operational Compliance Reputational	<ul style="list-style-type: none"> <li>Possible discrimination and little transparency in the assessment process during the careers of employees</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Potential sanctions</li> <li>Litigation and administrative procedures</li> <li>Adverse effects on the Group's reputation</li> <li>Lesser commitment of resources due to a lack of adequate motivation</li> <li>Loss of the capacity to attract talent on the market</li> <li>Compromising trusting relations with stakeholders</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Human rights</li> <li>Discriminations</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Setting of internal company regulations</li> <li>Specialist training</li> <li>Creation of a whistleblowing system</li> <li>Impartial and meritocratic HR processes</li> </ul>
Development and training of personnel	Operational Compliance Reputational	<ul style="list-style-type: none"> <li>Inadequate skills</li> <li>Inequalities</li> <li>Exclusion from the labour market</li> <li>Non-fulfilment of mandatory training requirements (occupational health &amp; safety, anti-money laundering, etc.)</li> <li>Mismanagement of the process for supporting "talent" development</li> <li>Inadequate succession planning</li> <li>Misunderstanding of our peoples' training needs</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Potential sanctions</li> <li>Litigation and administrative procedures</li> <li>Adverse effects on the Group's reputation</li> <li>Lesser commitment of resources due to a lack of adequate motivation</li> <li>Loss of the capacity to attract talent on the market</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Failure to respect/violation of human rights</li> </ul>	<ul style="list-style-type: none"> <li>Specialist training (voluntary and mandatory)</li> <li>Mentoring</li> <li>Internal mobility</li> <li>Engagement initiatives</li> <li>Internal communications</li> </ul>
Protection of human rights	Operational Compliance Reputational	<ul style="list-style-type: none"> <li>Possible discrimination in regard to company personnel and in the carrying out of business operations</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Potential sanctions</li> <li>Litigation and administrative procedures</li> <li>Adverse effects on the Group's reputation</li> <li>Lesser commitment of resources due to a lack of adequate motivation</li> <li>Loss of the capacity to attract talent on the market</li> <li>Compromising trusting relations with stakeholders</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Violation of human rights in the value chain</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Setting of internal company regulations</li> <li>Specialist training</li> <li>Creation of a whistleblowing system</li> <li>Impartial and meritocratic HR processes</li> </ul>
Climate change and transition to a green economy	Operational Compliance Transition	<ul style="list-style-type: none"> <li>Increase in emissions/consumption related to the Group's operations</li> <li>Impact of economic transition on investments</li> <li>Failed/partial assessment of the impacts of initiatives promoted by the Group</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Adverse effects on the Group's reputation</li> <li>Economic losses</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Setting of internal company regulations</li> <li>Methodology for assessing climate and environmental risks</li> </ul>
Balanced ecosystem	Operational Reputational Environmental	<ul style="list-style-type: none"> <li>Failed/partial assessment of the impacts of initiatives promoted by the Group</li> </ul>	<p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Health &amp; safety</li> <li>Negative effects on the environment</li> </ul>	<ul style="list-style-type: none"> <li>Reputational assessment</li> <li>Sustainability assessment</li> <li>Specialist training</li> </ul>

Material topics	Nature of the risk	Risk factors	Potential impacts	Principal measures
Development of the circular economy	Reputational Environmental	<ul style="list-style-type: none"> <li>Failed/partial assessment of the impacts of initiatives promoted by the Group</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Adverse effects on the Group's reputation</li> <li>Consumption of natural resources in the performance of its activities</li> <li>Production of waste related to the performance of its activities</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Negative effects on the environment</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Methodology for assessing climate and environmental risks</li> <li>Reputational assessment</li> <li>Sustainability assessment</li> <li>Specialist training</li> </ul>
Sustainable finance and impact finance	Operational Reputational Transition Money-laundering	<ul style="list-style-type: none"> <li>Failed/partial assessment of the ESG impacts of the initiatives promoted by the Group and loss of business opportunities</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Adverse effects on the Group's reputation</li> <li>Economic losses</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Human rights</li> <li>Access to financial services</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Setting of internal company regulations</li> <li>Methodology for assessing climate and environmental risks</li> <li>Reputational assessment</li> <li>Sustainability assessment</li> <li>Specialist training</li> <li>Anti-money laundering anomaly indicators</li> </ul>
System risks and opportunities	Operational Reputational Business Money-laundering	<ul style="list-style-type: none"> <li>Failed/partial assessment of the ESG impacts of the initiatives promoted by the Group</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Adverse effects on the Group's reputation</li> <li>Economic losses</li> <li>Litigation and administrative procedures</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Exposure to illegal actions</li> <li>Customer dissatisfaction</li> <li>Low quality of service provided</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Setting of internal company regulations</li> <li>Methodology for assessing climate and environmental risks</li> <li>Reputational assessment</li> <li>Sustainability assessment</li> <li>Specialist training</li> </ul>
Responsible procurement	Operational Reputational Compliance	<ul style="list-style-type: none"> <li>Suppliers' conduct not in line with the Group policies</li> </ul>	<p><b>IN THE CASE OF CDP</b></p> <ul style="list-style-type: none"> <li>Potential sanctions</li> <li>Litigation and administrative procedures</li> <li>Adverse effects on the Group's reputation</li> </ul> <p><b>IN THE CASE OF THE STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>Health &amp; safety</li> <li>Human rights</li> <li>Negative effects on the environment</li> </ul>	<ul style="list-style-type: none"> <li>Internal control system</li> <li>Setting of internal company regulations</li> <li>Specialist training</li> </ul>

# 5 LEVERS: PEOPLE, STAKEHOLDERS AND FINANCIAL RESOURCES

*People, stakeholders and financial resources are the levers providing competitive advantage for the development and growth of the Group.*



**FINANCIAL CAPITAL**



**NATURAL CAPITAL**



**PHYSICAL-PRODUCTIVE CAPITAL**



**HUMAN CAPITAL**



**SOCIAL-RELATIONAL CAPITAL**



**INTELLECTUAL CAPITAL**



## KEY DATA



### PEOPLE

- >62,000** TRAINING HOURS (+13% COMPARED TO 2021)
- 26%** WOMEN IN TOP MANAGEMENT POSITIONS (+3% COMPARED TO 2021)\*
- 53%** WOMEN AMONG THE NEW SENIOR MANAGERS
- 1st** DIVERSITY, FAIRNESS AND INCLUSION POLICY
- 68** PATERNITY LEAVES (+70% COMPARED TO 2021)
- 1** PEOPLE SURVEY
- 10** DAYS OF REMOTE WORKING PER MONTH



### STAKEHOLDERS

- 1** MULTISTAKEHOLDER FORUM WITH OVER
- >320** PARTICIPANTS
- 7** CONSULTATIONS ON POLICIES AND STRATEGIC GUIDELINES
- 19** LOCAL OFFICES/CENTRES
- +3%** IN MOODY'S ESG RATING (67/100)
- 2** BoD MEETINGS HELD LOCALLY: NAPLES AND TURIN



### FINANCIAL RESOURCES

- 2.5** BILLIONS OF NET INCOME
- 281** BILLION IN POSTAL FUNDING
- 17.3** BILLION IN BOND FUNDING
- 1** SUSTAINABILITY BOND (**750** MILLION)

\* The figure refers to the Parent Company.

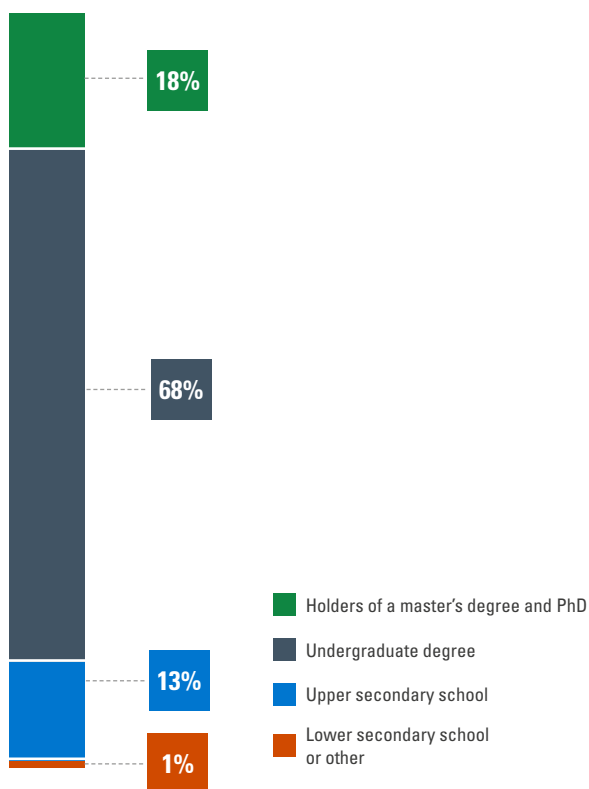
## 5.1 Human capital: people at the heart

CDP is growing and consolidating its position thanks to the about 1,600 people of the Group, who work every day with a fully committed and professional attitude. People at the heart of things can be seen through the full

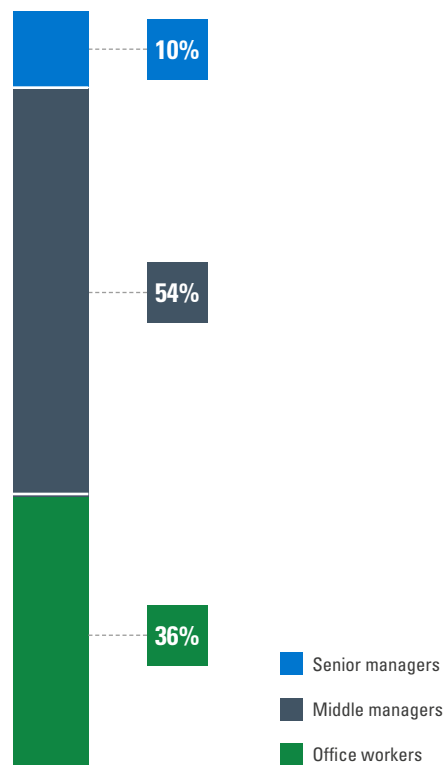
protection of their rights, with a particular focus on industrial relations and safeguarding employment levels, the enhancement and strengthening of skills, the promotion of cultural inclusion and the development of a corporate welfare system that is increasingly up-to-date and flexible. In 2022, the Group invested further in human capital - with an increase of 6% in the corporate population

compared to 2021 - giving priority to its employees' employment stability (99% of its employees have permanent contract). These figures need to be supplemented by those relating to SIMEST which, as at 31 December, had 194 employees, with 3 newcomers and 5 leavers between the months of November and December.

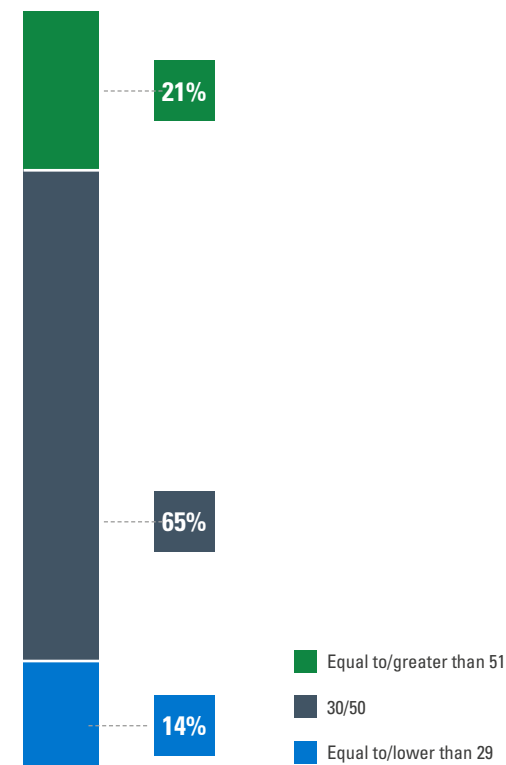
Total employees for 2022 by educational qualification



Total employees for 2022 by category



Total employees for 2022 by age group





## Management and engagement

The responsible management of one's human resources and the enhancement and engagement of the people have a positive influence on the company as a whole. Therefore, the management of the Group's human resources centres on transparency and equal opportunities during recruiting and throughout their working life. The Code of Ethics condemns "any form of violence, intimidation, harassment or persecution by anyone who has relations with the Group, regardless of the level of responsibility or function covered, with a commitment to report any conduct that may offend the sensibilities of others". Any violations sanctioned under the Code of Ethics, considered as an internal regulation, entail the application of the disciplinary procedure envisaged by the Workers' Statute, the National Collective Bargaining Agreement and the Disciplinary Code, as well as the potential claim for compensation for any reputational damage deriving from such conduct vis-à-vis CDP and its coordinated Companies.

When selecting personnel, the Group is committed to ensuring that recruitment campaigns are based on criteria of objectivity, competence, professionalism and equal opportunities, by ensuring whenever possible the equal representation of gender and any other possible form of diversity in the long- and short-lists of candidates, so as to guarantee a fair and impartial selection process. In particular, for all the positions sought, the management staff are required to share a long list of "blind CVs", i.e. without the candidates' personal details, and to introduce a phase of technical-aptitude

assessment, based on assessment tests and tools selected according to the position to be filled. In addition, there is a further assessment phase, conducted by panels consisting of managers from various functions where gender diversity is guaranteed, who interview all the candidates on the short-list using a uniform set of questions, aimed at ensuring a more objective comparison when making the final choice.

The employment contracts of CDP employees comply with national legislation so that they are guaranteed the safeguards that allow them to be absent from work for brief and/or longer periods when certain events occur (e.g. maternity or paternity leave, sickness, etc.). The national and company-based collective bargaining agreements supplement the regular legislation with additional elements. More specifically, the National Collective Bargaining Agreement enables people to be absent from work for study, family or personal reasons and to perform voluntary work, up to a maximum of one year that can also be used on a fractional basis. As regards the granting of time-off and periods of leave, particular attention is paid to family situations requiring extra assistance for children in vulnerable conditions, such as, by way of example: bullying, drug addiction, eating disorders, specific learning disorders (SLD).

The Group also recognises the right for its employees to have a period of paid leave if they or their spouses/partners or their children are the victims of forms of discrimination or violence.

More recently, in 2022, a series of people engagement activities were run, providing further leverage for improving the company climate and sense of belonging:



**16** meetings between the Departments and Top Management to illustrate the Strategic Plan;



**11** welcoming events with the Chief Executive Officer for colleagues who have recently joined the company ("Un caffè con..." [A coffee with...]);



**1** Group People Survey, with a response rate of 73%, with 29 questions on 7 topics: Sustainable Engagement, Development, Work Environment, Awards, ESG, DE&I, Strategic Plan and Values;



**1** programme of company-based voluntary work called "Protagonisti d'impatto" (Impact Protagonists), launched in December 2022 in collaboration with the CDP Foundation and with leading third-sector entities (Save The Children, Action-Aid, Airc, Fondazione Umberto Veronesi, Albergo Etico, Retake, Nave Italia);



over **50** in-house events on business themes and current affairs and enhancing internal communication through the renewed intranet - which saw a 28% increase in news circulation (through the intranet and newsletters, with ad hoc interviews to teams and individuals) - and the "noi.cdp" app.

## Training

CDP is committed to being a place of development, as well as of work, facilitating refresher courses and life-long learning for the skills required to meet the challenges of a rapidly developing situation. For this reason, the training courses offered this year included a wide range of initiatives with a mix between in-class, online courses and blended learning. In 2022, over 62,000 hours of training were provided; in addition to this Group figure, a further 577 hours of training were held by SIMEST between October and December. The following were the most significant training programmes in 2022.

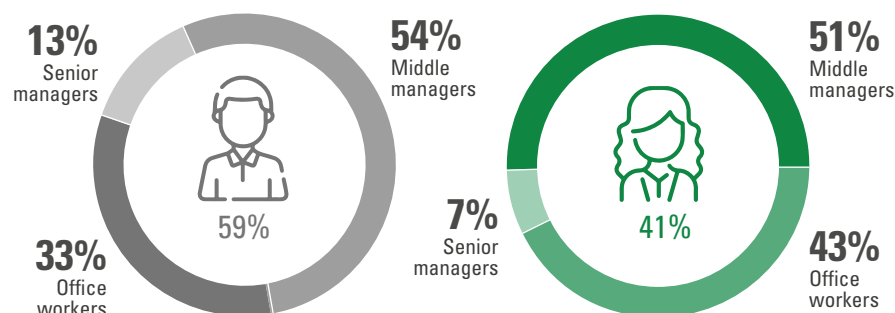
### Higher Education

Two two-year programmes of personal development and international training set up in partnership between the CDP Group and the companies in the CDP Academy network (Ansaldo Energia, Fincantieri, Italgas, Nexi, Open Fiber, Poste Italiane, Snam and Terna). A total of 32 resources took part in the training programme and had the chance to follow a course of individual development, consisting of Hogan Assessment, feedback 360, executive coaching and mentoring, and an international, in-class training programme covering three modules (Strategy, Finance and Sustainability with SDA Bocconi, Milan; Innovation and Digitalization with Headspring, Financial Times HQ, London; Organisational Behaviour with IESE, Madrid).

### Corporate MBA

Second edition of the 24-month Master's course, established with the objective of enhancing skills, sharing development

### Hours of training by category and gender



**> 94%**  
of employees trained in 2022



**>62,000**  
training hours



**39 hours on average**  
of training for employees

programmes and encouraging an exchange between the excellent industrial realities in the CDP Group and its investee companies as part of a systematic framework. The Group's partner in the second edition is POLIMI - Politecnico di Milano Graduate School of Business. The Master's course is open to all (non-senior management) employees, and the participants are selected by the Business School.

### Cost-Benefit Analysis

A modular training course on cost-benefit analysis, run in partnership with SDA Bocconi and involving over 50 people. The course allowed participants to gain a more in-depth understanding of this essential tool for quantifying and monetising the potential economic advantages and disadvantages of the social and environmental impacts generated by an action/investment.

### JUMP (Join Unconventional Monthly Program)

Induction programme for newly hired personnel which actively involved over 300 people.

The programme also involved the development of the two parallel initiatives concerning Mentoring and Job Shadowing.

### Progetto Valori (Value Project)

Training initiative centred on the five pillars of the CDP corporate culture (Expertise, Environment, Impact, Inclusion and Integrity) which involved about 350 Managers in the Group. Colleagues tried their hand at creating and telling stories that highlighted actual everyday cases involving corporate values.

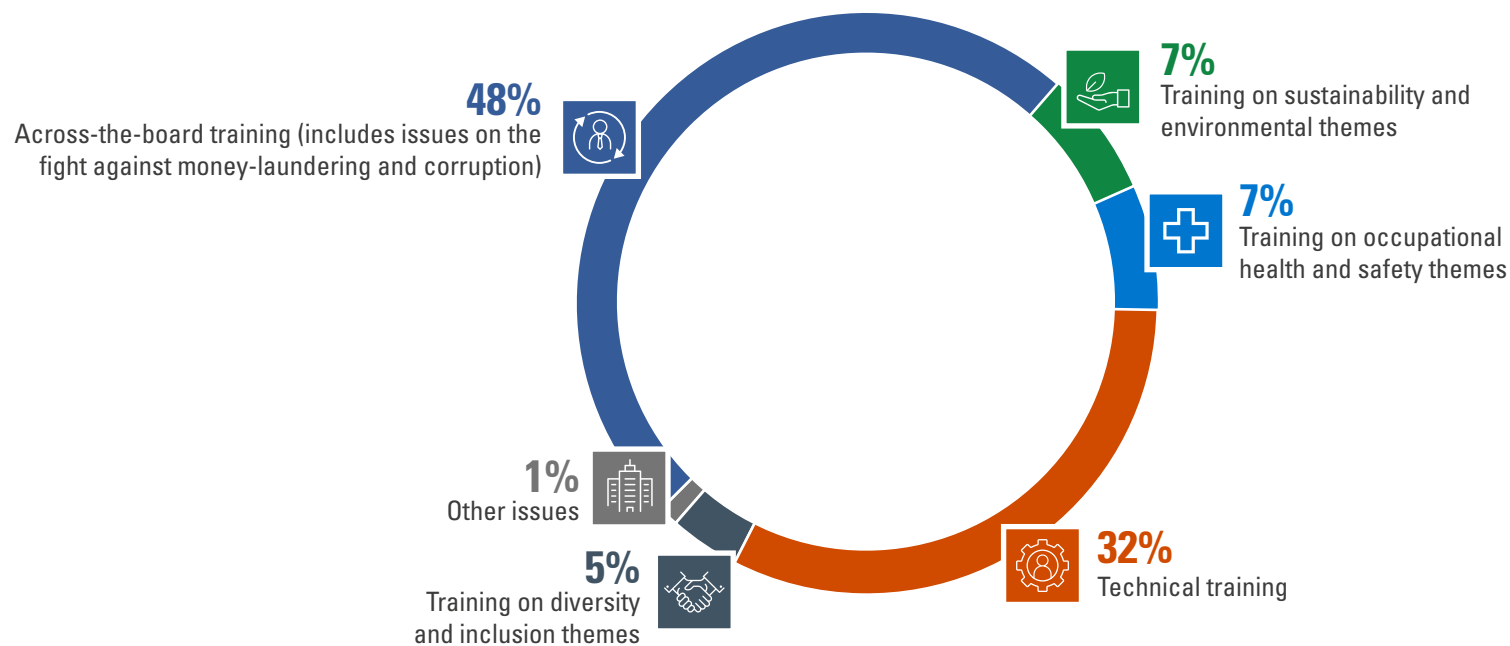
### Train The Interviewers

Training programme for Managers, developed through educational webinars and "hands-on" workshops which enabled the creation of shared skills so as to hold more effective selection interviews, centred on in-house tools and processes.

### 1 corso per te (1 course for you)

Second edition of the training offer which allows participants to independently choose the courses they would like to follow. The programme includes over 30 titles divided into four categories (E-Learning Pills, Fundamentals, MOOCs - Massive Online Open Courses, Transformational). A total of 70% of employees took part in the initiative.

## Types and timeframe of training



### Sustainability training

CDP arranged various training initiatives for its employees aimed at strengthening the sustainability culture within the Group:

- Updating of the e-learning Programme on Sustainability, with a new edition for newly hired personnel;
- E-learning course on the Fundamentals of the European Taxonomy to provide the basic concepts and implications for the CDP Group (about 800 employees as at 31 December 2022);
- Sustainability and Business Strategy in CDP: in-class course, included in the “1 corso per te” (1 course for you) programme, attended by about 60 colleagues in the Group in 3 editions (one in December and two between January and February 2023).

## Development

As part of the people development programme, the project called “Skill Development Framework” reached its conclusion at the end of 2022 for CDP S.p.A. and CDP Equity S.p.A. It centred on two objectives:



developing a taxonomy of CDP professional roles and skills aligned with the labour market, thus enhancing people’s professional “recognizability”;



updating - across the whole organisation - CDP’s professional roles and their related skills, thus enhancing the effectiveness of training and development actions.

So as to have a uniform list of skills in line with the market, an external taxonomy was used, taken from a database that gathers information from the international labour market. Nevertheless, given the specific nature of CDP, the information taken from the market was supplemented with the company’s internal characteristics. There was a mapping of the “Macro Roles” existing over 14 “Areas” grouped together into 4 “Macro Areas”: Each department engaged in a structured listening phase, involving Surveys, Focus Groups and final Workshops with the individual department managers, which enabled a review of the model of existing skills and professional roles, thus increasing the effectiveness of people’s actions. Specific actions are currently being defined to strengthen the development plans on a professional basis.

## Remuneration

The process for determining remuneration in CDP is centred around criteria of internal and external fairness, both during the recruitment phase and during the time that employees remain in the company.

The remuneration structure for senior managers is geared to ensuring consistency between corporate strategic objectives and personal objectives and consists of:



**a fixed remuneration part**, which provides value for the person’s acquired skills and is usually related to the role held, the scope of responsibilities, the market context, as well as the overall quality of the contribution to the company’s results.



**a variable remuneration part**, which takes the form of an MBO incentive system involving the assignment of corporate objectives, mainly of an economic and financial nature and specific individual objectives for each recipient of the system, in relation to the activity they perform and their area of responsibility. These objectives are consistent with the strategy of the Plan and normally envisage the assignment of objectives associated with environmental and sustainability issues. If in the future it emerges that the bonus was calculated on the basis of figures that were clearly incorrect or false, any vested and awarded bonus may have to be paid back, in line with an ex post correction mechanism known as the clawback clause.



**100%** top management functions who were assigned sustainability objectives.



**31%** of the total of MBO objectives are sustainability objectives.

As regards salary fairness, the gender remuneration gap in 2022 stood at 21.4%, with a reduction of 3.4% compared to 24.8% in 2020. Starting from the women/men salary ratio according to professional category (in 2022 the salary of female office staff was 4.5% higher than that for men, 6.6% lower for female middle managers and 18.5% lower for female senior managers), in addition to the assignment of DE&I objectives for management, a pay mapping project was conducted for each corporate Department, aimed at identifying specific initiatives with a view to reducing the gender pay gap. There was also a strengthening in the area of professional development: in 2022, 53% of new senior managers were women (46% of total promotions).

## Trade union relations

Trade union relations are based on constructive dialogue, developing fair, positive relationships and preventing and resolving conflicts. Agreements are shared, negotiated and defined in periodic meetings, following proposals by the company or the trade unions and under regulatory provisions, in order to reach agreements on issues relating to industrial relations.

Trade union relations are supervised and guaranteed through the development of relationships with the company union representatives and coordinated by the relevant units which ensure the negotiation and definition of agreements in each Group company.

Negotiations are held within the framework of the national collective bargaining agreement (CCNL) and between the Company and internal workers' representatives and the agreement is established on the basis of specific company needs.

The main negotiations and agreements concluded in 2022 are:

- the signing of periodic agreements on the video surveillance system;
- the establishment of the Bilateral Commission on Overtime with the aim of periodically monitoring the use of overtime by the professional areas and dealing with extraordinary work situations, sharing and promoting policies and initiatives aimed at limiting its use and ensuring compliance with working hours, also with reference to remote working;

- the setting up of the Bilateral Commission on Diversity, Fairness and Inclusion.

The Trade Union Relations Unit manages, takes care of and ensures the process of disciplinary procedures and the management of any labour disputes before or as they take place. It also oversees and manages the procedure relating to appeals filed by employees regarding professional appraisal under Art. 80(6) of the National Collective Bargaining Agreement.

## Diversity, fairness and inclusion

CDP is committed to creating an open, respectful and plural working environment where every person can express their potential.

In August 2022, the Group approved its first "Diversity, Fairness and Inclusion" Policy which sets out the guiding principles and operating procedures for promoting diversity, fairness and inclusion values with internal and external stakeholders, focused on four main areas:



**People:** value the uniqueness of the individual with regard to selection and recruitment, remuneration, training and development, work-life balance and awareness.



**Business:** consider gender diversity as one of the evaluation criteria for financing and investment choices, favouring programmes with a positive social impact and with particular attention to projects on work inclusion.



**Suppliers:** take into consideration, as part of the selection process, those criteria that favour generational and gender equal opportunities and promote diversity, fairness and inclusion.



**Culture and communication:** promote and verify the adequate and constant representation of diversity, in particular gender diversity, in conferences, institutional events and communications.

The main initiatives in 2022 included:

- the appointment of a Diversity, Equity & Inclusion (DE&I) manager whose job it is to formulate the company policy on equal treatment and inclusion, and to favour and monitor its implementation;
- the creation of a Bilateral Commission that focuses on equal treatment and equal opportunities for female and male personnel in CDP; in 2022, the first meeting was held where the foundations were laid for discussions on issues of inclusion, equal opportunities and making the most of diversity and also on the future workings of the Commission;
- the extension of conditions and provisions, provided under national and/or company regulations for heterosexual couples only, also for employees forming homosexual couples or who have formed a civil union;



- the provision of leave for victims of violence and discrimination;
- membership of the Valore D and Parks-Liberi e Uguali associations, to bolster CDP's commitment in understanding the business potential linked to the development of strategies and best practices that respect diversity;
- provision of a compulsory e-learning course for CDP on the issue of Unconscious Bias, so as to help to recognise and remove all types of stereotypes;
- active participation in programmes such as "Target Gender Equality" of the UN Global Compact Network Italia and the "4 Weeks 4 Inclusion" marathon organised by TIM, both conceived in order to share, accelerate and understand the advantages from principles of diversity, fairness and inclusion;
- the inclusion of a course entitled "Diversity, Fairness and Inclusion" within the programme "1 corso per te" (1 course for you);
- updating of the Learning Management System, called CDP Learning, in order to allow full digital accessibility, by eliminating all IT architectural barriers i.e. those obstacles that people with disabilities encounter every day.

## Women in the CDP Group<sup>1</sup>



**44% WOMEN EMPLOYEES**

(+10% compared to 2021)



**48% NEWLY HIRED STAFF**



**56% IN BoD<sup>2</sup>**



**23% SENIOR MANAGERS**

(+19% compared to 2021)



**26% IN TOP MANAGEMENT POSITIONS<sup>3</sup>**

(+3% compared to 2021)



**42% MIDDLE MANAGEMENT POSITIONS**

(+13% compared to 2021)



**46% PROMOTIONS**

(of which 53% to senior manager level)

## Associazione Donne (Women's Association)<sup>4</sup>

The Association was established at the end of 2021 with the aim of promoting gender equality in the Group, and in its first year of activity, its membership reached almost 340 members and promoted, through its working groups, more than 10 initiatives. These included events to share views and ideas on the role of women in the economy and society (Maxxi on 10 May and Baths of Diocletian on 16 November) and voluntary initiatives (taking part in the "Race for the Cure", the largest solidarity race on the fight against breast cancer, and initiatives in partnership with the CDP Foundation), as well as the launch of a training programme on inclusive behaviour and language in partnership with Wise Growth.

## Employee welfare and well-being

Employee well-being is considered a priority matter and the CDP Group is committed to offering its employees modern, flexible working tools and models that can meet specific personal needs and ensure an appropriate work-life balance.

<sup>1</sup> The comparison with 2021 is calculated as a percentage change with the exception of the figure for "women in top management positions", calculated as a percentage difference between absolute values.

<sup>2</sup> The figure refers to the BoD just for the Ordinary Accounts. When also considering the Separate Accounts, the figure stands at 36%.

<sup>3</sup> Parent Company figure at 02 March 2023. At Group level the figure stands at 22%. "Top management positions" means: line I and II managers (for the Parent Company) and line I managers (for companies subject to management and coordination) reporting directly to the Chief Executive Officer.

<sup>4</sup> For further details: <https://www.donnegruppcdp.it/>



## Remote working

During 2022, Remote Working was the main tool available for performing one's work, alongside normal attendance in the place of work at the office. Since its implementation on 1 September 2022, the Remote Working Agreement, signed with the trade union representatives in November 2021, has been an effective tool in the CDP Group. It provides for the right to work remotely for up to a maximum of ten days a month subject to planning and agreement with one's Manager.

To support colleagues in their daily management of remote working issues, two tools have been implemented: the company chatbot with its specific FAQs and the Smart Office application for scheduling remote working and office-attendance days directly in the app.

## Psycho-physical well-being of employees and their family members

Following on from 2021, a remote listening and psychological support service was provided to employees via the telephone, aimed at bolstering people's confidence, motivation and well-being.

The internal nursing service offering employees daily medical assistance and first aid services provided by qualified staff was also maintained, in addition to the possibility of undergoing free medical check-ups conducted by medical specialists (200 check-ups during 2022). CDP's focus was not aimed solely at employees but also at their family members who were able to benefit from the Live Training service with fitness sessions available also online and the face-to-face Training service with

the chance to purchase subscriptions within a network of over 2,000 gyms and specialist sports centres throughout Italy at special rates. Over 1,300 employees and their family members took part in the initiative.

## Support for parenting

In order to support parenting, the CDP Group arranged a series of initiatives targeting both parents with the aim of encouraging a culture of sharing the tasks of looking after and taking care of the home/children to create a more even balance between work and the family.

More specifically:



the health insurance policy includes all expenses for specialist visits, diagnostic tests and examinations, and also pre-natal tests;



special parking spaces are available for expectant mothers close to the company offices in Rome and Milan;



a parent who goes on parental leave (the mother or alternatively, the father) receives 100% of their salary for the first 30 days;



there are 10 days of paternal leave, in addition to other 20 days of paid leave, that can be taken within the first 5 months after the child's birth (68 leaves taken, +70% compared to 2021);



30 days' paid absence in the event of a child's illness up to the age of 6;



3 days' paid leave per year when a child is introduced into a nursery and/or infant school.

Finally, as part of corporate welfare initiatives, CDP provides all colleagues with a contribution towards the costs of their children attending nurseries, infant

schools, primary schools and lower and upper secondary schools as well as a scholarship to employees' children who, from lower secondary school up to university, have completed their studies with success.

Similarly with an eye on family welfare, in 2022 CDP continued the training and orientation programme for the children of employees aged between 6 and 18 called "Summer school, tutoring e...tanto altro!" (Summer school, tutoring and... much more) that features a wide range of initiatives organised with highly qualified partners and targeted by age group.

In addition, during 2022 the "Orientamento e Formazione a 360°" (All-round Orientation and Training) initiative was organised for the families of the CDP Group, consisting of various events run with top-class partners which involved the participation of over 70 young people and adults:

- guidance on choosing the right university using Talents Venture: through an online platform constructed for the purpose, CDP supports young people and their parents in selecting the appropriate university course;
- STEM training with Codemotion: programme of activities to bring children and parents closer to the STEM world, with creative computer activities focused on the creative use of technology.

Finally, with the easing of the restrictions implemented due to the Covid epidemic, the "Festa Bimbi" (Children's Party) was organised this year, providing the CDP Group with an opportunity to talk with the world of children and share some important messages on the theme of Diversity & Inclusion, through recreational and fun activities, which saw the participation of over 160 children aged from 5 to 12.

## Welfare initiatives

### HEALTH

Health insurance policy, which can also be extended to the employee's own family unit and reimburses medical expenses resulting from illnesses and accidents as well as access to services at affiliated facilities

Check-up every two years for all employees

Supplementary pension schemes with a contribution also paid by the Group companies

Policy for Accident and Permanent Disability due to Illness, coverage in the event of death and Long Term Care

Campaigns to raise awareness about topics on health and prevention

Organisation at the offices in Rome and Milan of 4 days dedicated to blood donation with 130 people taking part

Course on how to clear respiratory airways organised by the Italian Red Cross at the offices in Rome and Milan with CMB Consulting (110 participants)

New caregiving service devoted to all CDP employees and their families: an innovative and tailor-made service that accompanies and supports vulnerable people in their daily activities to encourage their own independence and peace of mind

Participation, with the Associazione Donne (Women's Association), in the "Race for the Cure" to support all women who face or have faced breast cancer



### MOBILITY

Dolce Mobilità (Sweet Mobility): project to encourage alternative and sustainable forms of mobility in CDP by implementing routes, parking areas and recharging points for two-wheeled electric vehicles and the creation of changing rooms equipped with showers and toilet facilities at the offices in via Goito in Rome and in via San Marco in Milan



### INNOVATION

Food Corner: an innovative refreshment area dedicated to all employees, with spaces and routes dedicated to art and culture, aimed at encouraging an ongoing dialogue between company spaces and language about the Arts



### TRAINING

Training course on Mindfulness, which was attended by over 35 colleagues in the Group

Lifed: programme dedicated to parenting and care giving followed by about 130 CDP colleagues

Energia e Benessere (Energy & Well-being): training programme on topics concerning vital energy and well-being, which was followed by 40 Group colleagues



## Health & Safety

CDP gives absolute priority to the protection of the health and safety of employees in the workplace. For this reason, the Group implements all the safeguards needed to ensure the physical safety of all the people who work in the company, regardless of their capacity. In compliance with the applicable legislation on health and safety in the workplace (Art. 17, 28 and 29 of Italian Legislative Decree 81/2008 as amended and supplemented), the employer of each company in the Group, in collaboration with the Occupational Health and Safety Manager (OHS Manager), the Company Doctor, and also in consultation with the Workers' Safety Representative, periodically assesses the risks for its workers by preparing and updating its Risk Assessment Document.

In addition to providing a comprehensive mapping of the safety risks in the company, this document also contains the set of procedures and measures aimed at minimizing such risks. All the tasks identified in the Risk Assessment Document are subject, where required, to health surveillance in compliance with current legislation (Italian Legislative Decree 81/08 as amended and supplemented) and the instructions

from the Company Doctor within the Health Protocol. The management and implementation of health surveillance are significant organisational aspects that influence health and safety in the workplace, in particular as regards the periodic, preventive medical assessment of workers exposed to occupational risks. The objective is to protect workers' health and prevent related occupational diseases linked to the risk factors identified and the actual working methods used, and thus reach an opinion about a worker's fitness to perform his/her work tasks. Generally speaking, the risks to which Group workers may be subjected are those consistent with office activities and therefore are low risk.

The CDP Group workers' involvement in the development and implementation of safety management systems and in communicating relevant information on occupational health and safety is ensured through the constant engagement of the Workers' Safety Representatives.

The employees themselves receive education and training that allow them to acquire the skills appropriate to the duties they perform. The workers in charge of fire prevention and firefighting, evacuating

workplaces, rescue, first aid and, in any case, the management of any emergencies receive adequate and specific education and periodic training and refresher courses.

Conversely, the Workers' Safety Representatives have to do particular training in the field of health and safety concerning the specific risks existing in the areas in which they act as representatives, so as to ensure that they have adequate skills in the main techniques used to control and protect against risks. Recently CDP S.p.A., CDP Immobiliare S.r.l., CDP Immobiliare SGR and Fintecna chose to invest in the creation and development of their Management Systems, as the most appropriate means of monitoring and maintaining their commitments and pursuing their objectives on the occupational health and safety of workers. This System is certified in compliance with the requirements of the UNI ISO 45001:2018 standard on Occupational Health and Safety Management Systems. The scope of application of the health and safety management systems adopted by the Group covers all the activities and services performed by each company within their relevant premises.

## 5.2 Social-relational capital: dialogue with stakeholders and the local area

Collaboration and dialogue with stakeholders and the civil society are essential in order to maximize the company's contribution towards sustainable development. In fact, the company's business model cannot operate efficiently without a constant and constructive dialogue on the requests and needs expressed by the territory and its various stakeholders.

With the 2022-2024 Strategic Plan, a process of listening to and sharing ideas and views with the civil society was launched and, at the same time, a form of clear and transparent communication with stakeholders was enhanced.













Through an online survey, in 2022 CDP again monitored the perception of the quality and transparency of relations with its stakeholders.

Almost 60% of those interviewed were of the opinion that it was possible to create long-term value thanks to the relationship with the Group, whereas more than half of those interviewed considered that CDP manages to engage with its stakeholders adequately and on a regular basis (52% in 2021).

The web appears to be in the first place of the most popular channels used to obtain information on sustainability issues, followed by periodic meetings and consultations.

This is why in 2022, an important update was made to the website section dedicated to sustainability.<sup>5</sup>

### Stakeholder engagement

Stakeholder	Main listening and engagement channels	Main activities and KPIS
 Shareholders	Meetings (institutional/one to one) Focus groups/work groups Agreements Partnerships (for system projects)	280 one to one meetings 66 focus groups/work groups 5 agreements
 BoD	Induction Focus groups/work groups	8 inductions
 Communities (civil society, young generations, trade unions, post office savers)	Events Closed door consultations Meetings with the trade unions Meetings with representatives of the civil society (third sector, NGOs, trade associations, think tanks) Cultural initiatives	20 meetings with trade unions 10 meetings with representatives of the civil society 15 cultural initiatives (CDP Museum visits) with 190 external participants
 Financial community (rating and investors)	One to one meetings Dedicated meeting events	>45 meetings with the financial community Annual participation in Borsa Italiana
 Counterparties (local authorities, other public administrations, enterprises, start-ups/innovative enterprises, ...)	Meetings (institutional/one to one) Focus groups/work groups Surveys	> 2000 meetings > 80 focus groups/work groups
 Employees	People Survey Company intranet (news) Newsletters Meetings with Top Management	> 1700 colleagues involved 345 news items on the company intranet
 Suppliers	Satisfaction survey	>1,100 suppliers 35% of redemption
 Media	Press releases Articles Interviews Events with journalists	55,500 articles 138 press Releases (incl. 72 on ESG issues)
 Ministries and Institutions	Meetings (institutional/one to one) Focus groups/work groups Agreements Partnerships (for system projects)	90 institutional meetings 41 agreements
 Partners (investee companies, international multilateral organisations, agencies)	Meetings (institutional/one to one) Focus groups/work groups Agreements Partnerships (for system projects)	> 800 meetings 6 partnerships 9 agreements
 Peers (Private financial institutions, NPBLs / Development Banks)	Meetings (institutional/one to one) Focus groups/work groups Agreements Partnerships (for system projects)	> 500 meetings > 300 focus groups/work groups
 Regulators and Policy Makers	Meetings (institutional/one to one) Focus groups/work groups	62 focus groups/work groups

<sup>5</sup> For additional information: <https://www.cdp.it/sitointernet/it/sostenibilita.page>

To foster an increasingly effective dialogue with its stakeholders, CDP has activated various listening and communication channels which include both proactive communication and an effective complaint management procedure. As regards this, a special Regulation has been adopted which governs the responsibilities and safeguards adopted by CDP for petitions submitted by customers, with the aim of reinforcing the trust they have in the correctness of the company's actions.

### Main points of the Complaint Management Regulation



#### TRACEABILITY

The complaint must be registered.



#### TIMELINESS

Once a complaint is received, a response must be given within a maximum set time.



#### TRANSPARENCY

The institutional website informs customers of how to file a complaint with CDP and instructs them of their rights.



#### CLARITY

Responses provided to customers must always clearly state the reasons for the decision made by the Company.

## A future to be designed together: the first Multistakeholder Forum

The **CDP Multistakeholder Forum** was held on 28 November 2022 in Milan, at the Museo Nazionale della Scienza e della Tecnologia Leonardo da Vinci. This was the new annual event on ESG issues dedicated to sharing views and ideas with the civil society, which focused on the expectations and contribution of young people towards sustainability.

The Forum was divided into two moments:

1. an open event in the morning, which included - amongst other things - speeches from the Vice-President of the European Commission Frans Timmermans, the Italian Minister of Economy and Finance Giancarlo Giorgetti and the President of ACRI Francesco Profumo;
2. a series of closed-door work groups in the afternoon, with the aim of gathering inputs and recommendations from the civil society on the Group's ESG strategy and sustainability commitments and the filling in of the materiality questionnaire.

Upon completion of the stakeholder engagement process, the output from the work groups was shared with all stakeholders in a webinar held at the end of December.

### Key numbers of the Forum:



over **320** stakeholders present including **167** who took part in work groups



**15** newspapers were represented and more than **70** articles and interviews



over **150** mentions in social media posts of stakeholders



**5,000** views in direct streaming



over **130** posts produced on the CDP social media channels



**9** theme-based work groups

## Consultations

For the very first time, seven closed-door meetings were organised dedicated to sharing the Sectoral Strategic Guidelines and CDP's new policies, which involved a total of over 160 stakeholders<sup>6</sup>. In particular, the consultations on the Policies were organised with the aim of gathering feedback and suggestions from the civil society for consideration before the approval of the Board of Directors.

## Dialogue with the ESG rating agencies

As confirmation of its commitment to continuous improvement in ESG performance, the Group undertook an assessment process with rating agencies. In particular, the Company undertook a solicited assessment process with the agencies Moody's ESG Solutions and ISS ESG. In 2022, the opinion on CDP's activities within the scope of Moody's ESG sustainability rating recorded an increase of 3 points compared to 2021, reaching a score of 67/100. CDP's positioning was among the highest of the companies evaluated, both with respect to its sector (third out of twenty-two) and at a European level (58th out of 1,625), achieving a position in the best category for its sustainability rating class (A1).

## Memberships for sustainable development

The culture of sustainability is stronger if it is shared. That is why CDP is a member of a number of leading associations engaged in spreading the principles of sustainable development.

A few examples:

- Alleanza Italiana per lo Sviluppo Sostenibile (AS-VIS) (focus: achieving the Sustainable Development Goals of the UN's 2030 Agenda);
- Fondazione per lo Sviluppo Sostenibile (focus: green economy and energy transition);
- Sustainability Makers (focus: networking and exchange of best practices among professionals on ESG issues in Italy);
- United Nations Global Compact (focus: creation of a more inclusive and sustainable global economy);
- Social Impact Agenda (focus: diffusion of impact investing on a global level).

In addition, in 2022 CDP continued to strengthen strategic partnerships with key institutions and networks on the international stage for development finance, including:

- Finance in Common (FiCS), the coalition that brings together over 500 Public Development Banks globally with the aim of guiding global financial flows towards the SDGs and the objectives of the Paris Climate Agreement;
- International Fund for Agricultural Development (IFAD), with which CDP signed a co-financing agreement in 2022 for sustainable farming and protection of food ecosystems in developing countries;
- European Development Finance Institutions (EDFI), whose Annual General Meetings were hosted by CDP in Rome on 19 and 20 May, in collaboration with SIMEST;

- International Development Finance Club (IDFC), a network of 26 Public Development Banks. Since 2018 CDP has taken part in Green Finance Mapping, a joint work project whose objective is to report on and guide the investments of its associates towards green activities;
- D20 Long-Term Investors Club (D20-LTIC), an international association of long-term institutional investors, of which CDP assumed the role of General Secretariat in 2022.

## CDP and Europe

CDP is a leading player in a number of significant initiatives at a European level, leveraging on a solid and well-established network which involves the EU Institutions, the most important European associations in the sector and financial partners such as the EIB Group and the other National Promotional Banks and Institutions (NPBIs) at a European level. Of particular importance is the InvestEU Programme, which allows NPBIs for the first time to benefit directly from the EU budget guarantee to support the investment projects of its executive partners and increase their capacity to assume risks. The goal is to mobilise at least 372 billion euro of additional investment over the next five years in favour of a sustainable recovery.

In this context, between 2022 and 2023, the CDP Group and the European Commission signed three guarantee agreements for a total value of over 600 million euro<sup>7</sup>.

<sup>6</sup> The consultations and meetings for the Sectoral Strategic Guidelines as at 14 February 2023 were taken into consideration.

<sup>7</sup> For additional information: [https://www.cdp.it/sitointernet/it/cdp\\_in\\_europa.page](https://www.cdp.it/sitointernet/it/cdp_in_europa.page)



## Support to local areas

A fundamental boost to social-relational capital is provided by maintaining solid relationships with local areas and communities.

In 2022, CDP promoted its first Roadshow, with stops in Brescia and Venice (when the new local offices were opened) and also in Naples and Florence. It will continue its tour in 2023<sup>8</sup>. It consisted in a series of meetings to discuss sustainable local development and raise awareness about the Group’s tools and projects dedicated to businesses and the Public Administration.

The year 2022 also saw the continuation of events to open new local info points (Spazio CDP), in collaboration with the Banking Foundations; events to take a closer look at the Group’s products and services (Spazio Imprese, Spazio PA and Business Roundtable); participation in and support for local events, such as the Annual Meeting of the Associazione Nazionale Comuni Italiani (ANCI). Furthermore, for the first time, two meetings of CDP’s Board of Directors were held around the country, in Naples and Turin.

One commitment has actually become international: in February 2023, CDP launched a Roadshow in the United States, starting in California, with three days of workshops and meetings to attract international capital and create a network of connections with key players in the Silicon Valley and funds from other US states interested in the initiative. All to support the ecosystem of innovative start-ups and SMEs and strategically position Italy in the continental Venture Capital market.

## Our local network

### INSTITUTIONAL OFFICES

- Rome (4)
- Milan

### LOCAL OFFICES

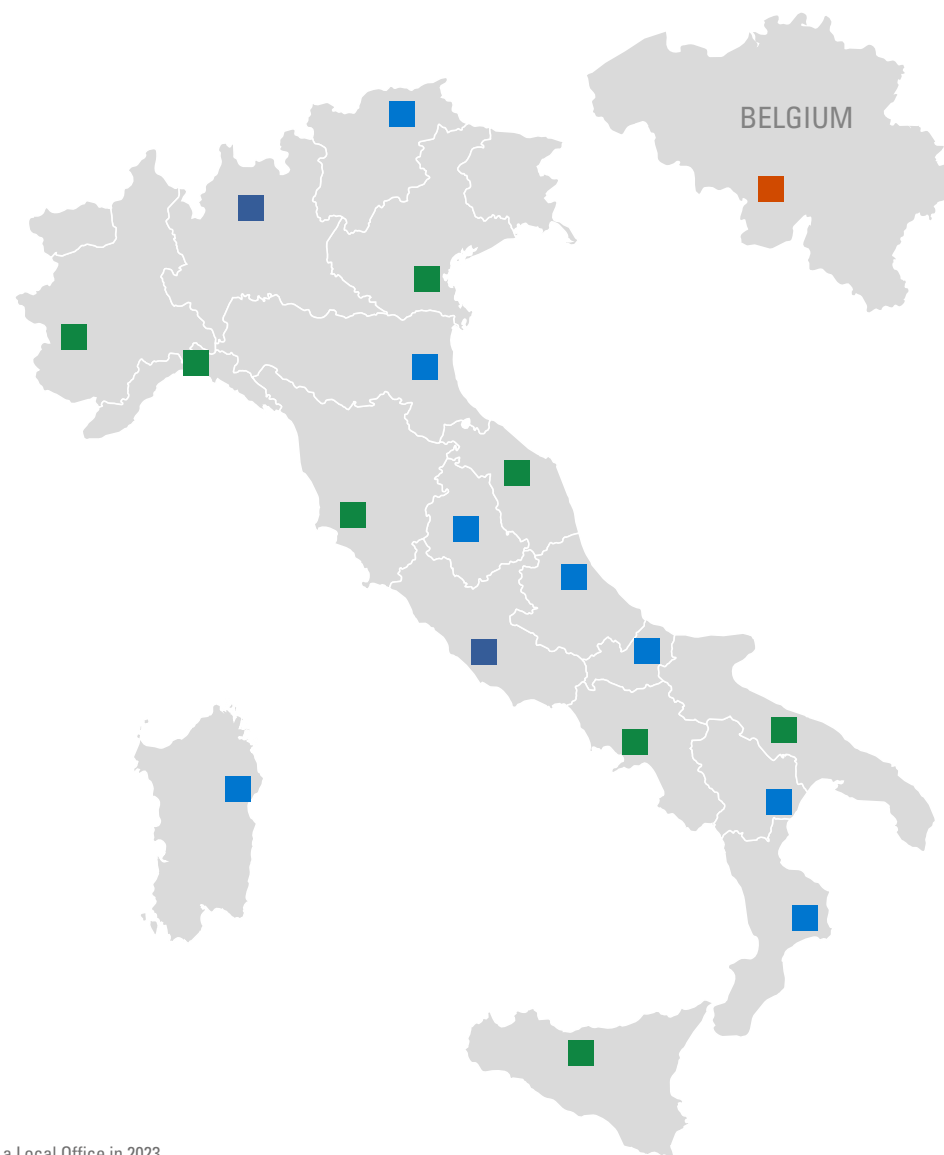
- Turin
- Milan
- Brescia\*
- Venice\*
- Verona
- Genoa
- Bologna\*
- Florence
- Ancona
- Rome
- Naples
- Bari
- Palermo\*

### SPAZIO CDP DESKS

- Trento - Rovereto
- Padua
- Trieste\*
- Parma
- Modena
- Forlì
- Perugia
- L’Aquila
- Chieti
- Campobasso
- Potenza
- Cosenza
- Cagliari\*\* - Sassari

### INTERNATIONAL OFFICES

- Bruxelles



\* Spazio CDP desks/offices opened in 2022.

\*\* The desk in Cagliari is scheduled to be converted into a Local Office in 2023.

8 The stopover in Palermo was on 17 February 2023.

## Economic value generated and distributed to stakeholders

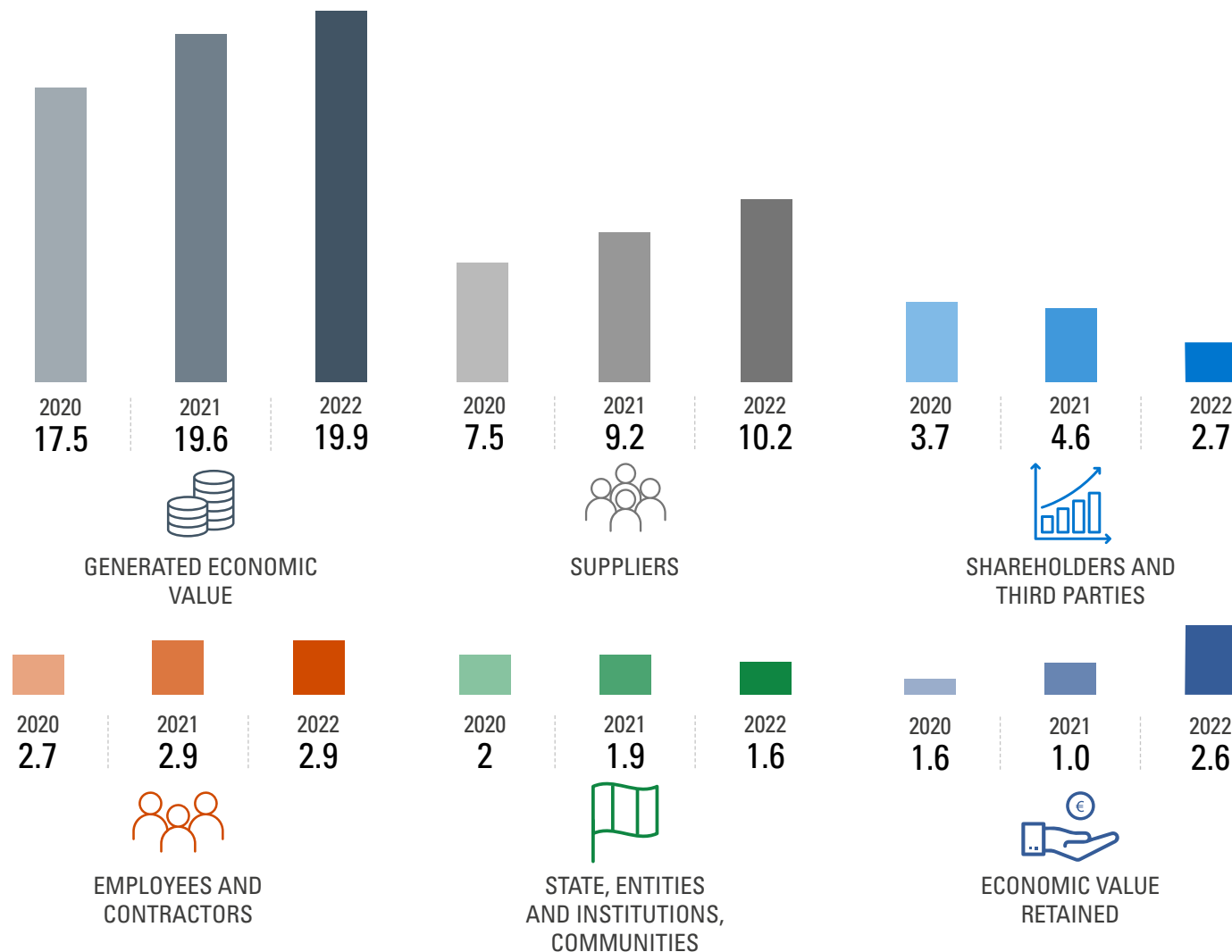
The generated economic value (“GEV”) is a measure of the wealth produced by the Group, as calculated on the basis of the consolidated financial statements, prepared in accordance with Bank of Italy Circular no. 262 “Bank financial statements: presentation formats and rules”. The scope of reference differs from that of the Integrated Report and is the same as that of CDP Group’s consolidated financial statements. The CDP Group’s GEV amounted to 19.892 billion euro in 2022 (compared to 19.630 billion euro in 2021), and is represented by net income from financial and insurance operations, plus realised gains and losses on equity investments and investments and other net operating income. It should be noted that the figures differ from those entered in the Consolidated Income Statement set out in the 2022 and 2021 Annual Financial Reports, as a result of the exclusion of unrealised profit/loss items, which have been presented separately. For the most part, the GEV is distributed to the CDP Group’s counterparties, for a total of 17.287 billion euro in 2022 (compared to 18.621 billion euro in 2021), amounting to approximately 87% of the GEV (compared to 95% in 2021). The remaining amount of 2.605 billion euro (compared to 1.009 billion euro in 2021) represents the share of the GEV retained by the Group<sup>9</sup>.

The information concerning the creation and distribution of economic value provides a basic idea of the

wealth that the organisation generated for the benefit of its stakeholders. For a more detailed analysis of the

company’s financial situation and performance, see the Group’s Consolidated Financial Statements.

**Economic value generated and distributed to stakeholders (figures in billions)<sup>10</sup>**



<sup>9</sup> The Economic Value Retained is represented by adjustments/recoveries and provisions, deferred tax assets and liabilities, consolidated profits net of dividends paid, and capitalisations for in-house work.

<sup>10</sup> The calculation is carried out in accordance with the international standards of reference, taking into account the interpretative and methodological guidelines for sustainability reporting prepared by the Italian Banking Association (ABI), and the specific characteristics of the CDP Group.

## 5.3 Financial capital: finance for sustainable growth and development

The Group pursues sustainable development objectives through responsible management of financial capital, which leads CDP to invest locally in effective projects capable of generating value for the community.

The resources that CDP can use to pursue its mission derive from three main funding sources: postal funding, bond funding and other funding.

### Postal funding: postal savings bonds and postal passbook savings accounts

Postal savings is the second most widespread form of savings in Italy and a product guaranteed by the Italian Republic which embodies a high ethical value together with its economic value. In fact, the postal savings bonds and passbook savings accounts are used to help institutions, companies and individuals finance their growth and promotion projects, fostering the growth of the national economy, well-being and resources. Today it is the CDP Group's primary source of funding and in 2022 it stood at 281 billion substantially stable compared to 2021.

### Bond funding

In addition to traditional postal funding instruments, CDP is also active in financial markets with issues of medium-long term bonds and short term commercial papers placed with institutional investors, as well as

### Sustainable Savings Bond

The Sustainable Savings Bond was introduced in the universe of postal savings products issued by CDP. For the first time, the product is focused on ESG criteria, and will provide a fixed return and a possible premium based on the performance of the STOXX Europe 600 ESG-X index, a basket that includes some of the companies included in one of the main European equity benchmarks, the STOXX Europe 600. The distinctive element of the index focusing on ESG criteria is the inclusion in the basket solely of companies that comply with the Sustainable Development Goals of the UN 2030 Agenda and with the ESG Impact Framework of Sustainalytics.

with issues of bonds reserved for retail savers resident in Italy. Currently, the value of CDP's bond funding stands at 17.3 billion euro.

Since 2017, CDP has also established itself as a sustainable issuer, by offering products capable of contributing to the promotion of sustainable development in Italy.

After the first Sustainability Bond launched in 2018, CDP created the 2022 Sustainability Bond, the eighth ESG bond issue, intended to support green and social initiatives, including improved energy efficiency and renewable energy, as well as improved water efficiency, social infrastructure and the international development of Italian companies.

The operation recorded orders for about 1.3 billion euro and was welcomed by over 70 investors, of which

68% from abroad, with involvement of ESG investors of around 70%.

In addition, in February 2023, the Group launched its first Green Bond. The generated funds will be allocated to initiatives with a high environmental impact and will mainly finance infrastructure investments in renewable energy, improved energy and water efficiency, and sustainable mobility.

The assets eligible for issuance are selected in line with the objectives of "Energy Transition", "Preservation of local territories and water resources" and "Transport and logistics hubs" from CDP's 2022-2024 Strategic Plan.

### 2022 Sustainability Bond

 **3.5%** annual coupon

 **5** years

 **750** million nominal amount

### Other funding

Over and above the postal and bond funding instruments, CDP also makes use of other types of funding with a value of 72.8 billion euro, by accessing credit lines from multilateral banks, such as the EIB, and open market and refinancing transactions of the ECB.

ESG Bond (figures at 31 December 2022)



### Sustainability-Linked Repo

In 2022, the CDP Group launched an innovative funding instrument, unique in Europe, in collaboration with the European bank BNP Paribas: the Sustainability-Linked Repo.

The instrument envisages that the financial terms of the transaction depend on the achievement of specific sustainability objectives, i.e. CDP obtained a loan from BNP Paribas, undertaking to achieve the predefined minimum rating levels for each year of the duration of the transaction.

If CDP does not improve its rating for environmental, social and governance performance, attributed to it by specialised ESG rating agencies, it will have to provide BNP Paribas with a “sustainability bonus”. The bank, in turn, undertakes to allocate a sum corresponding to the bonus paid by CDP for the financing of Italian projects and initiatives aimed at promoting environmental sustainability, protecting biodiversity and combating climate change.

# 6 INCLUSIVE AND SUSTAINABLE GROWTH



## RESOURCES DEPLOYED

**1,836** MILLION

## AREAS OF ACTION

  
SOCIAL  
INFRASTRUCTURE



FINANCIAL  
CAPITAL



NATURAL  
CAPITAL



PHYSICAL-PRODUCTIVE  
CAPITAL



HUMAN  
CAPITAL



SOCIAL-RELATIONAL  
CAPITAL



INTELLECTUAL  
CAPITAL

## KEY DATA



### EDUCATION

**405** SCHOOLS

*of  
which*

**361** WITH LOANS / **44** WITH ADVISORY



### HEALTH

**315** HEALTHCARE FACILITIES

*of  
which*

**39** WITH LOANS / **276** WITH ADVISORY



### HOMES

**897** SOCIAL HOUSING UNITS FOR **2,415** BENEFICIARIES

**82** UNIVERSITY ACCOMMODATION UNITS

**8,448** BEDS



### CULTURE

**4** NRRP FUNDS MANAGED FOR THE BENEFIT OF **320** PUBLIC ENTITIES

**5** CDP GROUP ART COLLECTIONS

**380** CDP GROUP ART WORKS

## 6 Inclusive and sustainable growth

Culture, education, housing and health are all elements of strategic social infrastructure for the sustainable development of local areas and communities, since they can generate value, services and well-being over a long time span. On this basis, the CDP Group has an important role at a national level, through partnerships and high-impact loans, and internally through initiatives aimed at enhancing the value of its own artistic and cultural heritage.

### 6.1 Social infrastructure: the Group's priorities

Social infrastructure includes all those assets and services intended to meet the essential needs and necessities of the community as a whole. The CDP Group views them as real capital at a local level and therefore as strategic elements in achieving social cohesion.

Although the scope of social infrastructure is extremely vast and varied, the Group's operations, in line with its historical function and the challenges of the 2022-24 Strategic Plan, focus mainly on three types of infrastructures: infrastructure for education (educational services for early childhood, infant schools, primary and secondary schools, institutions for tertiary education), social and health infrastructure (services for hospital care, district care and social-health care) and infrastructure for housing (social, student and senior housing). Furthermore, the CDP Group also considers

cultural infrastructure (museums, music schools, art academies, etc.) as important assets for the community as a whole.

Its priorities for action are in line with the goals of the UN's 2030 Agenda and with European strategies for the sector and feature highly significant elements linked to national, social demographics leading to a demand for new social infrastructure at a national level.



**1.8** billion used for social infrastructure

### 6.2 Infrastructure for education

Effective local distribution, safety, modernisation and improved energy efficiency are the fundamental characteristics required of today's school buildings so as to provide a service to the population and to fully develop the potential of future generations. The CDP Group provides its assistance through various forms of action, ranging from financial support to advisory services offered to local authorities, as the owners of school properties, to speed up the design and construction phases of the works.

In 2022, the Group committed 216 million for school building projects in 197 municipalities, 2 metropolitan cities (Rome and Genoa) and 7 provinces, providing help to resolve three weaknesses: the poor safety of buildings (over 60% of schools are located in areas with a high risk of earthquakes and do not comply with

regulations), poor energy efficiency of properties (over 70% are located in the last three energy classes) and the lack of nurseries (only 24.6% of the population aged 0-2 years have access to one)<sup>1</sup>.



**361** schools

- 112 infant schools
- 143 primary schools
- 90 middle schools
- 9 grammar schools
- 7 technical institutes

43% of the loans were for new construction works, 20% for renovation work and 37% for major maintenance work.

#### Gualdo Cattaneo school complex

The "Innovative school project 4.0" was certified by the European Commission and endorsed as one of the best examples of sustainable urban regeneration. It is a multi-purpose building that acts as a school and civic centre with spaces that can be used throughout the year, not only by students but also by the community. The school complex will house about 150 infant, primary and secondary school pupils with a total available space of 1,200 metres on two floors.

<sup>1</sup> Source: Sectoral Strategic Guidelines "Social Infrastructure".



Furthermore, CDP also provided support for universities, allocating 216 million in loans to universities for re-development and improvements to premises dedicated to research and teaching.

Beneficiary	Million
20 higher education institutes for art and music	64
University of Turin	63
University of Milano-Bicocca	42
Parthenope University of Naples	25
Accademia delle Belle Arti di Brera	8
Gran Sasso Science Institute	3
Magna Grecia University of Catanzaro	4
Unisannio in Benevento	3.5
EDISU Piemonte	2
University of Molise	1.5
<b>TOTAL</b>	<b>216</b>

In addition to its historic role as financier, CDP also supports Local Authorities with technical and financial advice for the construction and renovation of schools, financed in part with resources from the NRRP. Since the beginning of this activity in 2019, CDP has supported a total of 70 schools for a total investment of 726 million.



**44** schools



**26,452** students



**287** million of investments

## 6.3 Infrastructure for healthcare

Health and well-being is the third goal of the 2030 Agenda for sustainable development. Investing in healthcare facilities, especially in light of the recent pandemic, is essential to ensure adequate quality in the provision of care and assistance services.

Although the Italian healthcare system registers performance levels above the European average (the average period of life in good health stands at 68.3 years, almost four years more than the EU average), its social and healthcare facilities require considerable improvement in terms of availability, especially as regards facilities providing continuous assistance for the elderly (19.4 beds for 1,000 over 65s against 54.2 in Germany), and in terms of energy efficiency (Italy is the less virtuous country in Europe in terms of polluting emissions from healthcare premises)<sup>2</sup>.

In this context, the Group provides loans and technical and financial advisory services to support Regions, Local Health Authorities and Hospitals in the construction of new healthcare facilities and in the modernisation, expansion and efficiency improvements of existing ones.

In 2022, it committed almost 80 million euro for 39 healthcare facilities, mostly located in the Tuscany region.

### Arrigo Boito Conservatory of Music (Parma)

The Arrigo Boito Conservatory of Music in Parma is one of the largest music academies in Italy and Europe. The project involved the construction of anti-seismic safeguards, fire prevention systems, improvements in line with health and hygiene requirements and energy redevelopment, set within the historical and artistic context of the former Carmine convent.

### Sterzing Middle School (Trentino Alto Adige)

CDP's advisory service aims to help the Municipality of Sterzing in the redevelopment and expansion of the school (where lessons are taught in German), which was completed in the early 1980s and will host around 500 students. The new school meets improved energy efficiency and territorial preservation requirements.

<sup>2</sup> Source: Sectoral Strategic Guidelines "Social Infrastructure".

**21** clinics**16** hospitals**2** residential homes for the elderly

48% of loans were for redevelopment works, for improvements in line with seismic regulations and for improved energy efficiency. 20% involved new constructions and 32% enabled the purchase of new equipment.

CDP's contribution towards the construction and renovation of healthcare facilities also continued in its capacity as advisor to local authorities which in 2022 were able to invest 1.6 billion in new healthcare projects, around 50% of which was covered by the resources of the NRRP.

**3** hospitals and **1,573** beds**61** Community Hospitals  
and **1,220** beds**212** Community Homes  
with **1,696** medical centres

Adding together the new projects launched in 2022 with those already on-going, CDP's healthcare building projects now total 15, with total investment amounting to 2.9 billion euro.

## New Hospital Complex in Padua

The project aims to build the new "San Lazzaro" Hospital Complex in East Padua (963 beds), under plans by the Regional Health Planning Department.

The university hospital centre will have advanced technology to guarantee the highest qualitative and quantitative healthcare standards and will fully integrate clinical work with teaching and academic research.

The project was launched in 2021 and during 2022 the contract for architectural/engineering services was awarded and signed, followed by the launch of the technical and economic feasibility project.

Finally, in 2022 CDP financed a total of 29 million for the development of KOS, a leading Italian healthcare group operating in social and healthcare services, residential care for those suffering chronic disorders, rehabilitation centres and psychiatry. The loan is aimed at the creation of 750 new beds to be housed in Healthcare Residences (RSA) under construction in Italy which will be dedicated to the most vulnerable categories, such as the elderly and people with disabilities and suffering from various health conditions.

## 6.4 Infrastructures for housing

The quality of housing becomes central in terms of re-generating the socio-economic fabric of city centres and improving the accessibility, functionality and safety of degraded and neglected areas.

The main gaps<sup>3</sup> found in the housing infrastructure in Italy can be summarised in three significant numbers.

**2.4%**

The stock of rented housing with price-controlled rents (three times less than the EU average).

**8%**

Beds in public or affiliated facilities over the total number of students studying away from their home town (France 23%).

**5%**

Investments in Italy over the total for the sub-fund at a European level (United Kingdom 30%).

In this context, the Group's commitment continued in 2022, both in its role as a manager of real estate funds and as a lender to the Public Administration, towards the most vulnerable sections of the population (low-income families, young people, students, the elderly) to allow them to have affordable and quality residential units.

<sup>3</sup> Source: Sectoral Strategic Guidelines "Social Infrastructure".

## Social Housing

The CDP Group established the “Fondo Nazionale dell’Abitare Sostenibile” (FNAS) which includes and renews the model of the “Fondo Investimenti per l’Abitare” (FIA), with the aim of creating a springboard for implementing urban regeneration operations to provide housing for students, families and the elderly.

The funding provided by the Group in support of real estate investments are aimed at “sustainable housing” initiatives (geared to guaranteeing housing continuity throughout the life cycle of individuals) and at urban regeneration and redevelopment programmes, at new premises for the education, research and innovation sectors. Since the beginning of operations to date, around 200 actions have been carried out for over 11,000 social housing units and 4,500 beds in student halls and temporary residences.



**8** new projects



**897** high-energy-efficiency-rated social housing units (classes above A)



**2,415** beneficiaries



over **40,000** sq.m of re-used land

An innovative example of inclusion was the first social housing development, opened in Orbassano (TO) at the beginning of May 2022, designed also to accommodate people with severe motor disabilities, who are the recipients of 10% of the flats built.

## Montelupo Fiorentino

The project enabled the regeneration of the former Lux glassworks, abandoned several years earlier. It has a very high social value that will contribute to improving the social and environmental conditions of the whole area. It is an experimental housing project, where the construction and assignment of the housing units goes hand in hand with the shared planning of a series of spaces and services that will be developed in both private and public areas. The project is dedicated to the needs of inhabitants of all ages, therefore not only to the tenants of the new housing units, but also to the inhabitants of the neighbourhood and town, based on the strong conviction that the relational dimension is a key element for the well-being of the community. There are also plans for the development of residential services for vulnerable groups to be managed by third sector entities.

**107 residential units**

**268 beneficiaries**

**100% of flats  
with controlled prices and rents**

**2 flats intended  
for people with disabilities**

**4,000 sq.m of reused  
land (100%)**

**Energy class A**

## Via Antegnati, Milan

The project consists of the regeneration of five courtyard buildings, built in the 1990s for industrial and tertiary use but never completed and abandoned for several years. The new complex, called 5Square, includes residential units, public spaces, new services, green pathways and systems that meet environmental sustainability requirements. Sustainability is the salient feature of 5Square: a project based on the reuse and rational utilisation of buildings (instead of their demolition). In addition to its environmental impact, the social decay in the surrounding area has also been reduced after many years of illegal occupation of the building which was in a state of total neglect. Another distinctive feature of the operation is the Circular Housing furniture and domestic appliance rental service, developed with a view to reusing items and reducing environmental impact, as regards pollution and the circular economy in a broader sense.

**468 residential units**

**1,375 beneficiaries**

**34,650 sq.m of reused  
land (100%)**

**solar panels  
installed: 307.5 kW/p**

**Energy class A**

## Student housing

The critical nature and focus of the housing issue is not only the result of the increase in situations of socio-economic hardship, but also of the emergence of new social categories, such as university students away from home.

This segment of the population has grown significantly in recent years (from 784,000 to over 830,000 between 2015 and 2019) and their housing needs are considerable. The current availability of university halls of residence, estimated at around 62,000 beds, covers less than 8% of students away from home, a much lower percentage than that recorded in other countries (23% in France, 14% in Germany, 11% in Spain)<sup>4</sup>.

In this context and through the management of two Funds ("Fondo Residenze Universitarie legge 338/2000" and "Fondo Residenze Universitarie PNRR"), CDP has committed around 300 million.



82 university halls of residence



8,448 beds

## 6.5 Cultural infrastructure

This includes museums, institutions, assets, monuments and buildings where cultural, artistic and creative experiences are produced and enjoyed. Our country stands out in the world for its enormous and important wealth in artistic and cultural heritage: to get an idea of the immense capital available, one only needs to think that about one in every three municipalities hosts at least one museum, an archaeological area and/or a monument. Investing in cultural infrastructure means giving our country's historical, artistic and cultural heritage a real future to look forward to, and returning it to the new generations.

To revitalise this strategic sector, which was severely affected by the pandemic more than others, a total of over 5 billion has been allocated within the national recovery and resilience plan (NRRP). CDP provides technical assistance to the Italian Ministry of Culture on the use of 4 Funds intended to relaunch the Italian cultural heritage. Furthermore, CDP's commitment in support of cultural infrastructure also involved the use of its own resources. More specifically, CDP has committed 21.6 million to support the investments of 32 Municipalities for museums and monuments.

**4 managed funds**   **>3,000 private beneficiaries<sup>5</sup>**   **320 local authorities served**   **>1,000 million allocated**

### ARCHITECTURE AND RURAL LANDSCAPES

438  
million

- Conservation and enhancement of architecture and rural landscape

### HISTORIC VILLAGES

363  
million

- Recovery of historic heritage
- Redevelopment of open public spaces
- Creation of new cultural services

### PARKS AND HISTORIC GARDENS

190  
million

- Regeneration and redevelopment of parks and gardens
- Strengthening the identity of local places and improvements to the quality of the landscape

### CULTURE

49  
million

- Enhancement and digitisation of cultural heritage

<sup>4</sup> Source: Sectoral Strategic Guidelines "Social Infrastructure".

<sup>5</sup> The figure refers to the "Fondo Architettura e Paesaggi Rurali", "Fondo Borghi" and "Fondo Parchi e Giardini Storici".

## 6.6 Cultural partnerships

CDP supports artistic and cultural projects through partnerships with museums, academies and theatre institutions all over the country. These initiatives are of considerable social importance, with the active involvement of new generations and making profitable use of the talent of young artists. In 2022, five partnerships were launched:

- Museo Egizio in Turin (support for “Museo Egizio A/R”, the first educational project involving Turin’s Egyptian Museum targeting suburban schools, with 1,650 children involved aged between 6 and 11);
- Museo Nazionale della Scienza e della Tecnologia Leonardo da Vinci in Milan (support for the “Future Inventors” programme, a digital cultural workshop for adolescents devoted to exploring and experimenting with the STEAM subjects);
- MAXXI L’Aquila (support for the project of temporary residencies for artists);
- Accademia Nazionale di Santa Cecilia in Rome (support for the Higher Education Academy for young musicians intending to embark on a professional career);
- Teatro Massimo in Palermo (support for the Theatre’s two young orchestras, the Youth Orchestra and the Kids Orchestra consisting of about 200 young musicians aged between 7 and 23).

## 6.7 The artistic and cultural heritage of the CDP Group

In 2020, the Group launched an intense programme of reorganisation, recovery, digitisation and actual enjoyment of its wealth of artistic and archive treasures. This brought about the creation of the CDP Museum, which houses under one roof all its treasured art collections and historical, photographic and documentary archives. Since 2022 it has been open for tours for employees and their family members. The Group’s collections include Ancient Art, Civilisation of Machines, Masters of Industry, Industrial Objects and Contemporary Art.



**5** collections with **380** works<sup>6</sup>



**26** linear km of historic archives



**23,000** photographs



**130** digitised volumes of the magazine “Civiltà delle Macchine” (Civilisation of Machines)



**10** restored works of art



**9** installations for the local offices (Turin, Milan, Brescia, Venice Mestre, Florence, Ancona, Bari, Palermo and Bruxelles)



**27** guided tours with over **400** participants

## The CDP Foundation: in the front line for a future without barriers

The CDP Foundation was established in 2020 with the aim of enhancing the Group’s traditional contribution and commitment for Italy’s social, cultural, environmental and economic development with a special focus on initiatives for the benefit of the new generations and in support of human capital. More specifically, the Foundation promotes its initiatives in three areas of action: education, assistance and scientific research.

In December 2022, the Foundation approved its 2023-2025 Strategic Plan, which provides - among other things - for the implementation of a grant scheme to carefully select, through a competitive process, the best project proposals that actually respond to the challenges of the country’s future.

### 2020 - 2022 results:

- **44** approved initiatives
- **25** million of resources (16 own resources and 9 of third parties)
- **40%** of 2022 resources invested in the South
- over **25,000** students and **2,000** teachers and families engaged in social inclusion projects
- **200** grants provided
- **20** scientific research projects given support

<sup>6</sup> Of which about 110 on loan.

# 7 CLIMATE CHANGE AND ECOSYSTEM PROTECTION



## RESOURCES DEPLOYED

**4,298** MILLION

## AREAS OF ACTION



ENERGY  
TRANSITION



SAFEGUARDING  
OF THE TERRITORY



CIRCULAR  
ECONOMY



FINANCIAL  
CAPITAL



NATURAL  
CAPITAL



PHYSICAL-PRODUCTIVE  
CAPITAL



HUMAN  
CAPITAL



SOCIAL-RELATIONAL  
CAPITAL



INTELLECTUAL  
CAPITAL

## KEY DATA



### ENERGY TRANSITION

**2,781** MILLION COMMITTED

**117** DIRECTLY SUPPORTED ENTERPRISES

**55** PUBLIC ENTITIES SUPPORTED



### SAFEGUARDING OF THE TERRITORY

**1,282** MILLION COMMITTED

**17.6** MILLION TO **44** ENTITIES TO MAKE THE  
WATER NETWORK MORE EFFICIENT

**604** ENTERPRISES SERVED THROUGH 3 EARTH-  
QUAKE FUNDS



### CIRCULAR ECONOMY

**234** MILLION COMMITTED

**18** ENTERPRISES SUPPORTED

**5** LOCAL AUTHORITIES SERVED



### CLIMATE FUND

**4.2** BILLION EURO OF TOTAL ASSETS TILL 2027



### WORKING ENVIRONMENT

**-2.3%** PER CAPITA EMISSION INTENSITY COM-  
PARED TO 2020

**93%** CONSUMPTION OF ELECTRICITY FROM RE-  
NEWABLE ENERGY SOURCES

**1** PROJECT "PER NOI, PER IL PIANETA" (FOR  
US, FOR THE PLANET)



## 7 Climate change and ecosystem protection

Climate change and protection of the ecosystem are fundamental challenges for sustainable development in the twenty-first century. The European Union (EU) has, for some time now, embarked on a path aimed at reducing its environmental impact, seeking to reach “Net Zero” emissions by 2050: a scenario in which the economy reaches zero greenhouse gas emissions, in which a mechanism exists to balance the amount of emissions produced and the amount removed, reducing its impact such as to achieve climate neutrality. In this context, as an integral part of the European Green Deal, in July 2021 the European Commission adopted the “Fit for 55” package which includes the proposal for the new and more ambitious goal of reducing greenhouse gas emissions by at least 55% by 2030 compared to 1990 levels. In addition, following Russia’s invasion of Ukraine, the European Commission, as part of the REPower EU plan presented in May 2022, further tightened the targets for renewables and energy efficiency, in order to break free from foreign dependence more quickly.

Trying to achieve the objectives set at Community level also means that Italy must make a decisive change of pace in order to deal with the main national challenges, from enhancing generation capacity from renewables to enhancing waste management efficiency and promoting innovation in recycling and reuse chains, as well as increasing investments in water infrastructures. Italy’s lines of action have been defined, by way of ex-

ample, by the 2030 Integrated National Energy and Climate Plan (INECP), the Circular Economy Package and the 2026 Digital Italy Plan, and in particular by the NRRP, where the largest allocation of resources is envisaged for the “Green revolution and ecological transition” mission (more than 31% of the total amount of the Plan, for about 70 billion euro).

In this context, CDP takes action according to additionality and complementarity criteria, helping to fill any identified gaps and providing support to the Public Administrations, as well as being a green institution of its own, with objectives of reducing its own environmental consumption.

### Key challenges



SLOW DEVELOPMENT OF  
**RENEWABLE ENERGY SOURCES**



LOW AVAILABILITY OF  
**WASTE TREATMENT FACILITIES**



LIMITED INVESTMENT  
IN **WATER INFRASTRUCTURE**

In response to these challenges and the need to contribute to the fight against climate change and the protection of the ecosystem, the Group has directed its operations towards three areas of action: energy transition, safeguarding of the territory and circular economy.



**4.3** billion committed

- 65% in energy transition
- 30% in safeguarding of the territory
- 5% in the circular economy



**125** directly served enterprises



**233** public entities supported

## 7.1 Energy transition

In order to achieve the European objectives, on 21 January 2020, the Italian Ministry of Economic Development published the 2030 INECP, the strategic tool to be used to change the energy and environmental policy in our country towards decarbonisation.

The Plan is structured along five lines of action, which will be developed alongside each other: from decarbonisation to energy efficiency and security, including the development of the internal market for energy, research, innovation and competitiveness.

The CDP Group, in line with its strategic priorities, recognizes that energy transition plays a central role in combating climate change and contributing to clean energy in all areas. Therefore, leveraging on its role as a long-term financier and investor, it has supported enterprises and local areas with loans and investments in key areas for energy transition: energy efficiency, sustainable mobility and renewable energy. The operations have covered priority sectors in order to boost energy transition, including energy & utilities, transport and logistics, aircraft and vehicles, raw materials and manufacturing.



**2.8** billion of committed resources



**117** enterprises supported



**55** entities served

The transport sector represents 26% of the national target for European energy savings by 2030. In this context, sustainable mobility represents a key tool for reducing the environmental impact of the transport sector, not only because it allows air and noise pollution to be reduced but also because it allows us to combat soil consumption and land degradation. CDP has supported initiatives for improving the energy efficiency of vehicles in circulation in order to facilitate efficient, fast and low environmental impact methods of travel.

## LU.VE: green technologies and employment

Invest in new cutting-edge technologies to reduce environmental impact and boost employment level in Italy. This is the dual objective of the 40-million-euro loan agreement signed between CDP and the LU-VE Group aimed at supporting the growth of the Varese-based multinational, listed on the Euronext Milan market and the third largest operator in the world in the sector of air heat exchangers.

The loan granted to the company from Lombardy, among other things, is the first one finalised by CDP which includes a commitment by the company to increase employment levels in Italy, in line with its ESG objectives. Thanks to an innovative financial formula, the agreement specifies that the achievement of this objective will benefit the company in terms of a reduction in the cost of the loan.

With the resources made available by CDP, the LU-VE Group will continue to make the significant investments envisaged in its 2022-2023 Business Plan, with particular attention to sustainable growth on the domestic and international markets. An additional aspect is the search for cutting-edge technological solutions, such as for example the progressive use of natural refrigerants instead of hydrofluorocarbons, with the consequent benefit of eliminating or drastically reducing the negative impacts on the environment, thus also responding to the green needs of their customers.

## Duferco Energia: support for electric mobility

Speed up the development of the infrastructural network of EV charging stations in Italy and facilitate energy transition. These are the main objectives of the 26-million-euro loan agreement finalised by Duferco Energia S.p.A. with CDP, Crédit Agricole Italia (CAI) and the European Investment Bank (EIB), intended to expand the national network of EV charging stations with around 1,800 new charge points. CDP and CAI respectively granted two credit lines of 13 million euro, each of which uses 10 million of EIB funding. In addition, the various tranches of the loan are backed by a SACE 80% Green Guarantee.

The project falls within the climate action objectives of the EIB and the Connecting Europe Facility (CEF) and plans to speed up the development of the infrastructural network of EV charging stations in Italy and facilitate energy transition. Duferco Energia is among the leading Italian companies in the field of electric mobility with a network capable of using its charging services of over 25,000 points in Italy and over 200,000 in Europe, 650 of which directly owned by the company.

Supporting Municipalities is one of CDP's key activities and the Group has always worked alongside public entities to provide financial support for sustainable development projects in their areas. Improving the energy efficiency of buildings and roads is one of CDP's areas of action and, in 2022, it financed 55 entities for a total of almost 30 million for investments in cogeneration plants, which provide a better energy yield of electricity and heat, in lighting systems to reduce energy consumption and, finally, in projects that facilitate the exploitation of alternative energy.

Of these, 3.7 million were committed through the Kyoto Fund which grants loans at subsidised rates (0.25% interest, maximum duration of 20 years) for the development of measures to improve energy and water efficiency enabling an improvement in the energy efficiency of a building of at least two energy classes.

Furthermore, in 2022 CDP supported central government entities and local authorities with advisory services in the management of NRRP funds aimed at developing public works for improvements in energy efficiency, such as: support for the Municipalities of 19 smaller Islands in submitting project proposals and in identifying the experimental research process for energy production programmes; support with measures in the NRRP and the Complementary National Plan (CNP) regarding ports for over 120 projects (3.4 billion euro) to improve road and rail capacity and

## New impact financing model: the “green loan” for the Public Administration

CDP signed a collaboration agreement with the EIB making available 200 million euro to provide medium and long term loans for green actions mainly in the field of schools and public buildings, cycling, renewable energies, reforestation, waste treatment and public transport on roads. It will be possible to apply for loans with a minimum amount per project of 40 thousand euro and a maximum amount of 25 million euro at subsidised interest rates.

The objective of the agreement is to stimulate investments by local and state authorities throughout the country in order to speed up ecological transition, thanks to projects aimed at promoting sustainable mobility, improving energy efficiency in buildings and protecting the environment to mitigate the effects of climate change.

The operation will make it possible to include a large number of public administrations throughout Italy, including those that do not traditionally seek direct access to EIB financing, thus stimulating the local economy and facilitating the achievement of the NRRP objectives linked to the European Green Deal.

accessibility, as well as improving energy efficiency and converting docks to electricity.

In Italy, the energy produced from renewable sources affects final consumption to a lesser extent than the European average and, in light of their importance in terms of environmental impact and energy security, in 2022 CDP continued to invest by targeting projects based on technologies with a higher potential such as solar panels and wind energy.

Through CDP Equity, the Group diversified its investments also focusing on innovative renewable energy sources such as green hydrogen, agri-voltaics, as well as new technologies with a low impact on the landscape such as floating offshore plants. The wind energy sector is proving to be an increasingly strategic option in achieving emission reduction objectives while remaining competitive from an economic point of view.

In the area of renewables, the Group has supported the development of joint ventures and platforms in collaboration with leading Italian companies for the production of renewable energy, including: GreenIT (promoted by Eni Plenitude and CDP Equity with the aim of developing, building and managing plants for the production of electricity from renewable sources) and Renovit (the platform launched by SNAM and CDP Equity to encourage energy efficiency in companies, condominiums, the third sector and the Public Administration).

## CDP, ENI and Autostrade for sustainable mobility

In 2022, CDP signed an agreement with Autostrade per l'Italia and Eni for decarbonising the motorway network in Italy. The agreement provides for initiatives in the field of sustainable mobility:



installation of solar panel parks and EV charging points on motorways



establishment of energy communities to encourage collective self-consumption initiatives;



circular economy initiatives, such as the transformation of used tyres into sustainable products.

## 7.2 Safeguarding local areas

Italy represents one of the so-called climate change “hot-spots” due to its position in the centre of the Mediterranean Sea and is highly exposed to extreme weather phenomena. For this reason, the protection of its territory and natural resources and, in particular, its water resources, is becoming extremely important, even though Italy is paying the price of decades of poor land stewardship (high rates of land use and soil sealing, poor prevention of hydrogeological instability, scarcity of green spaces in urban areas), and inadequate management of water resources (outdated and inefficient water infrastructures, unsustainable water exploitation and consumption patterns).

In this context, we can identify two priorities:



**actions for preserving local territories.** In the European Union, 60-70% of soils are subject to severe degradation processes, with a loss of ecosystem services costing the EU around 50 billion euro per year. Priority actions must be aimed at mitigating hydrogeological risk, reforestation and extending green areas in cities and enhancing sustainable agriculture systems.

- **1.2** billion through 3 funds dedicated to natural disasters
- **1.5** million committed in 3 municipalities to reduce hydrogeological risk

### 2022 Viveracqua Hydrobond

Investing around 350 million over the next four years to support the modernisation and improved efficiency of the water network in the Veneto region, which serves 3.5 million people, thanks to improvements to the sewage networks and purification plants. This is the objective of the 2022 Viveracqua Hydrobond, the long-term bond with a value of 148.5 million issued by six water companies in a consortium called Viveracqua which the EIB, CDP and Kommunalkredit Austria AG (Kommunalkredit) have joined after the positive results recorded by the 2020 Viveracqua Hydrobond.

In particular, following the full use of the previous loan, in February 2023 the Council of Europe Development Bank (CEB) made new resources available to CDP for a further 350 million in favour of revitalisation and reconstruction of parts of Central Italy seriously affected by the earthquakes in 2016 and 2017.



**boosting the efficiency and sustainable management of the water sector.** The projects should prioritise the modernisation and upgrading of infrastructure, encourage greater reuse of waste-water and support efficiency-boosting measures in the agricultural sector.

- **17.6** million to 44 Municipalities for projects aimed at improving the efficiency of the water mains network

## 7.3 Circular economy

Also due to its scarcity of available raw materials, Italy has developed over the years a relatively advantageous position in terms of circular use of resources.

To improve the country's positioning in the circular economy, action is required to increase the efficient management of waste through the construction of systems to innovate reuse and recycling chains by enhancing the recovery of materials and encouraging process and product innovations in terms of efficient use of resources. The CDP Group contributes to the achievement of initiatives aimed at facilitating the transition from a linear to a circular economy model, to ensure greater sustainability and resource efficiency.



**234** million of committed resources



**18** enterprises supported, of which 11 with subsidised loans (“Circular Economy” public notice)



**5** Municipalities served

The loans were mainly directed to the investment plans of multi-utilities operating in the national territory in managing integrated water services, distributing and generating energy and managing the waste cycle. Furthermore, in order to encourage an improvement in the management of urban waste, 5 small Municipalities were financed for projects related to waste disposal.

### Aquafil for the circular economy

Aquafil is one of the leading national and international producers of polyamide fibres and polymers with processes driven by innovation and sustainability through regenerative, circular economy procedures. The loan of 20 million is intended for research into new materials, technologies and innovation initiatives regarding “Econyl” products, so as to produce nylon with regenerated caprolactam, and the “Effective” project, to develop nylons obtained from renewable rather than fossil sources.

With reference to indirect enterprise financing via the banking sector, it is worth mentioning the “Circular Economy” public notice as part of the Sustainable

Growth Fund (Revolving Fund for Enterprises), in which CDP has assets of 157 million. In 2022, this instrument made subsidised loans available to companies for a total of 8.8 million for projects to reconvert production processes towards a circular model.

## 7.4 The Climate Fund for developing countries

In 2020, developed countries committed 83.3 billion dollars of Climate Finance for partner countries, of which only a third was for projects geared towards adapting to climate change impacts. Despite an increase of 4% compared to 2019, this amount is therefore still far from the collective goal set for reaching 100 billion dollars per year by 2025. With coordinated action at national and international level, CDP can contribute substantially to the fight against climate change and to the sustainable development of partner countries, broadening the scope of intervention of the Italian Cooperation System through the efficient management of public funds and the use of its resources for financing and investments.

Among the key initiatives promoted by the Italian Ministry of the Environment and Energy Security (MASE), in coordination with the Italian Ministry of Foreign Affairs and International Cooperation and with the Italian Ministry of the Economy and Finance, the Italian Climate Fund has been established, with the aim of promoting projects geared to adapting to and combating climate change in the countries identified by the OECD Development Assistance Committee (DAC), the so-called “partner countries”.

With total assets of 4.2 billion in 5 years (840 million annually from 2022 to 2026 and 40 million from 2027), the Fund is one of the most innovative tools promoted in Europe to support projects geared to adapting to and combating climate change in partner countries.

CDP will manage the Fund to finance initiatives in favour of public and private entities with a view to additionality, i.e. with the aim of stimulating the use of private capital and maximizing the overall financial resources mobilised. The Fund will therefore support initiatives with a high climate impact accountable for the purpose of achieving the commitments undertaken by Italy within the framework of international agreements on climate and environmental protection. Furthermore, during its operations, CDP continued to expand and consolidate strategic partnerships with international development finance institutions, also undertaking specific commitments in the field of combating climate change (see “Levers” and “Rethinking value chains”).

## 7.5 Financing environmentally sustainable activities according to the European Taxonomy

Regulation (EU) 2020/852 (so-called “Taxonomy”), relating to the establishment of a framework that favours sustainable investments, is part of the European Union’s broader commitment in recent years aimed at ensuring the achievement of increasingly sustainable and inclusive economic growth.



In line with the objective formalised in the “Action Plan: Financing Sustainable Growth”<sup>1</sup> of redirecting capital flows towards sustainable investments, integrating sustainability into risk management and promoting transparency and long-term vision, the Taxonomy Regulation has a leading role as a tool capable of guaranteeing the definition of clear guidelines, organised in terms of harmonised criteria, for the classification of economic activities considered environmentally sustainable.

By establishing the criteria that can be used to define an economic activity as environmentally sustainable, the Taxonomy provides investors and the market with a common language for such activities, reducing the risks of greenwashing and allowing the environmental performance of investments to be compared with ease. This facilitates an increase in the quantity and quality of information on the environmental and social impacts of the business and also encourages more responsible investment decisions.

Under Regulation (EU) 2020/852, an economic activity is defined as environmentally sustainable if it:

- contributes significantly towards the achievement of at least one of the 6 environmental goals (see infographic with the 6 environmental goals);
- refrains from harming any of the other goals - Do No Significant Harm (DNSH);
- is performed in compliance with the minimum protection guarantees<sup>2</sup>.

## 6 environmental goals of the European Taxonomy



Mitigation of climate change



Adaptation to climate change



Sustainable use and protection of water and marine resources



Transition to a circular economy



Protection of ecosystems and of biodiversity



Pollution prevention and control

Since the CDP Group is one of the entities obliged to disclose non-financial information (pursuant to Italian Legislative Decree 254/16), it has undertaken (in compliance with Art. 8 of the Taxonomy) for its second year of reporting, to disclose to investors, and also to its stakeholders, the extent to which its assets are associated with economic activities considered potentially environmentally sustainable.

Furthermore, following on from 2021, the first year of application of the Regulation and the main FAQs issued by the European Commission, the CDP Group deemed it appropriate to classify itself as a “credit institution”, in view of the assessments made about the Group’s core business (which includes the Parent Company and the companies subject to Management and Coordination). Pursuant to Article 10 of Delegated Regulation (EU) 2021/2178, which supplements the provisions of the Taxonomy Regulation, the Group also conducted analyses in 2022 on the eligibility of its exposures in loans, debt instruments and potentially environmentally sustainable equity, with reference to the objectives of Mitigation of and Adaptation to climate change. On the other hand, in relation to the analysis process relating to the alignment of economic activities, for the financial sector in which the Group operates, pursuant to the legislation, the alignment will come into force on 1 January 2024.

In this regard, for the second year of reporting, the CDP Group has calculated the portion of eligible investments and also provided disclosures (see table below) of additional performance indicators, which aim to provide a concise representation of the composition of its assets. As regards the method used in calculating the indicators, the following point is made:

- the share of exposure in eligible and ineligible assets was also reported on a voluntary basis in order to provide a more complete view of the Group’s

<sup>1</sup> Communication of the EU Commission, COM (2018) 97

<sup>2</sup> Pursuant to Article 18 of Regulation (EU) 2020/852, the minimum protection guarantees are procedures implemented by an enterprise that runs an economic activity in order to ensure that it is in line with the OECD guidelines for multinational companies and with the United Nations Guiding Principles on Business and Human Rights, including the principles and rights established by the eight core conventions identified in the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work and the International Bill of Human Rights.



assets. The voluntary report includes estimates and proxies based on the use of the NACE code, made necessary due to the lack of certain management data and information on the eligibility percentages of the counterparties;

- the “Total Covered Assets” represent 40% of the Total Assets and were calculated by subtracting from the total assets of the reporting companies exposures to central government entities, central banks and supranational issuers and the trading book;
- the “Total Assets” were used as a denominator for the calculation of the KPIs referring to the trading book and to exposures to central government entities, central banks and supranational issuers as these exposures do not fall within the definition of “Covered assets”;

- it was considered appropriate to construct the KPIs using different denominators (Total Covered Assets or Total Assets) in order to provide a better understanding of the composition of the Group’s assets, on which the reported metrics depend;
- the figures used in the calculation were considered at their gross carrying value. In order to optimise the process for calculating the KPIs for 2022 and to guarantee their integrity and quality, a cloud-based IT platform powered by certified granular data was used for CDP as part of the process of preparing the Financial Reporting disclosures (Finrep) to the Bank of Italy, whereas for the other Group companies the contributions provided by them to the consolidated financial report were used;

- with reference to the portion of exposure in eligible and ineligible assets reported on a mandatory basis, the exposure in Green Bonds and the exposure for loans to households secured by mortgages on residential properties were taken into consideration.

### Portion of exposures in eligible assets - voluntary information

In relation to the components contributing towards the numerator of the voluntary KPI, the following exposures were taken into consideration:

- Non-Financial Corporations subject to NFRD<sup>3</sup>: exposures to counterparties with eligible NACE codes were considered. Where available, the NACE codes of the economic activity were used for the valuation of exposures with “use of proceeds known” (loans and debt specialised);
- Financial Corporations subject to NFRD: exposures with “use of proceeds known” (loans and debt specialised) with a NACE code of the economic activity eligible for the Taxonomy were taken into consideration;
- Local Governments: exposures with “use of proceeds known” (loans and debt specialised) with a NACE code of the economic activity eligible for the Taxonomy were taken into consideration;
- Households: only loans secured by mortgages on residential properties were considered.

### KPIs of the European Taxonomy

KPI	Description		Obligatory	Voluntary
	Numerator	Denominator		
Portion of exposures in eligible assets	exposures in eligible assets	Total Covered Assets	0%	21%
Portion of exposures in ineligible assets	exposures in ineligible assets	Total Covered Assets	74%	53%
Portion of exposures in derivatives	exposures in derivatives	Total Covered Assets	3%	
Portion of exposures to enterprises that are not subject to the obligation of non-financial reporting	exposures to enterprises that are not subject to the obligation of non-financial reporting	Total Covered Assets	18%	
Portion of on-demand interbank loans	on-demand interbank loans	Total Covered Assets	0%	
Portion of exposures to central government entities, central banks and supranational issuers	exposures to central government entities, central banks and supranational issuers	Total Assets	60%	
Portion of the trading book	trading book	Total Assets	0%	

<sup>3</sup> Non Financial Reporting Directive 2014/95/EU - Directive of the European Parliament and of the Council amending Directive 2013/34/EU as regards disclosure of non-financial information.

## 7.6 Commitment to a sustainable working environment

The Group recognizes the importance of protecting the environment and adopts an approach aimed at minimising its negative impacts on the external context through responsible management of resources, in line with the objectives of the new Group ESG Plan and stakeholder expectations.

In this context, CDP has developed a structured process for identifying and assessing stakeholders' factors and expectations that can have a significant impact on the ability of its Environmental Management System (EMS) to obtain the expected results.

The system is geared to ongoing improvements in compliance with the requirements in the standard UNI EN ISO 14001:2015 and establishes the procedures to achieve and meet such requirements in full.

In 2022, all the CDP offices with more than 20 employees have been certified by a Third Party in line with the international standards UNI 1SO 45001 and ISO 14001.

With the scope of certification of the Health, Safety and Environment Management Systems extended in 2022 to the new offices in Palermo, Brescia and Venice Mestre, all offices (with the exception of the Brussels office) are included in the management systems.

The Group is also working to remove any architectural barriers from its offices by adopting means and solutions able to create accessible and inclusive workplaces for all (100% barrier-free offices).

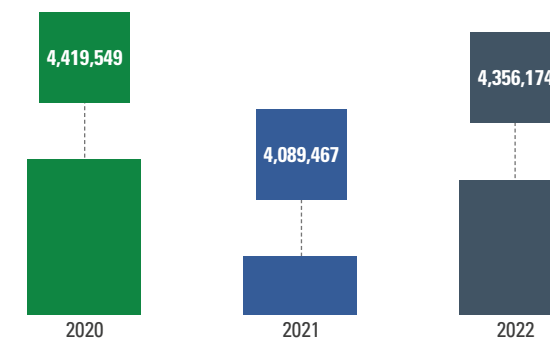
In all the activities it performs, the Group undertakes to measure and monitor the direct and indirect environmental aspects<sup>4</sup> with the aim of managing any discrepancies or anomalies by promptly identifying appropriate actions to mitigate any significant environmental impacts associated with them.

At an operational level, performance is monitored according to the frequency indicated in the EMS and concerns the identification and monitoring of KPIs, the control and reporting on consumption, the integrated management of buildings, the activation of innovative, digital technologies for managing assets, the coordination of suppliers for everything concerning routine and major maintenance and cooperation with the Group companies involved in the aforementioned processes and in the shared corporate offices.

In addition, technical and documentary due diligences are regularly commissioned in CDP properties with the aim of managing any critical issues or non-conformities related to plants and buildings.

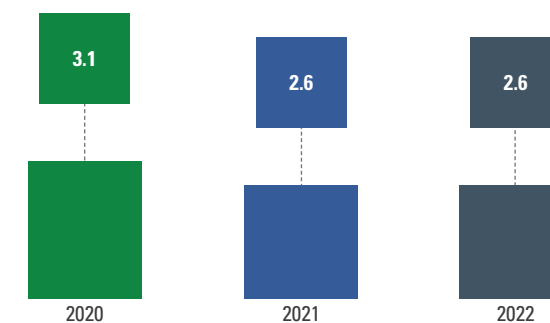
In the area of energy consumption, as regards electricity consumption in 2022 there was an increase of 6.5% compared to 2021 due to the recovery of operations after the pandemic and also to the expansion of the Group's offices.

### Electricity consumption (kWh)



However, in 2022 the energy intensity of electricity consumption - a parameter that helps to contextualize the efficiency of an organisation - was unchanged compared to 2021.

### Per capita energy intensity ratio (mWh/n)



<sup>4</sup> Direct aspects, such as those related to the consumption of raw materials, water and energy consumption, emissions into the atmosphere, management of substances with a greenhouse effect and/or that are ozone-depleting, waste products and checks on any electromagnetic fields. Indirect aspects, such as environmental aspects relating to suppliers, which can be expected to have an effect, because they pertain to third parties who work on behalf of CDP or who interact with it for works, services and activities.

In order to reduce energy consumption in the offices, a series of corrective, technical actions have been introduced on the plants, including the following initiatives:

- installation of presence detection sensors in all locations for switching off lights in offices after 15 minutes as opposed to the previous 35 minutes;
- installation of timers for switching off lights at 11:00 pm on the external facades at the Via Goito offices;
- scheduled switching off of indirect lighting in corridors and entrances and remodulation of light management software in all locations;
- installation of presence detection sensors for the lights in all external service areas (internal courtyards, vehicle ramps, terraces);
- switching off of hot/cold air handling systems in corridors and common areas in all locations.

Furthermore, CDP's commitment towards certification (e.g. LEED for via Alessandria) and on internal initiatives continued. Almost all of the Group's offices again purchased 100% of their electricity in 2022 from renewable sources through the Consip agreement (requiring a "green" specification) with the exception of just two local offices and the Benedetto Croce office, issued in December 2022.

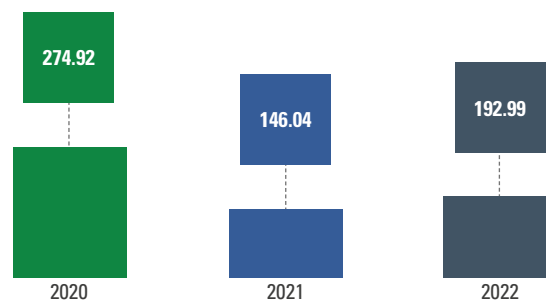
**93%** consumption of electricity from renewable energy sources

Consumption is monitored on a regular basis within the Group and this provides input for the development of

any new planning procedures for processes and projects aimed at reducing the consumption of electricity, gas and fuel by company vehicles.

Furthermore, in 2022 there was an overall reduction in petrol and diesel consumption by the company's fleet of cars mainly attributable to the progressive replacement of diesel cars in the CDP fleet with hybrid and petrol cars<sup>5</sup>. The gradual recovery of activities following the end of the health emergency led to a slight increase in the consumption of natural gas and, consequently, in scope 1 emissions. Despite this, consumption remains lower than in the pre-Covid period (-30% compared to 2020), confirming the effectiveness of the path undertaken by CDP towards reducing its ecological footprint.

### Emissions (Scope 1)



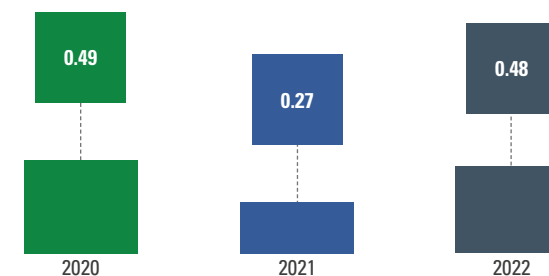
2022 was marked by the return of business travel and trips and this inevitably led to an increase in gross indirect GHG emissions linked to business travel (Scope 3 - including business travel with cars other than company cars, by train and by plane) compared

to the previous two years, which involved fewer trips. The Group has therefore undertaken to adopt less impactful modes of transport for its employees' travel needs.

More specifically, CDP has updated its Policy for the management of business trips by providing incentives for the use of "green" methods of transport, an obligation to use the train over distances of less than 3 hours of travel and the use of a single private vehicle for trips by several employees to the same destination.

Circumstances led to an increase in total emissions to 2020 levels, but since there was an increase of over 250 employees, the measures taken made it possible to keep the per capita emission intensity substantially unchanged, with a 2% reduction compared to 2020.

### Per capita emission intensity (tCO<sub>2</sub>e/n)<sup>6</sup>

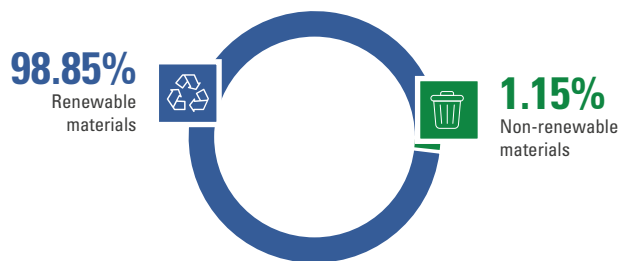


As regards the consumption of raw materials, with a view to progressively reducing the impact on the environment, the Group continued its commitment to responsible consumption through greater recourse to the use of renewable materials.

<sup>5</sup> More specifically, in November 2022 the first car to be changed was in Milan replaced with a hybrid car, whereas the second was in Rome in December, replaced even in this case with a hybrid one.

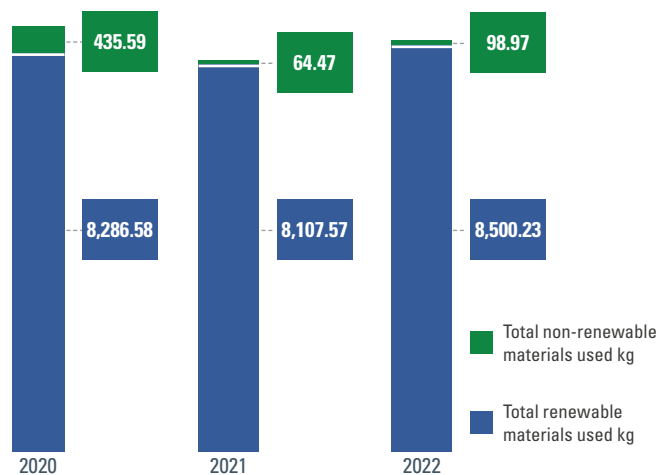
<sup>6</sup> The figure refers to total Scope 2 Market-Based emissions.

### Consumption of renewable materials (%)



There was a slight increase in the consumption of raw materials of 5% compared to 2021, but the quantity of materials used was overall 1.4% lower than the 2020 levels.

### Use of materials (Kg)



Since July 2022 onwards, all the printers at the Via Goito site have been using 100% recycled paper, according to the main ecological standards at European level (Blauer Engel and EU Ecolabel). In addition, the Green Page on the company’s intranet helps employees to monitor the amount of print-outs they produce, and limit the use of printers to what is absolutely essential.

The Group has also shown increasing attention to the issue of waste management. As proof of this, the percentage of special waste in 2022 disposed of with recovery codes went from 12.2% in 2021 to 47.28%, exceeding the target of 30% set for 2022.

### Raising awareness among employees

The CDP Group has, for some time, been promoting initiatives aimed at reducing its environmental impact. Therefore, its commitment towards taking initiatives aimed at promoting an environmentally conscious culture so as to foster awareness on more sustainable lifestyles also continued in 2022. This included the Group signing up, for the third consecutive year, to the “Mi illuminio di meno” (I light up less) initiative promoted by Radio 2 with Rai per il Sociale and launching a campaign in the summer months for a lighter and more informal dress code.

Initiatives on the reuse of items also continued through the use of Marketplace, an internal platform where employees can exchange, sell or give away articles that they no longer use.

During the year, the Group continued its commitment to promoting sustainable mobility among employees, by launching the “Dolce Mobilità” (Sweet Mobility) project which made it possible to introduce routes, parking areas and recharging points for two-wheeled electric vehicles for the offices in Rome and the one in Milan, thus encouraging the use of bicycles and scooters.

Lastly, the annual contribution towards an annual Public Transport season ticket was confirmed and a survey was carried out by the CDP Mobility Manager with all employees with the aim of learning about their mobility habits, in order to draw up the new Home-Work Travel Plan and identify strategies and improvements for sustainable mobility.

### “Per noi, per il pianeta” (For us, for the planet)

A campaign to raise awareness designed to encourage a low-impact lifestyle both in the office and in the home. Through the weekly launch of tips, advice and best “energy” practices, employees are urged to reflect on how to make their own contribution to respecting the environment. The campaign aims to raise awareness on topics of fundamental importance such as energy efficiency, sustainable consumption and the more conscious use of resources, an example of the attention paid by the Group to issues such as environmental protection and the judicious use of natural resources.

# 8 DIGITISATION AND INNOVATION



## RESOURCES DEPLOYED

**2,217** MILLION

## AREAS OF ACTION



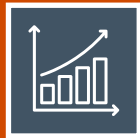
DIGITISATION



INNOVATION



CAPITAL MARKET



FINANCIAL CAPITAL



NATURAL CAPITAL



PHYSICAL-PRODUCTIVE CAPITAL



HUMAN CAPITAL



SOCIAL-RELATIONAL CAPITAL



INTELLECTUAL CAPITAL

## KEY DATA



### ENTERPRISES

- 965** MILLION EURO OF LIQUIDITY DIRECTED TO **37** ENTERPRISES
- 42** MILLION EURO OF INDIRECT LIQUIDITY
- 234** ENTERPRISES THROUGH CAPITAL ASSETS FUNDS
- 108** MILLION IN ALTERNATIVE FINANCING INSTRUMENTS
- 3** INVESTMENTS IN HIGH-TECH COMPANIES
- 3** NEW HIGH-TECH FUNDS



### PUBLIC ADMINISTRATION AND DIGITAL WORKING ENVIRONMENT

- 30** MILLION TO **12** LOCAL AUTHORITIES FOR INVESTMENTS IN TECHNOLOGICAL PLANTS
- 150** MILLION TO THE PROVINCE OF BOLZANO FOR ULTRA BROADBAND



### REMOTE WORKING

- 43.5%** OF CDP GROUP INVESTMENTS DEDICATED TO INNOVATION AND TRANSFORMATION ACTIVITIES\*
- 32%** OF CDP GROUP'S APPLICATIONS ARE IN-CLOUD DESIGNED

\* The figure refers to the ICT budget

## 8 Digitisation and innovation

Seizing the advantages that come from innovation and digitisation is, in the long run, a strategic engine for growth that includes economic, environmental and social benefits, and which lays the conditions for achieving sustainable development.

### 8.1 The lines of action for enterprises and the Public Administration

In a geopolitical context that features an extensive process of digitisation and infrastructure innovation, the economic and social development of our country is determined by its ability to adapt to the digital and technological transition of production processes and public services.

In this sense, the European Commission has adopted a series of initiatives in recent years - including the "New European Innovation Agenda" - which aim to support European countries and the main innovation players in order to strengthen the continent's economic competitiveness and guarantee the well-being of its citizens also from the point of view of environmental sustainability.

Aware of the need to strengthen synergies between strategic development programmes and access to finance, CDP plays a strategic role with respect to the Public Administration and enterprises through three lines of action, according to the criteria of additionality and complementarity:

- by supporting the Public Administration and enterprises, including SMEs, in their digital transformation processes;
- by supporting enterprises in the development and adoption of innovative technologies;
- by further strengthening the ecosystem of innovation and technology transfer, by contributing to the dialogue and collaboration among innovation players.

#### CDP for enterprises

To bridge the gap between Italian and European companies on the digital and innovative front - Italy is positioned in 18th place out of the 27 European countries according to the "Digital Economy and Society Index" (DESI) - the Group supports enterprises in their technological and digital development programmes, helping them to achieve innovation and sustainability objectives, such as, for example, developing products, making processes more efficient and innovating business models.

There are many instruments used: from traditional loans to loans intermediated by the banking system, up to alternative financing instruments, such as diversified funds and basket bonds.



**1,114** million euro committed for innovation and digitisation, including:

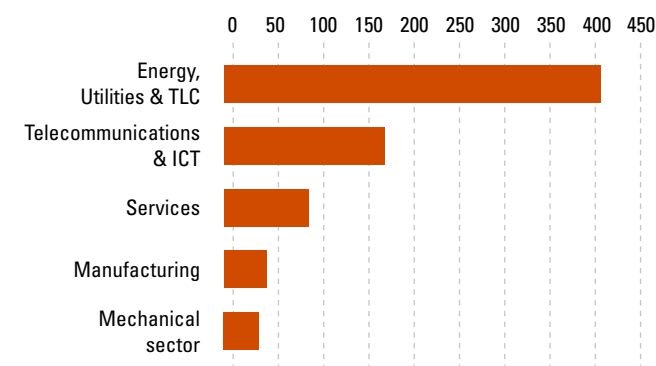
- 965 million euro of direct liquidity
- 42 million euro of indirect liquidity
- 108 million in alternative financing instruments



**271** enterprises served

- 37 with direct liquidity
- 234 through capital assets funds

#### Main sectors of the enterprises served





The CDP Group provides support to enterprises, through direct and indirect equity investments (CDP Equity), in order to protect the country's fundamental assets, enable long-term investments, support innovation and encourage programmes of international expansion.

During 2022, the Group:

- invested in 3 high-tech companies (Polo Strategico Nazionale, Maticmind S.p.A., GPI S.p.A.);
- strengthened its commitment in the venture capital sector, both towards existing funds (e.g. subscription of another top-up in the Fondo Acceleratori) and towards new funds (e.g. subscriptions of the Fondo Large Ventures and in ServiceTech, EnergyTech, InfraTech sub-funds of the Fondo Corporate Partners I and Fondo Italiano Agritech & Food). The purpose of these financial instruments is to develop strategic assets in the Italian market by involving private capital in support of innovation, impact finance and the dimensional growth of SMEs in strategic supply chains for the country, thus making it possible to attract additional third-party resources, for a total of 1.6 billion, confirming the validity of the initiatives undertaken and the implementation of the Strategic Plan.

## **Polo Strategico Nazionale was established for the digitisation of Public Administration**

Security, efficiency and independence: these are the keywords of Polo Strategico Nazionale (PSN, National Strategic Hub), created with the aim of building and managing a technologically innovative and independent cloud infrastructure for the digital transformation of the PA.

The creation of PSN is one of the main initiatives of the NRRP and will be crucial for achieving the goal of bringing 75% of administrations to use cloud services by 2026. Equity investments in the company are held by CDP Equity (with a stake of 20%), TIM (45%), Leonardo (25%) and Sogei (10%).

The newly created PSN helps to improve the services offered to citizens and enterprises, reduce PA costs for investments and in the management of digital infrastructures and increase energy efficiency, through reduced consumption.

## **GPI: CDP invests in the Italian leader in telemedicine**

The year 2022 saw the completion of the investment by CDP Equity in GPI, one of the main players in the digital healthcare sector, in which it occupies an important position mainly in the field of technological products and services, of outsourced management and administrative services and of telemedicine projects. The transaction involved the subscription by CDP Equity of an investment of 70 million euro as part of a GPI share capital increase for a total amount of 140 million euro, thus holding a share of 18.4%. The action is consistent with the indications in the 2022-2024 Strategic Plan in terms of supporting key sectors for the country's development and in terms of the equity investment portfolio rotation principle, and is also in line with the objectives set by the so-called Health Mission of the NRRP.

## CDP Venture Capital SGR

As the majority shareholder of CDP Venture Capital SGR, the Group - through CDP Equity - considers venture capital one of the main levers for supporting innovative and high-tech companies. During the reporting year, CDP Venture Capital approved investments in innovation and digitisation for approximately 340 million euro between direct funds and indirect operations.



**207** start-ups financed

- 14% aerospace;
- 14% industry;
- 10% life science;
- 9% edutech;
- 9% green transition;

### Main actions:

- **investments in 2 Technology Transfer Hubs** in the AgrifoodTech and aerospace sectors;
- **development of 4 Acceleration Programmes for start-ups and SMEs** in the key sectors of 5G and Internet of Things, TravelTech & Tourism, Fashion-Tech and AgrifoodTech;
- **launch of 8 new Acceleration Programmes**, of which 2 with registered offices in Southern Italy (TerraNext with a focus on the Bioeconomy sector and Digital Health Accelerator);
- **5 venture capital funds**, 3 of which are generalist funds under the FoF Venturitaly and 2 under the FoF Tech Transfer in the Life Science and Environmental Sustainability sectors;
- **102 investment operations** supporting start-ups through direct funds, 12% of which in the South.

## High-tech funds

### Fondo Acceleratori

The fund invests in strategic sectors for the country linked to advanced industrial ecosystems in Italy, such as mechanical engineering, motor vehicles, agriculture and food, energy, medical equipment, fashion and financial services, with particular interest in disruptive technologies such as IoT, big data, blockchain, AI, and biotechnologies. In 2022, the CDP Group, through CDP Equity, strengthened its involvement in the fund, subscribing a further 50 million added to the 75 million previously subscribed.

### Fondo Large Venture

Generalist fund that aims to develop the Italian ecosystem in strategic sectors for our country, investing in the most ambitious entrepreneurs and supporting them in the creation of new markets and category leaders. In 2022, the CDP Group supported the fund by subscribing 150 million through CDP Equity.

### Fondo Corporate Partners I

The fund aims to encourage the development of companies by making venture capital investments available in order to support technological innovation in the specific operating sub-funds that make up the fund: EnergyTech, ServiceTech, InfraTech and IndustryTech. In 2022, the CDP Group, through CDP Equity, supported the fund by subscribing 90 million euro (evenly divided between the ServiceTech, EnergyTech and InfraTech sub-funds), in addition to the 30 million already subscribed in the IndustryTech sub-fund.

## CDP for the Public Administration

CDP supports the Public Administration through loans and advisory activities, with the aim of strengthening and developing digital and technological infrastructures in our country. In 2022, the Group financed 12 local authorities for investments of 30 million in technological systems. Furthermore, it financed the Province of Bolzano with 150 million euro, to implement the investments necessary to continue with the design and construction of the ultra-broadband network, with the aim of reaching around 120,000 real estate units by 2026.

With regard to advisory activities, CDP continued to work as a strategic partner alongside the Public Administration, in particular collaborating with:

- **Italian Ministry of University and Research (MUR)** to support investments for the creation or modernisation of innovative technological infrastructures designed and built to offer cutting-edge technological instruments, solutions and services aimed at the academic and business world, in order to enhance their competitiveness.
- **Italian Ministry of Environment and Energy Security (MASE)** to develop an integrated and interoperable platform for environmental monitoring and remote sensing activities through satellite data in order to forecast events likely to cause disaster and pollution.
- **Italian Ministry of Infrastructure and Transport (MIT)** for the creation of an interoperable platform for the digitisation of systems used by ports and port authorities.

## 8.2 SIMEST for digitisation

With a 76% controlling investment by the CDP Group and becoming part of its scope of Management and Co-ordination in October 2022, SIMEST has supported the growth of Italian companies since 1991 through the internationalisation of their activities, working alongside them throughout their international expansion cycle, from the initial steps towards opening up to a new market, to expansion through direct investments.

SIMEST operates through the provision of finance for internationalisation, export credit support and equity investments, through an approach geared towards sustainable economic growth, by financing and investing in healthy companies with a significant local impact that meets financial and equity balance requirements, focusing on digital innovation and pursuing environmental protection.

The Next Generation EU plan has assigned, through the NRRP, new resources to the Fondo 394, which SIMEST manages in agreement with the Italian Ministry of Foreign Affairs and International Cooperation (MAECI), for the granting of loans for internationalisation.

NRRP operations have registered overall:

 **8,500** approved loans

Making use of these NRRP operations and in line with European directives, since October 2021 SIMEST has re-structured its offer with the introduction of three lines of financing at subsidised rates and with a non-repayable portion of up to 25% (up to 40% for companies with operating headquarters in the South). The financing lines target enterprises with international prospects which invest in:

- digital and ecological transition;
- development of e-commerce in foreign countries through the creation or enhancement of its own e-commerce platform or inclusion in a marketplace;
- participation in international fairs and exhibitions, also in Italy.

### Digital and Ecological Transition

SIMEST supports the digital and ecological transition with a line of financing dedicated to small and medium-sized enterprises and mid-caps established in the form of joint-stock companies and with an international vocation.



**2,772** enterprises supported

This was the main instrument requested (more than 50% of total approved volumes). This line of financing involves allocating a minimum of 50% to investments for the digital transition of the company, while the remainder can be allocated to expenses for sustainability and ecological transition, and also for international competitiveness.

In December 2022, a strategic agreement was signed between SIMEST and CDP Venture Capital SGR for the launch of new operations aimed at supporting the internationalisation of innovative Italian start-ups and SMEs through resources of the Fondo di Venture Capital (FVC), managed by SIMEST in agreement with the MAECI.



**200** million euro for the internationalisation of innovative start-ups and SMEs.

Of which:

- 50 million euro through co-investment operations with CDP Venture Capital SGR in opportunities selected by the latter;
- 150 million euro through the signing of an agreement for the subscription of an International Fund of Funds which will be launched by CDP Venture Capital SGR with the aim of attracting international investors to support and develop the local ecosystem.

Direct investments may be made at any stage in the life cycle of start-ups - from the seed stage to growth/expansion - and will primarily concern companies that develop ESG solutions/services or that operate in the digital transformation, scientific research and Life Sciences sectors.

## 8.3 Digital transformation: a new working environment

For the CDP Group, innovation and digitisation are distinctive elements in company processes. In line with the Strategic Plan, the Digital and Technological Transformation Plan was defined, based on five pillars:

### PILLARS

### 2022 INITIATIVES

#### DIGITAL TRANSFORMATION

Support the process of digital transformation of the business

- creation of an analytical database for monitoring the financial, process and socio-economic impact resources of the NRRP initiatives supported by CDP;
- development of a new web Reserved Area for customers in the Enterprises, Financial Intermediaries and Public Administration sectors;
- review and consolidation of the framework for the development of postal customer analysis models using Data Mining and Machine Learning techniques.

#### SECURITY AND RESILIENCE

Guarantee the monitoring of logical and physical IT security controls, and strengthen operational controls in order to ensure adequate resilience of the technological infrastructure

- support for Corporate Intelligence activities to ensure that the CDP Group can collect, analyse and monitor information in open sources in support of decision-making processes in the field of security.

#### SMART OFFICE AND SERVICE MODELS

Enable a new way of working, also through the reorganisation of working spaces and strategic rearrangement of office layouts

- evolution of the SmartOffice tool, used for daily scheduling and booking workstations.

#### OPERATIONAL EXCELLENCE

Rationalise costs and make company operations more streamlined and effective

- development of a new Group Customer Database platform to improve system performance and reliability;
- development of a new system for opening positions of dispute, moved by or against the company.

#### INNOVATION

Encourage the adoption and *scale-up* of innovative technologies throughout the main company processes

- creation of a Portal dedicated to the preparation and management of innovative challenges aimed at suppliers of the CDP Group, start-ups and new businesses.

### MAIN RESULTS



**43.5%** of CDP Group investments dedicated to innovation and transformation activities compared to the overall ICT budget



**287** applications (+23% compared to 2021)



**32%** of CDP Group's applications are in-cloud designed



**99.9%** availability of systems



**10** new digitised processes



**15** new web portals developed

#### CISO Community

It is a network of the Chief Innovation Security Officers from the companies in the CDP Group, created to develop synergies, collaboration and shared ideas and views in the cyber security field, in close cooperation with the National Cybersecurity Agency (ACN). One of the main objectives of the CISO Community is to set up a Group ISAC (Information Sharing and Analysis Centre), in which to share information, best practices and reports on cyber threats.

The Community will pursue actions aimed at maintaining constant updates on relevant cyber issues for the Country System.

Its commitment to ensure functional and technological workplaces also continued in 2022: the hybrid operating model, officially launched in September with the signing of the remote working contract, saw the evolution of the SmartOffice tool, for managing returns to the office in total safety. Furthermore, a smarter and more innovative form of management involved the design of workspaces with unassigned desks to encourage flexibility of choice on the part of employees, and new innovative spaces were also created (e.g. areas for the dissemination of digital culture or healthy refreshment areas, but also smart spaces aimed at promoting creative collaboration) equipped with relevant technologies (e.g. digital whiteboards).

Lastly, as part of the enhancement of the CDP Group's cultural heritage, a project was launched for the digitisation of its documentary and historical archives starting with the 130 volumes of "Civiltà delle Macchine" (Civilisation of Machines) (for a total of 6,300 sheets equivalent to over 12,000 images), a magazine originally published by Finmeccanica between 1953 and 1977.

## Innovation Lab

Developing a culture of innovation, encouraging the creation of ideas, promoting change and supporting the adoption of new technologies: these are the objectives of the new "Innovation Lab & Digital Transformation" area, whose approach is centred on four pillars:

- **Adoption of "As a service" systems**, with the use of platforms such as INNOVA, for the generation of innovative ideas by our people, or Call4Solution, to

collect innovative solutions from the market, as well as various tools and methods to create value at a community level;

- **Sharing**, through a "Hub & Spoke" company organisation consisting of a competence centre ("Innovation Lab & Digital Transformation" area) and over 35 "Innovation Evangelists", a group of people who spread innovation, promote change and support the adoption of new ideas and technologies;
- **Inclusion**, with corporate entrepreneurship programmes, to develop an inclusive culture of innovation;
- **Opening-up**, thanks to collaborations, partnerships and networking activities to foster contamination, such as those with the Startup Intelligence Observatory of the Politecnico di Milano and ABI Lab.

Some examples of activities carried out in 2022:



### 2 in-house Calls for Ideas:

- Anti Money Laundering (AML) Competence Centre, 18 innovative ideas (2 award winners)
- ESG in action: Walk the talk, 62 innovative ideas (4 award winners)



### 2 external Call4Solution (AML and Training)

- 59 offers received (2 selected)



### 1 hackathon CDP cyber challenge

- 60 participants divided into 20 teams

## Cybersecurity and data security

In the area of cybersecurity increasingly advanced protection systems have been adopted and safeguards introduced to mitigate new threats and fraud risks.



~20,000 security events dealt with;



~638,000 security events blocked by the perimeter protection systems;



~11,000 e-mails containing malware blocked;



~465,000 spam/phishing emails blocked.

In order to spread a culture of cyber risk prevention, over **2,240** hours of training on cybersecurity have been delivered to all employees. Conversely, as regards the environmental impact of digitisation, an operational framework for ICT sustainability has been defined which includes three lines for action:

- monitoring the carbon footprint;
- reduction of consumption (monitoring rack/server consumption) by adopting technical countermeasures;
- offsetting the non-reducible share of emissions, with green initiatives.



# 9 RETHINKING VALUE CHAINS



## RESOURCES DEPLOYED

**12,595** MILLION

## AREAS OF ACTION



## KEY DATA



### STRATEGIC SUPPLY CHAINS

**~3,077** MILLION FOR 55 ENTERPRISES BELONGING TO THE STRATEGIC SUPPLY CHAINS

**1st** ESG BASKET BOND

**>4,000** COMPANIES INVOLVED IN BUSINESS MATCHING



### TRANSPORT

**~403** KM OF ROADS AND LOCAL PUBLIC TRANSPORT (LPT)

**7** MODERNISED PORTS WITH IMPROVED SAFETY

**~14** MILLION FOR BICYCLE MOBILITY



### INTERNATIONAL COOPERATION

**+250%** COMPARED TO 2021 OF RESOURCES FOR COOPERATION AND DEVELOPMENT FINANCE

**100%** OF OPERATIONS TO BE ASSESSED DURING THE YEAR THROUGH SCREENING ON HUMAN RIGHTS



### SUPPLY CHAIN

**94%** LOCAL SUPPLIERS

**100%** NEW SUPPLIERS ASSESSED THROUGH SOCIAL CRITERIA

**1st** SUPPLIER SATISFACTION SURVEY (>1,100 SUPPLIERS INVOLVED WITH 35% REDEMPTION)



## 9 Rethinking value chains

The pandemic and the consequences of the Russian-Ukrainian conflict have shown that one of the main challenges Italy is facing is that of developing modern, resilient and sustainable value chains. The strategic priorities for the country concern logistics, whose cost is 11% higher than the European average, the reduction in the share of goods moved by road, the development of high-tech segments, the excessive dependence of strategic supply chains on imports and the high vertical fragmentation of supply chains. In addition to these priorities, there is a need to mobilise more resources in Development Finance and Official Development Assistance allocated for International Cooperation activities that are not yet in line with European peers.

In this context, CDP can help to bridge the highlighted gaps by intervening through additionality and complementarity with respect to the market.



**~12.6 billion committed**

- ~7 billion for strategic supply chains
- ~600 million for international cooperation
- ~5 billion for transport and logistics hubs

## 9.1 Support to strategic supply chains

The Italian world of production is clearly characterised by a prevalence of micro and very small enterprises and the average company size is a third of that of Germany. In the absence of strong strategic coordination with the players in the supply chains to which they belong, the modest size of these companies has repercussions on the competitiveness and efficiency of the entire national production system: smaller enterprises are, in fact, structurally more limited in their potential for investment, research, innovation and, ultimately, productivity. Italy's average productivity is lower than that of the EU 27 (51,000 euro per employee compared to 52,000 euro), and the gap is even more significant when compared to countries such as France and Germany (66,000 euro and 61,000 euro respectively).

Thanks to an integrated offer of loans and advisory and equity services, the CDP Group supports growth in terms of size, the positioning of enterprises in market segments with a higher value added and the development of exports and international expansion, since these are considered the priority areas for strategic actions to consolidate the role of the national production system on international markets and in global value chains and to promote growth in economic and employment terms.

### CDP for the growth of enterprises in Italy

In a context of global competition, it is crucial for Italian companies to grow in size and strengthen their strategic coordination with the other players in the supply chain,

so as to be able to benefit from economies of scale and a greater resilience to shocks.

In this perspective, the CDP Group has directed its operations to support companies' development plans, with the aim of facilitating their growth and bridging the national gap in strategic sectors where a greater intensity of knowledge capital and skilled labour is required. With the aim of generating not only economic but also social and environmental value, sustainability criteria have been integrated more forcefully into business decisions through the offer of financial solutions that are increasingly linked to ESG factors.

#### Direct liquidity to enterprises

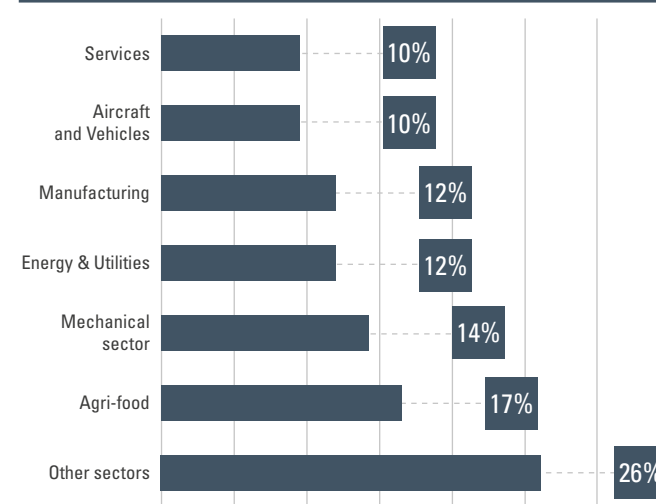


over **935** million euro in loans to enterprises



**34** enterprises supported

#### Sectoral distribution



In 2022 two<sup>1</sup> loans were granted linked to ESG objectives for the financed company in line with the principles of sustainability and additionality established in the General Responsible Lending Policy. More specifically, two loan agreements finalised by CDP envisage a commitment by the beneficiary company to increase employment levels in Italy in return for an interest rate reduction.

### Pietro Fiorentini: lower interest rates to boost employment

Investing in new cutting-edge technologies to reduce the impact on the environment and increase employment levels in Italy: these are the objectives of the 25-million CDP loan to Pietro Fiorentini, a leading international group that offers advanced solutions for the energy sector operating along the entire natural gas supply chain.

The agreement is based on a commitment by the company to increase employment levels in Italy: thanks to a financial formula that combines development and sustainability, the transaction envisages that upon reaching the objective, the company will benefit from an interest rate reduction.

Another channel to facilitate access to credit for companies, especially SMEs and Mid Caps located in Italy, consists of funds, liquidity and subsidised credit instruments available to institutions and financial intermediaries. CDP ensures they are developed and monitored as part of initiatives of general public interest.



~2.9 billion of resources managed by financial intermediaries

Through the banking system, in 2022 the CDP Group supported Italian SMEs in the process of green transition to increase sustainable investments and have a positive impact on the environment. One example is the 250 million loan to ICCREA, aimed at providing financial resources to SMEs and Mid Caps engaged in making investments in sectors such as renewables, improving energy efficiency, the circular economy, sustainable mobility and the modernisation of water networks. Furthermore, ESG bonds were subscribed as part of the new fund for the purchase (total amount equal to 1 billion) of bonds with ESG purposes, issued by Italian banks and by Italian branches of foreign banks to support Italian companies in carrying out interventions that have a positive environmental, governance and social impact, in line with the Green, Social and Sustainability Bond Framework adopted by the relevant issuing financial institution and certified by a Second Party Opinion Provider.

### Bond for sustainable development of enterprises



#### UniCredit Bond

750 million, with a duration of up to 4.5 years, to support the growth of companies operating in crucial sectors for the Italian economy such as consumer goods, mechanics and metals, catering and tourist services.

The financial resources must be used as follows:

- at least 51% of the funding for SMEs;
- an amount of at least 25% of the total resources for SMEs and Mid Caps with registered offices and/or operational headquarters in one of the eight regions of Southern Italy.



#### BPM Bond

300 million, with a duration of up to 4 years, to support actions concerning the promotion of sustainable development and green transition, in line with the aims of the fund called “Investimenti Sostenibili 2020-2023” of Banco BPM and/or with the guidelines defined by the European Union on sustainable investments according to the Taxonomy (Regulation (EU) 2020/852).

Lastly, in 2022, thanks to the increase in the resources of the European Guarantee Fund (EGF), CDP was able to support numerous SMEs (over 44,000) which are trying to cope with the current economic crisis, by bolstering recourse to the leading public guarantee fund.

<sup>1</sup> The first loan linked to ESG objectives was granted to LU-VE (for further details, one should refer to the chapter “Climate change and ecosystem protection”).

In co-financing agreements with the banking system, CDP provides financing in the medium-long term to entities investing in projects eligible for public subsidies. The arrangement provides for favourable economic conditions, through the Revolving Fund for Enterprises (FRI), a financing instrument that supports investments by companies of any size.

Companies benefiting from subsidised actions supporting investments in a range of sectors (such as research and development, technological innovation, industry, tourism, commerce, agriculture, services and crafts) can access the FRI. The share of CDP subsidised financing normally covers 50% of the loan, reaching a maximum value of 90% for research, development and innovation programmes. In 2022, 137 companies (44% in the North, 56% in the Centre-South) belonging to strategic supply chains received financing under this scheme, for a total of 86.7 million.

In addition to direct or indirect loans, CDP also supports businesses (in particular SMEs) through alternative financial instruments (basket bonds and diversified loan funds) that supplement the facilities offered by the banking system.

Basket bonds are still a narrowly used but expanding segment: the figures since 2017 amount to about 1 billion. Basket bonds are an aggregation of mini-bonds specifically issued by companies which CDP would not be able to support directly because of their size. The innovative basket bond mechanism satisfies the medium-long term financing needs of enterprises, in order to ensure the implementation of their development and investment plans.

CDP plays a leading role in the basket bond programme in Italy since it participates as an anchor investor in all the key operations. In 2022, CDP financed:



**190.8** million in basket bonds:

- 71 enterprises
- 68% North, 32% Centre-South

The sectors in which the financed companies operate include manufacturing, commerce, services, agri-food, logistics, energy and even the film industry. From this point of view, in line with the 2022-2024 Strategic Plan, the basket bond scheme has reached a wide range of areas of action, from its prevalent one of supporting strategic supply chains to the field of social infrastructure, innovation and digitisation.

Alongside debt instruments, the Group also supports the growth in company size through equity investments, in order to increase their capital solidity and facilitate their ability to invest. Equity is also a key factor as it fuels opportunities for consolidation and the creation of

national leaders, with significant benefits for the entities involved, such as an increase in market competitiveness also at a global level.

In this context, the Group provides “patient” resources required for ambitious projects and can encourage the development of the country by acting as a stable shareholder and by performing targeted actions aimed at the growth or stabilisation of companies in key sectors with exit logics.

Its intervention responds to a long-term logic by systematically applying principles of crowding-in of resources from other investors and of revolving capital.

The investment and divestment transactions completed through CDP Equity, include acquisitions of 6.6% in Kedrion Holding S.p.A. (at the same time as the sale of the 25.1% held in Kedrion S.p.A.), 15% in Maticmind S.p.A., 18.4% in GPI S.p.A., and the total sale of the stakes in FSI SGR S.p.A. (39%), QuattroR SGR S.p.A. (40%), Inalca S.p.A. (28.4%) and of B.F. S.p.A. (17.5%), with a view to rationalising the portfolio and facilitating the rotation of existing equity investments.

## ESG basket bond

The Programme provides for the establishment of a portfolio of minibonds issued (in one or more sessions) by Italian SMEs and Mid Caps for a maximum amount of 80 million, with a focus on investment programmes mainly focused on projects with ESG objectives. The first tranche of issues amounting to 48 million involved eight companies that undertook to improve their sustainability scores assigned by an external company, Cerved Rating Agency, with monitoring as from the third year after issuance. The portfolio benefits from the EIB EGF to cover 90% of the first losses recorded on the overall portfolio, with a 35% cap (to be calculated from time to time on the nominal amount of the portfolio of minibonds issued), for a maximum value of 200 million (total share).

The CDP Group also supports enterprises by offering its technical expertise to help them make the best use of available resources and to address the challenges raised by the economic and social context, with greater solidity and flexibility.

Thanks to an integrated offer of enterprise advisory services, certain programmes have been developed such as, for example, the “Acceleratore Imprese”, an advisory platform, in partnership with international consultancy firms and leading Italian universities, to speed up the growth programme of high-potential Italian companies.

### Acceleratore imprese



**Recipients:** Italian enterprises with a turnover of between 25 and 250 million



**What it offers:** professional assistance and access to a network of excellent enterprises and other stakeholders that they can share opportunities and experiences with.

Another programme designed to facilitate the processes of international expansion of Italian and French companies through training sessions and meetings for business matching is the “Acceleratore Franco-Italiano”, the first edition of which ended in December 2022.

### CDP for the growth of enterprises abroad

Italy ranks eighth in the world in the table of exporting countries (after China, USA, Germany, the Netherlands,

Japan, South Korea, Hong Kong and France) with a market share of 2.8%, which is higher than the share of GDP, and an incidence of exports on GDP of about 30%. All this is true despite the fact that exporting enterprises account for just over 6% of manufacturing companies and 90% are concentrated in the Centre-North. An increase in the number of exporting enterprises and an expansion to other areas in Italy would allow us to further expand our role in world trade.

CDP actively promotes the internationalisation and development of exports by Italian companies, by allocating - also through interest subsidies granted by SIMEST - financial resources to initiatives:

- that support direct sales abroad, in order to facilitate access to foreign markets by non-exporting enterprises and strengthening the presence of companies that already operate there;
- that support the adoption by enterprises of digital solutions that can assist with exports and internationalisation;
- that facilitate the development of international projects, with particular attention to those undertaken by leading companies in the supply chain.

The CDP Group’s financing instruments for internationalisation are mainly loans, guarantees, equity and advisory services.

During the year, financing was provided for expansion into foreign markets (including the United States, Germany, the United Kingdom, Poland, the Czech Republic,

Spain, Turkey) of 15 Italian and 2 foreign enterprises controlled by Italian companies belonging to various sectors strategic for the national industry, including mechanical components, ceramics, agri-food & beverages, shipping and jewellery.



~550 million to support the internationalisation of 17 enterprises<sup>2</sup>



~1.9 billion granted to 11 foreign counterparties to support Italian exports<sup>3</sup>

### Marcegaglia Steel: the ESG-linked transaction in the steel industry

Marcegaglia Steel is the holding of the Group with the same name, one of the main European and world players in the transformation of steel for the production of a range of products, with a production capacity of over 6 million tons per year. In 2022, the company was granted a syndicated loan with Intesa Sanpaolo, Unicredit and BNP Paribas for 1 billion with 100 million being the CDP share. The loan was intended to support part of the Group’s investment plan, both in its companies abroad (mainly in the United Kingdom and Poland) and in Italy. This is the first ESG-linked transaction in the steel industry with KPIs linked to energy efficiency objectives and occupational safety frequency indices.

<sup>2</sup> The figure covers all areas of action; the amount of loans granted as part of the strategic supply chain programme is equal to over 430 million.

<sup>3</sup> The total amount of loans to enterprises is approximately 1.7 billion.

## CDP Business Matching: where Italy meets the world

Launched in 2021, the Business Matching platform is an innovative digital tool developed by CDP in synergy with the Italian Ministry of Foreign Affairs and International Cooperation (MAECI) and SIMEST, with the involvement of all the country's leading players. Its aim is to support and strengthen economic and business relations between Italian and foreign companies, in particular SMEs, based on their characteristics and needs, overcoming existing barriers particularly on more distant and complex markets. Created in eight languages and in line with the highest IT security standards, the platform gives companies the opportunity to network with other companies by allowing them to schedule meetings in a virtual space, including with the availability of an interpreter.

It represents a first step to create new and tangible business relationships and expand one's international network. The platform operates in China, South Korea, Japan, India, Indonesia, Morocco, Mexico and the USA, and will also involve other priority countries for exports and internationalisation of the Italian production system.



over **4,000** enterprises involved, especially SMEs, 60% of which Italian and 40% foreign



over **70,000** views



over **10,000** matches between national and international companies



~**2,800** enterprises engaged in webinars and sectoral events generating about 500 B2B meetings

## CDP for the growth of tourism

The CDP Group supports the tourism industry through CDP Real Asset SGR, which manages the Fondo Nazionale del Turismo (FNT). The objective of this real estate fund is to provide resources for the growth of the tourism-hotel sector in Italy, facilitating real estate deconsolidation and enabling the general improvement of hospitality infrastructures, with a particular focus on sustainability and digitisation.

The Fund is divided into Sub-Fund A and Sub-Fund B. Sub-Fund A includes the Fondo Turismo 1 (FT1) and Fondo Turismo 2 (FT2), dedicated to making investments in Italy in the tourism and hotel sectors, in the hospitality sectors in general and for recreational activities. Sub-Fund B, established in December 2021, includes the Fondo Turismo 3 (FT3) and is intended for the investment of NRRP resources through the participation of the Italian Ministry of Tourism (MiTur). The FT3, in line with the objectives of overcoming territorial differences, also makes investments in the most economically disadvantaged areas or in secondary areas where the intention is to promote the development of tourist flows.



**10** hospitality structures in the portfolio



**20** million committed in 2022 in 4 hospitality structures

- Ostuni
- Villa Igiea
- Thermae Berzieri
- Baia dei Mori



## 9.2 Transport and logistics hubs

The transport and logistics system is crucial for the country's economic and social development and for seizing the opportunities created by the re-arrangement of global value chains and the dual digital and green transition. The transport sector is in fact a factor that enables enterprises to be competitive and to have access to foreign markets, and enables Italy to become an entry hub for non-EU markets, to reduce its territorial differences and to reduce traffic congestion in urban areas.

CDP has committed around 438 million to finance transport of 371 public bodies and has provided loans for around 340 million to 11 companies. The strategic priorities for the development of an efficient, reliable and innovative logistics and transport system can be traced back to three areas of focus which concern networks, logistics hubs and urban mobility and LPT.



~5 billion committed (93% Centre-South)

- over 4.6 billion on the motorway and railway networks
- 176 million on logistics hubs
- 144 million on urban mobility and LPT

### Networks

The need to increase safety standards and reduce travel times requires improvements to the networks and in their efficiency. With this awareness, in 2022 the Group completed the acquisition of the majority stake in Autostrade per l'Italia (88.06%), acquired by Holding Reti Autostradali S.p.A., an investment vehicle in whose share capital CDP Equity has a 51% stake.

Its main objectives are to:

- contribute to the implementation of a vast investment plan throughout the motorway network;
- promote the improvement of the network so as to facilitate digitisation and innovation;
- improve the efficiency of the infrastructure maintenance programmes in order to ensure the highest levels of safety for motorists;
- offer long-term stability in the management of an Italian infrastructure that is essential for Italy and its economy.



over **4.6** billion in financing for roads, motorways and railways

### Logistics hubs

The portion allocated by CDP to logistics in 2022 stands at approximately 176 million, 4% of the resources envisaged for actions in the transport sector.

Italy ranks 19th in the Logistic Performance Index (LPI), the World Bank indicator which considers times and costs associated with logistics, but also the transparency of processes and the quality and reliability of the services offered. Through measures that promote the accessibility of hubs and an integrated, sustainable and digitised logistics chain, Italy can bridge the existing gaps, including those relating to the air and cargo sectors.



~176 million for logistics hubs

- ~85 million for ports
- ~90 million for heliports and airports

In addition to offering financial instruments as a Promotional and Development Institution, CDP has made its technical expertise available to public administrations to guide their investments towards quality projects and support them throughout the life cycle of public works. Since the beginning of this activity that started in 2020, CDP has supported the Public Administration to carry out a total of 37 projects in the port sector, for a total of 1.8 billion.



**PORTS**

- 14 projects for the modernisation of and safety improvements to 7 ports
- 57 million tons of cargo
- ~21 million passengers

**Urban mobility and LPT**

In Italy, the level of motorisation is 66%, the highest among the main countries of the European Union, with negative consequences on climate change due to emissions and traffic congestion.

To bridge the gap, there is a need to renew and expand vehicle fleets (buses and metro), to build and maintain cycle networks, to upgrade and modernise rail infrastructures and to digitise and implement “Mobility as a Service” projects. The need for the maintenance and construction of cycle networks has been estimated at 570 km for urban areas and 1,250 km for tourist routes, with required resources amounting to over 2 billion.

A significant need especially in the cities of the South where the density of cycle routes is particularly critical (in 2019 there were only 5.4 km of cycle paths for every 100 km<sup>2</sup>, 10 times less than recorded in the main cities in the North).

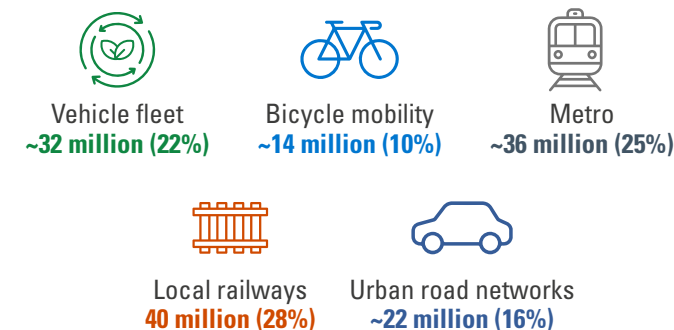
The development of sustainable urban mobility and LPT is the third area of measures with a share of 144 million dedicated to 83 public bodies and 6 enterprises. Lastly, since 2020 the Group has supported the Public Administration with advisory activities, for total investments of 7.6 billion, of which approximately 5.5 billion invested in 2022.

**LPT**

- 22 projects
- 192 km of modernised and expanded routes
- 4.7 billion in activated investments

**Urban road networks**

- 18 projects
- 211 km of connected, expanded, improved roads
- 803 million of activated investments



**La Spezia: an increasingly green port**

Loan of 50 million for La Spezia Container Terminal with the aim of modernising the port area and improving its accessibility thanks to the bolstering of the railway system.

The new terminal will give impetus to the local economy, increasing employment levels and generating positive impacts on the environment with an overall 10% reduction in emissions of CO<sub>2</sub> from 2026 onwards. The investment programme is in line with the “Do No Significant Harm” (DNSH) principle, i.e. not to cause significant damage to the environment on the six goals defined within the European taxonomy system.

The project confirms support towards a strategic infrastructure for the national logistics network which represents a crucial junction in connections with central and northern Europe.

**Ferrovie Emilia-Romagna (FER): enhancement of the local rail network**

Loan of 40 million for the implementation of investments for the regional railway infrastructure, financed under the Complementary Fund to the NRRP and the Development and Cohesion Fund (Fondo per lo Sviluppo e la Coesione, 2021-2027 FSC), including, among other things, the electrification of the Parma-Suzzara-Poggio Rusco railway corridor.

## 9.3 International cooperation and development finance

The main objectives of International Cooperation & Development Finance are the promotion of sustainable and inclusive growth and the protection of the climate and the environment in countries that are beneficiaries of aid, identified by the OECD's Development Assistance Committee (DAC) - the so-called "Partner countries" - in line with the pursuit of the SDGs, the 17 sustainable development goals included in the UN 2030 Agenda. The financial resources needed to achieve these goals are huge, quantifiable at over 4 trillion euro a year up to 2030. These are volumes which are not reachable through available public funds and thus determine a financing gap that can be filled in part by increasing the volume of Official Development Assistance (ODA) disbursed by donor countries<sup>4</sup>, but above all by encouraging the involvement of the private sector in the promotion of development initiatives with a high social, economic and climate impact. In this context, development finance institutions play a key role. The Development Finance Institutions (DFIs) can provide long-term capital and skills to facilitate initiatives aimed at promoting sustainable growth in partner countries, by entering a multi-stakeholder system that involves international

organisations, governments, financial institutions, civil society and the private sector. As an Italian DFI and a financial institution for Development Cooperation, a role conferred on it by Italian Law 125/2014, CDP can assert the strong coherence between its historical mission and its sustainable development strategies, allowing it to organically define its own operations in the international framework and contributing to the achievement of the objectives and the pursuit of the strategic foreign policy guidelines established by the main players of the Italian development cooperation system (MAECI, MEF, the Italian Agency for Development Cooperation-AICS). Through its action in the field of International Cooperation & Development Finance, CDP can support the increase in the share of ODA committed by Italy through the identification of more efficient ways of using resources, especially public resources; contribute to the identification and financing of projects of strategic importance for Italy, safeguarding the economic and financial sustainability of the operations; intervene according to criteria of additionality and complementarity, acting both as a manager of public resources and as a lender with resources of its own. In fact, CDP is the manager of public funds destined for development cooperation measures, such as the Revolving Fund for Development Cooperation, and can use its own resources within the annual limit of 1 billion for initiatives that

meet the objectives of development cooperation and provides technical-financial support to the MAECI and AICS in structuring cooperation initiatives.



**~600** million for cooperation and development finance (+250% compared to 2021)

- Climate and environmental protection over 160 million, 27%
- Sustainable and inclusive growth 438 million, 73%



**5,643** jobs



**3,376** tCO<sub>2</sub> of emissions avoided



**1,600** MWh of energy from clean sources

By efficiently combining financial resources of various kinds, CDP provides its own distinctive, integrated offer of innovative products that leverage on blended finance mechanisms capable of maximizing the volume of funds available and the impacts of the financed development initiatives.

<sup>4</sup> The member countries of the DAC of the OECD.

In 2022, the initiatives supported by CDP in the field of international cooperation and development finance were selected first and foremost by taking account of their impacts on the economic, social and environmental fabric of countries of particular strategic importance for the Italian system, in compliance with risk assessment criteria aimed at ensuring the economic-financial sustainability of the operations. During the year, the Group expanded its operations with sovereign counterparties both through the intensification of operations drawing on the resources of the Revolving Fund for Development Cooperation and through loans with MEF resources for the benefit of international initiatives capable of promptly responding to emergency needs arising from the escalation of international conflict scenarios. Furthermore, CDP has consolidated its strategic part-

nerships with development finance institutions, undertaking specific commitments in the field of international cooperation for climate and environmental protection and for sustainable economic development<sup>5</sup>. Following consolidated relations with bilateral and multilateral development institutions, it is worth noting three financing operations towards African financial institutions (Africa Finance Corporation, Afreximbank and Development Bank for Southern Africa) for an amount of committed resources equal to 250 million. These are so-called “indirect” actions that CDP carries out through partnerships with financial institutions and through investment transactions in debt and equity funds, as demonstrated by the three actions in the equity funds - Expansion Fund II Western Balkans (ENEF II), AfricInvest IV, Africa Renewable Energy Fund II (AREF II) - which promote sustainable

development initiatives in priority geographical areas in the Western Balkans and in the continent of Africa.

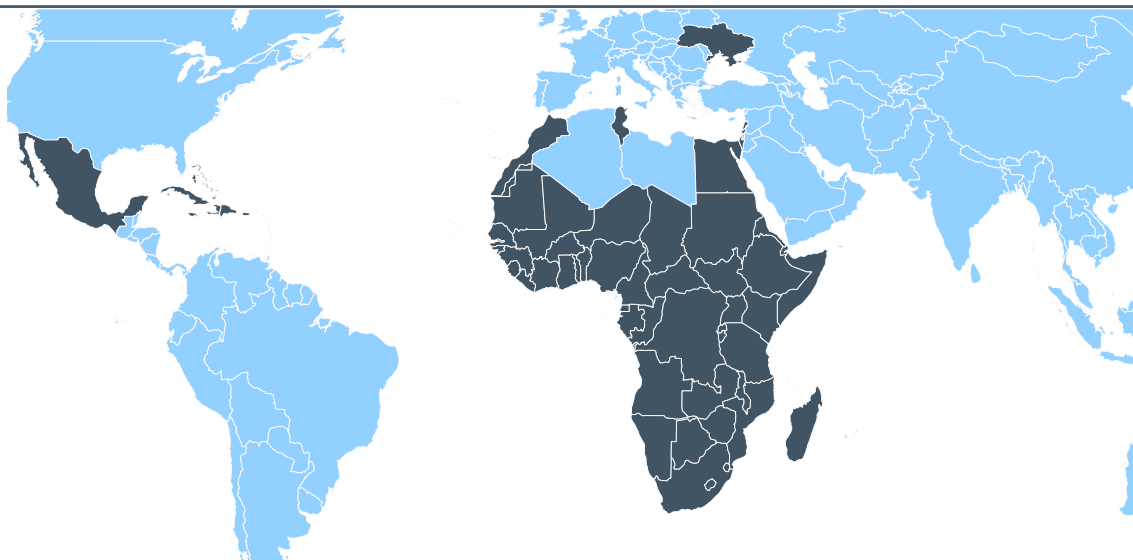
All international cooperation activities are subjected to social and environmental screening, except for cases where the examination is envisaged at a later stage, or when the role of CDP is limited to treasury management. In 2022, the projects developed by CDP involved a subset of priority countries based on the current and future relevance for the Italian business system, the priorities of Italian foreign policy and risk assessment criteria aimed at ensuring the economic and financial sustainability of the transactions.

As part of its cooperation activities, CDP places respect for human rights among its priorities. During the preliminary phases, each of the financing transactions finalised in favour of Italian companies or their foreign branches are subjected to a process of due diligence as regards human rights. The checks are based on the declarations that the counterparties provide in a specific document, the “Sustainability Questionnaire”, sent by CDP to potential beneficiaries.

The questionnaire aims to identify certain features of the company receiving the loan, as well as the elements of sustainability of the investment financed by CDP, including those relating to respect for human rights. The information gathered makes it possible to identify any negative impacts in terms of employment that could emerge from potential conditions of labour exploitation, often widespread in developing countries targeted by cooperation operations.

### Countries financed through international cooperation activities

- Sub-Saharan Africa
- Maldives
- Caribbean Area
- Palestine
- Ethiopia
- Lebanon
- Kenya
- Nigeria
- Morocco
- Mexico
- Tunisia
- Egypt
- Senegal
- South Africa
- Tanzania
- Ukraine



<sup>5</sup> For further details on partnerships, see chapter 5 “Levers: people, stakeholders and financial resources”. For further information on the Climate Fund, one should refer to Chapter 7 “Climate change and ecosystem protection”.

In 2022, operations subjected to human rights screening amounted to approximately 77% (17 out of 22). Projects that were not screened will, in some cases, be screened at a later stage, while in other cases screening is not applicable as CDP's role is purely that of treasury management.

### Screening of international cooperation transactions



>70%  
social



>70%  
environmental



>77%  
corruption



>77%  
activities subjected  
to screening in terms  
of human rights

With a view to continuous improvement, CDP is committed to creating an independent complaints system specific to international cooperation and international financing projects.

For CDP, the protection of human rights also includes respect for gender diversity. The Group's approach to gender issues, aimed at promoting gender balance in projects, in terms of beneficiaries and objectives, is based on the adoption of specific procedures for the identification, analysis and control of the impact of projects on gender diversity.

## Climate and environmental protection

To support climate and environmental protection in Partner Countries, CDP has finalised four transactions, for a total of over 160 million intended mainly for Africa, the Caribbean area and the Middle East.



over **160** million for climate and environmental protection

- of which 36.5 million through ODA
- 4 transactions
- power installed from renewables 2,120 MW/year<sup>6</sup>

As manager of the Revolving Fund for Development Cooperation, CDP completed the transaction with the Caribbean Development Bank (CDB) for 50 million with MEF resources, for projects aimed at combating climate change, with particular reference to the sectors for improvements in energy efficiency, transport and the promotion of renewable energies. In 2022, the disbursement of resources continued with a tranche of over 3.8 million, part of a CDP investment of up to 35 million in the AREF II Fund.

The Fund has the objective of investing in renewable source systems, in particular hydroelectric ones, in the markets of sub-Saharan Africa - with the exception

### Loan to the Africa Finance Corporation (AFC)

CDP granted a loan of 100 million to the AFC, one of the main multilateral development banks operating in the continent of Africa, which aims to modernise and make more efficient the infrastructure in the continent in order to facilitate its industrial competitiveness, create new jobs and combat climate change. More specifically, the resources support sustainable development projects in the renewable energy, energy efficiency and infrastructure sector in Africa, which contributes to the achievement of SDGs 13 and 7 (Climate Action and Affordable and clean energy) through projects aimed at developing hydroelectric, wind, solar, geothermal and cogeneration energy production plants for the reduction of overall emissions and the promotion of the development of renewable energies. Although Africa only contributes about 4% to total greenhouse gas emissions, it is actually the continent most exposed to the negative effects of global warming.

Since its founding in 2007, the AFC, based in Lagos, Nigeria, has invested over 10 billion dollars in promoting infrastructure development activities in 35 African states in order to improve productivity and economic growth in these countries. Over time, in addition to CDP, other international institutions have joined the AFC, such as the German public promotion institute KfW and the French and Dutch development finance institutions, Proparco and FMO.

<sup>6</sup> Figure corresponding to the installed power when the project is complete.

of South Africa - characterised by a high potential of natural resources and by a scarce availability of local capital for the development and construction of facilities. At the end of the project, the installed power from renewable sources will exceed 520 MW/year.

Furthermore, in 2022 CDP continued its operations through the management of the MASE fund for energy transition and the fight against climate change. The beneficiaries are: the UNEP (United Nations Environment Programme), the Ministry of Environment, Climate Change and Technology of the Maldives, the Environment Quality Authority of the State of Palestine, Lebanese Center for Energy Conservation, the UNDP (United Nations Development Programme), the ENEA (National Agency for New Technologies, Energy and Sustainable Economic Development).

## Inclusive growth

To support sustainable growth in partner countries, CDP has allocated approximately 438 million to 12 projects in Ukraine, Africa and Mexico, with the aim of promoting an increase in per capita income and greater social, economic and financial inclusion of women, young people and the more vulnerable sections of the population.



over **439** million for sustainable growth in developing countries

- of which 139.9 million in Official Development Assistance

The beneficiaries belong to the public sector (national and multilateral entities) and the private sector (four financed enterprises). The areas of action covered are education and training (52%), food security (23%), social infrastructure (11%), health sector (2%), transport sector (3%) and multi-sector investments (8%).

As manager of the Revolving Fund for Development Cooperation, CDP completed 4 loans to Ethiopia, Kenya, Senegal and Tanzania for a total of 46.2 million, of which approximately 35 million in ODA.

In terms of financing to multilateral entities, 100 million was stipulated with Afreximbank for sustainable development projects in the food safety sector, with the aim of supporting, also through local financial institutions, African enterprises (including SMEs), in the agri-food chain, as well as local production and imports of cereals and fertilisers.

Furthermore, an example of financial support to a regional development bank can be seen in the transaction for an amount of 50 million to the Development Bank of Southern Africa (DBSA) for the development of social infrastructure with the aim of supporting key projects in the health, education and social housing sectors, contributing to the construction of new hospitals, schools and residences.

## Loans to Ukraine

In 2022, CDP provided a loan, drawn on MEF resources, of 200 million to the Public Administration in Ukraine aimed at supporting school employees, which will have a significant impact on the female population of the country (over 80% of employees in the education sector in Ukraine are women).

The initiative is part of the project in support of Ukraine “Public Expenditure for Administrative Capacity Endurance” (PEACE), announced on 7 June 2022 by the World Bank, aimed at raising funds of over 2 billion to be used to finance public employees in the country, with particular reference to employees in the school sector.

It is estimated that the PEACE project will facilitate the partial payment of the salaries of approximately 162,000 Public Administration employees and 511,000 employees in the education sector (of which approximately 400,000 teachers and over 100,000 school assistants).



## 9.4 Sustainable chain of supply

Transparency and dialogue with suppliers make it possible to promote sustainability along the entire value chain. The Group selects its suppliers in order to ensure compliance with the principles set out in the Group’s Code of Ethics, the Organisation and Management Model for the prevention of crimes pursuant to Italian Legislative Decree 231/01 and the applicable legislation on procurement.

The CDP Group screening process involves the assessment of multiple aspects, from technical and managerial skills to ethical, economic and financial reliability, thus triggering a virtuous cycle aimed at mutual improvement and the achievement of set objectives.

In the qualification process, CDP has assessed suppliers since 2021 that have certifications on issues relating to the environment (ISO 14001, EMAS, ISO 50001), social aspects (ISO 45001) and governance (ISO 3700, SA 8000, ISO 27001, ISO 9001) with the aim of having a ready panel of potential suppliers attentive to these issues. In particular, the services of the supply chain need to respect the required quality levels and also be characterised by the commitment to adopt best practices in terms of working conditions, health and safety, environmental responsibility and ethics.

After the selection and registration of the economic operators, the performance of the suppliers is continuously monitored during the period of execution of the service contract.

A vendor rating system is actually in place to assess the main aspects of supply, such as delivery times, quality, compliance, workplace safety. The vendor rating mechanism specifies that each supplier is assessed, on at least a quarterly basis, through an internal questionnaire completed by the contract manager, with reference to six technical dimensions, which include delivery, times, quality, customer experience and compliance.

The internal Group Policy on procurement also describes the principles and guidelines applicable to CDP and the Group companies with regard to procurement planning and management in order to encourage the definition of synergistic and efficient processes, exploit potential economies of scale, standardise the type and quality of procurement and apply preventive measures to verify suppliers before establishing business relationships<sup>7</sup>. CDP has developed a portal of qualified economic operators (“Supplier Portal”) used in the cases and under

the conditions prescribed by current regulations to carry out the procedures for awarding goods-supply and service contracts to satisfy the organisational, operating and procurement needs of the Group companies. The main purchases of the CDP Group concern general running costs and property expenses, ICT services, consultancy services (legal, accounting, tax, financial, technical), advertising and promotional expenses and training expenses. In 2022, CDP used the services of 645 suppliers, for a total order value of around 152 million.



**94%** local Italian suppliers of which

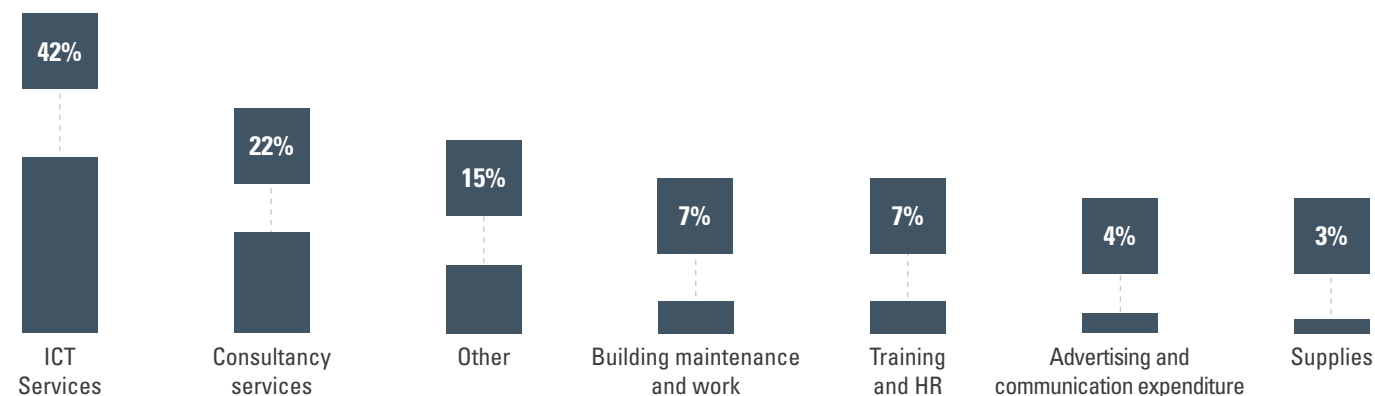
- 52% North;
- 42% Centre-South.



**6%** foreign suppliers of which

- 4% EU
- 2% Non-EU

### Distribution of total orders in 2022<sup>8</sup>



<sup>7</sup> In 2022, no significant changes were noted with regard to the Organisation and its chain of suppliers.

<sup>8</sup> The figure refers to CDP S.p.A. and the percentages refer to total orders in 2022. This amount differs from the figure for total costs shown in the Report on Operations.



## Supplier survey

To monitor supplier satisfaction, a survey was launched targeting around 1,200 suppliers of CDP active on the Portal, with a response rate of 36%.

- 90% were satisfied with the way CDP interacts with them as their customer;
- ~80% stated that thanks to the relationship with CDP it had been possible to create shared value over the long term;
- 92% of suppliers expressed satisfaction with the Procurement Portal.

## Environmental protection

The principle of environmental protection is being applied through the increasing use of economic operators with environmental, quality and safety certifications issued by external bodies.

The assessment of environmental impacts was required in the case of 67 suppliers by carrying out specific analyses of the category which require compliance with minimum criteria. Of these, 9 suppliers responsible for carrying out soil and groundwater reclamation work and asbestos removal work perform their activities with potential negative impacts. Moreover, the contract work generates a positive environmental impact.

- ~74% of new suppliers assessed through environmental criteria
- 848 purchase orders for goods and services that include specific environmental requirements

- over 70% of contracts entered into with suppliers who possess environmental certifications



### Environmental certifications

ISO 14001 | EMAS | ISO 50001

It should be noted that when purchasing hardware, furniture and stationery the Group requires that products comply with the relevant environmental regulations. With regard to CDP, it should be noted that when purchasing IT equipment it is a condition that the products comply with the main environmental requirements such as, for example, safety (e.g. IMQ) and electromagnetic emission (e.g. FCC) requirements certified by recognized bodies at European level, i.e. the Minimum Environmental Criteria.

Currently, the procurement processes are 100% paper-free with regard to both the supplier qualification process via the Procurement Portal, and also the process of selecting and contracting suppliers right through to the payment of services and supplies provided.

## Social protection, governance and respect for human rights

The CDP Group selects its suppliers at the end of a qualification process aimed at ensuring that the selected suppliers possess technical and managerial skills and a profile of economic and financial reliability but also meet ethical reliability requirements in terms of respect for human rights.

During the qualification phase, suppliers are required to make a specific declaration in terms of compliance with the provisions on prevention and material protection of workers. In the process, information relating to social and governance certifications is collected, so that the supply chain services are characterised by a commitment to adopt best practices in terms of working conditions, health, safety and ethics.

As part of category-specific assessments requiring compliance with minimum criteria, one supplier was examined and found to have no significant potential and current adverse social impacts.

- 100% of new suppliers assessed through social criteria;
- 100%<sup>9</sup> of supply contracts that include clauses relating to human rights or that were subjected to screening on human rights;
- 100%<sup>10</sup> of new suppliers who were subjected to checks on corruption and illegality;
- over 80% of contracts entered into with suppliers that possess social and governance certifications.



### Social certification

ISO 45001



### Governance certifications

ISO 37001 | SA 8000 | ISO 27001 | ISO 9001

9 At Group level the figure stands at 89%.

10 At Group level the figure stands at 95%.

**INDEPENDENT AUDITOR'S REPORT  
ON THE CONSOLIDATED NON-FINANCIAL STATEMENT PURSUANT TO ARTICLE 3,  
PARAGRAPH 10 OF LEGISLATIVE DECREE No. 254 OF DECEMBER 30, 2016 AND  
ART. 5 OF CONSOB REGULATION N. 20267 OF JANUARY 2018**

**To the Board of Directors of  
Cassa Depositi e Prestiti S.p.A.**

Pursuant to article 3, paragraph 10, of the Legislative Decree no. 254 of December 30, 2016 (hereinafter "Decree") and to article 5 of the CONSOB Regulation n. 20267/2018, we have carried out a limited assurance engagement on the Consolidated Non-Financial Statement of Cassa Depositi e Prestiti Group (hereinafter the "Group") as of December 31, 2022 prepared on the basis of art. 4 of the Decree and approved by the Board of Directors on March 30, 2023 (hereinafter "NFS").

Our limited assurance engagement does not extend to the information required by art. 8 of the European Regulation 2020/852 included in the paragraph "Financing environmentally sustainable activities according to the European Taxonomy".

**Responsibility of the Directors and the Board of Statutory Auditors for the NFS**

The Directors are responsible for the preparation of the NFS in accordance with articles 3 and 4 of the Decree and the "Global Reporting Initiative Sustainability Reporting Standards" established by GRI - Global Reporting Initiative (hereinafter "GRI Standards"), which they have identified as reporting framework.

The Directors are also responsible, within the terms established by law, for such internal control as they determine is necessary to enable the preparation of NFS that is free from material misstatement, whether due to fraud or error.

The Directors are moreover responsible for defining the contents of the NFS, within the topics specified in article 3, paragraph 1, of the Decree, taking into account the activities and characteristics of the Group, and to the extent necessary in order to ensure the understanding of the Group's activities, its trends, performance and the related impacts.

Finally, the Directors are responsible for defining the business management model and the organisation of the Group's activities as well as, with reference to the topics detected and reported in the NFS, for the policies pursued by the Group and for identifying and managing the risks generated or undertaken by the Group.

The Board of Statutory Auditors is responsible for overseeing, within the terms established by law, the compliance with the provisions set out in the Decree.

**Auditor's Independence and quality control**

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the *International Ethics Standards Board for Accountants*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our auditing firm applies the *International Standard on Quality Control 1 (ISQC Italia 1)* and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

**Auditor's responsibility**

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the NFS with the Decree and the GRI Standards. We conducted our work in accordance with the criteria established in the "*International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereinafter "ISAE 3000 Revised"), issued by the *International Auditing and Assurance Standards Board (IAASB)* for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the NFS is free from material misstatement. Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on NFS are based on our professional judgement and included inquiries, primarily with company personnel responsible for the preparation of information included in the NFS, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically we carried out the following procedures:

1. analysis of relevant topics with reference to the Group's activities and characteristics disclosed in the NFS, in order to assess the reasonableness of the selection process in place in light of the provisions of art.3 of the Decree and taking into account the adopted reporting standard;
2. analysis and assessment of the identification criteria of the consolidation area, in order to assess its compliance with the Decree;
3. comparison between the financial data and information included in the NFS with those included in the consolidated financial statements of the Group;

4. understanding of the following matters:

- business management model of the Group's activities, with reference to the management of the topics specified by article 3 of the Decree;
- policies adopted by the entity in connection with the topics specified by article 3 of the Decree, achieved results and related fundamental performance indicators;
- main risks, generated and/or undertaken, in connection with the topics specified by article 3 of the Decree.

Moreover, with reference to these matters, we carried out a comparison with the information contained in the NFS and the verifications described in the subsequent point 5, letter a);

5. understanding of the processes underlying the origination, recording and management of qualitative and quantitative material information included in the NFS.

In particular, we carried out interviews and discussions with the management of Cassa Depositi e Prestiti S.p.A. and with the employees of Fintecna S.p.A. and CDP Equity S.p.A. and we carried out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, elaboration and transmittal of non-financial data and information to the department responsible for the preparation of the NFS.

In addition, for material information, taking into consideration the Group's activities and characteristics:

- at the Group level:
  - a) with regards to qualitative information included in the NFS, and specifically with reference to the business management model, policies applied and main risks, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
  - b) with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data;
- for Cassa Depositi e Prestiti S.p.A., Fintecna S.p.A. and CDP Equity S.p.A., which we selected based on their activities and their contribution to the performance indicators at the consolidated level, we carried out remote meetings, during which we have met their management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

### Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of Cassa Depositi e Prestiti Group as of December 31, 2022 is not prepared, in all material aspects, in accordance with articles 3 and 4 of the Decree and the GRI Standards.

Our conclusion on the NFS does not extend to the information required by art. 8 of the European Regulation 2020/852 included in the paragraph "Financing environmentally sustainable activities according to the European Taxonomy".

DELOITTE & TOUCHE S.p.A.

Signed by  
**Franco Amelio**  
Partner

Milan, Italy  
April 20, 2023

*This report has been translated into the English language solely for the convenience of international readers.*

## INDEPENDENT AUDITOR'S REPORT ON THE SECTIONS "THE RISKS ASSOCIATED WITH CLIMATE CHANGE – THE RECOMMENDATIONS OF TCFD" AND "SASB DISCLOSURE INDEX 2022 OF THE INTEGRATED REPORT

To the Board of Directors of  
Cassa Depositi e Prestiti S.p.A.

We have carried out a limited assurance engagement on the sections "The risks associated with climate change - the recommendations of the TCFD" (hereinafter "TCFD Section") and "SASB disclosure Index 2022" (hereinafter "SASB Section") and jointly with the TCFD Section, the "Sections") of the Integrated Report of Cassa Depositi e Prestiti Group (hereinafter the "Group") as of December 31, 2022. The Sections have been prepared on the basis of the criteria illustrated in the same Sections, with reference, respectively, to a selection of the "Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)" defined by the Financial Stability Board (hereinafter "selection of the TCFD recommendations"), and a selection of the "Commercial Banks Sustainability Accounting Standards 2018" and the "Investment Banking Brokerage Sustainability Accounting Standards 2018" defined by SASB – Sustainability Accounting Standards Board (hereinafter "selection of the SASB Standards").

### Responsibility of the Directors for the Sections

The Directors of Cassa Depositi e Prestiti S.p.A. are responsible for the preparation of the Sections of the Integrated Report in compliance with the criteria illustrated in the same Sections, with reference, respectively, to a selection of the TCFD recommendations and a selection of the SASB Standards.

The Directors are also responsible, within the terms established by law, for such internal control as they determine is necessary to enable the preparation of the Sections of the Integrated Report that is free from material misstatement, whether due to fraud or error.

### Auditor's Independence and quality control

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the *International Ethics Standards Board for Accountants*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our auditing firm applies *International Standard on Quality Control 1* (ISQC Italia 1) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### Auditor's responsibility

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the Sections of the Integrated Report with the criteria illustrated in the same Sections. We conducted our work in accordance with the criteria established in the "*International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereinafter "*ISAE 3000 Revised*"), issued by the *International Auditing and Assurance Standards Board* (IAASB) for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the Sections of the Integrated Report are free from material misstatement. Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on the Sections of the Integrated Report are based on our professional judgement and included inquiries, primarily with company personnel responsible for the preparation of information included in the Sections of the Integrated Report, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically we carried out the following procedures:

- analysis of documentation relating to policies, procedures and other corporate documents and carrying out interviews and discussions with Group personnel, in order to obtain an understanding of processes related to governance, strategy, risk management, measurement of related metrics and objectives with reference to the selection of the TCFD recommendations;
- carrying out interviews and discussions with the management of Cassa Depositi e Prestiti S.p.A. and limited documentary verifications in order to gather information about the processes and procedures which support the collection, aggregation, elaboration of data and information presented in the Sections of the Integrated Report;

In addition, for material information, taking into consideration the Group's activities and characteristics:

- with regards to qualitative information included in the Sections of the Integrated Report we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
- with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data;
- examination of the information included in the Sections in order to verify its consistency with the evidence obtained in carrying out the engagement.

**Conclusion**

Based on the work performed, nothing has come to our attention that causes us to believe:

- that the section “The risks associated with climate change - the recommendations of the TCFD” of the Integrated Report of the Cassa Depositi e Prestiti Group as of December 31, 2022 is not prepared, in all material aspects, in compliance with the criteria illustrated in the same TCFD Section, with reference to a selection of the “Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)” defined by the Financial Stability Board;
- that the section “SASB disclosure Index 2022” of the Integrated Report of the Cassa Depositi e Prestiti Group as of December 31, 2022 is not prepared, in all material aspects, in compliance with the criteria illustrated in the same SASB Section, with reference to a selection of the “Commercial Banks Sustainability Accounting Standards 2018” and the “Investment Banking Brokerage Sustainability Accounting Standards 2018” defined by SASB – Sustainability Accounting Standards Board.

DELOITTE & TOUCHE S.p.A.

Signed by

**Franco Amelio**

Partner

Milan, Italy

April 20, 2023

*This report has been translated into the English language solely for the convenience of international readers.*

# **10 ANNEX**

## **TO THE 2022 INTEGRATED REPORT**



## 10.1 Scope of reporting

In accordance with Italian Legislative Decree 254/2016, which underlines the importance of consistency between the business model, policies, risks connected with significant areas, and the impacts generated on those areas by the companies in the reporting scope, the Integrated Report presents the figures for the Parent Company and companies over which it exercises management and coordination.

In detail, as at 31 December 2022, the Parent Company exercises management and coordination over the following direct subsidiaries (so-called "Group Companies"):

- CDP Equity S.p.A. (100% CDP): a holding company that operates by acquiring minority interests in companies of significant national interest that are economically and financially stable and have suitable earnings and growth prospects;
- CDP Immobiliare S.r.l. (100% CDP): a company operating in the real estate sector and in maximising the value of its own real estate assets, as well as public real estate assets, which performs its activities through urban development and redevelopment operations, including through joint ventures with other operators;

- CDP Real Asset SGR S.p.A. (70% CDP, 15% ACRI and 15% ABI): an asset management company that manages real estate investment funds active in social housing, real estate development and enhancement, tourism and smart housing. It should be noted that on 21 December 2022, CDP Immobiliare SGR S.p.A. was renamed CDP Real Asset SGR S.p.A.;
- CDP Reti S.p.A. (59.1% CDP, 35% State Grid Europe Limited and 5.9% Italian institutional investors): a holding company whose mission is the management of the equity investments held in SNAM S.p.A. (31.35% owned), ITALGAS S.p.A. (26.02% owned) and TERNA S.p.A. (29.85% owned), as a long-term investor with the objective of supporting the development of transport, reclassification, storage and distribution infrastructures for natural gas and electricity transmission;
- Fintecna S.p.A. (100% CDP): a company engaged in the management of equity investments and liquidation processes;

SIMEST S.p.A. (about 76% CDP): company aimed at promoting the growth of Italian enterprises through internationalisation of their activities. In this regard, on 21 March 2022, the corporate restructuring operation of the SACE group was completed and, as a result, CDP became the direct owner of an equity investment equal to about 76%

of the share capital of SIMEST S.p.A.<sup>1</sup> and the MEF was the owner of 100% of the share capital of SACE S.p.A. As written in the Guide to interpretation, it should be noted that SIMEST S.p.A. this year was not fully consolidated within the data of the Report, in line with the scope of the resources involved represented in the Consolidated Financial Statements, which give rise to the assessment of the social and environmental impact.

As regards CDP Industria S.p.A. - a holding fully owned by CDP and subject to its management and coordination, which held the strategic equity investments of the CDP Group operating in the industrial sector and in particular the equity investments in SAIPEM S.p.A. (12.82%) and in FINCANTIERI S.p.A. (71.32%) - it should be noted that, as from 31 December 2022, this company was incorporated into CDP Equity S.p.A., which has taken ownership of all asset and liability positions previously held by CDP Industria S.p.A.

As regards the listed companies TERNA S.p.A., SNAM S.p.A., ITALGAS S.p.A. and FINCANTIERI S.p.A., the general principles on the exercise of management and coordination activities in force in the CDP Group do not require Group Companies in turn to exercise management and coordination activities over their respective listed second-tier subsidiaries.

<sup>1</sup> The BoD of CDP S.p.A. approved the exercise of management and coordination activities over SIMEST on 2 August 2022; the BoD of SIMEST formally acknowledged the general principles on the exercise of management and coordination activities of CDP S.p.A. on 25 October 2022.

## 10.2 Material topics: an in-depth analysis

In 2022, following the related regulatory developments, the CDP Group perfected the process used for the Materiality Analysis, considering a dual perspective: inside-out, with a view to understanding the impact of corporate activities on sustainable development and outside-in, according to which there is an assessment of how environmental, social and governance issues influence corporate development, performance and positioning. In addition to the adjustment in methods used, the 2022

materiality process also saw an improvement in the tools used and an expansion of the panel of stakeholders involved in the analysis.

More specifically, the 2022 Materiality Analysis envisaged the identification of the current and potential positive and negative impacts linked, directly or indirectly, to the Group’s activity and their assessment by the stakeholders, who were called upon to evaluate the significance that each single impact could have on people, the envi-

ronment and the economy (inside-out perspective), and on the development and the performance of the Group in the short, medium or long term (outside-in perspective).

In 2022, all the material topics already identified by the Group in the context of the materiality analysis conducted in the previous year have been confirmed.

The following table summarises the results of the analyses carried out with reference to the individual topics identified as material.

Material topic	Description	Impacts	Stakeholders affected by the impact	Involvement of the group
Fairness and transparency in governance	Governance that guarantees fair and efficient corporate governance and transparent procedures	<b>NEGATIVE IMPACTS</b> <ul style="list-style-type: none"> <li>■ Corruption</li> <li>■ Anti-competitive and monopolistic situations</li> </ul>	<ul style="list-style-type: none"> <li>■ Shareholders</li> <li>■ Institutional investors</li> <li>■ Financial community</li> <li>■ Institutions</li> <li>■ Multilateral international bodies</li> <li>■ Agencies</li> <li>■ Postal savers</li> </ul>	Directly correlated with Group operations
Business risk management and internal control system	Risk management and internal control system designed to ensure the Group’s continuance as a going concern, its economic and financial strength and the protection of its reputation	<b>POSITIVE IMPACTS</b> <ul style="list-style-type: none"> <li>■ The country’s economic stability</li> </ul>	<ul style="list-style-type: none"> <li>■ Shareholders</li> <li>■ Institutional investors</li> <li>■ Financial community</li> <li>■ Institutions</li> <li>■ Multilateral international bodies</li> <li>■ Agencies</li> <li>■ Postal savers</li> <li>■ Employees</li> <li>■ Suppliers</li> <li>■ Enterprises</li> </ul>	Directly and indirectly correlated with Group operations  Through business relations
Data security and privacy protection	Data management that ensures protection of the data of counterparties and employees and privacy protection	<b>NEGATIVE IMPACTS</b> <ul style="list-style-type: none"> <li>■ Loss of sensitive data and information</li> <li>■ Disruptions to services connected to technological infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Shareholders</li> <li>■ Institutional investors</li> <li>■ Financial community</li> <li>■ Institutions</li> <li>■ Multilateral international bodies</li> <li>■ Agencies</li> <li>■ Enterprises</li> </ul>	Directly and indirectly correlated with Group operations

Material topic	Description	Impacts	Stakeholders affected by the impact	Involvement of the group
Stakeholder engagement and support to local areas	Transparent and super partes approach in relationships with the Local Areas and all the Group's stakeholders, as well as with public bodies and engagement with stakeholders also to encourage the development of communities through intervention and cultural stimulation actions	<b>POSITIVE IMPACTS</b> ■ Stakeholder engagement	■ All the Group's stakeholders	Directly correlated with Group operations
Start-up, growth and consolidation of enterprises	Contribution, by offering integrated tools, to the establishment, growth and consolidation of companies in Italy and abroad, also with operations in the field of International Cooperation & Development Finance, promoting the creation of networks and industrial supply chains and supporting SMEs	<b>POSITIVE IMPACTS</b> ■ Development of the local economy ■ Growth of SMEs ■ Development of entrepreneurship	■ Institutions ■ Enterprises ■ Society ■ Financial community	Directly and indirectly correlated with Group operations  Through business relations
Innovation, research and digitisation	Innovation, research and digitisation as competitiveness drivers; technological, process and product up-grading of the production system	<b>POSITIVE IMPACTS</b> ■ Digital transition in the country and in the production system ■ Competitiveness in financed enterprises	■ Institutional investors ■ Financial community ■ Institutions ■ Enterprises ■ Universities and research centres ■ Society	Indirectly correlated with Group operations  Through business relations
Availability of infrastructure for sustainable development	Infrastructure projects which have greater structural gaps and a high impact on sustainable development	<b>POSITIVE IMPACTS</b> ■ Infrastructure resilience	■ Institutions ■ Institutional investors ■ Enterprises ■ Society	Indirectly correlated with Group operations  Through business relations
Creation of value and support for strategic sectors	Creating value for the country from a long-term perspective, protecting activities of major strategic interest in relation to the effects on employment	<b>POSITIVE IMPACTS</b> ■ Strengthening of strategic sectors also with a view to international expansion ■ Social and economic development in developing countries	■ Enterprises ■ Institutional investors ■ Financial community ■ Institutions ■ Associations ■ Society	Indirectly correlated with Group operations  Through business relations
Redevelopment of local areas and social infrastructure	Redevelopment of urban centres with projects geared to improving the life of local communities; Social and Smart Housing, school building and other social infrastructure projects	<b>POSITIVE IMPACTS</b> ■ Redevelopment of areas, sites and buildings ■ Availability of social infrastructure	■ Enterprises ■ Institutions ■ Institutional investors ■ Society	Indirectly correlated with Group operations  Through business relations
Social, digital and financial inclusion	Participation of individuals and groups in economic and social processes without discrimination, also through the promotion of measures for the modernisation of processes and services in the Public Administration	<b>POSITIVE IMPACTS</b> ■ Modernisation of the processes and services of the Public Administration ■ Digitisation of financial services	■ Institutions ■ Financial community ■ Society	Indirectly correlated with Group operations

Material topic	Description	Impacts	Stakeholders affected by the impact	Involvement of the group
Occupational health and safety and welfare of colleagues	Occupational health and safety and promoting the welfare of employees through dedicated tools and adequate management systems	<b>NEGATIVE IMPACTS</b> ■ Workplace injuries	■ Employees	Directly correlated with Group operations
Diversity and equal opportunities	Favouring inclusion, protection of diversity and equal opportunities	<b>NEGATIVE IMPACTS</b> ■ Discriminations	■ Employees	Directly correlated with Group operations
Development and training of personnel	Professional development and growth initiatives, enhancing the skills of all employees and rewarding excellence	<b>POSITIVE IMPACTS</b> ■ Development of employees' skills	■ Employees	Directly correlated with Group operations
Protection of human rights	Protection of vulnerable groups and respect and promotion of human rights in the activities carried out	<b>NEGATIVE IMPACTS</b> ■ Violation of human rights in the value chain	■ All the Group's stakeholders	Directly and indirectly correlated with Group operations Through business relations
Climate change and transition to a green economy	Support for the objectives of mitigation of and adaptation to climate change and control and limitation of the pollution of atmospheric emissions	<b>NEGATIVE IMPACTS</b> ■ Emissions linked to energy consumption <b>POSITIVE IMPACTS</b> ■ Energy transition	■ Shareholders ■ Enterprises ■ Institutional investors ■ Financial community ■ Institutions ■ Suppliers ■ Society ■ Employees	Directly and indirectly correlated with Group operations Through business relations
Balanced ecosystem	Support for the protection of the environment and biodiversity	<b>POSITIVE IMPACTS</b> ■ Protection of the environment and biodiversity ■ Protection of water resources	■ Shareholders ■ Employees ■ Suppliers ■ Society	Indirectly correlated with Group operations

Material topic	Description	Impacts	Stakeholders affected by the impact	Involvement of the group
Development of the circular economy	Support for circular economy models aimed at preserving the value of goods and services along the entire value chain	<p><b>POSITIVE IMPACTS</b></p> <ul style="list-style-type: none"> <li>■ Development of circular businesses</li> </ul> <p><b>NEGATIVE IMPACTS</b></p> <ul style="list-style-type: none"> <li>■ Consumption of natural resources in the performance of its activities</li> <li>■ Production of waste related to the performance of its activities</li> </ul>	<ul style="list-style-type: none"> <li>■ Institutions</li> <li>■ Associations</li> </ul>	<p>Directly and indirectly correlated with Group operations</p> <p>Through business relations</p>
Sustainable finance and impact finance	Investments that achieve measurable positive social and environmental impacts, considering the country's priorities, also through dedicated funding tools and the dissemination of sustainable finance	<p><b>POSITIVE IMPACTS</b></p> <ul style="list-style-type: none"> <li>■ Access to financial services</li> </ul>	<ul style="list-style-type: none"> <li>■ Shareholders</li> <li>■ Enterprises</li> <li>■ Institutional investors</li> <li>■ Financial community</li> <li>■ Institutions</li> <li>■ Society</li> <li>■ Multilateral international bodies</li> </ul>	Indirectly correlated with Group operations
System risks and opportunities	Management of the economic, financial and social consequences of extreme events of a social, health or natural nature (e.g. ageing of the population, mass migration, natural disasters, pandemics)	<p><b>POSITIVE IMPACTS</b></p> <ul style="list-style-type: none"> <li>■ Mitigation of crises of an economic, social and environmental nature</li> </ul>	<ul style="list-style-type: none"> <li>■ All the Group's stakeholders</li> </ul>	Directly and indirectly correlated with Group operations
Responsible procurement	Procurement practices within the organisation attentive to social and environmental aspects	<ul style="list-style-type: none"> <li>■ Creation of sustainable value chains</li> </ul>	<ul style="list-style-type: none"> <li>■ Suppliers</li> </ul>	<p>Directly and indirectly correlated with Group operations</p> <p>Through business relations</p>

## 10.3 People at the heart of things: the numbers

### Breakdown of personnel

#### GRI 2-7 Employees and GRI 2-8 Workers who are not employees

All CDP Group employees are covered by national collective bargaining agreements.

The notice period and rules for consultations and negotiations on operational changes that potentially may have a significant impact on personnel are governed by laws in force (Italian Law 428/1990) and the provisions of collective bargaining agreements.

#### Breakdown of the workforce<sup>2</sup>

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Employees	No.	699	892	1,591	636	862	1,498	583	779	1,362
Contractors	No.	46	58	104	55	44	99	13	19	32
Internships	No.	3	4	7	4	0	4	19	29	48
<b>Total</b>	<b>No.</b>	<b>748</b>	<b>954</b>	<b>1,702</b>	<b>695</b>	<b>906</b>	<b>1,601</b>	<b>615</b>	<b>827</b>	<b>1,442</b>

#### Total number of employees by work contract and gender

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Permanent contracts	No.	693	883	1,576	605	808	1,413	553	734	1,287
Fixed-term contracts	No.	6	9	15	31	54	85	30	45	75
<b>Total</b>	<b>No.</b>	<b>699</b>	<b>892</b>	<b>1,591</b>	<b>636</b>	<b>862</b>	<b>1,498</b>	<b>583</b>	<b>779</b>	<b>1,362</b>

<sup>2</sup> The Annual Financial Report indicates a workforce of 1,546 employees (1,754 including the employees of SIMEST) working for those companies subject to management and coordination, a difference of 45 employees compared to the figure given in the Integrated Report. This difference is due to the different method of measurement adopted for the Integrated Report to fully satisfy the reporting requirements of GRI Standard 2-7.

The employee numbers shown in the Annual Financial Report are measured on a labour force basis, a rationale that:

- Includes all personnel employed, personnel seconded *in* for over 50%, personnel on maternity and parental leave and leave, and personnel seconded *out* <50% (personnel seconded at exactly 50% are counted as remaining with their company of origin);
- Excludes from the count the personnel seconded *out* for over 50%, the personnel seconded *in* for less than 50%, interns, external staff and corporate bodies.

In contrast, employee numbers shown in the Integrated Report are measured on an employment basis, a rationale that includes all present and absent personnel on the company payroll, regardless of the percentage of time allocated in the company.



## Total number of employees by work contract and geographical area

	unit	2022				2021				2020			
		Italy	Europe	Rest of the world	Total	Italy	Europe	Rest of the world	Total	Italy	Europe	Rest of the world	Total
Permanent contracts	No.	1,570	6	0	1,576	1,413	0	0	1,413	1,287	0	0	1,287
Fixed-term contracts	No.	15	0	0	15	85	0	0	85	75	0	0	75
<b>Total</b>	<b>No.</b>	<b>1,585</b>	<b>6</b>	<b>0</b>	<b>1,591</b>	<b>1,498</b>	<b>0</b>	<b>0</b>	<b>1,498</b>	<b>1,362</b>	<b>0</b>	<b>0</b>	<b>1,362</b>

## Total number of employees by work relationship and gender

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Full-time	No.	687	891	1,578	624	861	1,485	566	778	1,344
Part-time	No.	12	1	13	12	1	13	17	1	18
<b>Total</b>	<b>No.</b>	<b>699</b>	<b>892</b>	<b>1,591</b>	<b>636</b>	<b>862</b>	<b>1,498</b>	<b>583</b>	<b>779</b>	<b>1,362</b>

## Level of education of employees by gender

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Post-graduate specialisation/Ph.D.	No.	122	164	286	87	139	226	30	34	64
Undergraduate degree	No.	457	615	1,072	407	598	1,005	409	621	1,030
Upper secondary school	No.	115	96	211	135	103	238	136	102	238
Lower secondary school	No.	5	17	22	7	22	29	7	22	29
Other	No.	0	0	0	0	0	0	1	0	1
<b>Total</b>	<b>No.</b>	<b>699</b>	<b>892</b>	<b>1,591</b>	<b>636</b>	<b>862</b>	<b>1,498</b>	<b>583</b>	<b>779</b>	<b>1,362</b>

## GRI 401-1 New employee hires and employee turnover

### Personnel joining the company by age group and gender

	2022					2021				2020			
	unit	F	M	Total	%	F	M	Total	%	F	M	Total	%
aged <=29	No.	32	42	74	33.8%	37	65	102	44.0%	34	62	96	53.9%
aged 30-50	No.	90	85	175	16.8%	44	62	106	11.6%	53	86	139	16.5%
aged >= 51	No.	7	12	19	5.8%	1	6	7	2.0%	5	4	9	2.6%
<b>Total</b>	<b>No.</b>	<b>129</b>	<b>139</b>	<b>268</b>	<b>16.8%</b>	<b>82</b>	<b>133</b>	<b>215</b>	<b>14.4%</b>	<b>92</b>	<b>152</b>	<b>244</b>	<b>17.9%</b>
Rate of new hires	%	18.45	15.58	16.84		12.89	15.43	14.35		15.78	19.51	17.91	

### Personnel joining the company by geographical area

	unit	2022	2021	2020
Italy	No.	265	215	244
Europe	No.	3	0	0
Rest of the world	No.	0	0	0
<b>Total</b>	<b>No.</b>	<b>268</b>	<b>215</b>	<b>244</b>

### Personnel leaving the company by age group and gender

	2022					2021				2020			
	unit	F	M	Total	%	F	M	Total	%	F	M	Total	%
aged <=29	No.	12	28	40	18.3%	10	8	18	7.8%	3	4	7	3.9%
aged 30-50	No.	17	44	61	5.8%	9	24	33	3.6%	8	18	26	3.1%
aged >= 51	No.	33	37	70	21.3%	10	17	27	7.6%	23	29	52	15.2%
<b>Total</b>	<b>No.</b>	<b>62</b>	<b>109</b>	<b>171</b>	<b>10.7%</b>	<b>29</b>	<b>49</b>	<b>78</b>	<b>5.2%</b>	<b>34</b>	<b>51</b>	<b>85</b>	<b>6.2%</b>
Turnover rate	%	8.87	12.22	10.75		4.56	5.68	5.21		5.83	6.55	6.24	

### Personnel leaving the company by geographical area

	unit	2022	2021	2020
Italy	No.	170	78	85
Europe	No.	1	0	0
Rest of the world	No.	0	0	1
<b>Total</b>	<b>No.</b>	<b>171</b>	<b>78</b>	<b>86</b>

## Training and development

### GRI 404-1 Average hours of training per year per employee

#### Total annual hours of training

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	h	1,862.45	4,322.81	6,185.26	1,161.50	3,155.10	4,316.60	976.50	3,064.50	4,040.80
Middle managers	h	14,211.96	18,539.77	32,751.73	11,675.45	18,346.25	30,021.70	8,641.60	14,992.50	23,634.10
Office workers	h	11,999.89	11,405.22	23,405.11	10,064.75	10,954.20	21,018.95	8,601.60	9,184.40	17,785.90
<b>Total</b>	<b>h</b>	<b>28,074.30</b>	<b>34,267.80</b>	<b>62,342.10</b>	<b>22,901.70</b>	<b>32,455.55</b>	<b>55,357.25</b>	<b>18,219.40</b>	<b>27,241.40</b>	<b>45,460.70</b>

#### Hours of training per year per capita by professional category and gender

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Hours of training per capita for senior managers	h	49.01	34.86	38.18	36.30	24.46	26.81	31.50	23.04	24.64
Hours of training per capita for middle managers	h	39.15	37.68	38.31	36.37	41.32	39.24	29.29	37.86	34.20
Hours of training per capita for office workers	h	40.27	41.32	40.78	35.56	37.90	36.75	33.47	36.74	35.08
Hours of training per capita for employees	h	40.16	38.42	39.18	36.01	37.65	36.95	31.25	34.97	33.38

### Hours of personnel training by category and topic

#### Hours of technical training

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	h	381.58	1,057.55	1,439.13	657.50	1,440.00	2,097.50	344.50	927.50	1,272.00
Middle managers	h	5,071.59	6,158.55	11,230.14	6,986.00	9,724.50	16,710.50	4,036.45	8,067.75	12,104.20
Office workers	h	3,333.59	4,036.82	7,370.41	4,541.00	4,823.50	9,364.50	3,888.45	4,378.50	8,266.95
<b>Total</b>	<b>h</b>	<b>8,786.76</b>	<b>11,252.92</b>	<b>20,039.68</b>	<b>12,184.50</b>	<b>15,988.00</b>	<b>28,172.50</b>	<b>8,269.40</b>	<b>13,373.75</b>	<b>21,643.15</b>
Of which hours of training on cyber-security for senior managers	h	44.45	138.00	182.45	33.00	6.00	39.00	13.00	32.00	45.00
Of which hours of training on cyber-security for middle managers	h	473.71	775.94	1,249.65	53.50	66.00	119.50	146.50	194.00	340.50
Of which hours of training on cyber-security for office workers	h	404.68	408.67	813.35	23.00	13.50	36.50	137.00	117.00	254.00
<b>Of which total hours of training on cyber-security</b>	<b>h</b>	<b>922.84</b>	<b>1,322.61</b>	<b>2,245.45</b>	<b>109.50</b>	<b>85.50</b>	<b>195.00</b>	<b>296.50</b>	<b>343.00</b>	<b>639.50</b>

**Hours of training on development of across-the-board skills**

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	h	1,032.23	2,071.18	3,103.41	247.00	769.00	1,016.00	232.75	816.50	1,049.25
Middle managers	h	6,069.24	8,201.59	14,270.83	2,701.00	5,123.00	7,824.00	2,022.25	2,883.55	4,905.80
Office workers	h	6,065.02	5,400.81	11,465.83	2,975.00	3,184.50	6,159.50	2,052.00	1,912.00	3,964.00
<b>Total</b>	<b>h</b>	<b>13,166.49</b>	<b>15,673.58</b>	<b>28,840.07</b>	<b>5,923.00</b>	<b>9,076.50</b>	<b>14,999.50</b>	<b>4,307.00</b>	<b>5,612.05</b>	<b>9,919.05</b>

**Hours of training on occupational health and safety themes**

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	h	226.00	493.00	719.00	198.00	765.00	963.00	234.50	837.00	1,071.50
Middle managers	h	901.01	1,556.00	2,457.01	1,409.00	2,836.00	4,245.00	1,075.35	2,052.55	3,127.90
Office workers	h	747.00	568.92	1,315.92	1,905.00	2,469.00	4,374.00	1,226.90	1,653.85	2,880.75
<b>Total</b>	<b>h</b>	<b>1,874.01</b>	<b>2,617.92</b>	<b>4,491.93</b>	<b>3,512.00</b>	<b>6,070.00</b>	<b>9,582.00</b>	<b>2,536.75</b>	<b>4,543.40</b>	<b>7,080.15</b>

**Hours of training on environmental topics**

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	h	26.00	76.50	102.50	0.00	0.00	0.00	3.50	5.00	8.50
Middle managers	h	265.50	399.75	665.25	12.00	18.00	30.00	8.00	28.00	36.00
Office workers	h	166.50	229.00	395.50	36.50	18.00	54.50	37.00	37.00	74.00
<b>Total</b>	<b>h</b>	<b>458.00</b>	<b>705.25</b>	<b>1,163.25</b>	<b>48.50</b>	<b>36.00</b>	<b>84.50</b>	<b>48.50</b>	<b>70.00</b>	<b>118.50</b>

**Hours of training on sustainability topics**

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	h	77.63	178.67	256.30	47.40	98.20	145.60			
Middle managers	h	801.49	968.26	1,769.75	338.20	357.60	695.80			
Office workers	h	670.14	382.54	1,052.68	314.00	323.80	637.80			
<b>Total</b>	<b>h</b>	<b>1,549.26</b>	<b>1,529.47</b>	<b>3,078.73</b>	<b>699.60</b>	<b>779.60</b>	<b>1,479.20</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Hours of training on anti-corruption**

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	h	29.27	158.46	187.73	4.60	32.40	37.00	0.00	5.00	5.00
Middle managers	h	217.54	278.00	495.54	147.75	147.45	295.20	25.00	44.00	69.00
Office workers	h	243.56	218.71	462.27	144.50	58.65	203.15	27.00	19.00	46.00
<b>Total</b>	<b>h</b>	<b>490.37</b>	<b>655.17</b>	<b>1,145.54</b>	<b>296.85</b>	<b>238.50</b>	<b>535.35</b>	<b>52.00</b>	<b>68.00</b>	<b>120.00</b>

**Hours of training on other topics**

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	h	19.84	99.25	119.09	7.00	50.50	57.50	27.55	104.05	131.60
Middle managers	h	155.48	145.98	301.46	80.50	139.70	220.20	878.76	1,250.06	2,128.82
Office workers	h	144.34	71.70	216.04	148.75	76.75	225.50	1,258.53	1,743.97	3,002.50
<b>Total</b>	<b>h</b>	<b>319.66</b>	<b>316.93</b>	<b>636.59</b>	<b>236.25</b>	<b>266.95</b>	<b>503.20</b>	<b>2,164.84</b>	<b>3,098.08</b>	<b>5,262.92</b>

**Average hours of training on Diversity and Inclusion themes**

	unit	2022			2021			2020		
		F	M	Total	F	M	Total	F	M	Total
Senior managers	No.	69.90	187.70	257.60						
Middle managers	No.	730.32	831.41	1,561.73						
Office workers	No.	629.43	496.86	1,126.29						
<b>Total</b>	<b>No.</b>	<b>1,429.65</b>	<b>1,515.97</b>	<b>2,945.62</b>						

## Protecting diversity

### GRI 405-1 Diversity of governance bodies and employees

#### Breakdown of employees by gender and professional category

	2022				2021				2020			
	unit	F	M	Total	F	M	Total	F	M	Total		
Senior managers	No.	38	124	162	32	129	161	31	133	164		
Middle managers	No.	363	492	855	321	444	765	295	396	691		
Office workers	No.	298	276	574	283	289	572	257	250	507		
<b>Total (Value from 405-1)</b>	<b>No.</b>	<b>699</b>	<b>892</b>	<b>1591</b>	<b>636</b>	<b>862</b>	<b>1498</b>	<b>583</b>	<b>779</b>	<b>1362</b>		

#### Senior managers by age group and gender

	2022				2021				2020			
	unit	F	M	Total	F	M	Total	F	M	Total		
aged <=29	No.	0	0	0	0	0	0	0	0	0		
aged 30-50	No.	28	68	96	21	74	95	20	77	97		
aged >= 51	No.	10	56	66	11	55	66	11	56	67		
<b>Total</b>	<b>No.</b>	<b>38</b>	<b>124</b>	<b>162</b>	<b>32</b>	<b>129</b>	<b>161</b>	<b>31</b>	<b>133</b>	<b>164</b>		

#### Middle managers by age group and gender

	2022				2021				2020			
	unit	F	M	Total	F	M	Total	F	M	Total		
aged <=29	No.	7	11	18	3	17	20	1	12	13		
aged 30-50	No.	269	389	658	230	339	569	212	308	520		
aged >= 51	No.	87	92	179	88	88	176	82	76	158		
<b>Total</b>	<b>No.</b>	<b>363</b>	<b>492</b>	<b>855</b>	<b>321</b>	<b>444</b>	<b>765</b>	<b>295</b>	<b>396</b>	<b>691</b>		

#### Office workers by age group and gender

	2022				2021				2020			
	unit	F	M	Total	F	M	Total	F	M	Total		
aged <=29	No.	79	122	201	79	133	212	67	98	165		
aged 30-50	No.	168	121	289	139	110	249	125	100	225		
aged >= 51	No.	51	33	84	65	46	111	65	52	117		
<b>Total</b>	<b>No.</b>	<b>298</b>	<b>276</b>	<b>574</b>	<b>283</b>	<b>289</b>	<b>572</b>	<b>257</b>	<b>250</b>	<b>507</b>		



**Breakdown of personnel by age group and gender**

	2022				2021				2020	
	unit	F	M	Total	F	M	Total	F	M	Total
aged <=29	No.	86	133	219	82	150	232	68	110	178
aged 30-50	No.	465	578	1043	390	523	913	357	485	842
aged >= 51	No.	148	181	329	164	189	353	158	184	342
<b>Total</b>	<b>No.</b>	<b>699</b>	<b>892</b>	<b>1591</b>	<b>636</b>	<b>862</b>	<b>1498</b>	<b>583</b>	<b>779</b>	<b>1362</b>

**Senior managers by age group and gender**

	2022				2021				2020	
	unit	F	M	Total	F	M	Total	F	M	Total
aged <=29	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
aged 30-50	%	1.76	4.27	6.03	1.40	4.94	6.34	1.47	5.65	7.12
aged >= 51	%	0.63	3.52	4.15	0.73	3.67	4.41	0.81	4.11	4.92
<b>Total</b>	<b>%</b>	<b>2.39</b>	<b>7.79</b>	<b>10.18</b>	<b>2.14</b>	<b>8.61</b>	<b>10.75</b>	<b>2.28</b>	<b>9.77</b>	<b>12.04</b>

**Middle managers by age group and gender**

	2022				2021				2020	
	unit	F	M	Total	F	M	Total	F	M	Total
aged <=29	%	0.44	0.69	1.13	0.20	1.13	1.34	0.07	0.88	0.95
aged 30-50	%	16.91	24.45	41.36	15.35	22.63	37.98	15.57	22.61	38.18
aged >= 51	%	5.47	5.78	11.25	5.87	5.87	11.75	6.02	5.58	11.60
<b>Total</b>	<b>%</b>	<b>22.82</b>	<b>30.92</b>	<b>53.74</b>	<b>21.43</b>	<b>29.64</b>	<b>51.07</b>	<b>21.66</b>	<b>29.07</b>	<b>50.73</b>

**Office workers by age group and gender**

	2022				2021				2020	
	unit	F	M	Total	F	M	Total	F	M	Total
aged <=29	%	4.97	7.67	12.63	5.27	8.88	14.15	4.92	7.20	12.11
aged 30-50	%	10.56	7.61	18.16	9.28	7.34	16.62	9.18	7.34	16.52
aged >= 51	%	3.21	2.07	5.28	4.34	3.07	7.41	4.77	3.82	8.59
<b>Total</b>	<b>%</b>	<b>18.73</b>	<b>17.35</b>	<b>36.08</b>	<b>18.89</b>	<b>19.29</b>	<b>38.18</b>	<b>18.87</b>	<b>18.36</b>	<b>37.22</b>

**Number of disabled employees and protected workers**

	2022				2021				2020	
	unit	F	M	Total	F	M	Total	F	M	Total
Disabled employees	No.	24	18	42	25	23	48	22	23	45
Protected workers	No.	10	4	14	11	5	16	10	5	15
<b>Total</b>	<b>No.</b>	<b>34</b>	<b>22</b>	<b>56</b>	<b>36</b>	<b>28</b>	<b>64</b>	<b>32</b>	<b>28</b>	<b>60</b>

## GRI 405-2 Ratio of basic salary and remuneration of women to men

### Ratio of the basic annual salary of women to men for each professional category

	unit	2022	2021	2020
Senior managers	%	81.50	83.50	83.10
Middle managers	%	93.40	93.30	92.60
Office workers	%	104.50	106.50	104.80

### Ratio of remuneration of women to men for each professional category

	unit	2022	2021	2020
Senior managers	%	81.40	83.40	82.70
Middle managers	%	92.30	93.40	91.60
Office workers	%	103.90	106.30	105.10

### Women/men salary gap

	unit	2022	2021	2020
Women/men salary gap as a percentage	%	-21.40	-22.00	-24.80

## Heads of Organisational Units

### Heads of Organisational Units

	unit	2022		Total
		F	M	
Senior managers	No.	34	120	154
Middle managers	No.	95	168	263
Office workers	No.	1	1	2
<b>Total</b>	<b>No.</b>	<b>130</b>	<b>289</b>	<b>419</b>

## Promotions

### 2022 promotions

	unit	F	M	Total
From professional area 2 to professional area 3	No.	4	3	7
From professional area 3 to middle manager	No.	19	26	45
From middle manager to senior manager	No.	8	7	15
<b>Total</b>	<b>No.</b>	<b>31</b>	<b>36</b>	<b>67</b>

### 2022 promotions<sup>3</sup> (%)

	unit	F	M	Total
Percentage from professional area 2 to professional area 3	%	50	13	23
Percentage from professional area 3 to middle manager	%	7	10	8
Percentage from middle manager to senior manager	%	2	2	2
Percentages by gender	%	5	5	5

## Welfare of our people

### GRI 403-9 Work-related injuries

	unit	2022	2021	2020
Number of hours worked	No.	2,614,700.92	2,392,753.29	2,170,304.64
Number of recordable work-related injuries	No.	2	1	0
Number of work-related injuries when commuting	No.	8	5	2
Total number of work-related injuries	No.	10	6	2
Rate of recordable work-related injuries (calculated by multiplying by 200,000)	%	0.15	0.08	0.15
Rate of recordable work-related injuries (calculated by multiplying by 1,000,000)	%	0.76	0.42	0
Rate of fatalities as a result of work-related injury	%	0	0	0
Rate of high-consequence work-related injuries	%	0	0	0

<sup>3</sup> The percentage is calculated considering the ratio between the promotions that have taken place and the eligible population by category as at 30/06/2022

## Remuneration

### GRI 2-21 Annual total remuneration ratio

#### Ratio of the annual total remuneration for the highest-paid individual to the median annual total remuneration for all employees<sup>4</sup>

	unit	2022	2021	2020
Ratio of the annual total remuneration for the highest-paid individual to the median annual total remuneration for all employees	%	15.02	12.89	12.96

#### Ratio of the percentage increase in annual total remuneration for the highest-paid individual to the median percentage increase in annual total remuneration for all employees (excluding the highest-paid individual)<sup>5</sup>

	unit	2022	2021	2020
Ratio of the annual total remuneration for the highest-paid individual to the median annual total remuneration for all employees	%	4.11	-0.60	0.00
Annual total remuneration for the highest-paid individual	%	15.96	1.20	0.00
Median annual total remuneration for all employees	%	3.88	0.20	0.00

<sup>4</sup> The indicator is represented by the ratio between the overall annual remuneration of the Chief Executive Officer and General Manager (fixed component of the remuneration including the fees for the position of Chief Executive Officer, and the target component of the short and long-term variable remuneration) and the median of the total annual remuneration (fixed components of the remuneration as at 31/12 added to the variable incentives actually paid during the year) of employees on the workforce as at 31/12.

<sup>5</sup> The indicator is represented by the ratio between the change in overall annual remuneration of the Chief Executive Officer and General Manager (fixed component of the remuneration including the fees for the position of Chief Executive Officer, and the target component of the short and long-term variable remuneration) compared to that for the previous year and the median of the changes in total annual remuneration (fixed components of the remuneration as at 31/12 added to the variable incentives actually paid during the year) of employees on the workforce as at 31/12 compared to that for the previous year.

## 10.4 The need to guide ecological transition: the numbers

### GRI 301-1 Materials used by weight or volume

#### Materials used by weight or volume

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
<b>Total materials used</b>	kg	<b>8,599.20</b>	<b>8,172.04</b>	<b>8,722.20</b>	<b>5.23%</b>	<b>-6.31%</b>
<b>Total non-renewable materials used</b>	kg	<b>98.97</b>	<b>64.47</b>	<b>435.59</b>	<b>53.51%</b>	<b>-85.20%</b>
Of which						
Toner	kg	83.21	50.47	435.59	64.87%	-88.41%
Plastic products (e.g. cups)	kg	0.00	9.00		-100.00%	
Other	kg	15.76	5.00		215.20%	
Percentage of non-renewable materials used	%	1.15	0.79		0.36 pp	
<b>Total renewable materials used</b>	kg	<b>8,500.23</b>	<b>8107.57</b>	<b>8286.58</b>	<b>4.84%</b>	<b>-2.16%</b>
Of which						
Paper (reams)	kg	7,744.38	7,810.95	7,553.91	-0.85%	3.40%
Paper products (e.g. folders, business cards, envelopes, newspapers and magazines purchased)	kg	92.08	174.80	66.06	-47.32%	164.61%
Other (e.g. wooden stirrers)	kg	663.77	121.82	666.61	444.88%	-81.73%
Percentage of renewable materials used	%	98.85	99.21	95.01	-0.36 pp	4.20 pp

### GRI 302-1 Energy consumption within the organisation

#### Energy consumption in GJ

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
<b>Total energy consumption</b>	GJ	<b>18,986.12</b>	<b>17,162.82</b>	<b>20,458.87</b>	<b>10.62%</b>	<b>-16.11%</b>

**Fuel consumption within the organisation in GJ<sup>6</sup>**

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Conversion of diesel consumption into GJ	GJ	310.38	364.40	279.56	-14.82%	30.35%
Conversion of petrol consumption into GJ	GJ	9.92	167.34	230.78	-94.07%	-27.49%
Conversion of natural gas consumption into GJ	GJ	2,983.59	1,909.00	4,038.15	56.29%	-52.73%
<b>Total fuel consumed from non-renewable sources</b>	<b>GJ</b>	<b>3,303.89</b>	<b>2,440.74</b>	<b>4,548.49</b>	<b>35.36%</b>	<b>-46.34%</b>
<b>Total fuel consumed from renewable sources</b>	<b>GJ</b>					
Percentage of total fuel consumed from non-renewable sources	%	17.40	14.22	22.20	3.18 pp	-7.98 pp

**Electricity consumption within the organisation<sup>7</sup>**

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Total electricity purchased from the grid	kWh	4,356,174.00	4,089,467.00	4,419,549.00		
Total electricity purchased from the grid in GJ	GJ	15,682.23	14,722.08	15,910.38	6.52%	-7.47%
Electricity from renewable sources purchased from the grid	kWh	4,038,562.00	3,896,493.00	3,940,472.00		
Electricity from renewable sources purchased from the grid in GJ	GJ	14,538.82	14,027.37	14,185.70	3.65%	-1.12%
Percentage of electricity from renewable sources purchased	%	92.7	95.3	89.20		
Electricity from non-renewable sources purchased from the grid	kWh	317,612.00	192,974.00			
Electricity from non-renewable sources purchased from the grid in GJ	GJ	1,143.40	694.71	1,724.68	64.59%	-59.72%
Percentage of electricity from non-renewable sources purchased	%	7.29	4.72	10.80		

**GRI 302-3 Energy intensity<sup>8</sup>****Electricity consumption within the organisation**

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Energy intensity (electricity consumption)	MWh/n	2.56	2.55	3.06	0.20%	-16.66%
Energy intensity (total energy consumption)	GJ/n	11.16	10.72	14.19	4.10%	-24.44%

6 The conversion factors used to calculate energy consumption in GJ were those published by ISPRA updated as at 2022.

7 The conversion factors used to calculate consumption in GJ of diesel, petrol and natural gas were those published by ISPRA in its "National Standard Parameters Table" inclusive of figures updated as at 2022.

8 The ratio includes energy consumption within the organisation.



## GRI 302-4 Reduction of energy consumption

### Replacing fluorescent lamps with LED lamps

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Fluorescent lamps replaced with LED lamps during the reporting year	No.	0.00	336.00	891.00		-62.29%
Fluorescent lamps replaced with LED lamps during the reporting year compared to total number of lamps	%	0.00	100.00	84.52		18.32%
Fluorescent lamps replaced with LED lamps during the reporting year compared to total number of lamps	kWh	0.00	12,898.79	61,960.68		-79.18%

### Further initiatives for energy saving

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Energy savings achieved as a direct result of energy savings and improved efficiency initiatives	kWh	33,500.00	25,000.00	11,933.77	34.00%	109.49%

## GRI 305-1 Direct emissions (Scope 1)<sup>9</sup>

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Diesel	tons CO <sub>2</sub> eq	21.96	25.24	29.19	-12.99%	-13.54%
Petrol	tons CO <sub>2</sub> eq	0.67	11.44	18.93	-94.16%	-39.58%
Natural gas	tons CO <sub>2</sub> eq	170.37	109.37	226.8	55.77%	-51.78%
<b>Total</b>	<b>tons CO<sub>2</sub>eq</b>	<b>192.99</b>	<b>146.04</b>	<b>274.92</b>	<b>32.15%</b>	<b>-46.88%</b>

## GRI 305-2 Location-based indirect emissions (Scope 2)<sup>10</sup>

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Electricity purchased from the grid	tons CO <sub>2</sub> eq	1,131.73	1,062.44	1,310.40	6.52%	-18.90%
<b>Total</b>	<b>tons CO<sub>2</sub>eq</b>	<b>1,131.73</b>	<b>1,062.44</b>	<b>1,310.40</b>	<b>6.52%</b>	<b>-18.90%</b>

<sup>9</sup> The emission factors used to calculate emissions from diesel, petrol and natural gas were those published by DEFRA inclusive of figures updated as at 2022.

<sup>10</sup> The calculation methods used to calculate Scope 2 emissions, in line with the GRI Sustainability Reporting Standards, were the two methods specified in the standard. *The market-based* method considers electricity supplies, taking account of the certificates acquired by the Group which certify electricity supplies coming from renewable sources. If the organisation does not fully cover its electricity requirements with these certificates, or if it does not have any, an emission factor associated with the production of electricity from the national grid is used for the remainder. Emissions with the *location-based* method, on the other hand, are calculated by using the total consumption of electricity used by the organisation, regardless of the source used, multiplying it by the average emission factor associated with the national energy mix. Scope 2 emissions calculated with the *location-based* and *market-based* methods are expressed in tonnes of CO<sub>2</sub> and not in CO<sub>2</sub> equivalent, since the percentage of methane and nitrous oxide has a negligible effect on total GHG emissions (CO<sub>2</sub> equivalents) as can be deduced from the relevant technical literature.

**GRI 305-2 Market-based indirect emissions (Scope 2)**

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Electricity from non-renewable sources purchased from the grid	tons CO <sub>2</sub> eq	145.15	88.58	223.24	63.87%	-60.32%
<b>Total</b>	<b>tons CO<sub>2</sub>eq</b>	<b>145.15</b>	<b>88.58</b>	<b>223.24</b>	<b>63.87%</b>	<b>-60.32%</b>

**305-3 Other indirect GHG emissions (Scope 3)**

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
Indirect emissions from business travel	tons CO <sub>2</sub> eq	473.19	191.45	232.46	147.16%	-17.64%
<b>Total</b>	<b>tons CO<sub>2</sub>eq</b>	<b>473.19</b>	<b>191.45</b>	<b>232.46</b>	<b>147.16%</b>	<b>-17.64%</b>

**Total greenhouse gas emissions**

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
GHG emissions - Scopes 1 + 2 + 3 (considering location-based Scope 2 emissions)	tons CO <sub>2</sub> eq	1,797.91	1,399.93	1,790.77	28.43%	-21.83%
GHG emissions - Scopes 1 + 2 + 3 (considering market-based Scope 2 emissions)	tons CO <sub>2</sub> eq	811.33	426.07	703.62	90.42%	-39.45%

**GRI 305-4 Emissions intensity (Scope 1 + Scope 2 + Scope 3)**

	unit	Year			Changes	
		2022	2021	2020	2022-2021	2021-2020
GHG emissions intensity (considering location-based Scope 2 emissions)	tons CO <sub>2</sub> eq	1.06	0.87	1.24	20.81%	-29.59%
GHG emissions intensity (considering market-based Scope 2 emissions)	tons CO <sub>2</sub> eq	0.48	0.27	0.49	79.12%	-45.46%

## 10.5 Taxes

The role of taxes as a key factor in promoting sustainable finance is widely recognized and external stakeholders are increasingly interested in the levels of responsibility adopted by companies in tax matters and are paying increasing attention to the level of economic contribution that the company provides to the society and the local communities in which it actually operates. Tax leverage has been identified by the European Commission as one of the tools for implementing the green transition strategy for pursuing the objectives of the European Green Deal.

In handling its tax variable, the CDP Group is driven by the principles of honesty, fairness and compliance with tax legislation, adopting a cooperative and transparent approach with tax authorities, in order to comply with tax and fiscal rules, safeguard the interests of its shareholders, its assets as well as transparency towards all its stakeholders. Accordingly, CDP has approved a specific Tax compliance management procedure and a Group tax policy providing principles for its management and coordination activities. The principles respect the corporate interests of the subsidiaries, safeguarding their stability and profitability, in accordance with the principles of proper corporate and entrepreneurial management. The two documents (updated during 2022) also constitute the safeguards of the internal control system with reference to the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/2001

and are available on the company intranet portal. The Tax compliance management procedure identifies the tasks, checks, information and documentary flows and areas of responsibility of the organisational units involved in tax compliance and other tax activities, as well as the operating processes adopted by CDP for tax activities assigned to the Tax organisational unit.

The Group tax policy sets forth the principles that CDP and all companies subject to its management and coordination are required to follow in order to ensure organic coordination and a uniform approach to tax matters for Group purposes. The policy also envisages the annual mapping of tax risks and compliance measures, requiring adequate control systems to be in place.

Lastly, in compliance with the provisions of Article 155(2) of Regulation (EU, Euratom) 2018/1046, CDP - as implementing partner in the management of European funds - is required to refrain from supporting actions that contribute to tax avoidance and to refrain from entering into new or renewed operations with entities incorporated or established in non-cooperative jurisdictions in terms of tax matters, and may derogate from this requirement only if the action is physically implemented in one of those jurisdictions and does not pres-

ent any indication that the operation may contribute to tax evasion.

Outside the scope of EU funding management and in relation to operations of an international character, in accordance with Council Directive (EU) 2018/822 (DAC 6), CDP is required to notify the tax authorities of any cross-border mechanisms it participates in which present one or more indicators of potential aggressive tax planning, as defined by the directive cited.

With reference to the management of the aspects indicated above regarding European funds and DAC6, CDP has adopted the Tax Integrity Risk Regulation.

CDP has launched activities for the purpose of preparing a Tax Control Framework, with a view to the continuous improvement of its tax risk management, in line with the best market operating practices. The first phase concerned the mapping of tax risks within all company processes - taking into account the existing controls, control points and procedures - in order to strengthen the internal control system in the tax area. The second phase of the project, which is nearing completion, has the aim of:

- updating the mapping of tax risks referred to in phase 1;

	unit	2022	2021	2020
Revenues from sales to third parties	€/000	10,503	10,477	10,715
Revenues from intragroup transactions with other tax jurisdictions	€/000	-	-	-
Pre-tax profit/loss	€/000	2,926	4,013	3,947
Property, plant and equipment, excluding cash and cash equivalents	€/000	566	638	700
Income tax for the companies, paid on a cash basis	€/000	-688,659	-854,144	-891,833
Income tax for the companies accruing on profit/loss	€/000	-621,349	-784,030	-754,216

- implementing the action plans chosen for mitigating risks;
- preparing a tax risk management model aligned with market best practices.

The strong commitment undertaken by CDP to ensure maximum transparency is demonstrated by the collaborative relationship established with the tax authorities. More specifically, CDP submits to the authorities, through the latter's consultation procedures, the issues of greatest interest relating to the most significant transactions that present significant interpretative doubts in order to clarify how they should be treated for tax purposes. In addition, CDP participates in working groups with industry associations, through its tax department, that study tax matters from a legal and interpretive standpoint.

## 10.6 The CDP Group's contribution to the SDGs

In line with market best practices, the Group continued with the exercise started in 2019 to produce a detailed report mapping the resources committed by the Group during the year and their potential contribution to each individual 2030 Agenda Goal. Following the methodological principle of the impact-generating chain<sup>11</sup>, the actions are mapped by analysing each transaction carried out during the year and their potential correspondence

to the SDGs where it can be clearly demonstrated that a planned outcome corresponds to a 2030 Agenda target, taking into consideration the reference economic sector, the objectives of the transaction, the development markers and the impact indicators.

The decision is made based on the information available at the screening phase for each funding transaction, with an evaluation of the positive contribution to the target (and therefore to the related SDG) together with any negative contribution produced on other SDGs. A transaction is mapped to one (or more) specific SDGs if it contributes positively to one (or more) of its targets and does not have a negative impact on the others (according to the "do no significant harm" approach). Transactions in which this impact is less evident or transactions where the trade-off between the dimensions considered is more significant have not been mapped<sup>12</sup>.

The multi-dimensional system underpinning the 2030 Agenda, the transversal nature of the topics addressed and the interconnection of its targets mean that the Group's funding activities can simultaneously make a contribution to more than one of the SDG targets and that a single transaction can therefore make a positive contribution to the achievement of more than one of the Goals. As a result, the total investment volumes assigned to the SDGs are higher than the resources committed in 2022.

In the context of the pandemic, which saw CDP at the

forefront of supporting measures to combat the economic crisis, the Group confirms its contribution in support of the economy, business activities, the maintenance of employment levels and infrastructure. The most significant importance in terms of SDGs is represented by Goal 9 "Industry, Innovation and Infrastructure", followed by SDG 8 "Decent work and economic growth" and Goal 11 "Sustainable cities and communities". The commitment on the topic of energy transition and combating climate change continues (Goals 7 and 13)<sup>13</sup>, of support for the most vulnerable areas aimed at reducing inequalities (Goal 1 and Goal 10); a more robust commitment is made on the subject of education (Goal 4) and on the adoption of responsible methods of consumption and production (Goal 12). Furthermore, the role of financial institution for International Cooperation & Development Finance is consolidated by mobilising financial flows that aim at achieving multiple objectives<sup>14</sup>. In general, it is worth stressing the Company's intention to give preference to projects that can contribute to the achievement of the 2030 Agenda, a tool that allows future choices to be directed along a path which increasingly aims at measuring the economic, social and environmental impacts of investments.

<sup>11</sup> The impact chain is the causal relationship between the resources made available by CDP (inputs) to fund - and/or jointly fund - sustainable activities (activities) whose results (outputs) generate consequences (outcomes) that give tangible form in the long term to predetermined impact objectives (impact).

<sup>12</sup> In any case, to evaluate the Group's contribution to the achievement of the individual SDGs, it was decided to adopt a precautionary principle which limits the number of impacted Objectives to a maximum of 3.

<sup>13</sup> See the chapter "Climate change and ecosystem protection".

<sup>14</sup> As shown in paragraph "2.5 The contribution to the SDGs of the 2030 Agenda".

## 10.7 Measuring the aggregate impacts of the CDP Group

With the 2022-2024 Strategic Plan, CDP promoted a new operating model to measure and maximise the impact of its actions for the country and local territories. This new operating model starts from an analysis of the country's strengths and weaknesses and identifies ten areas of action in which to concentrate CDP's action. In each of these fields, through the Sectoral Strategic Guidelines, CDP has identified a series of precise strategic objectives, to guide action towards interventions that are additional and complementary to the market that generate strong economic, social and environmental impacts. To verify whether and to what extent the supported interventions are actually addressing the predefined strategy and generating an impact, CDP has also set up a team dedicated to strategic analysis and ex post impact monitoring and assessment and has updated the internal operating processes to facilitate the collection of information that can be used to conduct these activities. Creating this team has enabled CDP to acquire qualified skills needed to assess the impacts of its activities.

### Estimation technique

The impact of CDP's operations was assessed in two phases. The aim of the first is to quantify the volume of financial resources committed by CDP that are considered "additional" (i.e. which would not have entered the system without CDP's intervention) and capable of supporting aggregate national demand<sup>15</sup> through new investments, exports and consumption.

This phase was conducted starting from the analysis of the individual financing instruments made available by the economic system: for each instrument put in place by the various business units and companies of the Group, specific estimates or assumptions were developed to identify the additional demand components activated<sup>16</sup>. Thanks to this first phase of analysis, it was possible to quantify the resources committed in 2022 which are additional and which directly generate an impact on the activation of the aggregate demand, in particular on investments<sup>17</sup>.

The second phase aims to estimate the impact actually generated in the economic system by the resources quantified in the previous phase, i.e. by the additional

resources committed and capable of activating demand. Sectoral multipliers derived from the national input/output matrix (constructed on the basis of the Supply and Use tables published by ISTAT, latest available year 2018) are assigned to these resources (divided into branches of economic activity)<sup>18</sup>. Through this exercise, one can assess the impacts affecting the direct beneficiaries of the operations (direct effect) and that also create a cascade effect on other economic sectors due to the effect of intersectoral exchange flows (indirect effect) and to the greater consumption activated throughout the supply chain (induced effect).

More specifically, it was possible to quantify the:

- **direct effects:** impact on the sectors directly affected by the Group's actions;
- **indirect effects**<sup>19</sup>: impact on the subcontracting chains of the sectors directly affected by the Group's actions;
- **induced effects:** impact generated due to consumption encouraged by additional income flows that reach households by virtue of increased economic activity.

15 The scope of the analysis does not include those activities that, despite having committed resources, do not have the characteristics to activate a direct impact on aggregate national demand (e.g. international cooperation, purchase of real estate, etc.).

16 The coefficients used to quantify the resources committed that comply with the principles of additionality and activation of demand channels are based on ad hoc estimates on CDP's operations produced by Prometeia in previous assessment exercises. More specifically, for indirect operations through Financial Institutions (for example, guarantees and maximum credit limit funding), specific counterfactual analyses were conducted with estimates of propensity score matching on the portfolio of financed companies (M. Caliendo and S. Kopeinig, 2008, "Some practical guidance for the implementation of propensity score matching", Journal of Economic Surveys, 22(1), p. 31-72). As regards equity investments (including through funds) the counterfactual method of reference was developed by Bronzini, R., G. Caramellino and S. Magri (2017), "Venture capitalists at work: what are the effects on the firm they finance?", Bank of Italy Working Papers, no. 1131. For the other operations, ad hoc analyses and assumptions were conducted based on the characteristics of the instrument used.

17 The estimate does not take into consideration the effects produced by the resources committed in previous years on the economic system in 2022 (therefore, carryover effects are excluded). On the other hand, by construction, the estimate brings forward to 2022 the demand impacts generated by the (additional) resources used during the year. These impacts may actually appear over a longer period of time.

18 The approach is based on the transformation of the Input/Output (IO) Matrices for Italy, published by ISTAT, in a macroeconomic model (originally developed by Leontieff) capable of capturing the interrelationships between the various branches of economic activity and which, therefore, allows the measurement not only of direct impacts but also of indirect and induced ones. The impact estimation technique used, based on the Input Output matrices (in the latest available version produced by ISTAT, i.e. relating to the year 2018), underlies some simplifying hypotheses/assumptions: i) it is assumed that the economic system is initially in equilibrium and that the increase in demand is satisfied with an increase in production (and not in stocks), ii) economies of scale are not considered since the primary production inputs (capital and labour) are used in the same proportions and substitution effects are absent, iii) hourly wages, hours worked, the relative intensity of domestic production and imports and the intensity of employment and value added remain fixed (exogenous), and iv) there is no technological progress. The impacts in terms of value added and employment are calculated by multiplying the level of production activated by CDP resources by the respective coefficients (at a sector level) which measure the intensity relative to capital and employment.

In particular, in order to also calculate the induced effects due to the resources used by CDP, the standard IO model was expanded to include the social dimension represented by household consumption and gross wages (made endogenous in the model). The vector of additional resources obtained at the purchase prices was converted into basic prices for consistency with the ISTAT tables.

19 It should be noted that indirect impacts generated by the CDP Group through its subcontracting chain are excluded because they are considered marginal.

## Sustainability glossary

**BASKET BOND:** alternative financing instrument, based on the placement of a security guaranteed by a pool of bonds issued by SMEs and Mid-Cap companies.

**CSRD** (Corporate Sustainability Reporting Directive): EU directive on sustainability reporting that entered into force in January 2022 replacing the previous NFRD (Non-Financial Reporting Directive).

**NFS** (Non-Financial Statement): document reporting the commitments and outcomes achieved by a company in the ESG (Environmental, Social and Governance) area, drawn up pursuant to Italian Legislative Decree 254/2016 which concerns the disclosure of non-financial information at a Group level and implements Directive 2014/95/EU (NFRD).

**EFRAG** (European Financial Reporting Advisory Group): working group appointed by the European Commission to develop common European sustainability reporting standards.

**EMAS** (Eco-Management and Audit Scheme): the EU eco-management and audit system is a system that companies and organisations, both public and private, located within the European Community or outside it, can join voluntarily, if they wish to engage in evaluating and improving their environmental efficiency.

**RENEWABLE ENERGY:** energy from naturally regenerating sources such as sunlight, wind, water and geothermal heat.

**EXCLUSIONS:** approach that provides for the explicit exclusion of individual issuers or sectors or countries from the investable universe, based on certain principles and values.

**ESRS** (European Sustainability Reporting Standards): common European sustainability reporting standards whose development, entrusted to EFRAG, is requested by the CSRD.

**SUSTAINABLE FINANCE:** finance which takes environmental, social and corporate governance factors into consideration in the investment decision-making process, directing capital towards longer-term sustainable activities and projects.

**RESPONSIBLE LENDING:** financing process that also considers environmental, social and governance (ESG) criteria.

**GAR** (Green Asset Ratio): KPI introduced by delegated act to the EU Taxonomy Regulation which measures the share of portfolio assets aligned to the EU taxonomy in terms of environmental sustainability.

**GHG** (Greenhouse Gases): greenhouse gas emissions. The main standard used to calculate these emissions is the Greenhouse Gas Protocol (GHG Protocol), created in 1997 from an initiative of the non-profit organisation World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). The emission sources are grouped into three macro-classes: Scope 1 (direct emissions), Scope 2 (indirect emissions from energy consumption) and Scope 3 (other indirect emissions deriving from the organisation's upstream and downstream activities).

**GREEN BOND:** bond instrument associated with the financing of projects with a positive environmental impact.

**GREENWASHING:** term that indicates the communication strategy implemented by some companies, institutions or organisations with the aim of building a positive but deceptive image of themselves, in relation to their environmental impact.

**GRI** (Global Reporting Initiative): international body that develops the most widely used standards at an international level for sustainability reporting, the GRI Standards.

**IIRC** (International Integrated Reporting Council): global body that introduced the International <IR> Framework, a guide for preparing integrated reports.

**ISO 14001**: international standard for environmental management systems.

**ISO 27001**: international standard for information security management systems.

**ISO 45001**: international standard for occupational health and safety management systems.

**ISO 37001**: international standard for anti-corruption management systems.

**ISO 50001**: international standard for energy management systems.

**ISO 9001**: standard for the management of quality assurance.

**CARBON FOOTPRINT**: measure of total greenhouse gas emissions by a group, an individual or a company.

**RESPONSIBLE INVESTMENT**: investment process that also considers environmental, social and governance (ESG) criteria and aims to generate competitive financial returns over the long term, fostering positive change.

**KPI**: Key Performance Indicator.

**MOBILITY MANAGER**: professional figure who manages the sustainable mobility of a company. Figure envisaged by the “Relaunch Decree” (Italian Legislative Decree No. 34 of 19 May 2020), with functions of continuous professional support for decision-making, planning, programming, management and promotion activities relating to optimal sustainable mobility solutions for its personnel.

**NFRD** (Non-Financial Reporting Directive): Directive 2014/95/EU of the European Parliament and of the Council amending Directive 2013/34/EU as regards disclosure of non-financial and diversity information.

**HOME-WORK TRAVEL PLAN**: planning document aimed at reducing private vehicle traffic, which identifies the measures useful for guiding the home-work journeys of employees towards forms of sustainable mobility as opposed to the individual use of private motor vehicles, based on the analysis of home-work journeys of the employees, their mobility needs and the range of transport possibilities in the area concerned.

**ESG RATING**: summary judgement that certifies the solidity of an issuer, a security or a fund from the point of view of environmental, social and governance performance.

**TRANSITION RISK**: indicates the financial impact of significant legal, technological, policy and market changes as part of the transition to a low-carbon global economy and a world more resilient to climate change.

**PHYSICAL RISK**: indicates the financial impact of climate change, including the more frequent extreme weather events and gradual climate change, as well as environmental degradation, i.e. air, water and soil pollution, water stress, biodiversity loss and deforestation.



**SA 8000:** international standard concerning workers' conditions.

**SASB** (Sustainability Accounting Standards Board): organisation that develops reporting standards for the disclosure by companies of financially material sustainability information that is useful to investors.

**SDGs** (Sustainable Development Goals): the 17 Sustainable Development Goals set out in the 2030 Agenda, adopted by the UN in 2015.

**SOCIAL BOND:** bond instrument used to finance projects with a positive social impact.

**SUSTAINABILITY BOND:** bond whose proceeds are used exclusively to finance or refinance a combination of Green projects and Social projects.

**SUSTAINABILITY-LINKED REPO:** funding instrument with financial and structural characteristics that vary according to the achievement of predefined objectives, relating to the sustainability performance of the issuer.

**SUSTAINABLE DEVELOPMENT:** it is the kind of development that meets the needs of the present without compromising the ecological and resource base for future generations.

**EU TAXONOMY:** common classification at European level of economic activities that can be considered environmentally sustainable, introduced by Regulation (EU) 2020/852.

**TCFD** (Task Force on Climate-Related Financial Disclosures): initiative promoted in December 2015 by the Financial Stability Board, the international body set up on the occasion of the G20 in London in April 2009. The Task Force aims to make the information provided by companies on the financial impact of climate change on their activities and strategies comprehensive and comparable.

# GRI CONTENT INDEX 2022

Declaration on use	The CDP Group submitted a report in compliance with the GRI Standards for the period 1 January - 31 December 2022
Used GRI 1	GRI 1 - Foundation - 2021 version
Relevant GRI sector standards	N/A

Material topic	GRI standard	Section	Omissions	Correspondence with Italian Legislative Decree 254/2016
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## GRI 2: General Disclosures (2021)

### THE ORGANISATION AND ITS REPORTING PRACTICES

N/A	GRI 2-1 Organisational details	Guide to interpretation		Company management and organisation model
		1.1 Serving Italy since 1850		
		1.3 Integrated Thinking: value creation and the business model		
		1.4 Business lines: how to optimise the generated impact		
		3.1 The corporate governance model		
GRI 2-2 Entities included in the organisation's sustainability reporting	Guide to interpretation			
	10.1 Scope of reporting			
GRI 2-3 Reporting period, frequency and contact point	Guide to interpretation			
GRI 2-4 Restatements of information	10.1 Scope of reporting			
GRI 2-5 External assurance	Guide to interpretation			
	Auditors' letter			

### ACTIVITIES AND WORKERS

N/A	GRI 2-6 Activities, value chain and other business relationships	1.1 Serving Italy since 1850		Company management and organisation model
		1.3 Integrated Thinking: value creation and the business model		
		1.4 Business lines: how to optimise the generated impact		
		5.2 Social-relational capital: dialogue with stakeholders and the local area		
		9.4 Sustainable chain of supply		
		9.4 Sustainable chain of supply		
	GRI 2-7 Employees	5.1 Human capital: people at the heart		
GRI 2-8 Workers who are not employees	10.3 People at the heart of things: the numbers			

Material topic	GRI standard	Section	Omissions	Correspondence with Italian Legislative Decree 254/2016	
<b>GRI 2: General Disclosures (2021)</b>					
<b>GOVERNANCE</b>					
n/a	GRI 2-9 Governance structure and composition	3 Governance		Company management and organisation model	
	GRI 2-10 Nomination and selection of the highest governance body	3.1 The corporate governance model			
	GRI 2-11 Chair of the highest governance body	3.1 The corporate governance model			
	GRI 2-12 Role of the highest governance body in overseeing the management of impacts	1.2 The values of the CDP Group			
		3.1 The corporate governance model			
		3.2 Sustainability governance			
		3.3 <i>A policy-driven organisation</i>			
		4.1 Risk management and internal control systems			
	GRI 2-13 Delegation of responsibility for managing impacts	4.3 The ESG assessment of transactions			
		3.2 Sustainability governance			
	GRI 2-14 Role of the highest governance body in sustainability reporting	Guide to interpretation			
		3.2 Sustainability governance			
	GRI 2-15 Conflicts of interest	4.3 The ESG assessment of transactions			
	GRI 2-16 Communicating critical concerns	3.1 The corporate governance model			
		4.1 Risk management and internal control systems			
4.3 The ESG assessment of transactions					
GRI 2-17 Collective knowledge of the highest governance body	3.1 The corporate governance model				
	3.2 Sustainability governance				
GRI 2-18 Evaluation of the performance of the highest governance body	3.1 The corporate governance model				
GRI 2-19 Remuneration policies	3.1 The corporate governance model				
	5.1 Human capital: people at the heart				
GRI 2-20 Process to determine remuneration	3.1 The corporate governance model				
	5.1 Human capital: people at the heart				
GRI 2-21 Annual total remuneration ratio	10.3 People at the heart of things: the numbers				

Material topic	GRI standard	Section	Omissions	Correspondence with Italian Legislative Decree 254/2016
<b>GRI 2: General Disclosures (2021)</b>				
<b>STRATEGY, POLICIES AND PRACTICES</b>				
n/a	GRI 2-22 Statement on sustainable development strategy	Letter to the shareholders and stakeholders		Company management and organisation model
	GRI 2-23 <i>Policy</i> commitments	3.3 <i>A policy-driven organisation</i>		
	GRI 2-24 Embedding <i>Policy</i> commitments	2.1 The strategy of the CDP Group		
		2.2 From the Strategic Plan to the ESG Plan		
		3.3 <i>A policy-driven organisation</i>		
	GRI 2-25 Processes to remediate negative impacts	4 Risks		
		9.3 International cooperation and development finance		
	GRI 2-26 Mechanisms for seeking advice and raising concerns	4.3 The ESG assessment of transactions		
GRI 2-27 Compliance with laws and regulations	4.1 Risk management and internal control systems			
GRI 2-28 Membership to associations	5.2 Social-relational capital: dialogue with stakeholders and the local area			
<b>STAKEHOLDER ENGAGEMENT</b>				
n/a	GRI 2-29 Approach to stakeholder engagement	5.2 Social-relational capital: dialogue with stakeholders and the local area		Company management and organisation model
		2.3 Materiality analysis		
	GRI 2-30 Collective bargaining agreements	10.3 People at the heart of things: the numbers		

Material topic	GRI standard	Section	Omissions	Correspondence with Italian Legislative Decree 254/2016
<b>GRI 3: Material Topics (2021) and Specific GRI Standards</b>				
<b>MATERIAL TOPICS</b>				
n/a	GRI 3-1 Process to determine material topics	Guide to interpretation		Company management and organisation model
		2.3 Materiality analysis		
		10.2 Material topics: an in-depth analysis		
	GRI 3-2 List of material topics	2.3 Materiality analysis		
		10.2 Material topics: an in-depth analysis		
Sustainable finance and impact finance	GRI 3-3 Management of material topics	2.4 The impacts for the country		Social topics Environmental topics
		2.5 The contribution to the SDGs of the 2030 Agenda		
		5.3 Financial capital: finance for sustainable growth and development		
		7.5 Financing environmentally sustainable activities according to the European Taxonomy		
	GRI 201-1 Direct economic value generated and distributed	5.2 Social-relational capital: dialogue with stakeholders and the local area		
Availability of infrastructure for sustainable development	GRI 3-3 Management of material topics	1.3 Integrated Thinking: value creation and the business model		Social topics Environmental topics
		6 Inclusive and sustainable growth		
		9.2 Transport and logistics hubs		
	GRI 203-1 Infrastructure investments and services supported	1.3 Integrated Thinking: value creation and the business model		
		6.1 Social infrastructure: the Group's priorities		
		7.1 Energy transition		
		8.1 The lines of action for enterprises and the Public Administration		
	GRI 203-2 Significant indirect economic impacts	1.3 Integrated Thinking: value creation and the business model		
Stakeholder engagement and support to local areas	GRI 3-3 Management of material topics	5.2 Social-relational capital: dialogue with stakeholders and the local area		Social topics Environmental topics
		6.7 The artistic and cultural heritage of the CDP Group		
	GRI 204-1 Proportion of spending on local suppliers	9.4 Sustainable chain of supply		

Material topic	GRI standard	Section	Omissions	Correspondence with Italian Legislative Decree 254/2016
<b>GRI 3: Material Topics (2021) and Specific GRI Standards</b>				
<b>MATERIAL TOPICS</b>				
Fairness and transparency in governance	GRI 3-3 Management of material topics	4.1 Risk management and internal control systems		Anti-corruption Social topics
		4.3 The ESG assessment of transactions		
	GRI 205-3 Confirmed incidents of corruption and actions taken	4.3 The ESG assessment of transactions		
	GRI 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	4.3 The ESG assessment of transactions		
	GRI 207-1 Approach to tax	10.5 Taxes		
	GRI 207-2 Tax governance, control, and risk management	10.5 Taxes		
	GRI 207-3 Stakeholder engagement and management of concerns related to tax	10.5 Taxes		
Development of the circular economy	GRI 3-3 Management of material topics	7.3 Circular economy		Environmental topics
		7.6 Commitment to a sustainable working environment		
	GRI 301-1 Materials used by weight or volume	7.6 Commitment to a sustainable working environment 10.4 The need to guide ecological transition: the numbers		
Climate change and transition to a green economy	GRI 3-3 Management of material topics	7 Climate change and ecosystem protection		
		7.1 Energy transition		
		7.4 The Climate Fund for developing countries		
	GRI 302-1 Energy consumption within the organisation	7.6 Commitment to a sustainable working environment 10.4 The need to guide ecological transition: the numbers		
	GRI 302-3 Energy intensity	10.4 The need to guide ecological transition: the numbers		
	GRI 305-1 Direct GHG emissions (Scope 1)	10.4 The need to guide ecological transition: the numbers		
	GRI 305-2 Indirect GHG emissions from energy consumption (Scope 2)	10.4 The need to guide ecological transition: the numbers		
GRI 305-3 Other indirect GHG emissions (Scope 3 - business travel)	10.4 The need to guide ecological transition: the numbers			
GRI 305-4 GHG emissions intensity (Scope 1 + Scope 2 + Scope 3)	10.4 The need to guide ecological transition: the numbers			

Material topic	GRI standard	Section	Omissions	Correspondence with Italian Legislative Decree 254/2016
<b>GRI 3: Material Topics (2021) and Specific GRI Standards</b>				
<b>MATERIAL TOPICS</b>				
Business risk management and internal control system	GRI 3-3 Management of material topics	4 Risks		Company management and organisation model Environmental topics Social topics
Occupational health and safety and welfare of colleagues	GRI 3-3 Management of material topics	5.1 Human capital: people at the heart		Personnel-related topics
	GRI 401-1 New employee hires and employee turnover	10.3 People at the heart of things: the numbers		
	GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.1 Human capital: people at the heart		
	GRI 402-1 Minimum notice periods regarding operational changes	10.3 People at the heart of things: the numbers		
	GRI 403-1 Occupational health and safety management system	5.1 Human capital: people at the heart		
	GRI 403-2 Hazard identification, risk assessment, and incident investigation	5.1 Human capital: people at the heart		
	GRI 403-3 Occupational health services	5.1 Human capital: people at the heart		
	GRI 403-4 Worker participation, consultation, and communication on occupational health and safety	5.1 Human capital: people at the heart		
	GRI 403-5 Worker training on occupational health and safety	5.1 Human capital: people at the heart		
	GRI 403-6 Promotion of worker health	5.1 Human capital: people at the heart		
Development and training of personnel	GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.1 Human capital: people at the heart		
	403-9 Work-related injuries	10.3 People at the heart of things: the numbers		
	GRI 3-3 Management of material topics	5.1 Human capital: people at the heart		
Diversity and equal opportunity	GRI 404-1 Average hours of training per year per employee	10.3 People at the heart of things: the numbers		
	GRI 404-2 Programs for upgrading employee skills and transition assistance programs	5.1 Human capital: people at the heart		
Diversity and equal opportunity	GRI 3-3 Management of material topics	5.1 Human capital: people at the heart		
	GRI 405-1 Diversity of governance bodies and employees	5.1 Human capital: people at the heart 10.3 People at the heart of things: the numbers		



Material topic	GRI standard	Section	Omissions	Correspondence with Italian Legislative Decree 254/2016
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**GRI 3: Material Topics (2021) and Specific GRI Standards**

**MATERIAL TOPICS**

Protection of human rights	GRI 3-3 Management of material topics	9.3 International cooperation and development finance		Social topics
		9.4 Sustainable chain of supply		
Responsible procurement	GRI 3-3 Management of material topics	9.4 Sustainable chain of supply		Social topics Environmental topics
	GRI 308-1 New suppliers that were screened using environmental criteria	9.4 Sustainable chain of supply		
	GRI 308-2 Negative environmental impacts in the supply chain and actions taken	9.4 Sustainable chain of supply		
	GRI 414-1 New suppliers that were screened using social criteria	9.4 Sustainable chain of supply		
Creation of value and support for strategic sectors	GRI 3-3 Management of material topics	8.1 The lines of action for enterprises and the Public Administration		Creation of value and support for strategic sectors
		9.1 Support to strategic supply chains		
		9.2 Transport and logistics hubs		
		9.3 International cooperation and development finance		

Material topic	GRI standard	Section	Omissions	Correspondence with Italian Legislative Decree 254/2016
<b>GRI 3: Material Topics (2021) and Specific GRI Standards</b>				
<b>MATERIAL TOPICS</b>				
Innovation, research and digitisation	GRI 3-3 Management of material topics	8 Digitisation and innovation		Social topics
Start-up, growth and consolidation of enterprises	GRI 3-3 Management of material topics	9.1 Support to strategic supply chains		Social topics
Redevelopment of local areas and social infrastructure	GRI 3-3 Management of material topics	6 Inclusive and sustainable growth		Social topics
Social, digital and financial inclusion	GRI 3-3 Management of material topics	5.3 Financial capital: finance for sustainable growth and development		Social topics
System risks and opportunities	GRI 3-3 Management of material topics	4.1 Risk management and internal control systems		Social topics Environmental topics
		4.2 The risks associated with climate change - the recommendations of the TCFD		
		4.3 The ESG assessment of transactions		
Data security and privacy protection	GRI 3-3 Management of material topics	8.3 Digital transformation: a new working environment		Social topics
Balanced ecosystem	GRI 3-3 Management of material topics	7 Climate change and ecosystem protection		Environmental topics
		7.2 Safeguarding local areas		
		7.3 Circular economy		
		9.3 International cooperation and development finance		

## SASB DISCLOSURE INDEX 2022

The Sustainability Accounting Standards Board's standards (SASB) reported in this document refer to the standards of the "Commercial Banks" (SASB code FN-CB) and "Investment Banking & Brokerage" (SASB code FN-IB) sectors. All the indicators included in the aforesaid sectors have been considered and assessed, wherever applicable and significant. The indicators deemed significant for CDP's business and reported in this Report, were shown in the SASB Disclosure Index.

Topic	Code	Indicator	References	Omissions
<b>Sector - Commercial Banks</b>				
Data Security	FN-CB-230a.2	Description of the approach to identify and address risks relating to data security	8.3 Digital transformation: a new working environment	
Financial Inclusion & Capacity Building	FN-CB-240a.1	Number and amount of loans geared to promoting the development of small enterprises and the community	1.3 Integrated Thinking: value creation and the business model 5.3 Financial capital: finance for sustainable growth and development 6 Inclusive and sustainable growth 7.1 Energy transition 7.3 Circular economy 8.1 The lines of action for enterprises and the Public Administration	
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	FN-CB-410a.2	Description of the approach for the incorporation of environmental, social, and governance (ESG) factors in credit analysis	4.2 The risks associated with climate change - the recommendations of the TCFD 4.3 The ESG assessment of transactions	
Business Ethics	FN-CB510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice, or other financial industry laws or regulations	GRI Content Index 2022	
Business Ethics	FN-CB-510a.2	Description of whistleblowing policies and procedures	4.3 The ESG assessment of transactions	
<b>Sector - Investment Banking &amp; Brokerage</b>				
Employee Diversity & Inclusion	FN-IB-330a.1	Percentage of gender and racial/ethnic group representation by category of employees	10.3 People at the heart of things: the numbers	
Incorporation of Environmental, Social, and Governance Factors in Investment Banking & Brokerage Activities	FN-IB-410a.3	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment banking and brokerage activities	4.3 The ESG assessment of transactions	
Business Ethics	FN-IB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice, or other financial industry laws or regulations	In 2022, no legal proceedings were recorded associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice, or other financial industry laws or regulations	
Business Ethics	FN-IB-510a.2	Description of whistleblowing policies and procedures	4.3 The ESG assessment of transactions	
Professional Integrity	FN-IB-510b.2	Number of mediation and arbitration cases associated with suspected breaches of professional integrity duties, including duty of care, by the parties	In 2022 there were no mediation and arbitration cases associated with suspected breaches of professional integrity duties, including duty of care, by the parties	
Professional Integrity	FN-IB-510b.3	Total amount of monetary losses as a result of legal proceedings associated with suspected breaches of professional integrity duties, including duty of care	In 2022 no monetary losses occurred since there were no legal proceedings associated with suspected breaches of professional integrity duties, including duty of care	
Professional Integrity	FN-IB-510b.4	Description of approach to ensuring professional integrity, including duty of care	1.2 The values of the CDP Group	

## Acknowledgements

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*We would like to thank all those who have contributed in various capacities to the preparation of the third Integrated Report of the CDP Group.*

*Our thanks go both to our people - in particular to the more than 120 “Sustainability Ambassadors” - for their collaboration in gathering information and their daily commitment to make CDP an increasingly sustainable institution, and to all the stakeholders who are part of our ecosystem and have dedicated their time and expertise to sharing the information needed to assess our impacts.*

*The Integrated Report is now a fundamental, well-established document for our Group, not only to be transparent about our commitments, objectives and initiatives, but above all to help us to improve in responding to the growing challenges of sustainability.*

*We would also like to thank those who, by responding to our invitation for open dialogue and a continual sharing of views, would like to provide us with a contribution towards making the Report increasingly closer to the expectations of our stakeholders.*

**The Sustainability Development, Monitoring and Reporting Team**

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## Contact information

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### CASSA DEPOSITI E PRESTITI

Joint-stock company

#### REGISTERED OFFICE

Via Goito 4

00185 Rome, Italy

T. +39 06 4221 1

#### Share capital

4,051,143,264.00 euro fully paid up

Registered at the

CCIAA (Chamber of Commerce) of Rome,  
Economic and Administrative Index (REA)

No. 1053767

#### Tax ID Code and registration in the Companies' Register of Rome

80199230584

#### VAT number

07756511007

#### Contact Centre

800,020,030

For further information and feedback:

**sostenibilita@cdp.it**

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Leo Burnett Company

#### Accessibility

### FONDAZIONE



LIBRI ITALIANI ACCESSIBILI

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