

FAGIOLI SUSTAINABILITY REPORT 2020

Since 1955

INDEX



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1.

Dear Stakeholders,

I started working in Fagioli back in 2001, an extraordinary Group that has invested in personnel development and innovation from the outset. During the last 20 years, I have seen the great changes and evolutions that have occurred in the market at all levels and sectors. So far, the concepts of transport and logistics have changed and today clients look for an integrated and sustainable service, based on strategies for the management of complex and technologically advanced projects. Along its history, Fagioli has been able to adapt to the market shifts while maintaining its core values: innovation, total value chain and service-oriented offering, together with a modern safety and sustainability program have been the key assets that made Fagioli one of the leading companies in the heavy transport and lifting sector.

2020 has been a year like no other; a year marked by a pandemic that brought a multitude of challenges in everybody's lives and in every activity. Despite the health emergency that has affected all continents, in 2020 Fagioli's turnover increased by 4% with respect to the previous year and the Group registered a net profit of 7.1 million euros. An incredible result obtained thanks to the resilience demonstrated by the Group and its employees and a recognition of the 'Made in Italy' value. In this challenging context, I want to reinforce our commitment for securing a sustainable future and I am proud to introduce the first edition of Fagioli's Sustainability Report, presenting the pillars on which we are shaping our strategy and our future.

Our first sustainability pillar focuses on the development of innovative and outstanding solutions to answer, in an ethical manner, to customers' challenges. Clients have a pivotal role and importance for Fagioli and, in the last years, we put our efforts into anticipating and understanding the market and the client needs' evolution by identifying new innovative solutions to complex technical/engineering challenges and by identifying new markets that are more advanced from a technological standpoint, to be placed alongside our more traditional services.

We have been able to implement our technical mastery and know-how in project development, adopting technology solutions in accordance with markets' needs.

Letter from the CEO

Letter from the CEO

We have also worked on digital innovation for on-site activities and we have been able to introduce connected systems for remote intervention on equipment.

The uninterrupted commitment to a technological enhancement has given Fagioli the possibility to increase efficiency reducing delivery times, to improve safety and to minimize environmental impacts. We have also played a central role in the modernization and infrastructural development Italy needs. As such, we have been awarded by the Mayor of Genoa with medal recognition for our extraordinary contribution to the construction of the new San Giorgio Bridge, following the collapse of the Morandi bridge. In the coming years we strive to continue to satisfy our clients' expectations, by strengthening transversal competencies across the logistics value chain and by working on the expanding our offering to new sectors.

To meet our vision, we need people who are flexible and can adapt their talent and energy to grow with the Group, matching the changes in the marketplace and the rising complexity of the clients' challenges. This is why our second sustainability pillar focuses on our people. In the last years, we have invested in empowering and developing the technical skills of our employees. In the coming years, we are planning to focus on further strengthening the managerial skills of our resources and on creating transversal expertise. We will also work on expanding the diversity of our top management by attracting international talents with different professional backgrounds. Safety and security of the personnel involved in projects around the world is another focus area. We were successful in creating a strong safety culture and we achieved great results in 2020 as the recordable injury rate decreased by 29% and the severity index decreased by 73% compared to 2019. We are strongly committed to achieve a "zero accidents" goal by promoting a culture of health and safety in all working environment and by increasing the employees and suppliers' health and safety awareness during all activities performed.

Our third pillar focuses on adopting energy efficient solutions and supporting the transition to a low carbon economy. As these challenges are common to every industry, Fagioli is responding to the need of optimizing and reducing the greenhouse gas emissions at the project sites by renovating its fleet and by shifting the power supply of its vehicles to less carbon intensive ones. An example of this is the investment in new fully electric truck vehicles capable of handling loads up to a weight of 30 tons. We are also aiming to play an important role in the transformation of the global energy sector from fossil-based to zero-carbon. During the recent years, Fagioli has enhanced and reinforced its participation in energy, power and renewables sectors (+ 14 mln euros 2016-2020 backlog). In 2020, we contributed to the installation of a Solar Power Plant in Atacama Desert and, in 2019, we were awarded by ESTA a prize in the category "SPMT Job of the Year" for the load out of 42 jacket modules for the power and renewable industry.

While we achieved incredible results, we know that we still have a long and challenging path ahead and this Report reveals how we are passionately striving to consolidate our sustainability mindset. I thus hope you will enjoy the reading.

Fabio Belli

CEO



Fagioli 2020 Highlights: Fagioli at a Glance

2.



19% of revenues related to energy, power and renewables market (+10% compared to 2019)



2020 awards in the categories "Combined Techniques" and "SPMT Job of the Year" **by ESTA** and in the category "Rigging over 2 Million \$" **by SC&RA**



+6% of employees compared to 2019



89% of employees have a permanent contract



+30% of expenditures in H&S initiatives compared to 2019



the recordable injury rate decreased by -29% compared to 2019



2.624 hours of technical training provided (+58% compared to 2019)



Fleet renewal project



-80% of spill and release incidents to the environment compared to 2019



3.

Mission

“We are and strive to remain leaders in the design and engineering applied to specialized hauling, heavy lifting and hoisting activities and in the execution of complex activities of project logistics. We aim to be the best worldwide in performing these activities in compliance with all necessary safety rules and regulations”

“We are “real and trusted” partners for our Clients from the feasibility study phase to the design of innovative solutions: the success of our clients is our strength”

“Being Fagioli: reliability, innovation, efficiency, care, pro-active behavior, loyalty and continuous quest for excellence”

about Fagioli

about Fagioli

Vision

The World...Our Passion

HEALTH & SAFETY

Fagioli Group operates under zero accidents philosophy attitude with HSE as a priority worldwide. All the personnel is provided with the necessary tools and training to operate with the highest possible level of safety.

PROFESSIONALITY & PASSION

Fagioli Group operates professionally in providing any kind of service with its excellent skills, know-how and passion.

RESPONSIBILITY & RESOURCEFULNESS

Fagioli's employees think and act as if the company were their own. Taking responsibility and treating both people and resources with care and attention is crucial

SENSE OF BELONGING & RESPECT

Transparency, loyalty, honesty and fairness characterize Fagioli's conduct both internally and externally. The Group is actively engaged in creating a serene and inclusive work environment which every employee can feel to belong to.

CUSTOMER SATISFACTION

Fagioli strongly believes in a common growth based on relationships of mutual trust. The Group is very receptive to customer's needs providing safe and innovative solutions based on the highest quality standards.

*Fagioli
Values*

3.2 The Group and its history

In 1955, Mr. Giovanni Fagioli founded the transport business “Fagioli” that quickly became a leading company in the handling and transportation of goods throughout Italy. Since the first years of its life, the company has significantly invested in both the professional development of its personnel and the acquisition of new equipment to provide services of increasing complexity and innovation.

In the early 60’s, Fagioli successfully carried out its first heavy road transports and freight forwarding projects, widening its business scope and acquiring more prestige and fame, firstly in central Italy and then throughout the Country. One of the first heavy transport executed by Alessandro Fagioli is the hauling of a boiler and subsequently the transport of an historical bronze bell in 1965, which progressively gave the company a certain prestige.

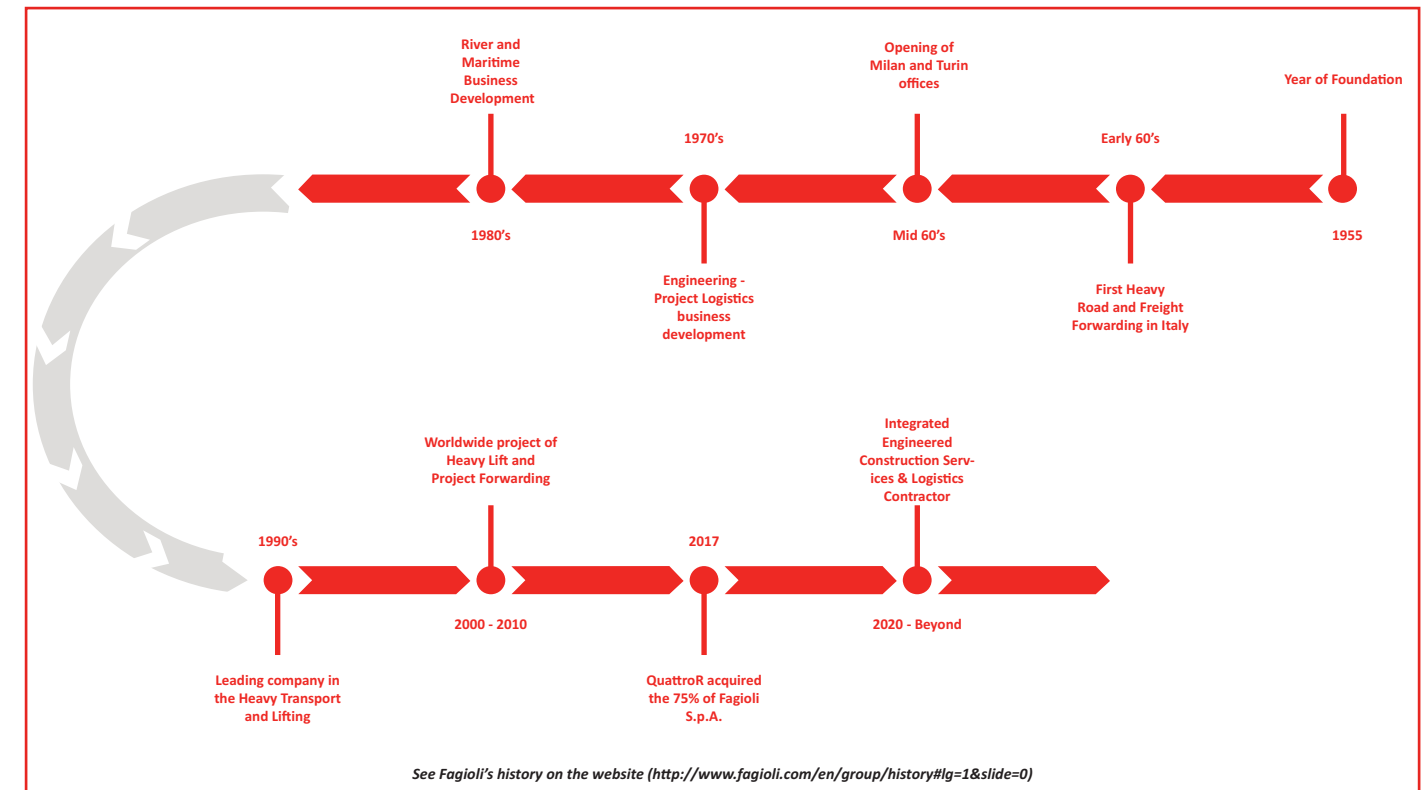
During the 90’s, Fagioli became a global leading Group in the heavy transport and lifting, as well as international project logistics industry. Through a continuous increase of equipment and human resources, Fagioli has been more and more involved in the study and implementation of lifting and transportation of oversize structures with complex and innovative approaches both in the design and operational phases. Specialized in door-to-door engineering / project cargo transport / shipping, heavy lift and logistics, the company invested in a large number of vehicles and state-of-the-art equipment in order to satisfy the advanced engineering requirements for the main global markets: Oil & Gas and Off-shore; Civil Construction; Power and Renewables; Shipbuilding, Heavy Industry on a worldwide basis.

Over the last years, Fagioli completed large projects all over the world, focusing on the transportation and lifting of megastructures in the energy field, ships, turbines and generators, reactors, bridges and large civil infrastructures. Among others, the Group was involved in the recovery of Concordia wreck through the stabilization and refloating of the ship sunk in January 2012 in Italy, as well as in the transportation and lifting of modules for an oil platform located in Canada (for a total weight of 45,000 tons, which remains the world record as of today). In 2018, the Morandi bridge in Genoa collapsed and Fagioli was involved in the demolition operations in 2019. The Group was also contracted for the transport and installation of the new bridge (named S. Giorgio) between 2019 and 2020. An impressive job under strong pressure from the media and from the Italian Minister of Infrastructure who pushed to give the people in Genoa their bridge back in less than 2 years.

In 2017, QuattroR, a private equity fund, announced the acquisition of an initial 49% stake of the Group. As of 31/12/2020, the equity share grew to 71.23%. The investment of QuattroR allowed Fagioli SpA to have new financial resources to develop an important growth plan, including through investments in new special equipment.



The historical evolution of Fagioli Group



Over 60 years of experience has put Fagioli into the forefront of engineered heavy transport and lifting as well as project logistics activity and it is one of the few companies in the world that can provide both services at the same time.

Today Fagioli, with a consolidated revenue of approximately 203 million euros and 525 employees at Group level, is an integrated engineered construction services & logistics contractor, offering safe and sustainable solutions to projects having a high degree of logistic and technical complexity.

Despite the pandemic and its consequences, in 2020 the turnover increased by 4% with respect to the previous year and the Group registered a net profit of 7.1 million euros, a record for Fagioli. This outstanding result is mainly attributable to the Project Forwarding Division (+49% of turnover, increasing from 82 million euros to 132 million euros).

As illustrated below, today the majority of Fagioli’s revenues originates from international projects. Fagioli USA and Fagioli Indonesia have played a pivotal role in achieving the outstanding financial results described above.

Revenues by Geographical Area (%)

Fagioli aims to further increase its market share and keep expanding overseas in terms of revenues and project sales by leveraging and capitalizing on the competitiveness and innovation factors.

Breakdown revenues by geographical area	2020 (Mln €)	%
Italy	80	40%
EU	14	7%
Extra UE	106	53%
Total	200	100%

3.2.1 Fagioli's presence

Fagioli is headquartered in S. Ilario d'Enza (Reggio Emilia), Italy. The Group has other two main hubs, Fagioli Inc. located in Houston (USA) and Fagioli Asia located in Singapore. In 2020 the Company operated in 18 countries around the world: Italy, Denmark, Spain, United Kingdom, Poland, Canada, United States of America, Mexico, Chile, India, Singapore, Indonesia, Thailand, Russia, Kazakhstan, Mozambique, Algeria and United Arab Emirates. In 2021, Fagioli plans to open an additional sales office in France. Furthermore, to guarantee a local support to the business, the Company has more than 20 offices worldwide, mainly in EMEA, and several warehouses for storage and material handling.

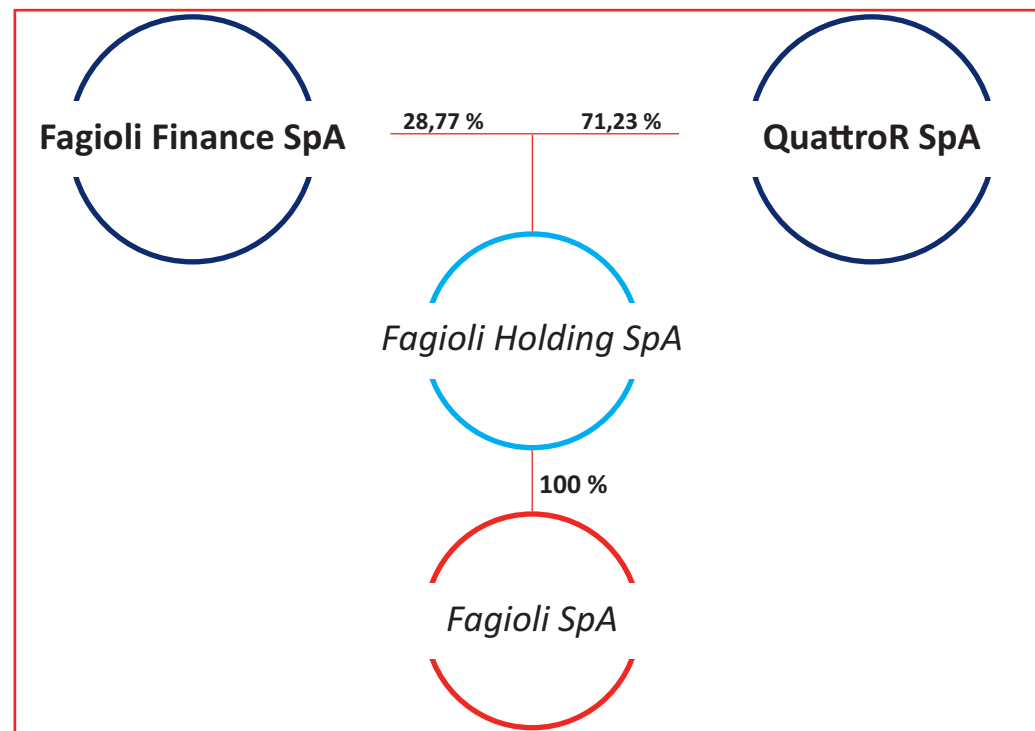
Fagioli's market and geographical presence



3.2.2 Fagioli's structure

Fagioli Group is composed of the Parent Company, Fagioli Holding S.p.A, and 26 legal entities worldwide, of which 19 are directly controlled by Fagioli Holding S.p.A. The Parent Company is based in Sant'Ilario D'Enza (Reggio Emilia, Italy) and it has 13 subsidiaries, 6 of which are in Italy and 7 abroad.

Group structure



In 2017 QuattroR, an Italian private equity fund, acquired the control of Fagioli Holding S.p.A. and its subsidiaries (current share of 71.23%) from the previously sole shareholder Fagioli Holding S.p.A. The remaining 28.77% is owned by Fagioli Finance S.p.A.

3.2.3 Fagioli's services

Fagioli services cover all operations with a turn-key basis approach, from conceptual design and engineering provided in-house, up to positioning onto foundation operations including any lifting and logistics activity. Based on the services currently provided, the Group is organized in three main business units: Heavy Haulage and Lifting (HHL), Heavy Road Transport (HRT) and Project Forwarding (PFW). To guarantee the highest level of sophistication, Fagioli has an in-house certified engineering department for developing and proposing the best cost-saving and innovative solutions to its clients.



Heavy Haulage and Lifting (HHL)

Fagioli successfully manages the lifting and handling of oversize loads and items (such as reactors, ships, etc.). The Group performs heavy transport activities with targeted methods and equipment, as special trailers called SPMTs (Self Propelled Modular Transporters). These particular trailers are the perfect solution for the haulage activity of loads (such as reactors, offshore platforms, turbines, modules and ships) in restricted areas or in challenging sites where standard transport equipment is not suitable. Fagioli Group and its companies can count on the in house designed and developed Strand Jack technology and related Towerlift System granting a powerful and unveiled capability in hoisting and installing activity of modules and items with weights up to thousands of tons. Fagioli owns one of the biggest SPMTs' fleet in the world, the first worldwide fleet of Strand Jacks and related Towerlift System, further than numerous lifting assets including jacking up systems, hydraulic gantry cranes, crawler cranes and barge operation devices.



Heavy Road Transport (HRT)

Fagioli operates in the transport of heavy and special components. The company owns the specific equipment required for this service, such as heavy trailers to move the items that cannot be easily transported by conventional methods. Heavy road transports services require a complex and structured organization to manage any potential issues that might affect project's execution. The engineering department is in charge of designing the most suitable methods of transport according to specific project scope and parameters. The principal activities consist of heavy road transport, river and maritime, heavy assembly and heavy rail transport. The Division is currently involved in a restructuring plan with the aim to focus on transport services characterized by a high degree of technical complexity. In this area, the Group holds a strong competitive advantage due to its unique know-how



Project Forwarding (PFW)

Fagioli's project forwarding department takes care of all individual activities concerning the handling of any kind of material that needs to be moved and safely delivered to its final destination. Thanks to Fagioli's ability to offer at the same time heavy lifting, transportation and project logistics services, the Group offers a "total supply chain" service by coordinating and controlling each shipping stage, including transport planning, insurance policies and supporting documentation. The activity comprises the handling and shipping of material originating from all over the world, including the management of operational processes, custom clearance and related documentation.

In 2020, the Heavy Haulage and Lifting division generated the majority of revenues (55%) thanks to an intense effort by Fagioli in reinforcing its footprint in both green energy (e.g. wind farms projects) and infrastructure (e.g. Morandi bridge project) segments. The result obtained by the Project Forwarding unit is mainly attributable to two important projects in Bahrain and Mozambique. The Heavy Road Transport Division has registered a slight decrease in terms of revenues (-5% compared to 2019) as a consequence of the restructuring plan described above.

Revenues by Business Unit (%)

Breakdown revenues by business unit	2020 (Mln €)	%
Heavy Haulage and Lifting (HHL)	111	55%
Heavy Road Transport (HRT)	19	9.4 %
Project Forwarding (PFW)	72	35.6 %
Total	203	100%

Fagioli Group operates mainly in the following markets:

- **Oil&Gas (including LNG & Chemicals)** - Fagioli successfully manages the complex construction of major plants for offshore and petrochemical activities by maintaining the highest levels and standards of HSE and Quality performances. In particular, for the offshore market, Fagioli can supply transport/lifting/skidding equipment to lift and move heavy loads within production site and at offshore locations. Regarding the petrochemical industries, Fagioli offers transportation and erection of heavy vessels / modules in tight spaces. Concerning the LNG plants (liquefied natural gas) the Group is engaged in the development of modularized LNG plants , in remote areas too, thanks to its experience and competence in heavy haulage, heavy lifting, shipping worldwide and engineering;
- **Civil Infrastructure** – Thanks to its engineering capabilities, Fagioli Group is involved in projects aimed at the positioning and installation of civil structures such as bridges, air traffic tower control, etc;
- **Power (including Renewables)** – Fagioli carries out several transport and lifting projects for new or refurbished plants or dismantling of existing power plants; about renewables energy Fagioli is involved in heavy transport & lift activities on new offshore wind farms and Solar concentration power plants.
- **Heavy Industry / Shipbuilding** – Fagioli frequently provides services for assisting the ship building for the heavy and automotive industry by working on a worldwide basis at the removal and/or repositioning of heavy industry machinery, as carbon discharger cranes; the Group provides also skilled personnel and innovative equipment for the installation and relocation of heavy presses for the automotive field;
- **Mining** – Fagioli Group owns a vast range of equipment suitable for the transport of necessary components for the mining industry;
- **Salvage and Humanitarian Aid** – A dedicated department is in charge of wreck recovering after accidents occurred at sea and it is specialist in transporting relief cargo ships to destinations throughout the world.

Revenues by main markets (as % of turnover)

Breakdown revenues by main markets	% 2018 - 2020	% 2020	Variation
Oil & Gas	18%	31%	+13%
LNG	10%	11%	+1%
Chemicals	25%	11%	-14%
Civil infrastructure	11%	12%	+1%
Power (including renewables) infrastructure	10%	12%	+2%
Heavy industries / Shipbuilding infrastructure	21%	18%	-3%
Others	5%	5%	0%
Total	100%	100%	

During the recent years, Fagioli has enhanced and reinforced its participation in renewables, LNG and infrastructure sectors. Its effort is reflected on the positive and significant variation in the revenues' breakdown for these markets, while sectors as Oil&Gas and chemicals show a decreasing trend in the last three years.

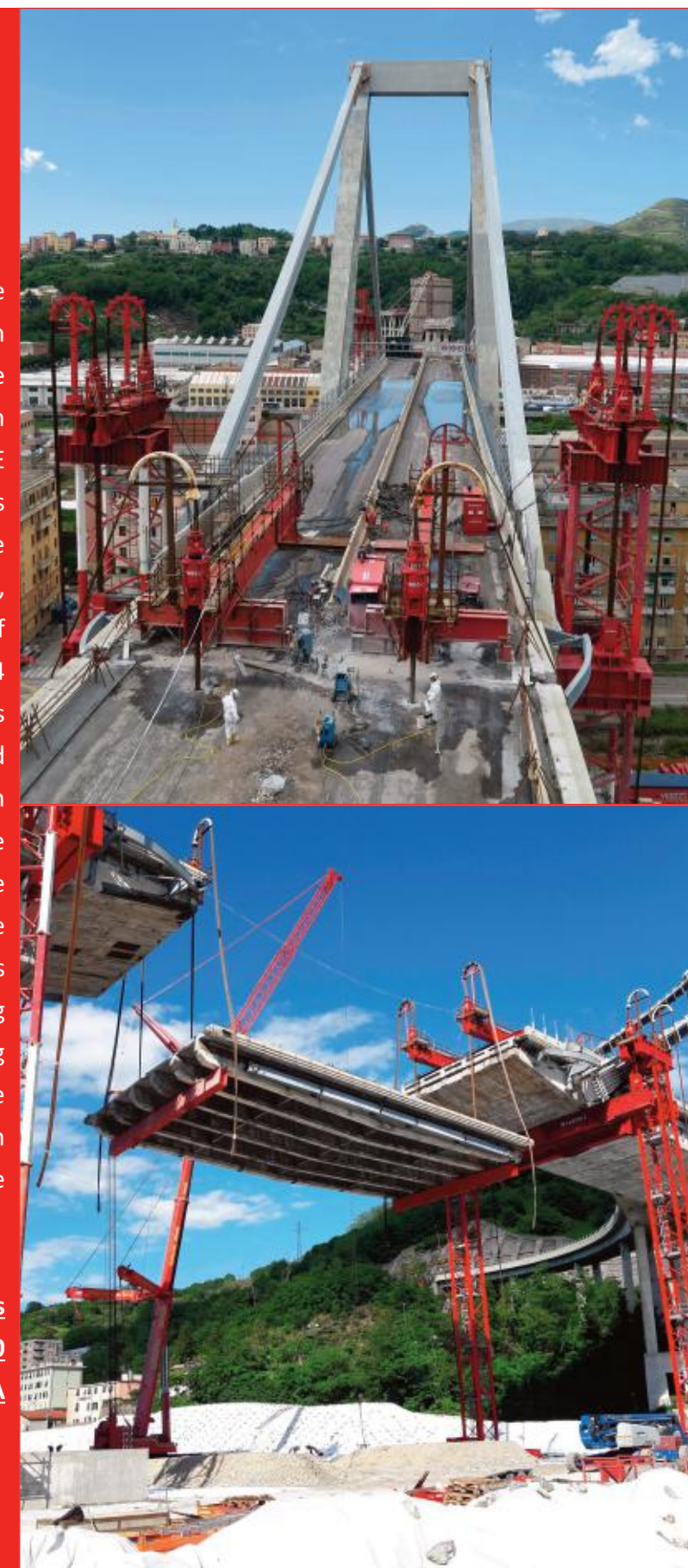
3.2.4 Main Projects

Along the years, Fagioli has been involved in countless projects of high professionalism and complexity around the world. Here are reported some examples of the greatest achievements obtained by the Group in the last 2 years.

Morandi Bridge, Genoa (Italy, 2019)

After the collapse of a 210 m section of the Morandi Bridge on 14th August 2018 in Genoa, Fagioli was selected for the demolition of the remaining structure in partnership with other companies (e.g. IPE Progetti, IREOS). The first operation was conducted in February 2019 with the lowering of the first central bridge section, weighting about 916 ton, with a length of about 36 meter and 18 m wide, through 4 strand jacks of 600 ton capacity. The strands were positioned in pair on the Western and Eastern side pylons and supported with additional 4 strands jacks to balance the weight of the remaining bridge. The procedure for the demolition of the entire structure consisted in removing decks constraints, as fixed and mobile joints, lifting the beams by few centimeters and using diamond wire to cut the sections. The operations of demolition were finalized on the 12th of August 2019, 168 days after the first activity.

Fagioli won two prestigious awards for this extraordinary operation: the SC&RA 2020 Job of the Year Awards and the 2020 ESTA "Combined Techniques".



San Giorgio Bridge, Genoa (Italy, 2020)

Fagioli, partner in "PerGenova" consortium, was in charge of the transport, handling and installation of the new sections of the "Genova S. Giorgio" bridge.

The transport of the 237 sections used to assemble the bridge was conducted firstly by sea, to the port of Genoa, and then by road towards the constructed site. Fagioli has been involved for a total of 60 nights for the transport of these sections with dedicated means (by barge and by modular trailers). The weight of the sections was 56-89 ton each. In site they were lifted and positioned at a height of 50 meters after being assembled onto the ground and positioned under the reinforced concrete piles. To move the larger spans (100 meters long, with a weight up to 2,000 tons) specific trailers SPMT were engaged; while stand jacking system and crawler cranes were used for the lifting. The project involved an average of 30/40 operators a day, seven days a week. For its exceptional contribution, **Fagioli has been awarded of the "Città di Genova Medal"**.



MSR Receiver for the world's largest single-site solar power plant (Dubai, 2020)

Fagioli was hired to install a Molten Install Receiver (MSR) on top of a 222 m high Concentrated Solar Park Tower (CSP) in Dubai. To install the structure, weighting 1,800 tons, 16 temporary supports with ring base for the MSR receiver were positioned and then moved into the CSR tower using 4 skid shoes of 1,000 tons capacity each. The Ring Base and MSR were then connected to 16 stranded jacks set on the top of the tower which allowed to unbolt and lift the MSR, while the ring was skidded backward by the skidding shoes.

The solar power plant in Dubai will be the world's largest single-site solar power plant.



Fagioli contribution to the installation of a Solar Power Plants in Atacama Desert (Chile, 2020)

Fagioli worked on a solar power plant in Chile for the final installation up to a height of 200m of a RECEIVER (connected to a RING BEAM). The project involved the installation of receivers positioned on top of concrete towers able to collect the sunlight reflected and concentrated by a large field of sun-tracking mirrors positioned at ground level.



Load out of 42 Jacket Modules for the Power – Renewable Industry (Spain, 2019)

Fagioli was involved in a project related to the power renewable industry with the responsibility of weighing, transport and load out 42 Jacket modules. Fagioli operated in a particularly challenging environment due to bad weather conditions and characteristics of the jackets (considerable size and weight, up to 950 ton). The Group successfully managed the operations by building a hydraulic tailor-made frame structure to move the jackets from the manufacturing area to the storage one, avoiding the use of mobile and yard cranes. This procedure both reduced the time needed for the operations and increased the general safety during the load out. Once moved, the jackets were provided with an upper grillage for the sea transport by barge.

The innovative structure was fully designed and supplied by Fagioli Engineering Department.

For the realization of this project, Fagioli was awarded by ESTA in the category "SPMT Job of the Year".





4.

Sustainability at Fagioli

Sustainability at Fagioli

*“Business sustainability and H&S
aspects are key features
of our culture.”*

Fabio Belli, CEO



4.1 Sustainability approach and strategic ESG Pillars

Environmental, Social and Governance (ESG) aspects play a key role in the development of Fagioli's business. Faithful to its traditions, their integration in the business is reflected in the continuous research for innovative solutions developed by a highly qualified and motivated team striving for operational excellence.

In doing so, Fagioli ensures world-class safety and environmental performance as the most important outcome for every activity.

This is driven by its belief in the culture of caring about the well-being of its people, its clients, its contractors and the environment. These values were formalized in the Group's Code of Ethics in 2019.

Over the last years, Fagioli has been strongly committed to implementing the best sustainability practices in the sector to its operations and to building on its expertise to deliver innovative solutions for the transition to a low carbon economy. To achieve these goals, in 2020 Fagioli has started a prospective reflection on the key areas upon which organize and consolidate its sustainability strategy.

To do so, Fagioli top management undertook a materiality assessment to prioritize the topics that shape the Group's sustainability strategy and reporting.

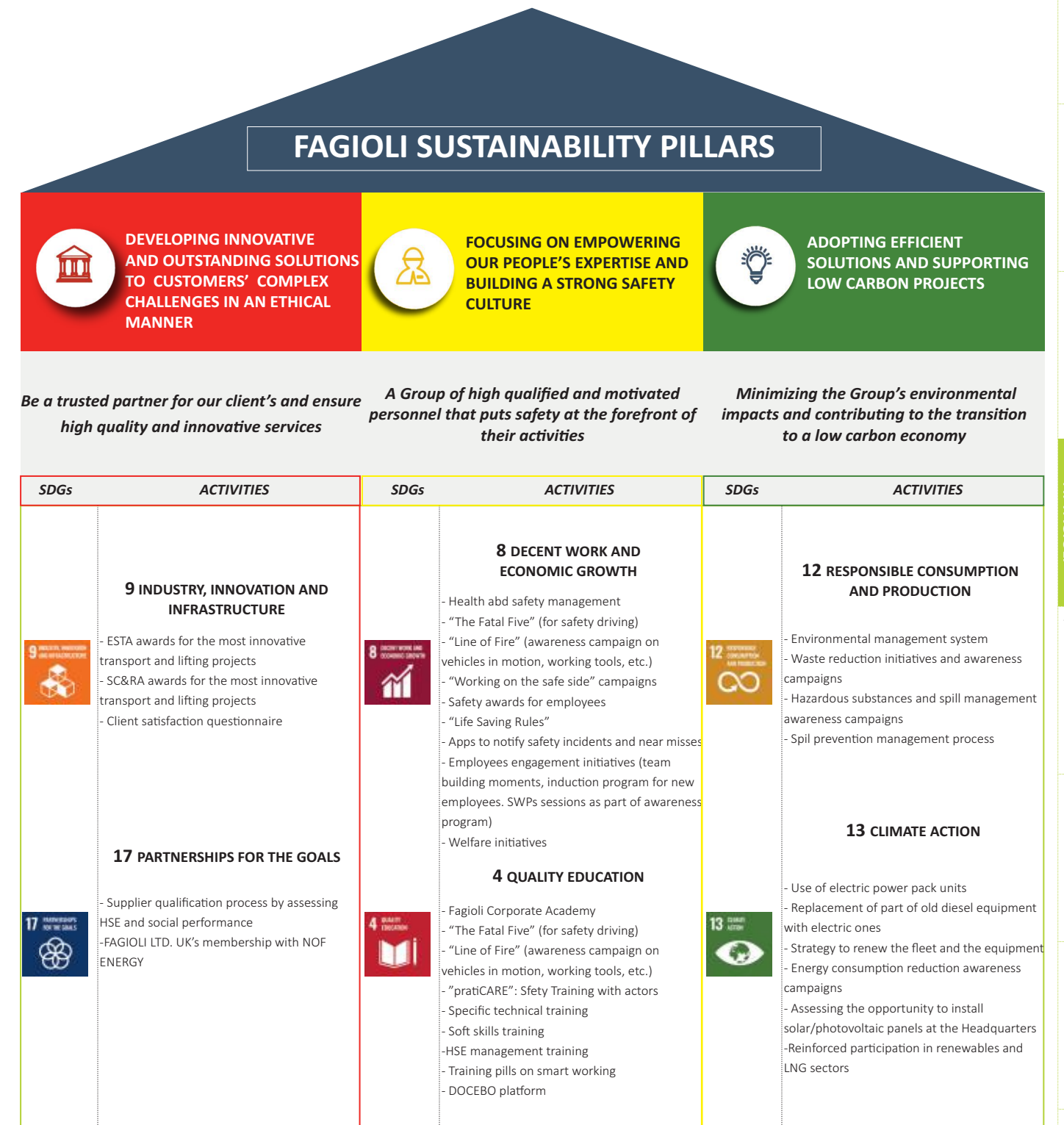
Material issues are defined as actual or potential risks and opportunities relating to the business that have a significant economic, environmental, social and cultural impact and substantively influence the assessments and decisions of relevant stakeholders.

The materiality assessment was informed by international standards and it involved researches on issues facing the industry and clients and benchmarking. Fagioli's sustainability material topics were clustered in three pillars that form the basis of the Group strategy and reporting. More details are reported in the section "Methodological note" of this report.

In the context of the development of Fagioli's sustainability strategy, the Group is keen on contributing significantly to the Sustainable Development Goals (SDGs), set in the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015.

A dedicated evaluation has been carried out to identify on which SDGs Fagioli could contribute the most with its services and activities; based on the three sustainability pillars and on the activities already carried out by Fagioli, six SDGs have been identified (SDG 4 Quality Education, SDG 8 Decent work and economic growth, SDG 9 Industry, innovation and infrastructure, SDG 12 Responsible consumption and production, SDG 13 Climate action, SDG 17 Partnerships for the goals), as shown in the Figure on the following page.

Fagioli sustainability pillars, ambitions and main achievements



In 2020 the Group developed an ESG action plan to structure its path towards sustainability. As part of this action plan, the Group is planning to structure a governance model for sustainability management. In particular, Fagioli will appoint an ESG working group coordinated by an ESG Manager in charge of managing and monitoring all the sustainability topics associated with the Company's business, the stakeholders' interactions and the ESG action plan implementation.

4.2 Our stakeholders and the value generated and distributed

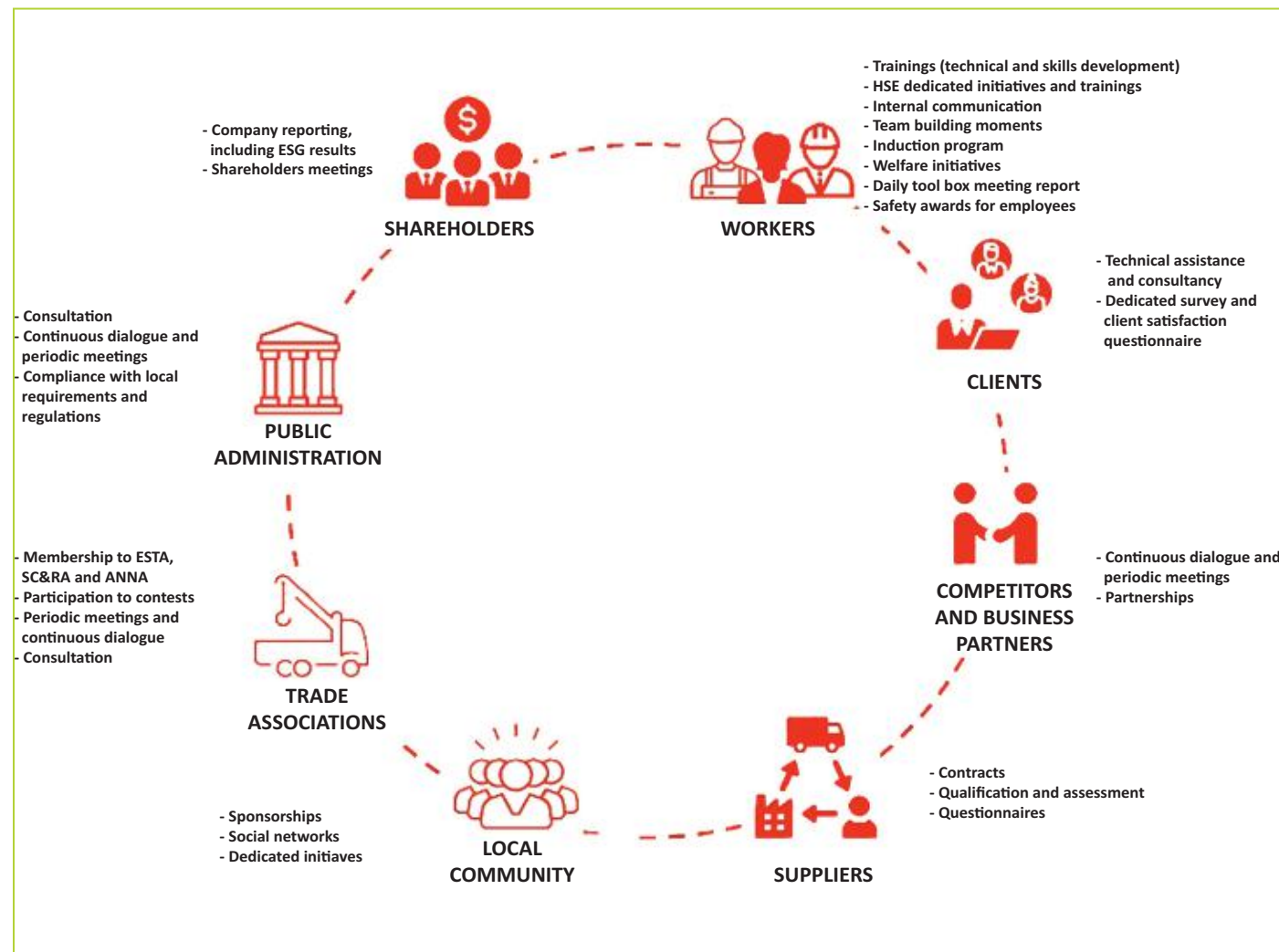
In its daily activities, Fagioli interacts with multiple stakeholders, recognizing the importance of establishing a strong and long-lasting relationship as a preliminary condition for the implementation of its strategy and the creation of long-term value.

Indeed, the Group believes that the direct involvement of stakeholders, together with the promotion and sharing of common principles and dialogue, helps the company to better understand stakeholders concerns and define actions to improve performance and respond to their needs.

Fagioli's stakeholders have been categorized into clusters, and each of them is engaged via the most appropriate channel. The following figure presents the key stakeholders mapped by Fagioli taking into account the areas of corporate activities and the main communication channels and engagement tools used by the Group. Eight relevant categories of stakeholders have been identified.

All rights, duties and responsibilities of Fagioli Group towards its stakeholders are set out in the Code of Conduct that seeks to recommend, promote or prohibit well-defined behaviors, in addition to any provisions of law.

Fagioli main stakeholders and engagement activities



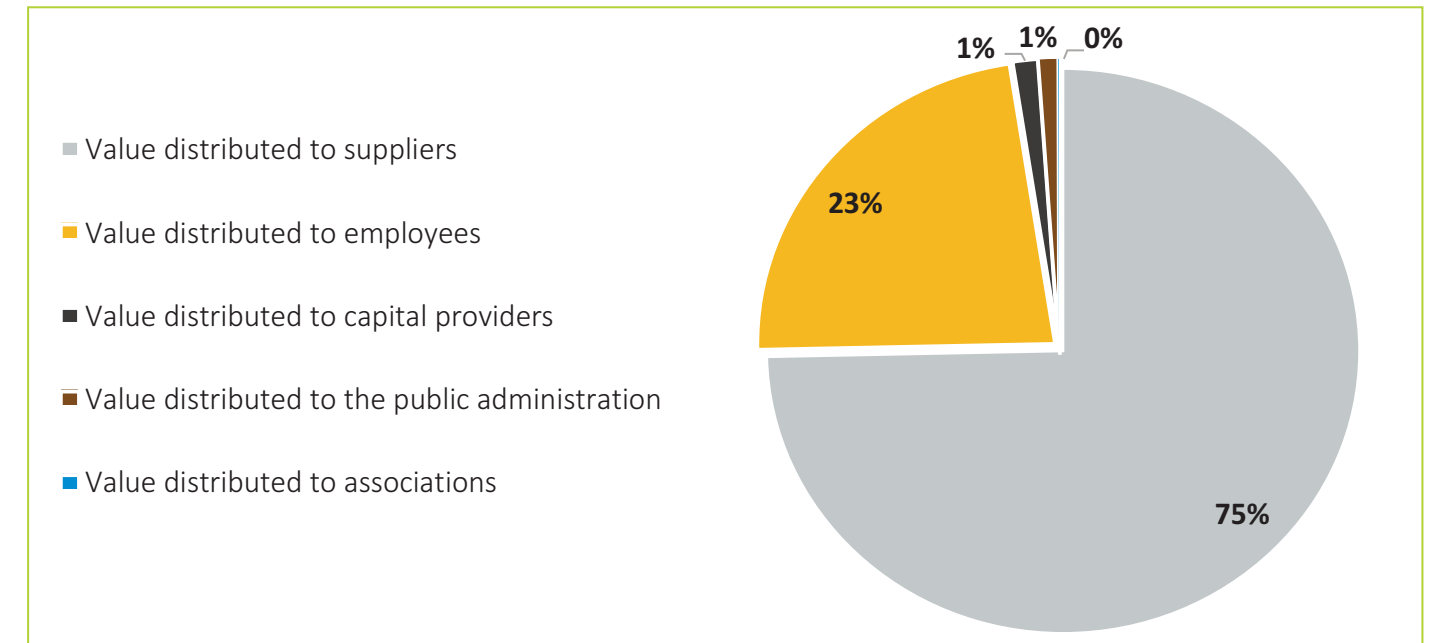
Fagioli is an active member of sector associations at national and global level, such as ESTA (European Association of Abnormal Road Transport and Mobile Cranes), SC&RA (Specialized Carriers & Rigging Associations) and A.N.N.A. (Associazione Nazionale Noleggi Autogrù e Trasporti Eccezionali).

The Group has participated to several contests promoted by those associations in order to improve health and safety and foster innovation within the industry. More details are provided in the following chapters.

Every year Fagioli, through its activities, generates and distributes value to its stakeholders. In 2020, the total value generated by the Group was Euro 207,683 thousands, of which approximately 90% was distributed.

Over Euro 187 millions was distributed in the form of payment to suppliers of goods and services (Euro 160 millions), payment to employees (Euro 35 millions), interest to capital providers (Euro 2.6 millions), taxes to Public Administration (Euro 3.6 millions) and contributions to associations (Euro 79,000).

The economic value distributed (%)



Moreover, Fagioli is committed to contributing to the local communities in Italy and abroad, by:

- Employing local personnel, whereas possible;
- Supporting local economic growth with structural interventions supporting transport activities;
- Investing in local auxiliary equipment to grow local economy.

Employment of local personnel



Civil interventions





5.

*Developing Innovative and Outstanding
Solutions to Customers' Complex
Challenges in an Ethical Manner*

Responsible Business Management,
Service Quality and Innovation

Responsible Business Management, Service Quality and Innovation

5.1 Corporate governance and business ethics

The organizational and corporate governance framework of Fagioli S.p.A. establishes specific responsibilities of the following bodies:

Board of Directors

The Board of Directors is the body granted the broadest powers of ordinary and extraordinary administration. Fabio Belli has been the CEO of Fagioli for the last 12 years. The legal representation of Fagioli.

President

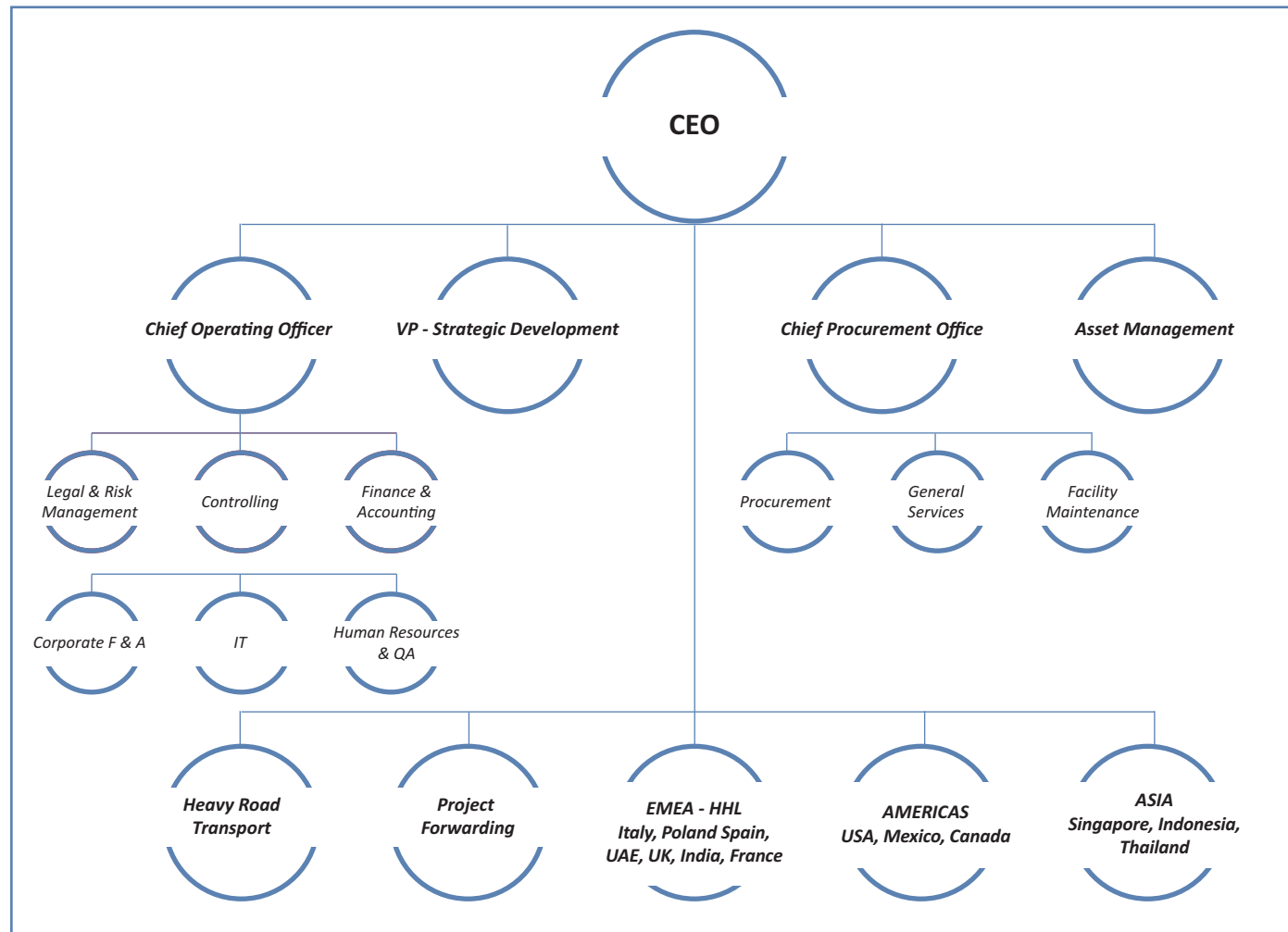
The President, Rocco Sabelli, has operational authority in both the day-to-day and special businesses, including power of attorney.

Board of Statutory Auditors and Auditing Firm

The Board of Statutory Auditors is in charge of guaranteeing that the Group is compliant with the regulatory framework and the fundamentals of sound administration. It ensures also that the corporate structure, involving the organization, administration and accounting, is adequate and that the independence of independent auditors is preserved. Currently, Fagioli's Board of Statutory Advisors is made up of three standing auditors and two deputies.

An independent auditing firm has been appointed by the Group, Deloitte & Touche SpA, registered on the Special Register of auditing firms held by Consob.

Group organizational chart



A robust ethical system is a founding element of Fagioli's values structure. Within this framework, Fagioli decided to adopt an organizational, management and control model to prevent the crimes included within Italian Legislative Decree 231/2001; this model is essential to ensure transparency and fairness in conducting the Group's business and to protect its trustworthiness and technical competences.

The so-called "Model 231" has been adopted by the Group voluntarily – as it was not mandatory by law – and it has been approved by the Board of Director in March 2002. The model establishes the rules of conduct to be strictly followed by all employees, "sensitive activities" and associated controls.

The current model is composed by a "General Section" and ten "Specific Sections" covering crimes related to public administration, organized crime and terrorism, major injuries, environment, money laundering, cybercrimes, industry and commerce, copyright, individual personality, foreign workers and racism. To oversee the correct functioning and compliance with the Model 231, Fagioli has appointed a Supervisory Board.

The Model 231 has been structured by taking into account the existing management systems, aligned with the standards UNI EN ISO 9001:2015 and UNI EN ISO 45001:2015, the procedures for internal controls, the system for delegation of authority and assignation of power.

Moreover, the Model is compliant with the guidelines set by Confindustria firstly in 2002 and reviewed during the years.

All the rules set in the governance model are in line with Group's Code of Ethics, which establishes the moral and social responsibility towards the stakeholders and ensures the highest level of transparency and correctness

5.2 Code of Conduct - Compliance and ethical behaviour

Fagioli bases its global growth on a robust and long-lasting reputation built on strong values in terms of ethics, behavior and sustainability; these principles are shared with all Fagioli's personnel who are requested to adhere to them with a proactive attitude.

Accordingly to Fagioli's sector requirements, the Code of Conduct illustrates the key principles of business ethics for the Company and it sets out the organization's ethical guidelines and best practices to follow to ensure professionalism, honesty and fairness.

Working constantly in compliance with the principles of honesty and legality is an essential element for the Group's development and for maintaining relationships based on trust with customers, business partners, employees and external partners. The Code of Conduct is applicable to the entire Group and the behavior practices are shared by common values and specific peculiarities of each country in which Fagioli operates.

The Group also requires all its suppliers to adopt a conduct in line with the Code of Conduct's principles. Any suspected violation or behavior conflicting with the principles and behavioral ruled of this Code can be reported through specific communication channels.

The Code of Conduct is a part of the Organization, Management and Control Model of Fagioli S.p.A. and it has been adopted by the Board of Directors with the resolution of the 20th December 2018. Its revision, monitoring and enforcement is managed by the Supervisory Body.

The Board of Directors is empowered to make any amendments upon recommendations and suggestions of the Supervisory Body or a Board member.

Fagioli is committed to respect the integrity of each single person, fighting against any type of discriminatory behavior with regards to age, gender, sexuality, race, nationality, religion and political beliefs.

Principles of Business Ethics

Honest and Lawful Conduct

Honesty is the prime principle for all activities carried out by Fagioli. It is also at the core of organizational management; every type of relation with stakeholders is based on fairness, collaboration, loyalty and mutual respect.

Integrity

Working in compliance with principles of moral integrity is a strong guarantee of Fagioli's engagement with stakeholders, clients, suppliers and employees.

Fairness in Business Transactions

All actions and operations of Fagioli must be properly authorized, legitimated and registered. At the same time, the process of decision-making, authorization and execution must be controllable.

Human Resources Value

Fagioli is deeply committed to take care of its employees. The Group strives to develop and improve their competitive skills with specific and qualified trainings.

Confidentiality

Confidentiality is a crucial values to comply with in the company's business operations since Fagioli's reputation depends on it.

The Group is keen on protecting the critical and private information regarding its projects and employees by disseminating data privacy and cyber security culture and by performing audit activities to check information security. In particular, Fagioli SpA has appointed an external Data Protection Officer (DPO) in charge of managing data privacy, data protection and GDPR requirements and it has provided dedicated training to several directors, managers and employees. In 2019, Fagioli commissioned an external company to perform an audit on the information security management of Fagioli' IT system which is managed in Italy.

With regards to the customer privacy, no substantiated complaints concerning breaches of outside parties and/or regulatory bodies' privacy have been received.

To strengthen its commitment towards a consistent ethical system, Fagioli has developed specific governance policies detailed below. These policies apply to all staff, all subsidiaries and third parties interacting with the Company:

- “Anti-Money Laundering/Counter-terrorism Financing” Policy:**
 Fagioli has adopted a zero-tolerance approach concerning any acts or attempts in relation to money laundering/terrorist financing wherever it does business or intends to operate. The policy is relevant to the entire staff, including Management and Directors, all of its subsidiaries and third parties acting on behalf of or in the interest of the Group and its subsidiaries.
- “Anti-Bribery and Corruption” Policy:**
 This policy aims to implement Anti-Bribery and Corruption principles and standards in order to ensure protection against these crimes at a global level. Fagioli's personnel and agents are strictly prohibited from any improper payment activity in respect of a foreign official, a domestic official, or a person doing business in the private sector. Moreover, every transaction must be recorded in the Group's book with a written description.
- “Human Rights” Policy**
 The Human Rights Policy describes Fagioli's commitments to comply with, and respect individuals' rights under, Human Trafficking, Forced Labor and Child Labor laws and international principles throughout the supply chain. The Policy applies to all employees and stakeholders (e.g. suppliers and clients) and describes their responsibilities to help Fagioli comply with laws and human rights standards. It requires also Fagioli to notify any concerns and issues that may violate the Human Rights Policy and other corporate documents (e.g. Code of Business Ethics).
- “Trade Compliance” Policy:**
 A key element for the success of Fagioli Group consists in its ability to import and export products around the world. For this reason Fagioli implements a specific policy in order to be compliant with any law, regulation and policy on this topic; in particular, it is fully compliant with all applicable (UN, EU, US and other) Export Controls and Sanctions (trade & financial embargoes).
- “Social Media” Policy:**
 Fagioli's success is based on its excellent reputation in business and in the professionalism of its employees since its foundation. In order to keep its good name and to prevent potential damages to its activity (e.g. lawsuits, missed deals), the Group established a policy targeting online activities to be respected by all the personnel both in their private and professional use of social media. This policy prohibits illegal, immoral and hostile behavior and regulates also the publishing of information related to Fagioli.

No violations to the 231 Model or breaches to the policies reported below have been recorded since its adoption. In particular, no violations of anti-corruption laws, legal action relating to anti-competitive, anti-trust and monopolistic practices have been detected. Finally, Fagioli has not been appointed guilty for any socio-economic or environmental issues.










Actions planned to be implemented in the following years:

- Extend the specific training program including the Code of Conduct, the 231 Model and corruption prevention to all personnel working in subsidiaries

5.3 Supply Chain Management

Ensuring sustainability along Fagioli's supply chain is essential to guarantee the quality of the services provided to its customers and the compliance with the highest international standards. Thereby, Fagioli ensures that the best practices are adopted in terms of health and safety, labor practices and working conditions, environmental responsibility and sustainability of equipment/vehicles along its value chain. Suppliers are systematically monitored on services provided by taking into consideration the compliance of the equipment and the reliability in their delivery and performance.

Fagioli works closely with several suppliers that mainly consist of:

VEHICLES LEASING COMPANY 	EQUIPMENT & MACHINERY LEASING COMPANIES 	ENGINEERING COMPANIES 
MAINTENANCE ACTIVITY COMPANY 	UTILITIES COMPANIES 	CONSULTING COMPANIES 
SUPPLIERS FOR FUELS 	SUPPLIERS OF SPARE PARTS 	GENERAL SERVICES COMPANIES 

Fagioli promotes long-term partnerships with its suppliers by creating a relationship of mutual trust in a collaborative manner. Moreover, the Group adopts a structured approach to manage the procurement process in compliance with the quality requirements of the international standard ISO 9001:2015. This process is oriented at the selection of the most reliable suppliers to work with. In particular, the recently appointed Chief Procurement Officer is in charge of managing all suppliers' qualification and monitoring procedures.

The suppliers are selected throughout a qualification process that includes an evaluation via a dedicated questionnaire “*vendor pre qualification questionnaire*”. At this stage, sustainability criteria are assessed with a strict focus on compliance requirements (e.g. presence of Code of Conduct, Legislative Decree no. 231, safety training provided to employees, etc.), certifications of the management systems and health & safety statistics (e.g. number of fatalities, lost time injuries, etc.). The qualification system allows the verification of suppliers reliability, safety culture and business ethics.

In order to ensure a high integration of sustainability along the entire value chain, Fagioli requires a transparent behavior from all its suppliers. For this reason, it is required to all of them to sign the Code of Ethics and ensure compliance with it during activities carried out on behalf of the Group and its subsidiaries.

Actions planned to be implemented in the following years:

- Implement a structured system for monitoring suppliers' performance, including KPIs

5.4 Service quality and innovation for integrity and operations improvement

“Fagioli can play an important role in Italy as well as it has demonstrated with the reconstruction of the Morandi Bridge in Genoa. In particular, Fagioli shall take a primary role in the modernization and infrastructural development Italy needs without delay.”

**Rocco Sabelli,
Chairman at Fagioli**



Clients have a pivotal role and importance for Fagioli which constantly tries to satisfy their expectations. In particular, Fagioli is focusing on:

- anticipating and understanding the market and the clients needs’ evolution by
 - i) identifying new innovative solutions to complex technical/engineering challenges
 - ii) identifying new markets that are more technologically advanced, to be placed alongside its more traditional sectors;
- implementing its technical mastery and know-how in project development, adopting technology solutions in accordance with markets’ needs in civil, energy, shipbuilding, aeronautical and marine field;
- guaranteeing a proper and reliable service with respect to specifications of the customers, procurement and implementing rules.

The management of clients’ relationship is performed in compliance with the ISO 9001 Quality Standards in all its stages.

The communication between Fagioli and its clients is managed by the commercial department which is in charge for the monitoring of client satisfaction, tracked in its specificities with the support of the project team.

Client satisfaction is essential to Fagioli Group, in order to establish long-term commercial relationships and keep its reputation for excellence.

The commercial department sends periodically a satisfaction questionnaire to Fagioli’s clients to evaluate their perceptions about the Group’s performance.

Currently, Fagioli is actively committed to implement a structured process for the collection of the received feedbacks from the clients with the identification of related KPIs.

No incident of non-compliance with regulations and/or voluntary codes concerning the structural safety impacts of services resulting in fines, penalties or warnings occurred in the last two years.

Actions planned to be implemented in the next years:

- Implement a Group structured customer satisfaction rating system and KPIs to highlight any areas for improvement.

5.5 Fagioli's Commitment to Innovation

Since its foundation, Fagioli has been an innovative and research-driven company. Thanks to the continuous investments in research and development of new services, Fagioli grew from a local transport business to a national and then international Group, constantly improving and optimizing its services in terms of safety, quality and sustainability.

Innovation creates a positive flow both for the Group and its customers. The uninterrupted commitment to a technological enhancement has given Fagioli the possibility to increase its efficiency, reducing delivery times, and to minimize the environmental impacts. This effort has been rewarded during the year by Italian and international institutions which conferred to the Group numerous awards. In particular, in 2020 Fagioli has been awarded by two leading trade associations, ESTA (European Association of Abnormal Road Transport and Mobile Cranes) and SC&RA (Specialized Carriers and Rigging Association). The awards received emphasize Fagioli’s constant commitment to the search for innovative solutions within complex engineering projects.

Awards



“Città di Genova” Medal - October 2020

Fagioli has been awarded by the Mayor of Genoa of the "City of Genoa" with medal recognition for its extraordinary contribution to the construction of the new San Giorgio Bridge. The company has been continuously engaged for almost two years on site firstly for the demolition of the Morandi Bridge, collapsed in August 2018, and secondly in the construction of the new San Giorgio bridge.



2020 ESTA “Combined Techniques” and SPMT Job of the Year – September 2020

The European Association of abnormal road transport and mobile cranes (ESTA) awarded Fagioli with the “Combined Techniques” and “SPMT Job of the Year” awards for the best transport and lifting projects executed in 2019.

The “Combined Techniques” prize category was awarded to Fagioli for the demolition of the Morandi bridge as a unique and complex operation in the world which required 168 days of uninterrupted effort under a demanding time schedule imposed by the National Authorities.

The “SPMT Job of the Year” prize category was awarded to Fagioli for the intrinsic engineering challenges of transport and final installation of No. 4 bullets (up to 80 m long, weighing up to 460 ton) from Italy to Croatia.



SC&RA 2020 Job of the Year Awards – July 2020

Fagioli won the SC&RA 2020 Job of the Year Award for the best lifting operation executed in 2019 (“Rigging over 2 Million \$” category). The prize was awarded to Fagioli for its engineering contribution in the demolition work of the Morandi Bridge.

Fagioli is also working on digital innovation, for both on site activities and equipment maintenance.



5.6 Fagioli Technologies for enhancing the services' quality and sustainability

In order to successfully complete the complex and challenging projects in which Fagioli is engaged, the Group is equipped with a vast and specialized fleet of various assets. The main equipment and related function are reported in the following box.

Equipment Fleet



SPMTs (Self-Propelled Modular Transporters) *Worldwide*

Heavy haulers used in the HLH operations to transport heavy components (e.g. reactors, offshore platforms) in sites or area not reachable by a standard transport. Fagioli owns one of the largest fleet of SPMTs worldwide, with ultimate assets of up to 60 tons per axle capacity.



Crawler Cranes *Worldwide*

Equipment used for lifting operations.

Fagioli owns both small and last-generation big cranes, engaged in the hoisting of heavy modules and components in power stations, petrochemical activity, offshore industry and civil works.



Gantry Systems, Towers, Strand Jacks and Skidding Systems *Worldwide*

Alternative lifting equipment used in Heavy Lifting and Haulage operations. In addition to the equipment described above, Fagioli has in its fleet other assets as hydraulic lifting frames of variable height (gantry systems), modular towers, hydraulic cylinders with a set of steel cables, used to pull and lift (strand jacks) and skid shoes (above 1,000 ton capacity each) for the lifting, skidding and installation of heavy items.



Heavy Trucks *Italy*

Special tractors and trucks used for heavy transport operations on road.



Modular Trailers *Italy*

Special modular transporters (tractors) used for heavy transport. These assets are flexible and can be used both on normal roads and in peculiar sites (e.g. restricted and uneven grounds). Fagioli owns different kind of modular axle lines used in accordance to weight of load and road configuration.



Barges *Italy*

Specialized equipment for river transport. The Group has in its fleet various river barges, including river pushers, bulk cargo barges and elevator platforms for roll-on and roll-off operations. They are used in heavy transport of oversized items not deliverable by road or train.

Fagioli is driving innovation within its services not only with a view of continuous improvement, but also to respond to the constant changes in the market. In particular, Fagioli is promoting a better management of lifting activities, aimed to move huge amount of weight while consuming less energy.

As the transition to a low carbon economy is a common challenge to every industry, Fagioli is responding to the need of optimizing and reducing the greenhouse gas emissions at the projects sites by renovating its fleet and by shifting the power supply of its vehicles to less carbon intensive ones, when possible.

More details are reported under chapter 7.1.1 Energy and greenhouse gases emissions.



6.

*Empowering Our People's
Expertise and Building a
Strong Safety Culture*

Our People Drive Fagioli's Excellence

Our People Drive Fagioli's Excellence

6.1 Attractive working environment and talent retention

The Group ability to attract, develop, reward and retain talented employees is central to its business strategy and vital to its future.

To meet its vision, Fagioli needs people who are flexible and can adapt their talent and energy to grow with the Group, matching changes in the marketplace and the rising complexity of clients challenges.

Fagioli's goal is to hire passionate people from diverse backgrounds and ensure that it nurtures and supports their development and success. The strong relationship with its people has been the guiding principle of the Group's way of dealing with the Coronavirus pandemic, which broke out at the beginning of 2020.

In moments of serious emergency that threatened our entire societies from the very foundations, Fagioli took advantage of its flexibility, market position and proactivity, standing still without compromising on the safety of its people.

The outstanding results obtained by Fagioli in 2020 highlighted how its people demonstrated great versatility to face a new working routine ensuring the business continuity in an emergency situation.

Our people

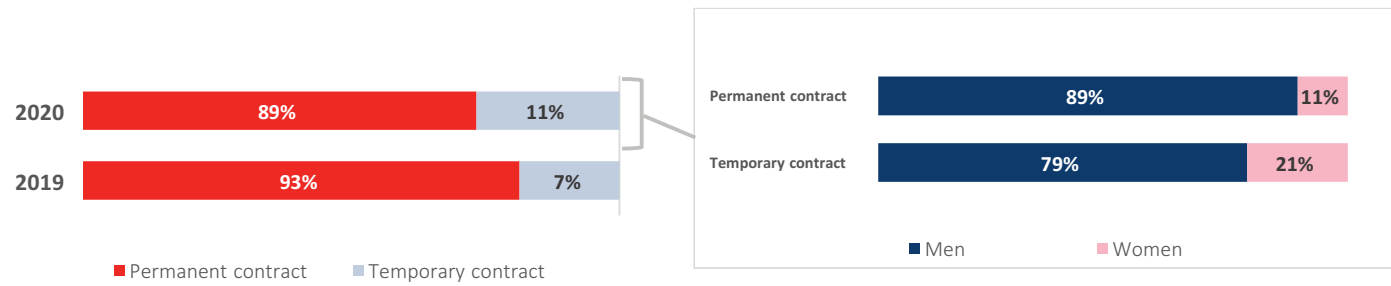
As of December 31, 2020 Fagioli employed a total of 525 people, up by 6% compared to 2019 (497). The majority of personnel is located in Europe.

Employees by contract and by region	u.m.	2019		2020	
		Permanent	Temporary	Permanent	Temporary
LATAM	Head count	7	-	6	-
ASIA	Head count	61	32	68	43
US	Head count	74	-	81	-
EUROPE	Head count	306	5	301	7
OTHER (Fagioli Canada, Fagioli SpA-Abu Dhabi)	Head count	12	-	13	6
Total number of employees	Head count	460	37	469	56

The Group encourages permanent employment contracts as a guarantee of stability for its personnel; in particular, Fagioli Group employs 89% of its employees with permanent contracts (469).

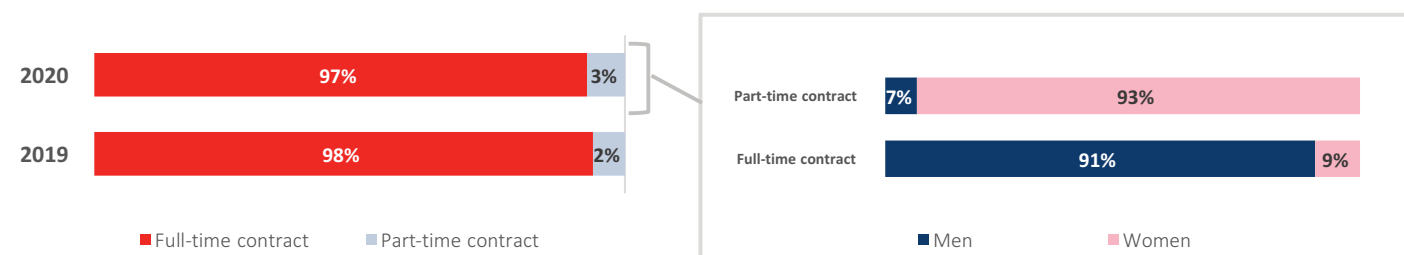
The steady growth recorded in the last few years, the high percentage of permanent contracts and the relatively low turnover rate witness Fagioli's long-lasting attention towards its people.

Employees by type of contract (permanent vs temporary) (%)

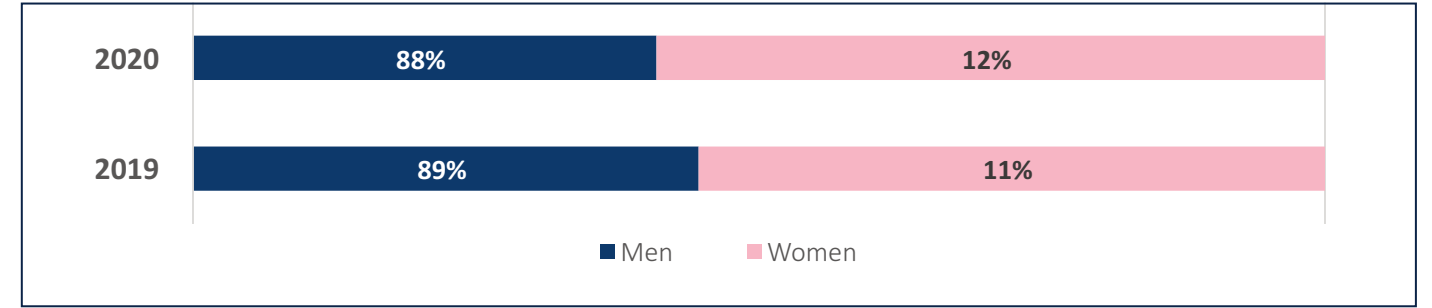


Most of Fagioli's employees has a full-time contract (97%, 510 employees) and approximately 3% has a part-time contract (mostly women, 93%).

Employees by type of contract (part-time vs full-time) (%)



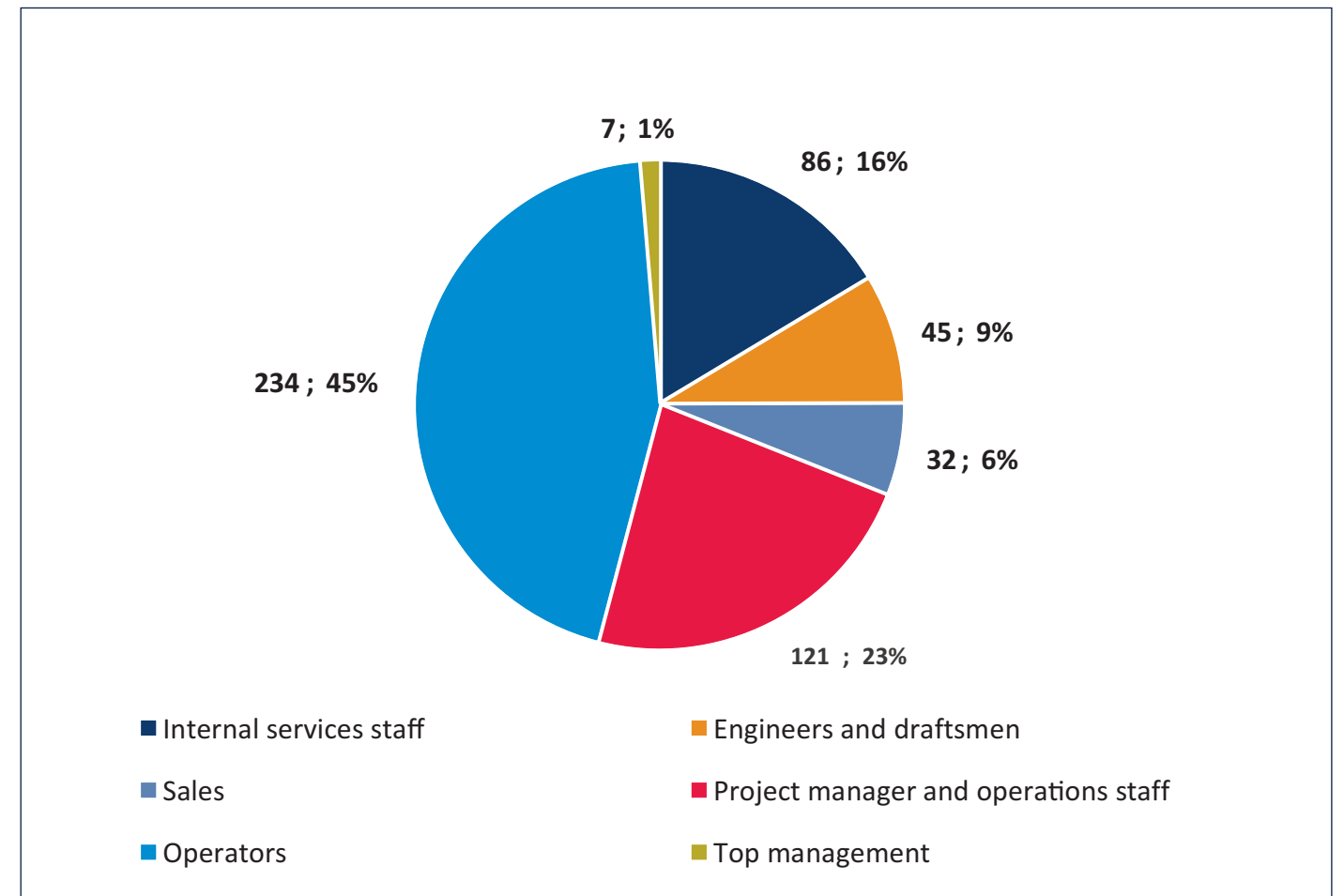
Workforce by gender, number



Workforce by age range	u.m.	2019	2020
< 30 years old	Head count	61	69
30 <= x <= 50 years old	Head count	300	329
> 50 years old	Head count	136	127
Total number of employees	Head count	497	525

The majority of Fagioli's workforce is composed of operators, project managers and operation staff.

Employees by discipline (2020), head count and percentage



Fagioli's employees by discipline and category	u.m.	2019	2020
Top Management	Head count	7	7
Internal services Staff	Head count	87	86
of which directors	Head count	3	3
of which middle management ¹	Head count	19	21
of which others ²	Head count	65	62
Engineers & draftsmen	Head count	46	45
of which directors	Head count	3	2
of which middle management*	Head count	2	2
of which others**	Head count	41	41
Sales personnel	Head count	28	32
of which directors	Head count	3	3
of which middle management*	Head count	6	7
of which others**	Head count	19	22
Project Manager & Operations staff	Head count	102	121
of which directors	Head count	4	4
of which middle management*	Head count	12	14
of which others**	Head count	86	103
Operators, drivers & mechanics	Head count	227	237
of which directors	Head count	-	-
of which middle management*	Head count	10	13
of which others**	Head count	217	221
Total number of employees	Head count	497	525

¹ Employees with a supervising role and managing a group of employees with a lower level.

² Blue collars and employees with staff's role.



New hires (109) were up by 30% compared to 2019 (84), of which 16 women and 93 male.

New Hires			
New hires – by gender	u.m.	2019	2020
of which female	Head count	8	16
Hiring rate female	%	15	26
of which male	Head count	76	93
Hiring rate male	%	17	20
New hires – by age range			
of which < 30 years old	Head count	20	30
Hiring rate < 30 years old	%	33	43
of which 30 <= x <= 50	Head count	48	67
Hiring rate 30 <= x <= 50	%	16	20
of which > 50 years old	Head count	16	12
Hiring rate > 50 years old	%	12	-
New hires	Head count	84	109
Hiring rate tot	%	17	21

Additionally, leavers (81) decreased by 23% (105 in 2019).

Leavers			
Leavers – by gender	u.m.	2019	2020
of which female	Head count	13	7
Leavers rate female	%	24	11
of which male	Head count	92	74
Leavers rate male	%	21	16
Leavers – by age range			
of which < 30 years old	Head count	19	13
Leavers rate < 30 year-	%	31	19
of which 30 <= x <= 50	Head count	50	44
Leavers rate 30 <= x <= 5	%	17	13
of which > 50 years old	Head count	36	24
Leavers rate > 50 years old	%	26	19
New leavers	Head count	105	81
Leavers rate tot	%	21	15

58% of Fagioli's employees are covered by a collective bargaining agreement.

Training and career development

Over the years, Fagioli has always been committed to empowering and developing the skills of its personnel. Fagioli strongly recognizes that human resources skills are a hinge factor of the companies' strategy aimed at ensuring the quality of the services offered. In this sense, the Group has always invested in several types of training, both mandatory and voluntary.

As part of the strategy for the personnel's growth, at EMEA level, a performance management model and training program have been defined for each professional within the Group.

The program was conceived to help employees realize their full potential, both in terms of soft and technical skills necessary to meet the Group's and market evolving requirements and to adapt to the technological changes.

When designing this program, Fagioli considered employees' training needs and identified a set of minimum training requirements for every cluster of functions.

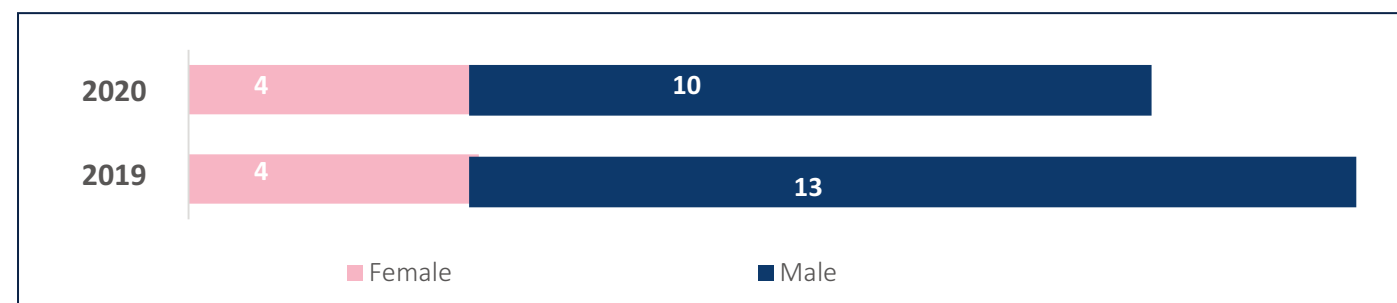
In particular, the main training programs provided to Fagioli's employees are:

- Health and Safety training (e.g. first aid, firefighting, etc.) to operate safely;
- Technical training (e.g. use of PLE, use of cranes, etc.) to acquire and keep current the technical competencies of employees;
- Professional training to enhance technical skills of employees;
- Soft skills training to foster leadership, teamwork, problem solving.

The onset of the pandemic and the lockdown accelerated the widespread adoption of smart working and brought out new needs and requirements. Planned programs were amended in both teaching methodology and content.

Induction trainings are provided to all new joiners. The HR department also assigns ad hoc training programs to each new employee based on their role and the career development set for them. New entries are also accompanied by a tutor responsible for introducing the Group's policies and procedures.

In 2020, Fagioli provided a total of 5,113 training hours to its employees, corresponding to an average of 10 hours per employee. A great investment on training was made both in 2019 (119,414 euros) and in 2020 (118,168 euros). The training supporting materials are systematically collected on a dedicated platform called "DOCEBO".



Hours of training provided per employee by gender

Hours of training provided to employees ³	u.m.	2019	2020
By training types			
Health and Safety training	Hours/year	2.185	928
Technical training	Hours/year	1.663	2.624
Professional voluntary training	Hours/year	568	437
Soft skills training	Hours/year	1.661	1.124
By employees disciplines			
Top management	Hours/employee	4	
Internal services staff	Hours/employee	8	12
Engineers and draftsmen	Hours/employee	9	12
Sales	Hours/employee	8	
Project Manager & Operations staff	Hours/employee	16	
Operators, drivers & mechanics	Hours/employee	13	11
Total hours of training provided to employees	Hours/year	6.077	5.113

³Fagioli S.p.A. - Abu Dhabi Office (U.A.E.) data since training was provided mainly in 2020 to new employees mainly focused on operational equipment

Example of training courses

Training "Effective distance communication"

E-learning training to raise communication soft skills, to clearly and effectively converse with others, set expectations, and work with others on projects.

Objectives:

- Identify the most suitable way of communication
- Choose the proper communication according to the objectives
- Improve the ability to synthesize
- Be more effective in working remotely

Training "Finance for all managers"

In-presence training program, involving Fagioli's case studies, focused on fundamentals of projects budget, developing a business plan and managing projects financial tasks. It is designed for all managers.

Objectives:

- Understand how the corporate budgeting system is designed and managed
- Enhance managers' ability to contribute to business action plans
- Improve managers' ability to understand the logic underneath the preparation of budgets

With regard to staff assessment and development, the Group organizes performance review sessions during which performance, career progression and any bonuses or promotions are discussed.

These are an opportunity to bring to light the strategic and operational skills of personnel; identify people with present and future potential to shape Fagioli in the coming years; identify the gaps on which to focus individual and collective intervention plans.

In order to have a complete view of the know-how of the Group's people and talents present in Group, all final evaluations are collected and tracked on the Group's HR portal.

In 2020, Fagioli also implemented an MBO (Management by Objectives) system for the Group's sales and project managers.

In 2020, 75% of Fagioli employees (392) received regular performance and career development reviews, of which (44) of them were women (71% of women employed by Fagioli).

The following table reports the number of employees per discipline who received performance and career development review.

No regular performance and career development reviews were performed at the branch Fagioli S.p.A. - Abu Dhabi Office (U.A.E.) in 2019.

Employees receiving regular performance and career development reviews – by discipline ⁴	u.m.	2019	2020
Top Management	Number (head count)	7	
	%	100	100
Internal services Staff (HSEQ, Admin, HR, IT, Risk, Legal, etc.)	Number (head count)	52	53
	%	60	62
Engineers, draftsmen	Number (head count)	33	32
	%	72	71
Sales	Number (head count)	28	27
	%	100	84
Project Manager & Operations staff	Number (head count)	79	75
	%	77	62
Operators, drivers, mechanics	Number (head count)	199	198
	%	88	85
Total employees receiving regular performance	Number (head count)	398	392

⁴ 2019 values do not include Fagioli S.p.A. - Abu Dhabi Office (U.A.E.) data.

Fagioli is daily committed to build up an inspiring working environment where each person can feel valued for its work and motivated to grow both professionally and personally. Fagioli takes great care to promote and provide a “social development” philosophy for its employees through several actions, as:

• **Welfare program**

The work-welfare relation is one of the ways through which Fagioli aims not only at rewarding the talent and passion of its employees but also at creating an inclusive working environment as a way of looking after everybody's personal wellbeing. Fagioli has indeed translated this commitment into the provision of a benefit package that meets employees' needs beyond mere basic compensation.

Fagioli implemented an online platform developed to manage workers' benefits and performance bonuses, allowing an integrated and simplified way of discovering and accessing all the different benefits.

The welfare program consist of refunds for education-related costs, medical expenses (e.g. for complete check-up, dental visits, etc.), work life balance activities (e.g. assistance for old people, babysitting, etc.), shopping vouchers, etc. Additionally, Fagioli Spa personnel can benefit from the Italian supplementary health care fund Sanilog (fund for employees operating in the logistics, transport and shipping industry).

• **Voluntary donations**

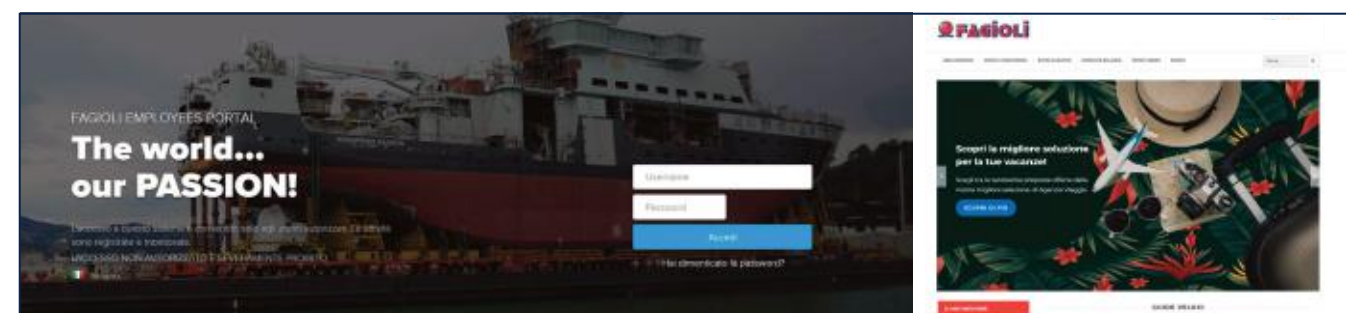
The Group gives the possibility and opportunity to all employees to lavish voluntary donations to non-profit organizations whose aim is to support the healthcare of rare genetic diseases or other illnesses.

• **Smart working activities**

The Group encourages smart working activities, as an effective work-life balance tool. In particular, Fagioli S.p.A. drafted training pills on smart working and provided to middle management employees a dedicated training session.

• **Team building events**

With the aim of bringing people together by encouraging collaboration and teamwork, the Human Resources department launched numerous team building moments. Within this context, Fagioli Spa annually organizes the Christmas dinner with all the Italian subsidiaries. In 2020, the dinner was not held due to COVID-19, but the company decided to donate the related cost to the charity organization “Telethon”.



Actions planned to be implemented in the next years:

- Extend MBO to middle management and other personnel
- Extend the HR initiatives adopted in EMEA to all the subsidiaries worldwide
- Define and implement a structured program to attract the best talent
- Launch of a survey to monitor the level of satisfaction of employees

6.2 People well-being and health and safety at work

Due to the type of activities carried out by Fagioli, occupational health & safety is a key factor for its business practices and sustainability principles.

The Group is strongly committed to achieve the “zero accidents” goal by promoting a culture of health and safety in all working environment and by increasing the employees and suppliers’ awareness of risks and possible damages to health and safety during all activities performed.

Fagioli endorses health and safety in the workplace through the, Health, Safety and Environmental department (based in Italy) which guarantees that all Group’s activities are performed in compliance with health, safety and environmental regulatory requirements and that all good practices are adopted to ensure the best results over the long term.

In particular the Group HSE department is composed by three persons that are supported worldwide by other local functions in charge of managing the HSE aspects in the different business units (one person in US responsible for Fagioli Inc., Fagioli Canada and Fagioli Latin America, two persons responsible for Fagioli India PVT Ltd and two persons responsible for Fagioli Asia).

Fagioli does not believe in safety only to fulfil legal requirements or company rules: safety is the core value of all its actions. The Group wants to make sure that safety culture becomes a way of being for its people and any other persons who may be directly affected by the activities of the Company.

Fagioli’s safety believes are formalized in a specific **HSE-Q Policy** that requires each business unit to respect the Group health & safety’s principles, to implement and improve the H&S management system in compliance with international standard ISO 45001 and to act in a way to reduce injuries, occupational diseases and HS risks.

To support the implementation of the Policy, Fagioli has also implemented a Health&Safety Management system at Group level, structured coherently with the activities carried out by Fagioli and certified in accordance with the international standard ISO 45001:2018 (since 2012). Fagioli regularly reviews compliance with its health and safety policy and the management system that supports it.

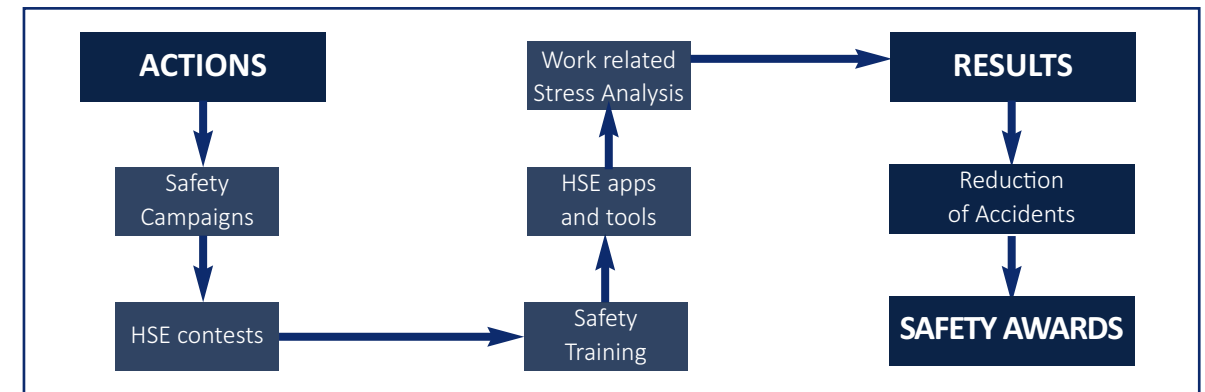
As part of its commitment to continuously improve safety and prevent accidents, Fagioli has developed twelve HSE rules and invests in raising awareness about them through training, communications, and employees’ engagement.

The HSE rules of Fagioli

Over the years, Fagioli has focused on the reinforcement of its management systems for the evaluation and prevention of safety-related risks; the Group constantly carries out an in-depth analysis of the causes of incidents occurred, identifies corrective and mitigating actions and monitors safety KPIs. The Group has drawn up a safety process to increase the safety awareness among all employees.



Fagioli's Safety Process



Safety training is a key component of this approach. In 2020, 928 hours of health and safety training were provided by Fagioli to its employees.

The Group is committed to promoting non-traditional training initiatives, which require the direct involvement of personnel: an example is "Safety training with actors" (PratiCARE la sicurezza) organized in collaboration with the University of Modena-Reggio Emilia. Within this event, actors illustrated dangerous and harmful events occurred in the past in the frame of Fagioli’s activities.

This unique immersive-based approach gives personnel a new understanding of their role in safety. Attendees were asked to identify solutions and develop lessons learned. The first edition of this initiative was held in 2017 and it is organized periodically to provide the mandatory safety training to operators, technical employees and office employees.

Part of this training is also focused on lifestyles and physical wellness in order to prevent the work-related stress; Fagioli is strongly committed to reduce this risk since it is one of the main cause of absenteeism. To this end, a work related stress analysis has also been performed. An in depth-assessment of the root causes of stress at work is also planned in collaboration with an accredited third party company.



The Group has started organizing many initiatives aimed at promoting safe behavior in the workplace, but also in everyday life. In particular, Fagioli constantly invests in **safety awareness campaigns** promoted through emails, panels and videos, such as "The Fatal Five", for safety while driving, and "Line of Fire", a short film focused on moving safety vehicles, working tools or suspended loads.



By eliminating these five unsafe behaviors we can cut by half the number of road fatal crashes:

- 1) Drowsy driving;
- 2) Not using a seatbelt
- 3) Drink driving;
- 4) Distract driving
- 5) Over speeding.



Fagioli organizes annual meetings involving all personnel focused on safety. During the “World Day for Safety and Health at Work 2019” on April 28th, Fagioli organized special training sessions with all the workers operating on site. In 2020, the meeting focused on how the measures implemented by the Group to face Covid-19 pandemics. Additionally, for each project, safety is discussed during the daily tool box meetings.

In addition, Fagioli personnel is constantly encouraged to adopt a safe behavior through the assignment of **safety awards** for the employees of Fagioli S.p.A., Fagioli Inc. and PT Fagioli Indonesia. The Group will evaluate the possibility to extend this initiative to the other subsidiaries companies.

The HSE Department, with the help of the safety functions, is in charge of selecting the most significant safety-related notifications made by personnel and the related corrective actions to be rewarded. Fagioli motivates its personnel by frequently launching HSE contests. For example, a contest was launched to develop the Group safety payoff. The winner payoff was “Working On The Safe Side”.

As a confirmation of Fagioli endless commitment to safety, in 2020 the Group recorded a lower number of injuries (5 injuries) compared to 2019 (20 injuries). Similarly, the number of serious lost time injuries decreased compared to 2019 (2 in 2020, compared to 3 in 2019).

In line with the number of injuries, the recordable injury rate decreased by 29% in 2020 compared to 2019. The severity of injuries decreased as well (the severity index decreased by 73%). No commuting injuries and work related ill health have been recorded.

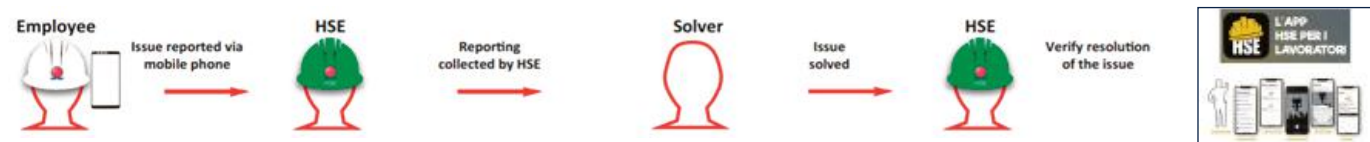
Employee injury rates ⁵	Unit of measurement	2019	2020
Total number of work related injuries – recordable injuries	Number/year	20	5
of which serious Lost time injuries	Number/year	3	2
of which non serious LTI	Number/year	13	2
of which first aid (FA)	Number/year	4	1
Recordable injury rate	Number of recordable injuries / worked hours * 1,000,000	2.8	2.0
Severity index	Days of absence / worked hours * 10,000	18.6	5.0

⁵ For Fagioli S.p.A. - Abu Dhabi Office (U.A.E.) data on H&S refers to BAPCO BAHRAIN, CSP MSR, CSP PLATFORM, CT TURBINE & GENERATOR INSTALLATION.

Additionally, as an evidence of the effort put in place by Fagioli about Safety trainings, the Group has been awarded by ESTA in 2017 in the “Safety” category for its e-learning program dedicated to all personnel using SPMTs. The total expenditure dedicated to health and safety initiatives and programs at Group level was 653,681 EUR in 2020 (+ 30% compared to 2019).

6.2.1 Safety 4.0

In order to reduce safety risks, Fagioli constantly strives to find practical and innovative solutions to best manage the most dangerous situations. In this context, the Group has recently developed two applications “HSE app” (currently in use only by Fagioli S.p.A., Fagioli Inc. and Fagioli India) to send real-time notifications to the safety committee following the occurrence of accidents or near misses. In this way, the safety committee can promptly intervene to solve the problem. The employee who made the notification also receives information on the actions taken by the Group to avoid potential future incidents. In 2020, Fagioli S.p.A. achieved the target to receive and solve 100 near miss notifications.



6.3 COVID-19 initiatives and effective responses

“FAGIOLI FOR COVID-19 VIRUS”

In this peculiar moment, Fagioli is committed to join the call from World Health Organization rules in order to better fight and defeat the COVID-19 VIRUS.

It is Fagioli policy and main commitment, to ensure the safety of all employees and any other persons who may be directly affected by the activities of the Company.

Fagioli is following to the letter the World Health Organization’s standard recommendations to reduce exposure to and transmission of the COVID -19 virus, which includes the hand and respiratory hygiene, and safe food practices, especially for those who are still working on sites.

We will do it...All together

Fagioli reacted promptly to the emergency raised by the spread of Covid-19 in all its subsidiaries around the world. Since the spread of the disease, Fagioli never stopped operating due to the type of activities performed, included in the list of runnable business, and thanks to the health and safety measures implemented by the Group.

Since February 2020, the Group has adopted a Covid-19 procedure based on the national laws and guidelines, in accordance to national health authorities’ instructions and in collaboration with trade unions, in order to safeguard the health of its employees and guarantee the operational continuity of its business.

Among all actions implemented by Fagioli, worth mentioning are:

- establishment of a dedicated Covid-19 Emergency Committee as a reference point inside the Group and as a point of contact with the authorities in order to keep the procedures updated;
- introduction of smart working for all mansions with the only exception of indispensable personnel on site
- cleaning and sanitation procedures for offices and equipment;
- regular screening of personnel.

On the 28th of April 2020, in order to celebrate the world day for health and safety at work, Fagioli remotely organized a video conference, explaining what the company was doing for the protection and safety of all its collaborators, during this terrible period.

The video shows, CEO Fabio Belli, the director of HHL operations Moreno Massetti and HSE manager Luca Fantini explaining how Fagioli planned to act to prevent the spreading of the infection in the company and on construction sites.

Actions planned to be implemented in the following years:

- Extend the Safety app to all branches. Launch a Group level training to ensure near misses are reported.
- Provide to all employees an annual report summarizing main near misses and prevention measures to be adopted.



7.

*Adopt Efficient Solutions
and Support the Transition
to a Low Carbon Economy*

Environmental Awareness and Impacts Reduction

Environmental Awareness and Impacts Reduction

7.1 Environmental Management

Fagioli recognizes the importance of protecting and caring for the environment and of its responsibility to achieve good environmental practice and operate in a sustainable manner.

Fagioli commits to continually improve the environmental performance of its operations and services by setting goals in line with the overall strategy and sustainability framework adopted and by engaging with employees and contractors through HSE initiatives and alerts to enhance internal awareness on environmental matters.

Within Fagioli's companies, environmental aspects are managed by, Health, Safety and Environmental (HSE) responsible located at each company (exception is made for Fagioli Inc. where the HSEQ Manager manages also Fagioli Canada and Fagioli Latin America), in order to closely monitor and manage potential environmental issues related to company's operations and services.

Moreover, Fagioli is committed to the adoption of clear procedures and defined policies, in the implementation of environmental management systems, in the adherence to environmental standards above and beyond legal obligations, and in the continuous monitoring of environmental impacts with the aim of measuring, controlling and reducing them.

In 2020, indeed, the Headquarter in S. Ilario d'Enza (RE) and the office site in Milan have certified their environmental management systems according to the UNI EN ISO 14001:2015. As far as environmental certifications are concerned, Fagioli is performing internal environmental audits to assess and identify potential critical aspects, opportunities and areas of improvement.

Furthermore, Fagioli is working to extend the certified environmental management systems to other Group's operations (e.g. Fagioli Canada and the plant in Marghera of Fagioli S.p.A), prioritizing sites by the relevance of environmental impacts, the type of operations performed as well as external pressures and stakeholders' demand for certifications.

The Group's attention to environment is also reflected in the compliance with environmental laws and regulations. Over the reporting period, any environmental non-compliance which led to significant fines or non-monetary sanctions was detected at Group level.

Fagioli focuses its efforts especially to the environmental aspects considered most relevant in relation to the activities carried out. The main Group's direct environmental impacts are related to energy consumption and greenhouse gas emissions, waste production through the supply chain and spills in the soil.

Fagioli is also focusing on enhancing the positive contribution it can make to the development of renewables projects, where Fagioli built significant credentials in the last years.



7.1.1 Energy and Greenhouse gas (GHG) emissions

An efficient and proper management of energy resources and the constant monitoring of the related consumptions is fundamental for Fagioli.

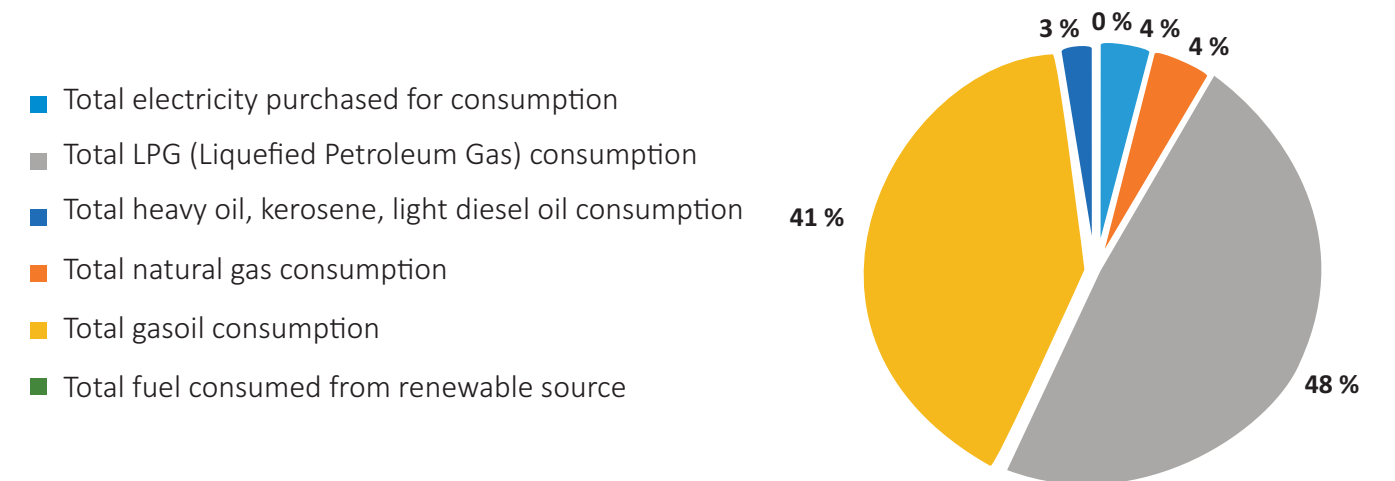
Fagioli's energy consumptions mainly derive from direct consumption of non-renewables sources (97% in 2020), especially LPG (Liquefied Petroleum Gas) used in Fagioli operations and engines and gasoil for road transport, which account for the major share of the total direct energy consumptions, respectively 50% and 30% in 2020.

Natural gas and electricity used mainly for offices lighting, heating and cooling systems and, in a small share for industrial processes, are the other sources of energy which contribute to the total consumptions. Other fuel consumption, including LPG for vehicles and gasoil for process and machineries power generation, are less relevant for Fagioli in terms of fuel consumption.

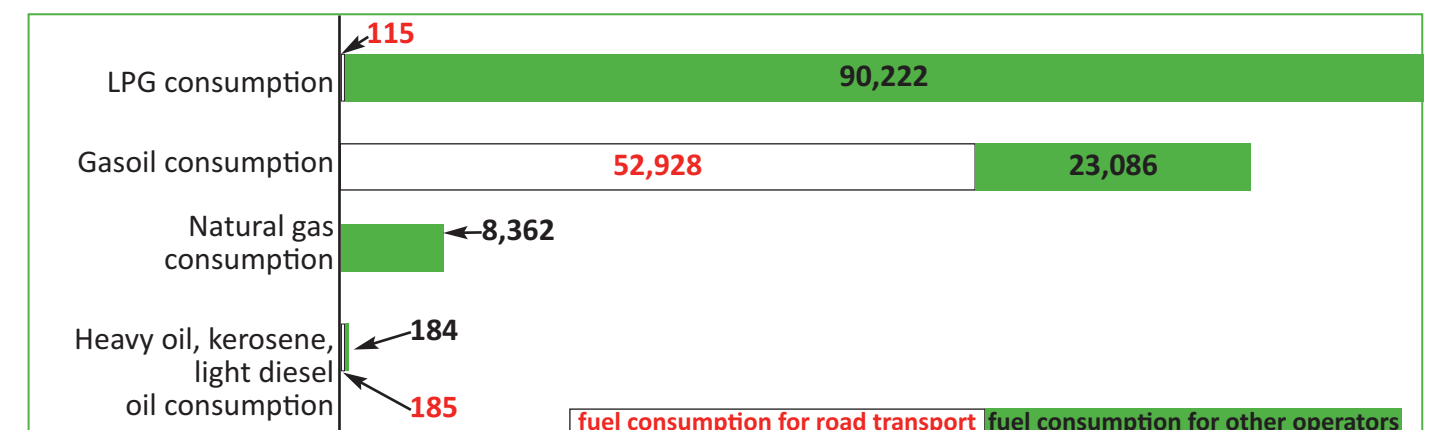
Indeed, they represent 16% of total non-renewable fuel consumptions (27,874 GJ of 186,629 GJ in 2020). Fuel consumed from renewable sources, in particular biodiesel, is still a small percentage of total fuel consumption in 2020 (0.01%). Overall, energy consumption accounts for 186,629 GJ in 2020, increasing by 17% compared to 2019.

In addition to direct energy consumption (i.e. offices' lighting, fuel for vehicles and engines), Fagioli consumes energy at the clients' sites. In this case, the client usually provides Fagioli with electricity and fuel for the equipment and energy consumption value are not recorded.

Energy consumption composition in 2020, %



Total fuel consumed in 2020, GJ



Total Energy consumption ⁶	u.m.	2019	2020
Total non – renewable fuel consumed	GJ	152,878	179,386
Natural gas	GJ	6,126	8,362
LPG (Liquefied Petroleum Gas)	GJ	78,203	90,337
Gasoil	GJ	63,410	76,014
Heavy oil, kerosene, light diesel oil	GJ	5,139	4,673
Total fuel consumed from renewable sources	GJ	62	25
Energy consumption of purchased electricity			
Electricity	GJ	6,468	7,194
Total energy consumption	GJ	159,408	186,605

⁶ Energy consumption data of Fagioli S.p.A. - Abu Dhabi and Fagioli Canada offices in 2019 and 2020 were not available and excluded from the KPIs presented in this report, due to building management direct responsibility and monitoring of environmental performance.

In accordance with the main international standards for the reporting of greenhouse gas emissions, GHG emissions are reported split by:

- Scope 1 greenhouse gas emissions from sources that are owned or controlled by an organization, for example, the use of fuels for vehicles (e.g. prime mover) and equipment (e.g. crane, SPTM);
- Scope 2 GHG emissions that result from the generation of purchased electricity, heating, cooling, and steam consumed by an organization. Scope 2 GHG emissions are evaluated by adopting the location-based and the market-based approaches. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims.

In 2020, total CO₂eq emissions amounted to 24,470 tons of CO₂eq, an increase of 16% compared to 2019 (21,009 tons of CO₂eq) due to the increase in Fagioli activities and operations during 2020, with the consequent rise in the consumption of natural gas, gasoil and LPG.

Consistent with energy consumptions, GHG emissions are mainly due to LPG and gasoil consumptions (Scope 1 emissions), which account for 46% of the Group total CO₂eq emissions in 2020.

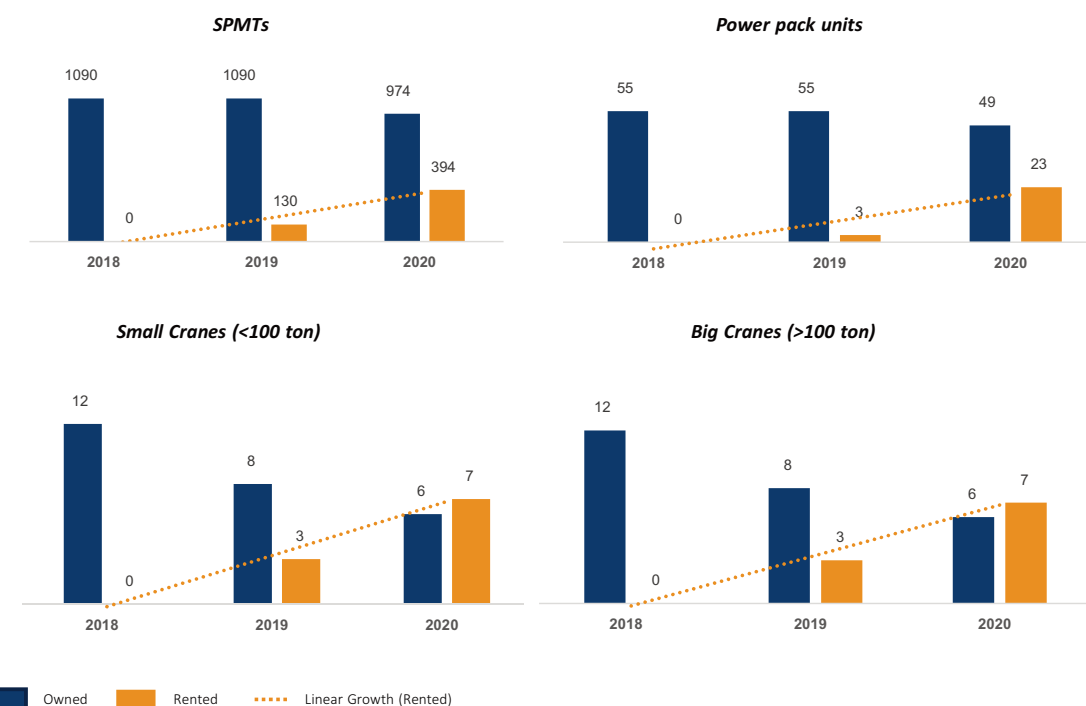
As it regard Scope 2 GHG emissions evaluated through the location based approach, in 2020 the figure is equal to 691 tons of CO₂eq. Considering the Market Based approach, Fagioli's Scope 2 GHG emissions are equal to 901.4 tCO₂eq in 2020

CO ₂ emissions	u.m.	2019	2020
Scope 1 emissions	tons of CO ₂ eq	20,394	23,780
Scope 2 emissions – location based	tons of CO ₂ eq	615.5	690.7
Scope 2 emissions – market based	tons of CO ₂ eq	823.7	901.4
Total CO₂ emissions (Scope 1 emissions + Scope 2 emissions - location based)	tons of CO₂eq	21,009	24,470

By leveraging the knowledge and technologies in place within the Group, Fagioli pursues the goal of continuously increasing environmental awareness within its companies, improving energy efficiency of processes and equipment, while reducing GHG emissions. Fagioli is aiming at reaching this objective through a project oriented at fleet and equipment renovation.

The fleet modernization is being implemented through a double strategy: the selling of old assets and the increase of the leased equipment with an option to buy. From 2019 to 2020, SMPTs rented assets increased by 203% and Power pack unit by 667%.

Renovation of Fagioli fleet (2018-2020) – main equipment



Fagioli is replacing part of its fleet (in particular heavy transport's vehicles) with new vehicles fueled with higher greenhouse gas emission standards and lower emissions of air pollutants (EURO 6 diesel category).

Moreover, it has started to replace some of its diesel equipment with electric equipment (i.e. forklift trucks and an electric road tractor). The fully electric truck vehicle is capable of handling loads up to a weight of 30 ton. The innovative value of this vehicle is remarkable because it manages to exceed the standard capacity limit of the electric vehicles and to respond to a request that has so far been unsatisfied: handling heavy loads on semitrailers without producing harmful emissions.

This brand new electric truck performance demonstrates its perfect interchangeability with normal diesel engines: with a night-time recharge, the high-performance battery guarantees more autonomy than an average work shift (about 10 hours). Finally, since last year, Fagioli has implemented new Power Pack Units (PPU) powered by electricity for the functioning of companies' equipment (e.g. strand jacks).



LOW EMISSION POWER PACK UNITS

Fagioli uses last generation of Power Pack Units (PPU) to power strand jacks in Europe and some in Asia. These PPU provide an electrical powered system, reducing the use of gasoil needed to power the equipment. These PPU can be linked together in order to get the necessary power to raise and lower the strand jacking system connected to limitless tonnage loads. Old generation PPU (powered by diesel fuel) are used as spare units in case of malfunction of the electric ones.

7.1.2 Prevention of spills

Regarding potential spills and the related environmental impact, Fagioli has implemented several actions to prevent them and manage potential leaks deriving from companies operations, such as strategically locate portable spill kits around the sites and awareness campaigns on the of hazardous substances management and spills.

Group activities, indeed, require the implementation of various types of stationary and mobile equipment (e.g. SPMT, cranes and strand jacks), which contains considerable quantity of hydraulic oil distributed along circuits and operates at high pressure generating, thought, the risks of leaks from the engines and connections.

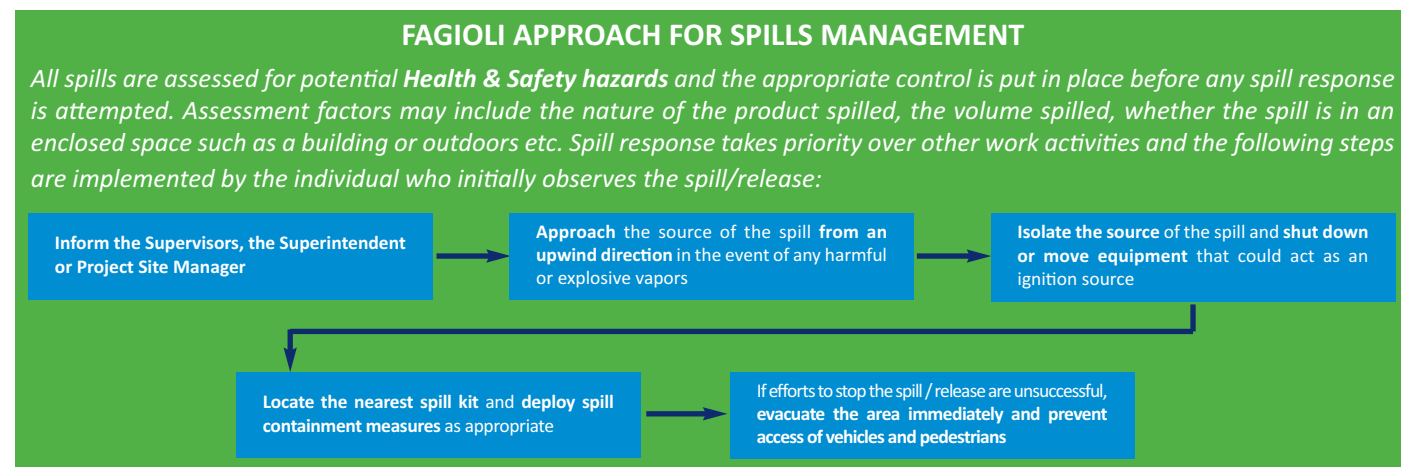
Main initiatives are related to the constant monitoring and control of all equipment which, for instance, undergoes pre-site mobilization inspection and daily pre-use inspection. Sensible components and connection which are more likely to leak (e.g. mini-jacks, coupling of high pressure hoses, etc.) are wrapped using only oil absorbent pads checked on daily basis to allow early identification of leaks and secured with zip ties. Furthermore, small stationary equipment are contained in secondary containment (drip trays), accumulated water is drained from drip trays or, if it contains oily sheen, it is removed with absorbent pads and disposed as hazardous waste.

Fueling of equipment has the potential to cause fuel spills to the land or the marine environment, and represents a significant environmental risks in relation to Fagioli scope of work. This activity is performed with extreme care. Transfer of fuel is limited to approximately 95% of the storage capacity of the receiving equipment, tank or container. When fueling activities are executed for marine vessels or fuel trucks, marine personnel and truck operators are supervised by Fagioli personnel for the whole duration of the task.

Portable tanks, if required on site, comply with local legislation and project requirements. Tanks are mainly double walled or berm constructed for 110% containment, they feature external level gauge to monitor liquid levels and interstitial monitoring devices to detect any fuel within the double wall. Equipment being fueled must be shut down prior to fueling whenever feasible.

Operator moves the fuel hose with the end wrapped in an absorbent pad until it is inserted into the inlet of the receiving equipment, tank or container, the same applies once fueling is over. When fueling, the operator or worker executing the task must ensure that a drip tray is positioned under the fueling point and that appropriate spill kit is readily available. If dispensed fuel spills on the sides of the container it shall be wiped clean with a rag or sorbent pad, contaminated rags/pads shall be disposed as hazardous waste.

Any spill to water, or spills to land whose response and cleanup require an intervention that exceed the capabilities of Fagioli workforce, are managed according to site Emergency Response Plan, if needed, by involving local authorities.



In 2020, Fagioli was involved in six minor incidents related to spills and releases of hazardous material to the environment (0.121 m³, in terms of aggregated volume), more than 80% less compared to the cases of spills registered in the previous year (34 incidents in 2019 compared to 6 in 2020).

Four out of the six incidents occurred at Fagioli Inc., involving leaks of hydraulic oil from Self-Propelled Modular Transporters (SPMT) power-pack units (PPU) and trailers and from cranes. However, those incidents were not significant and spilled materials were promptly removed with the spills kit provided by Fagioli.

	u.m.	2019	2020
Total number of spills and releases of hazardous material to the environment	<i>Number/year</i>	34	6
Aggregate volume of spills and releases of hazardous material to the environment	<i>m³</i>	0.746	0.121

7.1.3 Ecosystems protection

Fagioli recognizes that its activities as well as noise due to vibrations generated by Group's equipment could potentially affect wildlife, however the impact will be minimum and limited to the surrounding of the area where the activity is taking place.

In particular, the main noise emissions associated with Fagioli activities are those generated by the engines of transport/lifting equipment. In order to monitor noise exposure levels of employees, Fagioli recently performed an assessment which highlighted that the noise generated by Group's equipment is comparable to the one of other heavy equipment commonly used in construction sites.

Furthermore, at Fagioli's sites, not all of these equipment will be operating simultaneously; indeed, their operation is discontinuous and most of the time take place during daylight working hours.

In addition to noise and spills prevention and monitoring, the Group has been constantly promoting the sustainability of ecosystems by preventing environmental degradation that may results from its activities.

In particular, Fagioli engineering department, in cooperation with local authorities and third party associations, is involved in the issuing of dedicated studies for the protection of the environment and natural resources.

In specific and sensitive areas, it is mandatory to issue geotechnical and static civil analysis in order to safeguard the environment (forests, deserts, national parks..) and the existing civil structures (bridges, old towns...) during the passage of a heavy transport convoy.

In some cases, Fagioli has been called to issue dedicated documents for the removal or the «explosion» of wrecked buildings and bridges.

Moreover, especially for the above cited activities and those related to the recovering of wrecks at sea or shore, Fagioli works in strict collaboration with third party engineering companies specialized in the risk analysis of removal / recover/ explosion activity of civil structures, in order to minimize and mitigate any potential impacts on the environment.

7.1.4 Waste management and recycling

Fagioli is committed to reduce the impact of its activities on the environment and to continually improve the environmental performance as part of the overall business strategy and operating methods.

In order to achieve its goal, Fagioli has developed several initiatives, such as the implementation of waste management procedures, to minimize companies' waste production, increase recycling, use appropriately regulated waste management contractors to ensure safe disposal of hazardous and non-hazardous waste.

In particular, the Fagioli "Waste Management Procedure" includes an analysis of the main steps to be followed for a sustainable handling of waste material used by Fagioli operators and employees.

In addition to comply with all relevant environmental legislations and codes of practice observed, Fagioli is committed to comply with Client's (construction site) waste management guidelines and pollution prevention procedures and standards.

At Fagioli's, waste generation is limited mainly to office activities (e.g. paper, cardboard, cleaning products), accessories and equipment parts implemented in Fagioli operations and contaminated materials (e.g. oil filters, spare equipment). Concerning waste generated during projects' execution, it is usually managed by the clients.

Indeed, quantities of waste produced outside Fagioli's premises (e.g. projects) are considered within the Group's metrics only when waste disposal is not included in clients' responsibility.

This, together with the difference in the type of projects performed across the years, explains the high variability in the quantities of waste generated from projects.

Waste production at Fagioli's offices and projects tons

Waste diverted from disposal by recovery operation	u.m.	2019		2020	
		Fagioli's Offices ⁷	Fagioli's Projects	Fagioli's Offices	Fagioli's Projects
Total hazardous and non-hazardous waste	tons	175,690	314,404	352,810	106
<i>Of which sent to preparation for reuse</i>	<i>tons</i>	0	38	0	52
<i>Of which sent to recycling</i>	<i>tons</i>	0	21	0	49
<i>Of which sent to other recovery operations</i>	<i>tons</i>	175,689	314,345	352,809	5
Total hazardous waste					
<i>Of which sent to preparation for reuse</i>	<i>tons</i>	-	-	-	-
<i>Of which sent to recycling</i>	<i>tons</i>	-	-	-	-
<i>Of which sent to other recovery operations</i>	<i>tons</i>	36,937	382	31,788	2
Total non-hazardous waste					
<i>Of which sent to preparation for reuse</i>	<i>tons</i>	-	38	-	52
<i>Of which sent to recycling</i>	<i>tons</i>	-	21	-	49
<i>Of which sent to other recovery operations</i>	<i>tons</i>	138,752	313,964	321,022	3

⁷ Waste disposal at Fagioli Asia offices is managed by the building management. For 2019 and 2020 data were not available.

Fagioli has been participating and fostering several environmental campaigns, including the promotion and participation to dedicated outreach events to increase internal awareness.

Fagioli Asia, for instance, coordinates with one of its client a weekly event (every Saturday), which includes the active participation of at least three Fagioli workers in cleaning up litter and waste from beaches and other local areas.

Clean up event at Fagioli Asia (April, 2021)



Actions planned to be implemented in the following years:

- Develop environmental awareness campaigns at Group level, in particular focused on waste reduction and efficient energy management.
- Define a set of environmental KPIs, in order to monitor regularly environmental performance at Group level.
- Consider to implement solar panels at the Headquarter in Italy.



8.

Principles and Criteria for Defining Report Quality and Contents

methodological note

Methodological note

8.1 Principles and criteria for defining report quality and contents

This Sustainability Report is referred to Fagioli S.p.A and its subsidiaries (referred as the “Group” or “Fagioli”) and it covers the period from 1st January 2020 to 31st December 2020. This document includes a description of initiatives and activities carried out during the 2020 calendar year as well as the related key performance indicators, presented for the entire 2019-2020 period, where available. The reporting standard adopted for the preparation of this report is the GRI Sustainability Reporting Standards (hereinafter also referred to as "GRI Standards") of the Global Reporting Initiative (GRI); in particular in accordance with the GRI Standards: Core option.

Principles for defining the content and quality of the reporting

This Sustainability Disclosure has been prepared according to the principles for defining the contents of the report as required by the GRI Standards (stakeholders inclusiveness, sustainability context, materiality and completeness). Moreover, to ensure the quality of the information reported, the following principles for defining report quality have been followed (accuracy, balance, clarity, comparability, reliability, timeliness).

8.2 Fagioli Materiality analysis

Materiality analysis process

The contents of this document reflect the results of the materiality analysis, as required by GRI Standards and described in the following pages.

This list of relevant topics has been developed through a benchmarking analysis, a media and sector analysis and considering sustainability macro-trends. Consequently, the materiality of aspects has been defined both for the Group and its external stakeholders.

The internal materiality has been defined based on a survey, including the relevant topics identified through a documentary analysis, submitted to Fagioli S.p.A. management during a specific workshop.

The results of the survey have been integrated with further considerations on the basis of Group's priorities and strategic objectives.

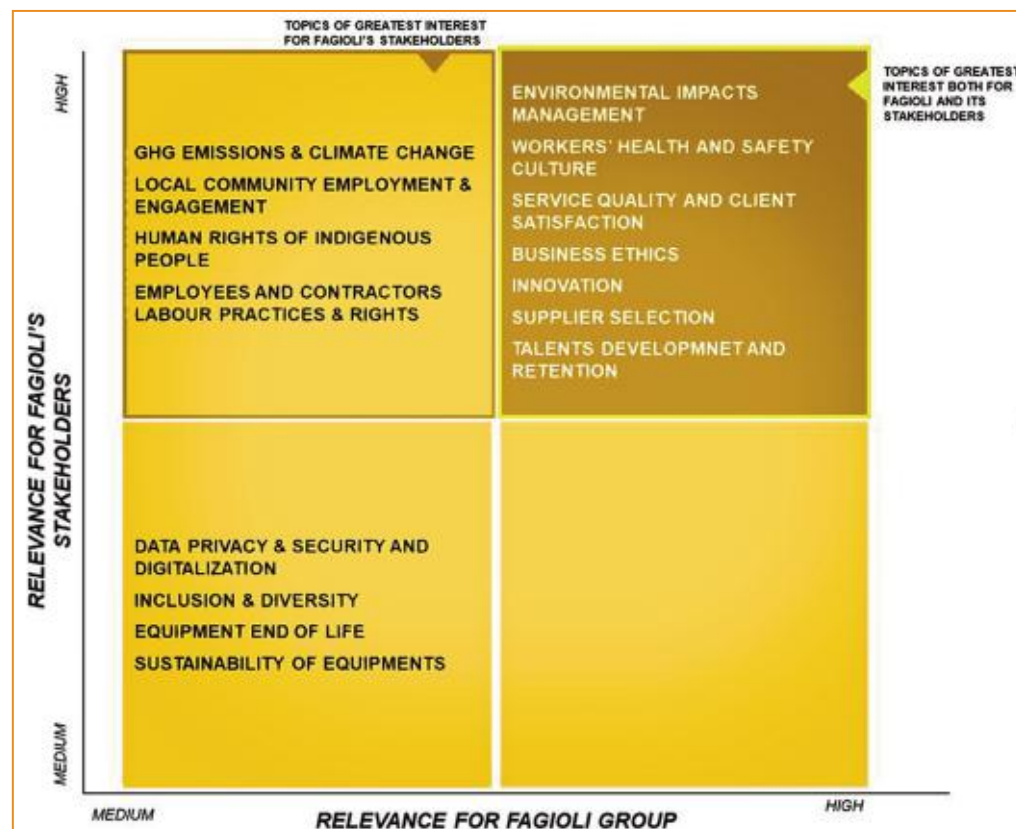
The materiality of aspects for external stakeholders has been elaborated through external pressures analysis, which includes a benchmarking analysis of Fagioli's main peers and comparable companies at national and international level and an analysis of the main sector documents, aimed at collecting the most relevant aspects in the sector of reference and disclosed by peers analyzed.

Additionally, stakeholders concerns and expectations were collected from Fagioli's personnel via the above-mentioned workshop and through interviews.

The combined consideration of the internal and external material topics led to the identification of priority and most significant areas for the Group.

The output is a list of the so-called material topics, representing all the main organization's significant economic, environmental, and social impacts and the influence on the stakeholders' decisions.

Fagioli Materiality Matrix



Reporting scope

The reporting scope of the present document includes Fagioli S.p.A and the following subsidiaries and branches:

- Fagioli S.p.A (Italia)
- Fagioli Inc. (USA)
- Fagioli Canada Ltd. (Canada)
- Fagioli Latin America S.A. (Messico)
- Fagioli PSC India PVT Ltd (India)
- Fagioli PSC Heavy Lift (Asia) Pte Limited (Singapore)
- Fagioli Polska Sp. Zoo (Polonia)
- Fagioli Heavy Lift Ltd, (Regno Unito)
- PT Fagioli Lifting and Trasportation Indonesia (Indonesia)
- Fagioli S.p.A.- Abu Dhabi Office (U.A.E.)

Data on economic performance and the economic value generated and distributed are based on Fagioli S.p.A. Consolidated Financial Statement for the year ended in December 31, 2020.

Data on environmental performance do not include Fagioli Latin America S.A., Fagioli S.p.A. – Abu Dhabi Office and Fagioli Canada Ltd. due to type of operations, mainly related to projects development as clients are responsible for managing and monitoring energy consumption and waste management at site's level.

Environmental data at Fagioli Inc. have been estimated by the local HSE department. In particular, energy consumption has been estimated using the total amount paid and the average cost of fuel/electricity.

Data on Health and Safety performance do not include Fagioli Latin America S.A.

Moreover, exceptions to the reporting scope concerning GRI quantitative indicators have been disclosed in the following table or indicated in the text. Fagioli Group is committed to improve the monitoring and reporting system of sustainability performance in the next years.

For each material issue, Fagioli has mapped the links between the GRI topic-specific Standard and has identified the reporting boundaries, i.e. the impacts generated both within and outside the Group.

Fagioli Material Topic	GRI Material Topic	Scope of the topic		Limitations of the scope
		Internal	External	
Business Ethics	GRI 205 Anti-corruption GRI 206 Anti-competitive behavior GRI 419 Social and economic compliance	Group	-	
Supplier Selection	Not GRI	Group	-	
Service Quality and Client Satisfaction	GRI 416 Customer health and safety	Group	-	
Innovation	Not GRI	Group	-	
Talent Attraction and Retention	GRI 401 Employment GRI 404 Training and Education GRI 405 Diversity and Equal Opportunity	Group	-	
Workers' H&S and Safety Culture	GRI 403 Occupational health and safety	Group	Contractors	Reporting scope not extended to contractors and agency workers
Environmental Impacts Management	GRI 307 Environmental Compliance GRI 302 Energy GRI 305 Emissions	Group	Clients	Reporting scope not extended to clients

8.3 Reporting process and methodology

The process of gathering data and information and preparing the report was coordinated by the Quality Manager of Fagioli, in cooperation with the other corporate functions. Data presented in the Report has been collected through internal interviews and with the support of specific reporting package created for the disclosure of sustainability aspects.

The present report was subject to the approval by the CEO.

The main calculation methodology and assumptions used to determine performance indicators and figures have been reported below, in addition to those already indicated in the specific Report sections.

Fagioli's employees related figures are represented as headcount as of 31st December of the reporting periods and not as Full-time equivalent (FTE) data.

Following the main calculation methodology and assumptions used to determine performance indicators and figures:

- **New hires rate:** ratio between the number of new hires and the total number of employees in the same period.
- **Turnover rate:** ratio between the number of contract terminations and the total number of employees in the same period.
- **Non serious Lost time injuries (LTI):** negative impacts on health arising from exposure to hazards at work not causing permanent disabilities or more than 40 work lost days.
- **Recordable injury rate:** ratio between total number of recordable work-related injuries and the total number of hours worked in the same period, multiplied by 1,000,000.
- **Serious Lost time injuries (LTI):** work-related injury that results in an injury causing permanent disabilities or more than 40 work lost days.
- **Severity index:** ratio between total number of serious Lost time injuries and the total number of hours worked in the same period, multiplied by 1,000,000.

For environmental data, whenever not available, the Group adopted a conservative approach in the assumptions made, resulting in the adoption of the worst environmental performance of Fagioli and its related companies.

In particular, greenhouse gas emissions calculations have been carried out based on principles included in the GHG Protocol Corporate Accounting and Reporting Standard and determined as following:

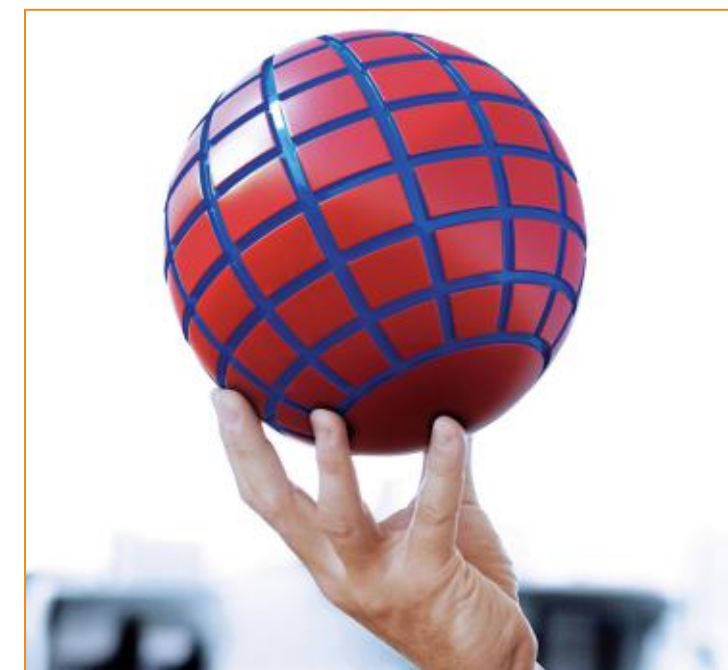
SCOPE 1 GHG EMISSIONS

SOURCE	ACTIVITY DATA	EMISSION FACTOR	GWP
Diesel, Gasoil, Natural gas, Heavy oil, light diesel oil, kerosene, Bio-diesel, LPG	Fuel consumption	DEFRA (Department of Environment, Food & Rural Affairs), Conversion factors - Full set, 2019 and 2020	Only CO ₂ emissions were considered

SCOPE 2 GHG EMISSIONS

SOURCE	ACTIVITY DATA	EMISSION FACTOR	GWP
Electricity purchased from national grid – location-based approach	Electricity consumption	Terna, Confronti Internazionali, 2018 (Total gross production) International Energy Agency (IEA) Emission Factors 2020	Only CO ₂ emissions were considered
Electricity purchased from national grid – market-based approach	Electricity consumption	For European countries: AIB - European Residual Mixes, 2019 For Extra-European countries: International Energy Agency (IEA) Emission Factors 2020	Only CO ₂ emissions were considered

FOR FURTHER INFORMATION ABOUT THIS SUSTAINABILITY REPORT PLEASE CONTACT FAGIOLI S.P.A. (ITALY) TEL: + 3905226751 – EMAIL: G.SPALLANZANI@FAGIOLI.





9.

GRI content index

GRI Content Index

9. GRI CONTENT INDEX⁸

GRI Standard	Disclosure	Chapter / Paragraph	Note	Omission
GRI 102: GENERAL DISCLOSURES				
Profile of the organization.				
102-1	Name of the organization	Cover		
102-2	Main brands, products and/or	3.2.2 Fagioli's structure 3.2.3 Fagioli's services		
102-3	Location of headquarters	3.2.1 Fagioli's presence 3.2.2 Fagioli's structure		
102-4	Countries where the organization operates	3.2.1 Fagioli's presence		
102-5	Ownership and legal	5.1 Corporate governance and ethic		
102-6	Markets	3.2 The Group and its history		
102-7	Scale of the organization	2. Fagioli 2020 Highlights - Fagioli at a glance 3.2 The Group and its history 3.2.3 Fagioli's services 6.1 Attractive working environment and talent retention		
102-8	Information on employees and other	6.1 Attractive working environment and talent retention 6.2 People well-being and health and work		
102-9	Description of the supply chain (suppliers, and procurement markets)	5.3 Supply chain management		
102-10	Significant changes the size, structure and ownership and to the supply chain in the reporting period	1. Letter from the chairman 3.2 The Group and its history 4. Sustainability at Fagioli 5.1 Corporate governance and business 5.3 Supply chain management		
102-11	Explanation of any application of the precautionary principle or approach	4. Sustainability at Fagioli 5. Responsible Business management, quality and innovation		
102-12	External initiatives	4.2 Our stakeholders and the generated and distributed		
102-13	Membership of national and/or international associations	4.2 Our stakeholders and the value generated and distributed 5.5 Fagioli's commitment to innovation		
Strategy				
102-14	Statement from the senior decision-maker on the importance of sustainability for the organization and its strategy	1. Letter from the Chairman		
Ethics and integrity				
102-16	Mission, values, codes of conduct, principles important for economic, environmental and social performance, developed internally and progress in their implementation principles	3.1 Vision, Mission, 4.1 Sustainability approach and strategic ESG Pillars 5.2 Code of Conduct- Compliance and ethical behavior		
Governance				
102-18	Governance structure of the organization, including committees that report directly to the highest governance body. Committees involved in decisions on economic, environmental and social topics	4.1 Sustainability approach and strategic Pillars 5.1 Corporate governance and business ethics		

GRI Standard	Disclosure	Chapter / Paragraph	Note	Omission
Stakeholder engagement				
102-40	List of stakeholder groups with organization engages	4.2 Our stakeholders and the value generated and distributed		
102-41	Percentage of employees covered by collective bargaining agreements	6.1 Attractive working environment and retention		
102-42	Principles for identifying and selecting principal stakeholders with whom to engage	4.2 Our stakeholders and the value generated and distributed		
102-43	Approach to stakeholder engagement	4.1 Sustainability approach and strategic ESG Pillars 4.2 Our stakeholders and the value generated and distributed 5.2 Code of Conduct – Compliance and ethical behavior		
102-44	Key topics and concerns raised by stakeholder engagement and how the organization has responded to those concerns, including in its reporting	4.1 Sustainability approach and strategic ESG Pillars 4.2 Our stakeholders and the value generated and distributed 5.2 Code of Conduct – Compliance and ethical behavior		
Reporting practice				
102-45	List of entities included in the consolidated financial statements and those not included in the social accountability report	8.2 Fagioli Materiality		
102-46	Defining report content and topic boundaries	8.1 Principles and criteria for defining quality and contents 8.2 Fagioli Materiality		
102-47	List of material	8.2 Fagioli Materiality		
102-48	Explanation of effects of any restatements of information given in previous reports reasons for such restatements		Not applicable, as this is the first edition of the report	
102-49	Significant changes in objective and		Not applicable, as this is the first edition of the report	
102-50	Period to which the social accountability refer	8.2 Fagioli Materiality		
102-51	Publication date of the most recent social accountability report		Not applicable, as this is the first edition of the report	
102-52	Reporting	8.2 Fagioli Materiality		
102-53	Contacts and addresses for questions regarding the social accountability report and its contents	8.3 Reporting process and methodology		
102-54	Choice of the "in accordance" option	8. Methodological Note		
102-55	Table explaining the report	9. Content		
102-56	Policies and practices of external assurance social accountability report		This report has not been subjected to assurance activities	

⁸All GRI indicators, unless otherwise specified, refer to the version of the GRI Standards published in 2016.

GRI Standard	Disclosure	Chapter / Paragraph	Omission
MATERIAL TOPICS			
ECONOMIC PERFORMANCE INDICATORS			
ECONOMIC PERFORMANCE			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	4.2 Our stakeholders and the value generated and distributed	
103-3	Assessment of the management approach	4.2 Our stakeholders and the value generated and distributed	
GRI 205: Anti-corruption			
201-1	Direct economic value generated and distributed	4.2 Our stakeholders and the value generated and distributed	
ANTI-CORRUPTION			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	5.2 Code of Conduct – Compliance and ethical behavior	
103-3	Assessment of the management approach	5.2 Code of Conduct – Compliance and ethical behavior	
GRI 205: Anti-corruption			
205-3	Confirmed incidents of corruption and actions taken	5.2 Code of Conduct – Compliance and ethical behavior	
ANTI-COMPETITIVE BEHAVIOR			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	5.2 Code of Conduct – Compliance and ethical behavior	
103-3	Assessment of the management approach	5.2 Code of Conduct – Compliance and ethical behavior	
GRI 206: Anti-competitive Behavior			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	5.2 Code of Conduct – Compliance and ethical behavior	
ENVIRONMENTAL PERFORMANCE INDICATORS			
ENERGY			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	7.1.1 Energy and Greenhouse gas (GHG) emissions	
103-3	Assessment of the management approach	7.1 Environmental management	
GRI 302: Energy			
302-1	Energy consumption within the organization	7.1.1 Energy and Greenhouse gas (GHG) emissions	Energy consumption data of Fagioli S.p.A. - Abu Dhabi and Fagioli Canada offices in 2019 and 2020 were not available and excluded from the KPIs presented in this report, due to building management direct responsibility and monitoring of environmental performance.
302-3	Energy intensity	7.1.1 Energy and Greenhouse gas (GHG) emissions	

GRI Standard	Disclosure	Chapter / Paragraph	Omission
EMISSIONS			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	7.1.1 Energy and Greenhouse gas (GHG) emissions	
103-3	Assessment of the management approach	7.1.1 Energy and Greenhouse gas (GHG) emissions	
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	7.1.1 Energy and Greenhouse gas (GHG) emissions	
305-2	Energy indirect (Scope 2) GHG emissions	7.1.1 Energy and Greenhouse gas (GHG) emissions	
ENVIRONMENTAL COMPLIANCE			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	7.1 Environmental management	
103-3	Assessment of the management approach	7.1 Environmental management	
GRI 307: Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	7.1 Environmental management 7.1.2 Prevention of spills	
SOCIAL PERFORMANCE INDICATORS			
EMPLOYMENT			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	6.1 Attractive working environment and talent retention 6.2 People well-being and health and safety at work	
103-3	Assessment of the management approach	6.1 Attractive working environment and talent retention 6.2 People well-being and health and safety at work	
GRI 401: Employment			
401-1	New employee hires and employee turnover	6.1 Attractive working environment and talent retention	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior	

GRI Standard	Disclosure	Chapter / Paragraph	Omission
		8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	6.1 Attractive working environment and talent retention 6.2 People well-being and health and safety at work	
103-3	Assessment of the management approach	6.1 Attractive working environment and talent retention 6.2 People well-being and health and safety at work	
GRI 403: Occupational health and safety			
403-1	Occupational health and safety management system	6.2 People well-being and health and safety at work	
403-2	Hazard identification, risk assessment, and incident investigation	6.2 People well-being and health and safety at work	
403-3	Occupational health services	6.2 People well-being and health and safety at work	
403-4	Worker participation, consultation, and communication on occupational health and safety	6.2 People well-being and health and safety at work	
403-5	Worker training on occupational health and safety	6.1 Attractive working environment and talent retention	
403-6	Promotion of worker health	6.2 People well-being and health and safety at work	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	6.2 People well-being and health and safety at work	
403-9	Work-related injuries	6.2 People well-being and health and safety at work	Data for Fagioli S.p.A. - Abu Dhabi Office (U.A.E.) data on H&S refers to BAPCO BAHRAIN, CSP MSR, CSP PLATFORM, CT TURBINE & GENERATOR INSTALLATION
TRAINING AND EDUCATION			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	6.1 Attractive working environment and talent retention 6.2 People well-being and health and safety at work	
103-3	Assessment of the management approach	6.1 Attractive working environment and talent retention 6.2 People well-being and health and safety at work	
GRI 404: Training and education			
404-1	Average hours of training per year per employee by category and by gender	6.1 Attractive working environment and talent retention	
404-3	Percentage of employees receiving regular performance and career development reviews	6.1 Attractive working environment and talent retention	2019 values do not include Fagioli S.p.A. - Abu Dhabi Office (U.A.E.) data. Fagioli is committed to disclose on this indicator in the next years.
CONSUMER HEALTH AND SAFETY			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	

GRI Standard	Disclosure	Chapter / Paragraph	Omission
103-2	The management approach and its components	5.4 Service quality and innovation for integrity and operations improvement	
103-3	Assessment of the management approach	5.4 Service quality and innovation for integrity and operations improvement	
GRI 416: Consumer Health and Safety			
416-2	5.4 Service quality and innovation for integrity and operations improvement	5.4 Service quality and innovation for integrity and operations improvement	
SOCIOECONOMIC COMPLIANCE			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	5.2 Code of Conduct – Compliance and ethical behavior	
103-3	Assessment of the management approach	5.2 Code of Conduct – Compliance and ethical behavior	
GRI 419: Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	5.2 Code of Conduct – Compliance and ethical behavior	
NOT GRI DISCLOSURE			
SUPPLIER SELECTION			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 5.2 Code of Conduct – Compliance and ethical behavior 5.3 Supply chain management 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	5.3 Supply chain management	
103-3	Assessment of the management approach	5.3 Supply chain management	
LOCAL COMMUNITY EMPLOYMENT & ENGAGEMENT			
GRI 103: Management Approach			
103-1	Explanation of material aspects and their boundaries	4. Sustainability at Fagioli 4.2 Our stakeholders and the value generated and distributed 8.2 Fagioli Materiality analysis	
103-2	The management approach and its components	4.2 Our stakeholders and the value generated and distributed 6.1 Attractive working environment and talent retention	
103-3	Assessment of the management approach	4.2 Our stakeholders and the value generated and distributed 6.1 Attractive working environment and talent retention	
STRUCTURAL INTEGRITY & SAFETY			
SASB - Engineering and construction services metrics			
	Amount of defect- and safety-related rework costs	5.4 Service quality and innovation for integrity and operations improvement 6.2 People well-being and health and safety at work	
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety related incidents	5.4 Service quality and innovation for integrity and operations improvement 6.2 People well-being and health and safety at work	



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