SUSTAINABILITY REPORT 2024

Tecnostrutture°













Tecnostrutture s.r.l.

SUSTAINABILITY REPORT 2024

This report, which will be updated annually, has been approved by the Board of Directors of Tecnostrutture and has been verified by the independent entity Intertek Italia S.p.A., as reported in the certification letter on page 93.

On the cover:

Villalta Centre, former Dormisch brewery, Udine

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NEW PERFORMANCE SYSTEM Tecnostrutture®

Letter to *stakeholder*

Tecnostrutture works to transform the way of building, making offsite construction not just a technique, but a change of perspective: more efficiency, less waste, better buildings.

The year 2024 has been particularly rich in progress, and we are excited to share the main results with you. Among these, we are proud of having won the third prize for innovation at Batimat in Paris with our NPS® Flex, designed to be disassembled and reused, in line with the principle of circularity. Additionally, we are active in European research projects with academic partners, exploring new solutions in this field.

Guided by our Life Cycle Thinking approach, which considers the entire life cycle of the building, we manage the selection of suppliers with particular attention, aware that raw materials significantly impact on the sustainability of our products. One of the key criteria we adopt for choosing suppliers is the percentage of recycled material used, regularly updating our supplier database to ensure increasingly sustainable choices.

In our commitment to sustainability, we have focused on reducing waste and material efficiency. A tangible example of this commitment is the completion of fire tests on our beams. The excellent results achieved allow us to optimize materials, making the product even more efficient. Additionally, we are pleased to announce that, starting this year, we have completed the installation of photovoltaic panels on the roofs of our production facilities, making a significant

contribution to our energy self-sufficiency.

Safety, fundamental for our company, has always been a priority, and in 2024, we have taken important steps in this direction. We have initiated the assessment for the 231 model, strengthening ethical and safe governance. Furthermore, we continue to invest in corporate welfare and the protection of our employees, also committing to reducing accidents. The theme of safety was also chosen by most of our collaborators for the 2024 donation. As every year, we allocate a contribution to a local entity, selected by a majority of employees. For 2024, the choice was Grenfellove, a foundation born in memory of Marco Gottardi and Gloria Trevisan, who died on June 14, 2017, in the Grenfell Tower fire in London. Grenfellove supports the education of young people through the provision of scholarships, with particular attention to projects dedicated to building safety.

At the governance level, we are committed to promoting an increasingly widespread and shared model, strengthening the active role of the company's frontline. Our Board of Directors is composed of 50% independent directors because we believe that innovation arises from collaboration between different actors. To transform the construction sector – traditionally conservative – we focus on innovation, sustainability, efficiency, and safety, spreading knowledge and awareness throughout the supply chain. In 2024, we promoted and organized "Building the Future," the first conference in Milan on the transition from on-site to off-site

construction, involving over 150 participants and strategic partners such as Rubner, Pichler, Harpaceas, Brioschi Immobiliare, and Impresa Percassi. Among the prominent speakers, Paolo Zilli of Zaha Hadid Architects and Prof. Imperadori of the University of Milan.

These are just some of the highlights that characterized our commitment in 2024. We look to the near future guided by a sustainable development model that integrates innovation, safety, ethics, and efficiency in every phase of our work.

Thank you for your continued support and for being a fundamental part of this journey. With your help, we are ready to face future challenges with renewed determination and responsibility.

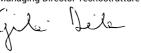
Let's go,

Franco Daniele

CEO & Founder Tecnostrutture srl

Giulia Daniele

Board Member Tecnostrutture srl Managing Director Tecnostrutture GmbH









Intervention by the Sustainability Steering Committee

Tecnostrutture began addressing sustainability issues several years ago with small, sometimes isolated initiatives. The growing attention and conviction of the importance of these aspects have led to a structured approach intimately connected to all production and management activities, addressing all three areas of sustainability (environmental, social, and economic) in an integrated and harmonious manner, both internally and externally.

Tecnostrutture's initiatives start with the attention given to the development of its products in terms of environmental sustainability, technical level, and customer satisfaction, as well as the quality of life of its employees and the culture of sustainability. Cooperation with universities, research centers, and other companies in the sector, along with the sharing of its ESG approach and the organization of public events, even with direct competitors in prefabrication, allows the company to spread its commitment, generating positive contaminations in the sector.

The open, structured, and proactive vision that characterizes Tecnostrutture has led to the evolution of a company with solid family roots into an international reality, expanding opportunities without compromising its core values, successfully addressing the limitations and risks typical of the construction sector that have characterized recent years.

The construction sector, increasingly subject to legislative and regulatory instruments that have raised the quality level, but on the other hand require rethinking production processes and the skills involved in the complexity of buildings, is simultaneously increasingly involved in the issues of ecological transition and circular economy, with the introduction of ESG themes, Minimum Environmental Criteria, taxonomy, and the CSRD directive. In this context, Tecnostrutture has proven to be a forerunner, especially among small and medium-sized enterprises.

One of the main challenges for the future concerns the social aspect of sustainability, particularly the ability to attract talent in the construction sector, historically unattractive from an economic point of view and recently subject to significant generational continuity difficulties. Skilled labor is increasingly difficult to find and, above all, to retain. Ensuring well-being and satisfaction standards like those Tecnostrutture strives to create for its employees will become increasingly crucial with the entry of new generations into the workforce.

The construction market currently presents several opportunities, making it crucial to read current and future trends in the construction sector and outline corporate strategies in advance. In this sense, the orientation that Tecnostrutture is pursuing with strong conviction towards a more sustainable construction business and sector

represents an important growth element for the present and the future.

Andrea Fornasiero

Member of the Sustainability Steering Committee





Chapter 1

We have always been committed to the evolution of the construction sector, playing a leading role in spreading the culture of off-site construction, an approach that makes the construction process more efficient and sustainable. Starting over 40 years ago with the production of a single beam, today we offer a complete structural system, consisting of beams, columns, and slabs, based on the technology of semi-prefabricated steel and concrete.

Thanks to highly specialized know-how and solid experience, our commitment has consolidated in Italy and expanded at the European level. Our growth is supported by intense research and development activities, conducted in collaboration with prestigious university institutions, and significant investment in innovation and industrialization, with the aim of transforming the construction sector and promoting a new way of doing business.

Who we are

1.1 Our History and Values

Our journey began in 1983 when Franco
Daniele and Maria Angela Cerchier founded
Tecnostrutture in Eraclea, a city that hosted
our headquarters for 12 years before moving
to Noventa di Piave in 1995. The following
year, two new partners joined the project:
Ernesto Damiani and Paolo Biondo. Since
then, a path marked by successes and
challenges has made us a reference point in
our sector.

Our numbers in 2024

87
Employees:

131
Projects in Italy and Europe:

€ 27.355.086



€200.000



CORPORATE HISTORY

From 1983 to today

1983

Foundation of Tecnostrutture

1984

Start of production of metal truss beams

1990

Filing of the first patents on construction industrialization systems

1995

Relocation of offices to current headquarters in Noventa di Piave (VE)

2000

Start of production of lattice metal

2004

Debut of the pioneering ECOTRAVE, compliant with LEED environmental sustainability requirements. Introduction of the composite column with steel surface and filled with concrete

2006

Introduction of columns made of high-performance centrifuged concrete

2012

First company in Italy to obtain CE certification in accordance with EN 1090-1

2013

Launch of the proprietary New Performance System (NPS), consisting of column, beam, slab

2014

Airfloor patent filed, a revolutionary slab system designed for seismic safety

2017

Completion of the internalization of all value-added production phases

2018

Start of expansion into foreign markets

2020

Export turnover accounts for approximately 50% (Denmark, Monte Carlo)

2022

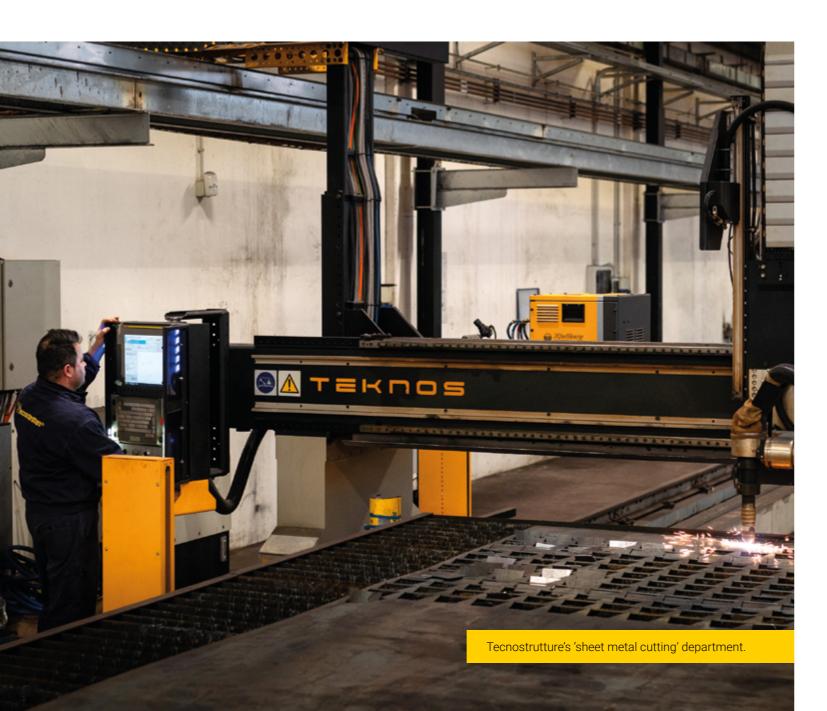
Foundation of Tecnostrutture Deutschland GmbH

2023

Launch of NPS® Flex, our demountable construction system

Sustainability, especially environmental, has guided our path for about twenty years, and step by step we have achieved several results:

- In 2004, we launched ECOTRAVE® on the market, a solution with a brick base and compliant with LEED environmental sustainability requirements
- In 2011, we joined the Green Building Council Italia (GBC Italia)
- In 2013, we completed the development of our New Performance System (NPS®), which combines remarkable performance with reduced environmental impact
- In 2019, we inaugurated Tecnostrutture Academy, an online portal where we share skills and experiences related to the world of composite structures
- In 2022, we drafted the sustainability report for the year 2021, a voluntary document with which we
 want to communicate our approach to sustainability externally, remaining the only Italian producer of
 composite structures to do so
- In 2023, we launched NPS® Flex, our demountable construction system



Over the years, we have joined numerous entities and associations. Below is the list of associations of which we are currently members:



Association of industrial companies in eastern Veneto. In particular, we are part of the association's Sustainability Group.



An entity that develops and publishes voluntary regulatory documents (UNI standards, technical specifications, technical reports, and reference practices)



European Centre for Training and Research in Earthquake Engineering (EUCENTRE), which supports and promotes training and research in the field of seismic risk reduction



An association that promotes green building through the LEED system, a protocol developed in the United States



Promotes the diffusion of a qualified culture of sustainability and an increasing awareness of the social and economic value of sustainable infrastructure



Cresme, which provides the private sector and public institutions with information and know-how to describe and predict the trend of the economy and the construction market at the territorial, national, and international levels



It's the association of small and medium-sized enterprises in the territories of Venice, Rovigo, and Belluno, which defends the interests of entrepreneurs by representing them before entities, institutions, and other economic categories to facilitate and support the development of their businesses



The federal association of prestressed concrete floors (BVSF), which aims to promote the knowledge of this efficient and low-impact structural solution, ideal to combine with Slim-Floor beams, such as our NPS construction model



Throughout our journey, our corporate mission has been our guide: to ensure certain times and costs through a safer, more efficient, and sustainable construction system than traditional ones. Our goal is the industrialization of the construction sector, with a focus on innovation.

In 2020, we developed and published our value system, a document regularly provided to interested parties before starting new collaborations. We believe that sharing the same values is an essential prerequisite for creating a satisfactory working relationship for everyone.

Specifically, our activities are based on the following pillars:

Knowledge

We want to spread a new culture of building and are aware that to do so, we need curiosity, courage, and ambition. These three elements are the basis of our research and development initiatives, conducted with leading technical-scientific partners, allowing us to transcend the limits of current knowledge in the sector.

Robustness

reliability, is the approach we offer our customers.

Timing

Our attitude towards time is active: we work quickly on objectives without neglecting the precision needed to achieve optimal results. We work by integrating soft skills to make the final execution simple, fast and efficient.

Essentiality

Less is more' is the slogan that exemplifies the essential, minimalist style of building, working and living to which we aspire. Through conscious and sustainable use of resources we take away instead of adding, creating simplicity where there is complexity, valuing only what is necessary and pursuing our ultimate goal: to improve people's quality of life.

In addition to being shared and promoted within Tecnostrutture, these values are published in several languages on our website so that they can be understood by all stakeholders.





Arch. Damiani and Geom. Biondo together with Tecnostrutture's first employee Katja Sansonetto



1.2 Our structure and organisational set-up

Through the holding company Dafin S.r.l., Tecnostrutture S.r.l. is wholly owned by the Daniele family.



The Board of Directors (BoD), whose composition was updated in 2020 and is appointed and evaluated periodically by the Shareholder's Meeting, consists of six directors - three of whom are independent - who bring specialised expertise that is functional to our development project. The Board of Directors is responsible for the management of the company through the elaboration of corporate strategies, but also for decision-making and evaluation of economic, environmental and social performance. The Board of Directors independently determines the compensation to be paid to its members, based on performance indicators linked to EBITDA and specific areas of expertise.

The company also has a single-member board of auditors, which is entrusted with the control of legality.

Name	Location	Entry into the Board	Main areas of expertise
Franco Daniele	President and CEO	Foundation	Sales and technical supervision
Giulia Daniele	Administrator	May 2017	Business development and sustainability
Giovanni Montagner	Administrator	June 2013	Management support
Enrico Gomiero	Non-executive administrator	May 2017	Management and internationalisation processes
Giulia Milan	Non-executive administrator	May 2020	Financial planning
Matteo Mottin	Non-executive administrator	May 2020	Product and process engineering

Aware that sustainability is a value that must permeate our entire company, we have appointed a contact person in each department to help us promote good practices in Environmental, Social and Governance (ESG) areas. These contact people constitute the Sustainability Committee of Tecnostrutture, a crossfunctional internal body that meets quarterly and through which we define and monitor corporate sustainability goals, making them concrete through effective and innovative solutions.

In addition, Tecnostrutture can count on a Steering Committee that offers technical and scientific expertise to support strategic business decisions on sustainability issues. It consists of experts in green building, civil engineering and human resources.

• Chiara Calderini. Professor at the Department of Civil, Chemical and Environmental Engineering and member of the curriculum committee in Structural, Geotechnical Engineering and of the PhD materials in Civil, Chemical and Environmental Engineering at the University of Genoa, she supervised the LCA assessment of Tecnostrutture. She coordinates the master's degree course in Engineering for Building Retrofitting and is a member of the steering committee in Science and Technology of Sustainability at the University of Genoa School of Engineering. She is the author of numerous publications in the field of building technology.

- Andrea Di Lenna. A graduate in Business Administration, he is involved in management education, organisational consultancy and training for national and multinational production and service companies, as well as for Public Administration realities. At the Department of Philosophy, Sociology, Pedagogy and Applied Psychology of the University of Padua, he teaches the courses "Organisation and Management of Human Resources" and "Economics and Organisational Planning". He is director of Performando, a management training and consulting company for personal and organisational development.
- Andrea Fornasiero. He is chairman of the Standards Committee of Green Building Council Italia, a non-profit association that promotes the dissemination of a sustainable building culture, part of the international GBC network. He deals with aspects of sustainability, building physics and energy-environmental certification in the civil construction sector at Manens-Tifs. He was the first Italian to join the technical committee of the U.S. Green Building Council (USGBC), with the aim of evaluating and recommending technical solutions for the development of the LEED system.





1.3 Products

Our product range consists mainly of beams, columns and slabs.



NPS self-supporting columns are available as::

- composite columns with a steel surface and filled with concrete
- centrifuged or high-performance concrete columns.



NPS beams are composite steel-concrete lattice girders, self-supporting, and can be combined with any type of slab.



Patented by Tecnostrutture, Airfloor® slab is the lightest composite slab on the market.



NPS Flex® is the demountable version of NPS® beams and columns, designed according to the principle of design for disassembly. With the NPS Flex® patent, we have made NPS® products – which are already fully recyclable – into reusable construction elements.



Our products are mainly used in construction in these sectors:











Hospital

Industrial

Tertiary

Civil

Infrastructure

We also offer numerous services to support professionals and companies in the design and implementation of works, including:

- organisation of activities aimed at disseminating culture and scientific knowledge on composite structures
- provision of technical tools developed to facilitate design with NPS elements
- supply of technical and commercial material to support the preliminary assessment phases of composite structures
- support capable of embracing the entire process: from identifying the ideal solution for the customer to dimensioning the elements, to delivery on site and assistance with installation
- assistance with on-site installation of NPS structures and assembly of NPS structures with our own workers.

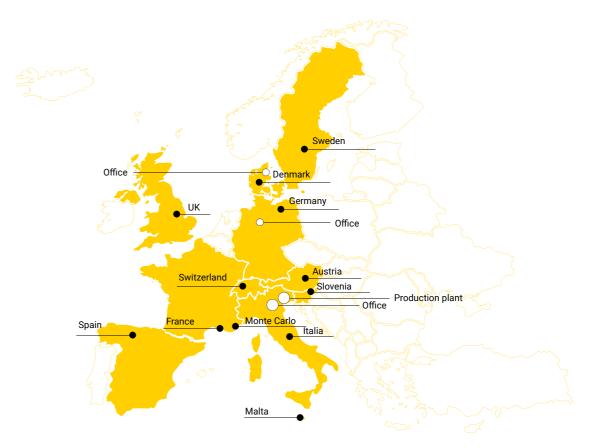
In addition to the head office in via Meucci 26 and the production plant in via Volta 36, located in Noventa di Piave, we have a logistics base provided by one of our suppliers in the province of Cosenza: a functional detail to serve Southern Italy and North African countries.

To meet the market's needs and to follow active and upcoming projects especially in Northern Europe, we are present in Denmark with a representative office.

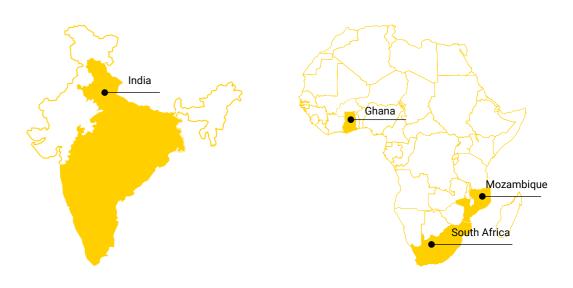
In 2022 we founded Tecnostrutture Deutschland GmbH with headquarters in Essen. Establishing a German organisation with a regular legal form for this country was a natural transition. In fact, we have been present in Germany since 2020 with a representative office where our customers can interact in German with native-speaking designers and salespeople. The choice of Essen as the headquarters of this organisation is also no coincidence: the city is strategically located in the heart of North Rhine-Westphalia, facilitating relations with customers throughout the German-speaking area and neighbouring countries.



1.4 The markets in which we operate

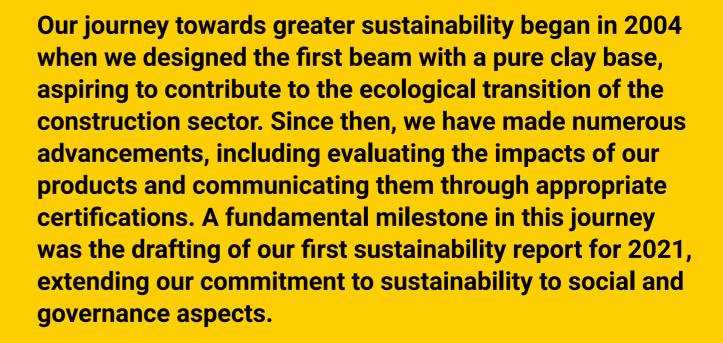




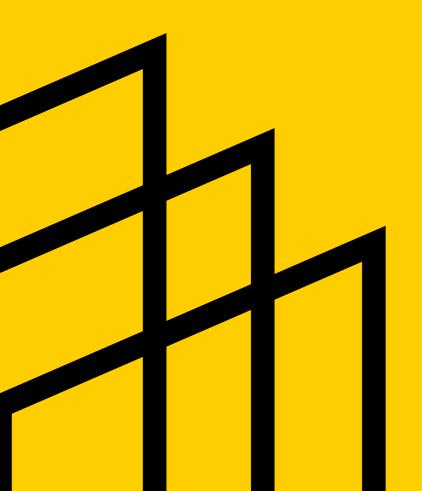




Chapter 2



We believe strongly in this tool, which allows us to increase the transparency of our operations and dialogue with our stakeholders. The drafting of the fourth edition of the report confirms our commitment to increasingly integrate sustainability into our corporate strategy and to constantly improve Tecnostrutture's performance in ESG areas.



Methodological Approach

2.1 Criteria for preparing the report

The data and information contained in this report refer to 2024 and concern production activities and all other activities carried out during the reporting year and attributable to the three areas of sustainability, conducted at the headquarters in Via Meucci 26, at the plant in Via Volta 36 and at the German headquarters of Tecnostrutture GmbH. The data for the German headquarters are included in the calculation of economic, social and environmental data; for the latter, only the fuels employed for the movement of company cars were considered, as these are the only significant consumption items.

This report has been prepared in accordance with the 2021 version of the Sustainability Reporting Standards published by the Global Reporting Initiative (GRI). The GRI standards define a number of guiding principles to ensure the quality and accuracy of the information reported, so that stakeholders, and anyone else who reads the report, can fully assess the organisation's impact and its contribution to increasingly sustainable development. The reporting principles set out in the standards are as follows: accuracy, balance, clarity, comparability, completeness, timeliness, verifiability and sustainability context. The document was prepared with the active collaboration of various company departments which contributed to the collection of the necessary data and its correct contextualisation. This process was facilitated by the Sustainability Committee, a cross-functional working group set

up to promote change within our organisation. This report, which will be updated annually, has been approved by the Board of Directors of Tecnostrutture and verified by the independent entity Intertek Italia S.p.A., as stated in the certification letter on page 97.

2.2 Stakeholder Engagement

To gather the needs, expectations, and viewpoints of stakeholders, we conducted a specific activity called stakeholder engagement. This is a complex process of listening and dialogue that involves stakeholders in formulating corporate policies and strategies.

The first step, carried out in the first reporting cycle and annually re-evaluated, involved identifying the categories of stakeholders relevant to our company: these coincide with those who are or may be influenced, directly or indirectly, by the company's activities.

To identify the most relevant stakeholders for Tecnostrutture, we considered the principles of responsibility, influence, proximity, dependence, and representativeness, as required by the AA1000 Stakeholder Engagement Standard (AA1000 SES) developed by Accountability. This standard forms the basis on which we assigned a priority class to each identified category.

The table below lists and describes the categories of stakeholders identified during the drafting of the first report and confirmed in the current one.



Internal workers

Those working in the employ or on behalf of of Tecnostrutture, including their representatives (e.g. trade unions)



Suppliers of raw materials

Those who supply Tecnostrutture with materials (steel and concrete) for product manufacture.



Service Providers

Those who provide Tecnostrutture with services such as fitters and carpenters, but also personnel recruitment companies and IT services.



Sales cha

Tecnostrutture's sales chain consists of the client, i.e. the person who invests in the work, the designer and the construction company that takes on the work.



Investors

Possible buyers of company shares in the medium to long term



Society and local communities

The social context of the territories in which Tecnostrutture's sites are located and which may directly or indirectly influence its activities.



Institutions

The set of institutions that can directly or indirectly influence
Tecnostrutture's activities (Region, Province, Municipalities and similar
foreign institutions where our factory and offices are located and where
our products are installed, Universities).



Financial institutions

Banks and credit institutions that can contribute to the financing of Tecnostrutture's activities.



Associations and NGOs

Private, non-profit associations and organisations that can act in areas that directly or indirectly influence the activities of Tecnostrutture (e.g. environmental associations).



Media and press

International, national and local media that may directly or indirectly influence Tecnostrutture's activities.

4

In order to identify the ESG issues of greatest interest to our stakeholders and establish their relevance, in this report we have chosen the indirect engagement method, which consists of selecting and analysing documentation to reconstruct the opinions and demands inherent in our priority topics.

The analysis of the results of the stakeholder engagement was assigned a direction and orientation value.



2.3 Material Topics

The materiality analysis is the methodological core of every sustainability report and the starting point for selecting the topics related to the most significant impacts of an organization on the economy, environment, and people.

To identify material topics, it is essential first to study one's reality, the context in which it operates, and the competition it faces, identifying the priority sustainability issues, including aspects related to human rights. This activity was carried out for the drafting of the 2021 report and adjusted for the 2022 report in line with the update of the reporting standards. For each potentially material topic, we identified the main current and potential impacts that our company generates in the three dimensions of sustainability: economic, social, and environmental. We associated specific GRI Standards with each topic and selected relevant GRI disclosures for our organization.

We evaluated the significance of each topic based on importance and likelihood of occurrence, submitting a questionnaire to the company management. For 2024, the previously defined impacts were re-evaluated and confirmed. The following diagram presents the list of Tecnostrutture's material topics and the related Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda; the correlation was made based on the indications contained in the document "Linking the SDGs and the GRI Standards" issued by the GRI in 2021.

	Material Themes	Definition	SDGs
1	Loyalty and transparency	Acting with respect for all means and techniques in accordance with the principles of professional correctness, condemning and rejecting corruption and unfair competition.	16 MAI ADMI
2	Compliance and Legal Compliance	Management of the company in compliance with national and inter-national laws, rules and regulations governing its operations and the use of products.	16 MAIL ACTURE SECURIORS
3	Resilient and sustainable products	The production of robust, durable and safe products that respect the principles of environmental and social sustainability.	12 MARIE MARIEMAN COO
4	Production sustainability	The production of high quality products through appropriate management of energy, water, greenhouse gas (GHG) emissions and respect for biodiversity.	12 2 7 2
5	Security and well-being psycho-physical conditions of collaborators	Protecting the health and safety of employees and promoting their well-being also through personal and professional development.	*==
6	Economic soundness	The ability of the company to generate economic value and redistribute it to stakeholders.	10 ===
7	Circularity of raw materials	Encourage the use of raw materials with a high recycled content in production and that promote the use of raw materials with high recycled content in production that meet the principles of the circular economy.	12 STREET
8	Partnership and associations	The creation of partnerships and active participation in associations to share knowledge and skills in order to foster innovation and development in the sector.	9 ======
9	Customer satisfaction	Ensuring customer satisfaction with the quality of the products and the efficiency of the services provided to strengthen customer loyalty to the brand.	9 222.222
10	Education and training	The promotion of knowledge and culture of innovation in the construction sector, with particular reference to the offsite system, on the national and international scene, also in cooperation with schools and universities.	9 =====
11	Research and innovation	Research and technological innovation as strategic elements to increase the company's knowledge and competitiveness and to pursue continuous improvement and the development of ever more efficient construction methods.	12

We awarded the highest scores to *Loyalty and Transparency*, *Compliance and Compliance with Laws*, in line with our business model and the values underpinning our way of doing business, which we have included in our code of ethics, that we promoted and disseminated to our internal and external stakeholders during the reporting year.

The theme of *Resilient and Sustainable Products*, linked to our commitment to provide those who choose us with reliable and durable solutions, has remained a priority, as well as customer satisfaction, which we are committed to assessing with a special questionnaire that we have updated and improved in the reporting year. The topic of *production sustainability* has also gained importance within our company; this is no surprise to us. While environmental impacts are receiving increasing attention in the construction sector, we have also initiated several collaborations with authoritative industry associations in this area, and are also committed to promoting our innovative systems, which promote the spread of more efficient construction methods in line with the principles of the circular economy and sustainability.

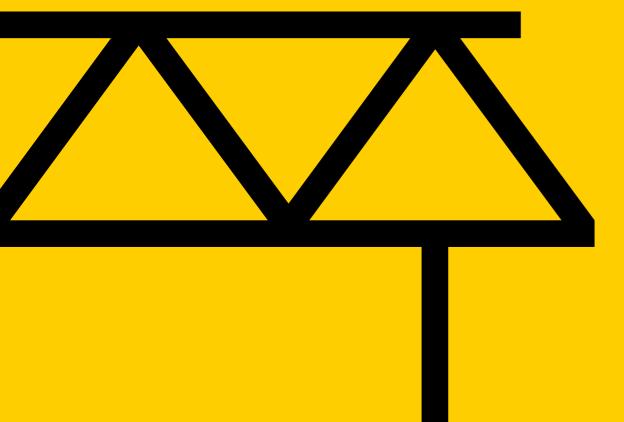
Issues such as safety and *psycho-physical wellbeing of workers*, the most important resource for our success, and *economic solidity* remain relevant for us, knowing that it is on this that the ability of its redistribution to all categories of *stakeholders* depends.



Chapter 3



In Germany and France, public and residential construction went through a contraction phase in 2024, influenced by high costs and financing difficulties. However, towards the end of the year, both markets showed signs of stabilization, with prospects for recovery in the medium term.



Economic and Ethical Solidity

3.1 Value Creation and Risk Management

The generation of economic value ensures the sustainability and continuity of our business over time, while its distribution allows us to understand the impact of activities on stakeholders, the territory, and the socioeconomic system as a whole. Both aspects - generation and distribution of economic value - are detailed in the table below.

Economic value generated and distributed	2024			2023¹	2022 ²	
Economic value generated	€	27.355.086	€	30.983.153	€	31.321.856
Distributed economic value	€	26.097.853	€	30.074.079	€	31.123.016
Operating Costs	€	18.488.604	€	21.518.536	€	24.587.335
Insurance costs	€	89.416	€	94.447	€	84.769
Costs for advertising, promotion and publicity material	€	129.131	€	145.507	€	111.226
Costs for exhibitions, fairs, events, seminars and conferences	€	76.977	€	81.249	€	25.871
Costs for travel, transfers, lunches and overnight stays	€	163.597	€	174.860	€	101.161
Quality costs	€	19.287	€	14.612	€	28.565
Construction site safety costs	€	66.369	€	83.613	€	57.404
Costs for studies and research, laboratory tests and quality control	€	159.402	€	253.828	€	136.866
Salaries and employee benefits	€	4.612.611	€	4.494.987	€	3.930.942
Costs for training and education / Employee medical examinations / Canteen / Mileage reimbursements	€	60.914	€	46.290	€	45.353
Depreciation and Amortisation	€	918.405	€	1.635.086	€	1.069.537
Financial income and expenses	€	358.063	€	302.752	€	165.440
Payments to Public Administration	€	793.731	€	578.667	€	274.968
Investments in the community	€	7.245	€	17.380	€	20.000
Other miscellaneous operating expenses	€	154.101	€	632.265	€	483.579
Economic value retained	€	1.257.233	€	909.074	€	198.840

¹ The 2023 figure has been corrected with respect to the previous version of the report, correctly including the items 'Other Revenues' and the change in Inventories, for a total of €1,257,257. ² Compared to the previous version of the report, a typographical error in the 2022 operating costs has been corrected (correctly reported, however, in the 2022 edition).

12% of the procurement budget is spent on suppliers in the province of Venice, 79% on suppliers in the rest of Italy, and 9% on foreign suppliers.

The retained economic value includes state subsidies and tax relief received for the purchase of new machinery and capital goods, as well as for research and development activities. The details are provided below.

Financial assistance received from the government		2024		2023		2022
Tax reliefs and deductions	€	195.855	€	206.280	€	160.617
Grants for investment, research, development and other relevant subsidies	€	52.206	€	67.203	€	41.614

In 2024, the net profit was €1,505,294, entirely reinvested in activities aimed at the company's growth. The table indicates the types of contracts obtained during the reporting year.

11	6	2	8	2
Commercial	Directional	Railways	Industrial	Maritime
7	4	6	53	7
Hospitals	P P P P P P P P P P P P P P P P P P P	Public	Residential	Hospitality
10	5	9	1	
	<u></u>	\ <u>\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\</u>		
Schools	Sports facilities	Roads	Wineries	







Regarding the evaluation and management of risks and opportunities related to our activities, we are aware of the importance of the impacts that the construction sector can generate in ESG areas. Due to their intrinsic characteristics, infrastructure works have a direct and prolonged influence throughout their life cycle on elements of natural capital such as biodiversity, soil, water, and atmosphere; at the same time, these works are exposed to multiple environmental risks, including damage caused by extreme weather events. Additionally, the sector in which we operate provides essential services such as sanitation and transportation, which is why we have a significant impact on individuals, families, and society in general. Governance aspects also require careful strategic planning to avoid risks related to relationships with actors in our supply chain.

For all these reasons, we identify and monitor the risks and opportunities related to our activities and products, and we keep potential impacts under control. Regarding environmental aspects, we have defined a corporate strategy to respond promptly to emergencies and have

implemented an environmental and quality management system, obtaining ISO 14001 and 9001 certifications. In accordance with the requirements of the European Regulation 2016/679 on privacy, known as the General Data Protection Regulation (GDPR), we also conduct a risk analysis related to the processing of personal data.

Finally, corruption-related risks are particularly relevant to our reality, as the size of projects and the multiplicity of phases and parties involved make our activities susceptible to corrupt behavior³. We are committed to identifying risks in this area and maintaining corporate policies aimed at combating corruption and anticompetitive behavior.

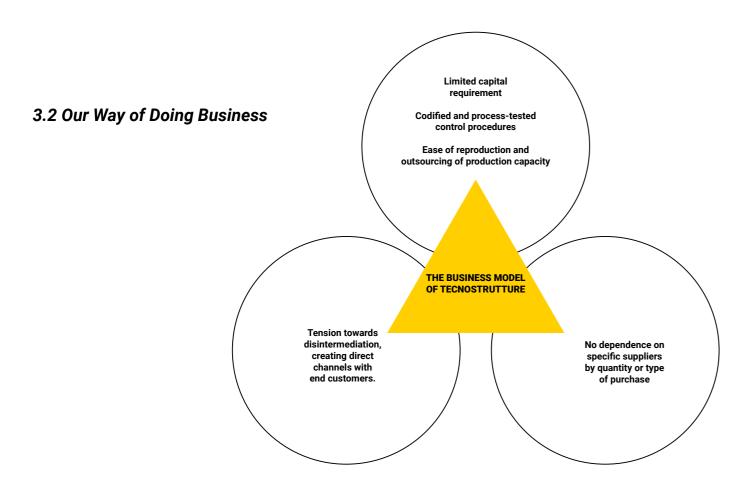
During 2024:

- No events related to cases of corruption and discrimination were identified or contested.
- No legal actions were taken for anti-competitive, antitrust, and monopolistic practices.
- We did not receive any sanctions for violations of environmental, social, or economic laws and/or regulations. To demonstrate our commitment to

conducting our activities ethically and transparently, we obtained the Legal Rating certification. The Italian Competition Authority awarded Tecnostrutture a rating of "•• +", indicating a high level of attention to ethical and correct business management.



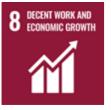
^{3. &}quot;OECD Guidelines on Responsible Business Conduct" - OECD (2018).



As a company, we strive daily to have a limited impact on the planet and on people. Regarding the former, we transparently communicate the environmental impact of our products, support the introduction of a building registry, use recycled materials in production wherever possible, and provide solutions that enable the reuse of raw materials.

We also want our employees to feel involved in decision-making processes, so each department, through a contact person, sets its own goals and promotes good sustainability practices. Thanks to this system, we have identified the Sustainable Development Goals (SDGs) of Agenda 2030 that are most relevant to our reality and on which we can act most effectively.











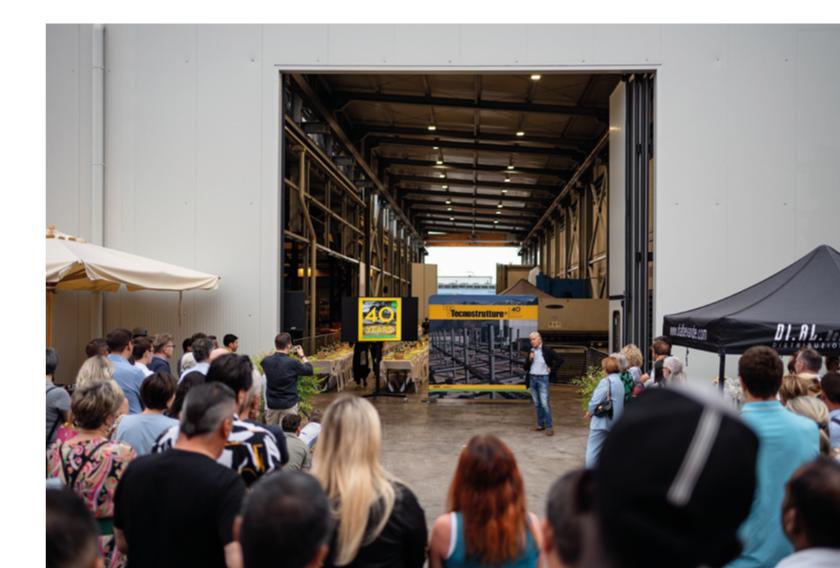


In detail

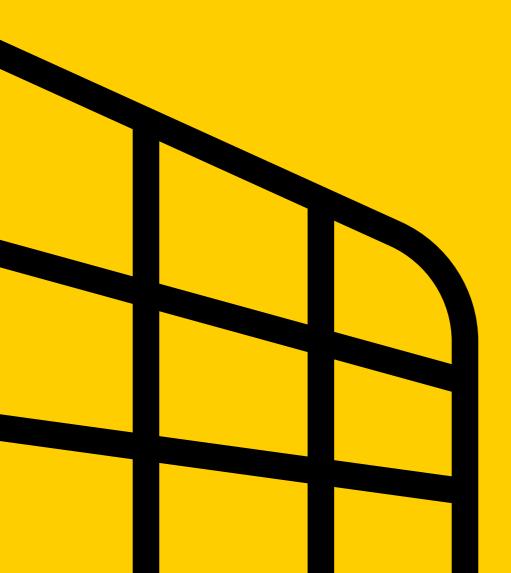
- with regard to SDG Clean and affordable energy, we would like to point out that all the electricity employed in our factories since 1 January 2022 is generated from renewable sources, part of which is self-produced from a photovoltaic system; in 2024, we installed new photovoltaic panels on the roof of our production plant, with the aim of achieving, in 2025, a level of self-consumption of electricity equal to 30% of our requirements; for SDG Industry, innovation and infrastructure, we aim to invest in research on fire resistance
- With regard to SDG Responsible Consumption and Production, we plan to process steel with 4.0
 machinery in order to minimize waste; the remaining product is sent for recycling.



Our NPS FLEX® system won third prize in the "Awards de l'Innovation 2024", organised by Batimat in Paris, one of the dedicated to innovation in the construction industry. The contest aimed to highlight innovative solutions in the construction sector. We competed against almost 100 exhibitors, leading companies from the Batimat, Idéobain and Interclima construction trade fairs. 100 exhibitors, leading companies from the Batimat, Idéobain and Interclima construction trade fairs. We are very proud of this recognition, which demonstrates our commitment to sustainable innovation.



Chapter 4



When it comes to innovation, we do not compromise. For us, it means overcoming the limits of traditional onsite construction, characterized by inaccuracies and inefficiencies, to embrace off-site solutions based on prefabricated components. This approach allows us to build in safe environments, ensuring consistent quality, rigorous control, greater efficiency, safety, and sustainability.

To achieve this change, we collaborate internationally with research centers and academic institutions, developing new knowledge and technologies. After years of studying seismic safety, our commitment has extended to fire resistance and the possibility of disassembling structures, always aiming to combine safety, efficiency, and sustainability. This continuous research is not just a corporate activity but a fundamental value that guides us in offering cutting-edge construction solutions.

Product and Process **Innovation**

4.1 Innovation for Sector Development

Stimulating the development of the construction sector and the industrialization of construction sites characterizes us as promoters of change. We firmly believe that sharing knowledge is the best way to contribute to the evolution of the field in which we operate, and for this reason, we have intensified research and development activities since the early 2000s, organizing over a hundred training events at universities, professional orders, and construction sites.

Our investment in research and development activities includes:

3.318 man-hours

Approximately € 150.000

Our growth path boasts the support of numerous universities, but it also sees a fundamental contribution from the stimuli we receive from every designer interested in presenting us with unprecedented structural challenges and suggesting innovative solutions.

Among the universities we have collaborated with over the years for specific projects and the publication of scientific articles, we remember:

ETH Zurich



University of Stuttgart



University of Bochum



University College London



University of Washington



Tongji University



EUCENTRE



University of Bergamo



Federico II University of Naples



University of Pisa



University of Padua



University of Camerino



University of Genoa



IUAV University of Venice



University of Udine



Among the projects we have contributed to is a technical handbook introducing the fundamental concepts of mixed steel-concrete construction technology, now in its fourth edition. The latest version includes guidelines for structural modelling in accordance with the correct regulatory requirements for safety, which will make it possible to avoid errors due to improper procedures that can compromise the strength and durability of structures; at the same time, it will prevent any inappropriate interpretation of the behaviour of selfsupporting composite steel and concrete structures.

The dissemination of the latest edition of the handbook is particularly important given the performance-based approach of the most recent technical standards, which set the final requirements for the work, leaving greater room for manoeuvre and responsibility to the professionals in charge of design and construction. An online platform active since 2019 as a reference for sharing knowledge on mixed steel-concrete structures, Tecnostrutture ACADEMY is another project that allows us to spread the culture of innovation. Designed for all those working in the world of design and construction, the platform provides numerous resources such as scientific articles, videos, events and seminars; since mixed structures are a cross-cutting theme, the content covers a wide range of topics, including BIM design, seismic safety and sustainability. Since January 2020, we have also developed an English version, thus reaching an international audience.

4.2 Innovation for Product Quality and Service Efficiency

Our decades-long experience with composite structures has allowed us to increase our know-how in product industrialization, useful for consistently ensuring high-quality standards, and in improving their technical performance, especially concerning seismic resistance.

Since 2000, we have initiated intense research activities, dedicating human and financial resources to improving NPS® system products, creating new solutions, and refining production processes and

technical support.

Among the most recent projects, we mention:

- · Seismic resistance analysis of nodes entrusted to the University of Padua.
- Tests on NPS® columns with centrifuged concrete conducted at Tongji University in Shanghai.
- FEM input test on the stiffness of structures conducted by the EUCENTRE Foundation in Pavia.
- Comparative life cycle analysis of structures (LCA) carried out with the contribution of the University of
- Characterization of the new Airfloor™ composite slab with fire resistance tests conducted at the CSI laboratory.
- Acoustic performance test conducted by the EcamRicert laboratory.
- Comparative analysis of assembly speed, material savings, and environmental sustainability of structures, measured in terms of the carbon footprint of a building, conducted in collaboration with Studio Fieschi & soci.
- Thesis on the development of new solutions according to the Design for Disassembly logic in collaboration with the University of Genoa.
- · Fire characterization tests of a new highstrength concrete mixture that prevents spalling (fragmentation or detachment of surface parts of the concrete) in case of fire.
- A test to evaluate an alternative coating for the Airfloor Fire slab.
- Completion of the seismic tests campaign on nodes for the NPS® system.
- · Shear and bending tests at ETH Zurich.
- Fire tests of NPS® beams at the CSI laboratory.

As regards the technical certificates for the use of our products in foreign countries, we have obtained the Appréciation Technique d'Expérimentation (ATEx), i.e. the favourable opinion for the use of the NPS® off-site construction system in France by the highest scientific and technical authority for construction: the Centre Scientifique et Technique du Bâtiment (CSTB).

In 2022, we obtained certification that allows us to distribute our spun concrete pillars® and high-performance concrete pillars in Switzerland from the Vereinigung Kantonaler Feuerversicherungen (VKF-AEAI), the association of cantonal fire insurance companies.

In March 2022, we obtained the allgemeine Bauartgenehmigung (aBG) issued by the DIBt (Deutsches Institut für Bautechnik) for NPS® beams, officially authorising their use in Germany. This important recognition certifies that the NPS® system complies with the technical requirements of German building regulations, guaranteeing its suitability for use in structural applications.

In 2024, we expect to have a total of 24 active patents, filed in Italy and other European countries.

for columns

for beams

for slabs

wall

for a construction system for port quays

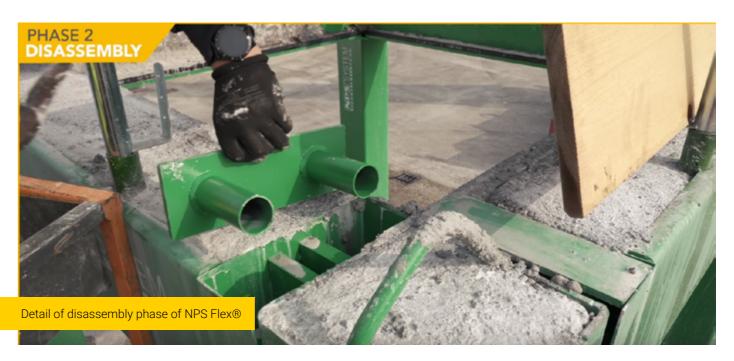
NPS Flex®

The year 2023 marked the market launch of NPS Flex®, completing a long research journey on Design for Disassembly that began in 2016 with the supply of the first dismantlable NPS® structures.

With NPS Flex®, the beam-column connection system can be dismantled simply by acting on the bolts used during construction to fix and stabilize the structures both during assembly and throughout the useful life of the structure.

NPS Flex® offers even more efficient management at the end of the life of our structures. Here are some reasons:

- Design for Disassembly integrates the building design process into the building's life cycle and allows this first phase to be carried out with an ecodesign perspective, also considering the end of life.
- NPS Flex® allows the reuse of structures and not just their downcycling, i.e., recycling where materials are reused to create new products with lower quality and value than the original ones. This reduces the burden and potential future costs of waste disposal for the community where the building is located and contributes to less resource use.
- When a building designed with NPS Flex® reaches the end of its life, it is potentially cheaper to remove and reuse the structures, as the process is simpler and requires less labor than demolition. Additionally, it allows for easier maintenance of components and the activation of leasing and product return systems.
- Many countries and organizations have set goals to reduce greenhouse gas emissions and waste. NPS Flex® designed for disassembly helps achieve these goals.
- NPS Flex® allows for greater flexibility in changing the use of a building. When the needs of occupants change, the original building can be easily reconfigured, adapted, or dismantled to create new spaces or buildings. This is especially true for speculative buildings whose use changes frequently.



Our products and production processes comply with the following standards:

UNI EN 1090-1

Execution of steel and aluminium structures. Part 1: Requirements for conformity assessment of structural components

(

EN 1090-1

UNI ENI 3834

Quality requirements for fusion welding of metallic materials

<u>ISO</u> 3834

UNI ENI 13225 Precast concrete products – Linear structural elements

 ϵ

EN 13225

Thanks to the great work done in recent years, today all major NPS® products boast the Environmental Product Declaration (EPD), an internationally recognized certification that objectively and comparably communicates data on the environmental performance of products and services.

The study leading to the EPD is based on the Life Cycle Assessment (LCA) evaluation: an analysis conducted in accordance with ISO 14040 that can examine the material, energy, and resource flows needed for the production, use, and end of

life of a product, identifying the main environmental impacts.

This approach has revealed a series of advantages over the years. The first is what it has provided us in projects with public administrations. Mandatory since 2016, the Minimum Environmental Criteria (CAM) guide public administrations in the purchasing process, favoring the choice of products with less environmental impact; for the evaluation of the ecocompatibility of a building component, the CAM refers to environmental labels, and among these, the most comprehensive is the EPD. NPS® products comply with the CAM and are therefore usable in public tenders.

Over the years, LCA studies have allowed us to identify processes and materials with a greater environmental impact, to which we have dedicated our efforts to reduce. Moreover, the periodic update of the EPD informs us whether the improvement interventions are effective or not. The LCA methodology has thus proven to be both a lever for innovation, eco-efficiency, and circular economy, and a reservoir of information for communication and marketing activities based on reliable and verifiable data.

The path taken with the development of the EPD has allowed us not only to demonstrate the compliance of NPS® products with the CAM but also with the LEED sustainability certification and the DGNB protocol.

LEED® is a voluntary certification programme that

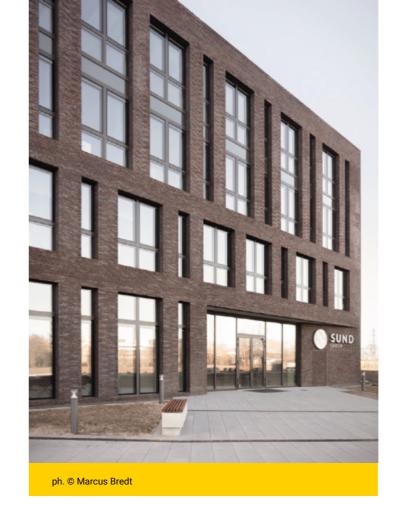
covers the entire life cycle of any type of building. It promotes a sustainability-oriented approach to design, construction and demolition by evaluating building performance in key areas, such as energy and water savings, reduction of CO2 emissions, improved indoor ecological quality, materials and resources used, design and site selection. Developed by the U.S. Green Building Council (USGBC), the system is based on awarding 'credits' for each requirement. The sum of the credits outlines the four levels of certification: basic, silver, gold, platinum.

The Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB), developed in Germany, is a building assessment scheme committed to promoting sustainability that takes into account the environment, people's well-being and costeffectiveness. Our beams and columns are included in the DGNB Navigator, a free online database for architects and designers that can be used as a planning and evaluation tool in the certification and selection of building materials to be used in sustainable buildings.

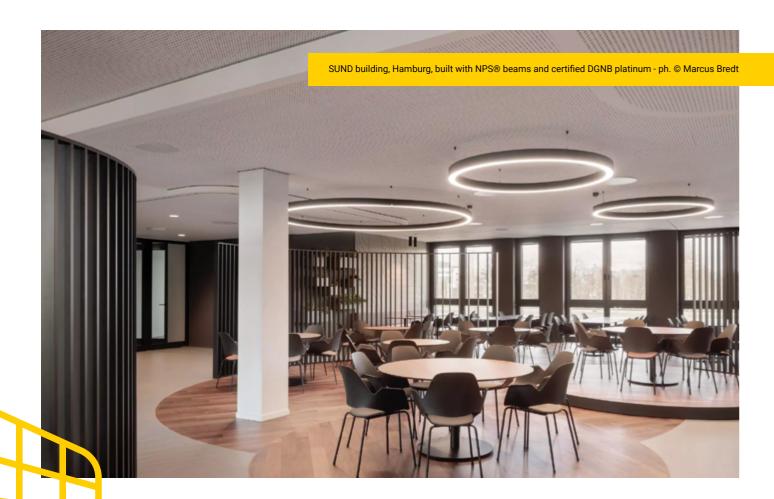


We sought advice from an external body to map the characteristics of our CAM-compliant products listed in the Ministerial Decree of November 10th 2017, and the LEED and DGNB certifications. For the sake of transparency, these documents are freely downloadable from our company website.

Our attention also extends to the supply chain of which we are an integral part. A In this regard, to ensure complete traceability of the products and the raw materials from which they are made, we use a barcode system that allows us to trace back the raw material supplier for each component.







Our commitment to seismicity

Italy presents a significant seismic risk linked both to the intrinsic danger of many areas of the country and to the high seismic vulnerability of existing buildings. Most of the buildings in our country were constructed without anti-seismic design rules or according to old standards, which do not guarantee the safety standards required by current Technical Standards for Construction. Over the years of our activity in Italy, we have developed extensive experience in post-earthquake reconstruction and seismic retrofitting of schools and other types of buildings. We have also conducted extensive research on seismic issues in collaboration with Italian and international universities, such as the Eucentre in Pavia, the University of Pisa and the University of Washington. NPS® products ensure native seismic and fire resistance, i.e. without the use of bracing in the structure or additional surface treatments. One of our latest patents stands out in particular: the NPS® Slim Sismi column, which is especially suitable for buildings in seismic areas. With greater ductility than reinforced concrete systems, this product absorbs the effects of earthquakes more effectively, reducing stress on the structure above. An example of the application of our expertise in this field is the renovation and seismic retrofitting of the Benetton megastore, located in Via Mazzini in Verona, in a 16th-century building listed by the Fine Arts Department. Thanks to the flexibility of our system, we were able to construct the entire structural frame using NPS® technology while maintaining the existing building envelope, with reduced times and costs compared to traditional prefabricated and semi-prefabricated systems.

4.3 Customer satisfaction

Our extensive experience allows us to provide our customers with a wide and diverse range of products and solutions that stand out from the competition in five ways.

1. Single supplier for all structural elements:

- · Greater efficiency in project management
- Perfect matching of beams with columns, with interference-free connections
- Responsibility for the static design of the NPS® product is ours.

2. Reduced costs and timescales that are less subject to variations:

- Reduction in construction times of an average of 40% compared to traditional systems, ideal for new buildings or renovations of commercial activities
- Weather conditions have no impact on the execution of the work.

3. Optimal use of built volumes:

- Maximisation of usable space in width and height thanks to beams with large spans and thin columns and slabs
- Adaptability of NPS® beams to different requirements
- Flexibility in the distribution of internal spaces, with easy layout changes over time
- Recognition of credits for environmental certifications such as LEED and DGNB.

4. Speed of assembly and safety on site:

- Speed of installation: 5 minutes per pillar, 8 per beam
- Approximate 80% reduction of work on site
- Elimination of formwork, with positive effects on costs and waste
- Delivery of beams and pillars at the time of installation, without the need for storage space.
- No packaging.

5. Native fire and earthquake resistance:

- Native fire resistance up to 180 minutes, thus no additional treatment is required on beams and columns
- High standards of earthquake resistance, making our solutions ideal for tall buildings and/or buildings in seismic areas
- Lightness, with a consequent reduction in the load on foundations.

To understand whether customer satisfaction is in line with our expectations, we send a questionnaire to a selected sample. In 2024, the questionnaire was revised and the number of questions asked was reduced to twelve, six closed-ended and six open-ended. The number of respondents, out of 40 customers involved, was 12 (30%), 92% of whom said they being satisfied or very satisfied with our products and services in relation to their expectations, with a satisfaction index of 1.13⁴.

In addition to quantitative data, the open-ended questions made it possible to gather qualitative observations. The responses highlighted both Tecnostrutture's strengths and some areas for improvement for improvement that will be useful in guiding future actions.

The strengths reported by customers were:

- The professionalism and quality of the assistance received
- The speed of installation and lightness of the products
- The industrialisation of the construction process, which guarantees efficiency and precision.

• 1.0 = In line with expectations

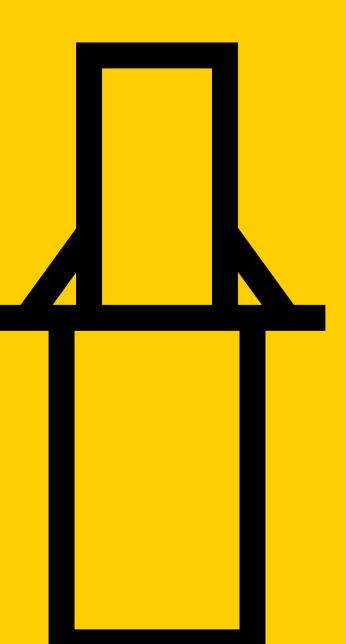
• 1.5 = Above expectations.



^{4.} Each question had three possible answers, each with a numerical value:

^{• 0.5 =} Below expectations

Chapter 5



The construction sector is among those with the highest environmental impact due to resource consumption – soil, water, raw materials, energy – as well as greenhouse gas emissions into the atmosphere and waste production.

The Sustainable Infrastructure Association (AIS) conducted a survey to assess the sector's positioning on ESG issues and promote the transition of all supply chain actors towards products and processes with a lighter impact. The most relevant sustainability aspects for companies and their stakeholders were identified through a materiality analysis based on interviews with a representative sample of the entire construction supply chain. It emerged that the aspects requiring the most urgent intervention are pollution prevention, reduction of natural resource consumption, and climate change mitigation.

The transition to a circular and zero-emission production model is complex. However, if interpreted as an opportunity, environmental challenges can strongly drive innovation and socio-economic development of communities. Embracing this stimulus, we have decided to involve all our resources in Tecnostrutture in building more sustainable buildings for a better future for the people who inhabit them.

Efficient, Responsible, and Circular Production

5.1 Our Approach

Maintaining the ISO 14001 certification for the Environmental Management System (EMS) ensures a structured approach capable of responding to environmental emergencies. Implementing the EMS in the company is useful on multiple fronts, including:

- Reducing the negative impacts of our production activities on the environment.
- · Identifying potential risks that may affect our
- Complying with environmental legislative obligations.
- Strengthening our market position.

Additionally, ISO 14001 extends our reach along the value chain, benefiting all phases of our products' life cycle.

5.2 Resource Management

We are committed to using the resources necessary for our activities as efficiently as possible, reducing waste, and constantly monitoring our consumption. Although it is a secondary item in our work, we also monitor water resources.

Water consumption in 2024:

1.862 m³

In 2023, water consumption was 1,5505 m3; we therefore increased our consumption by approximately 20% compared to the previous year, following an increase in the number of employees. Comparative life cycle assessments (LCA) between NPS® structures and conventional steel and reinforced concrete structures show significant water savings of approximately 22% when using NPS® structures compared to reinforced concrete structures.6

Moving on to the energy consumption of our Italian plants, in 2020 we installed the first photovoltaic panels with a maximum theoretical power of approximately 20 kWp, which in the reporting year enabled us to self-produce approximately 3% of our total electricity consumption. In 2024, we installed new photovoltaic panels, reaching a theoretical maximum power of 283 kWp, which will allow us to achieve approximately 30% self-production.

Furthermore, since 2022, we have been purchasing electricity from renewable sources with a Guarantee of Origin (GO). Petrol and diesel consumption refers to the use of company cars. In particular, Tecnostrutture GmbH's consumption is also included in the diesel consumption figures for 2024.



⁵ The 2023 figure has been revised following improvements in data collection and tracking, in order to ensure consistency with the 2024

⁶Comparative LCA analysis between the NPS® system and conventional steel and reinforced concrete structures - Multi-storey building by Prof. Chiara Calderini, Chiara Piccardo with the collaboration of Simone Caffè, DICCA - Department of Civil, Chemical and Environmental Engineering of the University of Genoa and with the support of Alessio Argentoni.



Energy consumption by energy source ⁷ GJ	2024	2023	2022
Petrol	18	0,2	-
Diesel	1.570	1.166	1.121
Natural gas	510	536	550
Electricity purchased from the grid	2.036	2.371	2.399
of which from renewable sources	100%	100%	100%
Coal	0%	0%	0%
Natural gas	0%	0%	0%
Petroleum products	0%	0%	0%
Nuclear	0%	0%	0%
Other sources	0%	0%	0%
Self-generated electricity by photovoltaic plant and consumed	71	25	26
Self-generated electricity			
by photovoltaic plant and sold	22	51	26
Total energy consumption	4.112	4.023	4.045

Through a comparative study conducted in collaboration with the University of Genoa, we quantified the energy consumption of NPS® structures. The results indicate a 33% energy savings compared to steel structures and 21% compared to reinforced concrete structures. The life cycle analysis and performance comparison of individual products are based on an existing case study: a multi-story building for tertiary use located in the Swiss municipality of Aigle, built with the NPS® system.

In 2023, we set the goal of implementing good practices for the progressive dematerialization of the archive and offices. In 2024, we digitized 114 folders, starting the dematerialization process.

Aware that sustainability requires a continuous improvement path, we have set the following goals regarding the consumption of material and energy

resources:

- Define a digitization strategy and evaluate tools to implement it.
- Achieve a quantity of self-consumed electricity egual to 30% of the demand.

5.3 Emissions and Waste

Our production processes inevitably generate GHG emissions into the atmosphere: although we do not have direct control over some of them, we consider it important to report them transparently. The table below shows the emissions resulting from the use of natural gas as fuel and the production of purchased electricity in the reporting year.8

⁷ Starting this year, we have improved our data collection and tracking methods. Petrol and diesel consumption has therefore been taken into account for 2024 and recovered for previous years. For the same reason, consumption of natural gas, electricity purchased from the grid and self-generated energy sold for the years 2022 and 2023 have been revised compared to what was stated in previous reports, in order to

⁸ Scope 1, 2 and other significant emissions into the atmosphere for the years 2022 and 2023 have been recalculated in line with the revision of energy consumption data.



Direct GHG emissions (Scope 1)	2024	2023	2022
CO ₂ eq. (ton)	146,9	117,0	114,5
Indirect emissions from energy consumption (Scope2, location based)	2024	2023	2022
Location based, CO ₂ eq. (ton)	155,9	181,5	183,7
Market based, CO ₂ eq. (ton)	-	-	-
Other significant emissions into the atmosphere (kg)	2024	2023	2022
NOx	244,7	253,9	244,7
SO ₂	0,7	0,7	0,7
CO	38,0	38,8	38,0
PM < 2,5	12,6	13,1	17,8

Climate change is one of the most urgent challenges of our time. Global temperatures are rising due to high concentrations of greenhouse gases in the atmosphere, mainly caused by human activities. This phenomenon leads to extreme weather events, rising sea levels, and loss of biodiversity.

The construction sector is one of the main global sources of greenhouse gas (GHG) emissions. According to the *Global Status Report for Buildings and Construction 2022* by UNEP, buildings are responsible for about 37% of global energy-related CON emissions and 34% of global energy consumption.

In recent years, significant attention has been paid to emissions generated during the operational phase of buildings. However, it is estimated that more than half of the total carbon emissions from all new buildings globally between 2020 and 2050 will come from embodied carbon — that is, emissions related to materials and the construction/renovation process (source: GBC Italia). It is therefore essential to go beyond focusing solely on operational emissions and start considering both operational and embodied carbon in an integrated way.

To mitigate the impact of the construction sector on climate change, it is crucial to adopt sustainable building practices. This includes the use of low environmental impact materials, the implementation of energy-efficient technologies, and the promotion of Nearly Zero-Energy Buildings (NZEB). Furthermore, the renovation of existing buildings to improve their energy performance can significantly contribute to emission reductions.

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To reduce the environmental impact of the sector, the European Union has introduced several key regulations and strategies. Regulation (EU) 2020/852 on the Green Taxonomy, for example, establishes clear criteria to determine whether an economic activity contributes to climate change mitigation and adaptation, encouraging the development of low-emission buildings.

Tecnostrutture has a clear vision of its impact on climate change and what it can do to reduce it. The preparation of Environmental Product Declarations (EPDs), the evaluation of the environmental performance of raw materials in selecting steel suppliers, and the use of renewable energy in our production plants are all actions aimed at reducing the greenhouse gas emissions associated with the production of our construction systems. Moreover, our NPS® Flex system helps limit emissions generated during end-of-life disposal and reduces the need for new material resources.

As for waste production, we plan steel processing using Industry 4.0 machinery and minimize scrap, which is then reused for other products or sold and recycled. Below is a breakdown of the waste generated at the production plant on Via Volta 36 and at the offices on Via Meucci 26 in 2024.



Waste produced ⁹ (ton)		0004	0000	0000	
First level CER code	Description of waste	2024	2023	2022	
12 - Waste from physical and mechani- cal surface treatment and processing of metals and plastics	Ferrous metal filings and shavings	24	26	-	
15 - Packaging waste, absorbents, rags,		13	12	94	
filter materials and protective clothing	Mixed Material Packaging	2	4	-	
(not otherwise specified)		0,1	-	-	
16 - Wastes Not Otherwise Specified in the list	Discarded equipment, other than those falling under headings 160209 and 160212	0,1	1	-	
	Gases in pressure containers	-		-	
17 - Waste from construction operations	Cement waste	96	133	17	
and demolition	Iron and steel waste	854	975	982	
	Construction and Demolition Waste	-	-	40	
20 - Urban Waste	Septic tank sludge	-	-	-	
Total		989	1.151	1.049	

⁹ Starting in 2024, waste data is reviewed annually based on figures extracted from the MUD (Environmental Declaration Form), which are not available at the time of this report's publication. The 2022 data has been updated in this edition of the report based on the MUD.

All waste produced is destined for recovery, as shown in the table below.

Hazardousness of waste produced (ton)	2024	2023	2022
Hazardous waste for disposal	-	-	-
Hazardous waste not destined for disposal	-	-	-
Non-hazardous waste for disposal	-	-	-
Non-hazardous waste not destined for disposal	989	1.151	1.049

An important contribution in terms of waste reduction comes from the NPS® system itself, which consists of customised products that do not require transport packaging and eliminate the problem of managing packaging and waste disposal on site. Furthermore, as the structures are self-supporting and do not require temporary works, we have recorded a significant reduction in formwork, wood and props and avoided the transport of these materials. These features allow for the achievement of higher credits related to environmental certifications for buildings.



5.4 Sustainability of materials and the supply chain

As a company, we have always supported the traceability of raw materials through product certification and we hope to see the implementation of a comprehensive building register, including a detailed inventory of the materials employed.

The EPDs for NPS® products provide information on the materials used and the recycled content. A percentage of recycled material is always guaranteed in the beams and columns of this system, which can exceed 97% in beams and columns. Furthermore, by exploiting the structural efficiency provided by the combination of steel and concrete, compact sections are obtained that reduce the use of raw materials. At the end of its life, 100% of the structural steel in NPS® elements can be recovered through a remelting process and converted back into structural steel without any loss of properties. Once it has reached the end-of-waste stage, the concrete can be used as aggregate in new concrete through a further grinding process that effectively replaces virgin material.

The quantities of materials used in production are shown below.

Materials used in production ¹⁰	2024	2023	2022
Steel (ton) Concrete (ton) Cement Total Packaging: wood (ton) Packaging: EPS (ton) Auxiliary materials: technical gases	8.315	6.745	8.437
	5.026	4.581	4.501
	139	156	110
	13.479	11.482	13.048
	72	67	69
	42	48	43
	30.373	41.251	42.976

Since steel is our main raw material, we have created a rating system for suppliers based on the percentage of post-consumer recycled material employed in production and on climate-changing gas emissions (total GWP of the production phase, modules A1-A3 of standard EN15804), requesting information directly and analysing documentation and certifications to verify these data. The results show that most suppliers of round products are able to provide us with items with high percentages of recycled content, while suppliers of flat products tend to provide items with a low percentage. More and more suppliers are able to respond positively to our request by obtaining appropriate certifications on environmental sustainability issues. In order to continuously improve the sustainability of our supply chain, we inform our raw material suppliers that we will use the percentage of recycled content in materials and the impact on climate change as award criteria in our selection process.

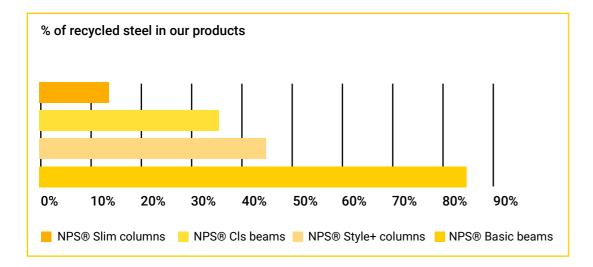
 $^{^{10}}$ 10 Since 2024, we have also been monitoring the use of packaging and auxiliary materials. The data for 2022 and 2023 have been revised.

Furthermore, we aim to use suppliers and subcontractors located close to our plants whenever possible in order to reduce the impact of transporting raw materials and products.

Currently, our product EPDs declare the percentages of recycled steel shown in the following chart.

These percentages were chosen conservatively, as the supplier mapping described above had not yet been implemented at the time the declarations were drawn up.

Our goal is to update the EPDs for our products in 2025, using the mapping carried out to provide our customers with more accurate data in terms of recycled content and environmental performance.





Chapter 6



In 2024, we were promoters and organizers of the first edition of "Building the Future," a conference dedicated to the transition from on-site to off-site construction. The event, realized together with key partners in the supply chain – Rubner for wooden constructions, Pichler for steel constructions, Harpaceas for BIM software, Brioschi Immobiliare as a developer, Gualini for facades, and Impresa Percassi – saw the participation of prominent speakers, including Paolo Zilli of Zaha Hadid Architects and Prof. Marco Imperadori of the Politecnico di Milano.

We believe that innovating means working together, creating a network among all sector actors. This commitment starts with individual companies, and for us, it means investing in our people, supporting and valuing them, because change begins first and foremost within our organization.

Creation and Management of Relationships

6.1 Our Workers

At the end of the reporting year, our workforce consists of 87 direct employees and 5 workers hired with temporary contracts, as well as 1 intern and 7 workers with professional contracts. Even in contractual forms, there can be aspects that say something about a company's sustainability. As a production company, we strive to create stable and long-lasting employment contracts: 97% of our employees have permanent contracts, while 93% work with us full-time.

We resort to temporary work to handle significant orders that require an increased workforce for a limited period. Our goal remains to create mutually satisfying relationships: it is no coincidence that many workers who start working with this modality are later stabilized and hired as direct employees. All worker data refer to Tecnostrutture Srl and Tecnostrutture GmbH.



Given the geographical location of Tecnostrutture's headquarters, all workers counted refer to the European geographical area.

Workers not employed*	2024	2023	2022
Internships	1	1	0
Temporary workers	5	3	10
External experts	0	0	4
Professional service contracts	7	5	6
Total	13	9	20

^{*} Data as at 31/12/2024, 31/12/2023, 31/12/2022

Since 2019, we established the Tecnostrutture Sustainability Committee, which aims to make sustainability a widespread and shared aspect of the company. The Committee is made up of one representative from each department and meets every three months to review the progress of the objectives set and to share areas for improvement and good business practices.

Some of us have the floor...

"The annual publication of the sustainability report has allowed us to address the issue of sustainability in our respective areas of interest, bringing new stimuli to our work. The awareness that we are making a difference and the opportunity to influence the company's path towards sustainability are sources of great motivation for us. The work done in recent years has been a combination of many small daily actions, and what we consider most valuable is our consistency and perseverance in achieving the goals we have set ourselves. We believe that the participation of our colleagues is fundamental in this regard, and we have sought to act as a conduit for their concerns. Awareness of the issue is more widespread within the company, thanks in part to the internal training on the subject carried out in 2024. We believe that this increased interest is based on greater awareness of the company's commitment to sustainability and the perception that everyone, in their own small way, can make a positive impact."

Tecnostrutture Sustainability Committee

In our relationships with our employees, we are committed to avoiding all forms of discrimination based on factors such as age, gender, sexual orientation, health, ethnicity, nationality, political opinions and religious beliefs. We are aware that the full potential of human resources can be realised above all through respect for diversity and a commitment to equal opportunities. To demonstrate their importance, we have decided to formalise these principles in our first Code of Ethics.

Directors





Under 30 years 0 Between 30 and 50 years 1 Over 50 years 0

Directors





Under 30 years 0 Under 30 years 0 Between 30 and 50 years 1 Between 30 and 50 years 0 Over 50 years 0 Over 50 years1

Board of Directors





Under 30 years 0 Between 30 and 50 years 3 Over 50 years 3

Board of Directors





Under 30 years 0 Between 30 and 50 years 3 Over 50 years 3

Board of Directors





Under 30 years 0 Between 30 and 50 years 3 Over 50 years 3

Employees





Under 30 years 8 Between 30 and 50 years 23 Over 50 years 6 Protected categories -

Employees





Under 30 years 7 Between 30 and 50 years 20 Over 50 years 5 Protected categories -

Employees

Directors





Under 30 years 8 Between 30 and 50 years 16 Over 50 years 5 Protected categories 3

Managers





Under 30 years 0 Between 30 and 50 years 1 Over 50 years 1

Managers





Under 30 years 0 Between 30 and 50 years 1 Over 50 years 1

Managers





Under 30 years 0 Between 30 and 50 years 1 Over 50 years0

Workers







Under 30 years 4 Between 30 and 50 years 26 Over 50 years 17 Protected categories -

Workers





Under 30 years 5 Between 30 and 50 years 23 Over 50 years 16 Protected categories 1

Workers





Under 30 years 9 Between 30 and 50 years 26 Over 50 years 13 Protected categories -



In 2024, we hired 20 direct employees. As in the past, in our production plant, the recently hired direct employees have different nationalities, which for us represents an element of richness and a continuous source of challenges and stimuli that further pushes us towards the protection of diversity. The 15 terminations recorded during the year include direct employees who left the company voluntarily and for retirement.

In 2024, we once again held a corporate volunteering day, involving employees and their families in a waste collection activity at the mouth of the Piave River, organised in collaboration with Legambiente. The idea was conceived three years ago thanks to the Supporters' Committee, and this year the event was once again open to the public.

As in the previous year, we also organised a summer party for employees and their families, offering various activities for both adults and children. It was an opportunity to get together, toast Tecnostrutture's achievements, congratulate colleagues who celebrated a work anniversary and share our sustainability report.

In addition, for Christmas 2024, we organised a toast with a raffle in which all the gifts received by Tecnostrutture for the holidays were given away as prizes and distributed among all employees and collaborators.



Incoming turnover* by gender, age group and geographical area - Direct employees	2024	2023	2022
Number of recruitments in the year	20	16	36
Men	17	14	33
Women	3	2	3
Under 30 years	8	4	11
Btw. 30 and 50 years	9	10	18
Over 50 years	3	2	7
Nationality	Albania Azerbaijan Bangladesh China Colombia Italy Morocco Moldavia Romania	Italy Senegal Bangladesh Afghanistan	Italy Afghanistan Bangladesh China Ivory Coast Guinea Morocco Moldavia Nigeria Senegal Serbia Sri Lanka
Hiring rate	23%	20%	46%

^{*} Incoming and outgoing turnover rates are calculated by dividing the number of hirings and terminations recorded in 2023 by the number of employees and temporary staff respectively.

Outgoing turnover* by gender, age group and geographical area - Direct employees	2024	2023	2022
Number of terminations in the year Men	15 15	16 14	19 16
Women Under 30 years	5	2	9
Btw 30 and 50 years Over 50 years	9	10 2	6
Nationality	Italy China Moldavia Romania Afghanistan Germany Senegal	Italy Senegal Bangladesh Afghanistan	Italy Moldavia China Russia Senegal Sri Lanka
Negative turnover rate	20%	24%	19%



6.2 Employee Well-being and Professional Growth

We protect the well-being of our collaborators by guaranteeing them the rights provided by law and the relevant National Collective Labor Agreement (CCNL), which, for workers at our Italian offices, is that of the metalworking industry. Tecnostrutture GmbH employees have contracts that follow German labor law, which does not provide for collective agreements but specific agreements for each company. The company management is responsible for defining remuneration policies, respecting principles of equity in tasks, responsibilities, and previous experience. In the reporting year, the annual remuneration rate¹¹ was about 3.23% (-6.7% compared to 2023). In 2024, the rate of increases¹² was 1.83.

For us, health and safety are at the center of every decision, and we are constantly striving to raise company standards. We pay attention to these aspects in all contexts in which we operate: in our plant, in offices, but also on construction sites where our products are installed.

At the Noventa di Piave plant, we adopt all necessary measures to ensure the health and safety of collaborators, in full compliance with Legislative Decree 81/08. Although a certified management system is not yet implemented, attention to these aspects is an integral part of our daily activities. To do this, we rely on the support of our Prevention and Protection Service Manager (RSPP), who, based on information collected during periodic inspections, particularly on the number of accidents, evaluates the update of our Risk Assessment Document (DVR). This tool allows us to identify and manage the main risks to which our employees are exposed, such as crushing, cuts, and liquid cement splashes used in our products.

Internally, the company has a Workers' Safety Representative (RLS) who collects colleagues' reports on possible inaccuracies in the application of procedures. In the production phases, an emergency coordinator is constantly present.

To strengthen our approach to workplace safety, we have initiated a process of defining operational procedures that clearly specify roles, responsibilities, and competencies in this area. To enhance the well-being of our workers, we have implemented the Health, Safety, and Environment (HSE) function, complementary to that of the RSPP. We have also enabled the whistleblowing reporting platform.

In 2024, we had 8 cases of injury with a prognosis of more than two days among direct workers. Our goal remains to reduce the injury rate each year, both in numerical terms and in terms of the duration of the prognosis.





Accidents at work	2024	2023	2022
Man hours worked (employees)	139.953	140.917	134.354
n of recordable accidents	8	11	7
n of serious accidents	-	1	-
fatal accidents	-	-	-
Recordable Accident Rate* Serious	57	78	52
Accident Rate*	-	7	-
Death Rate*	-	-	-
Man-hours worked (contracted)	5.174	16.747	19.112
n of recordable accidents	-	-	2
n of serious accidents	-	-	-
fatal accidents	-	-	-
Recordable Accident Rate* Serious	-	-	105
Accident Rate*	-	-	-
Death Rate*	-	-	-

^{*} Values calculated on 1,000,000 hours worked.

¹¹ The remuneration ratio is calculated as the ratio between the highest annual salary and the median salary of all employees (excluding the highest). Employees with a contract in place for at least 12 months in 2024 were taken into account.

¹² The increase ratio is calculated as the ratio between the percentage increase in the total annual remuneration of the person receiving the highest remuneration and the median percentage increase in the total annual remuneration of all employees (excluding the aforementioned person).

We strictly observe health surveillance as part of the mandatory practices in worker management. Workers, based on the periodicity and type of checks required for each person's role, undergo necessary visits and exams with our occupational doctor.

Their confidentiality is protected: visits are individual, and the subsequent report is shared only with the worker, the Human Resources Office, and the QHSE function. The results of any analyses are delivered to the company in a sealed envelope and returned to the employees as such, unless there are significant anomalies for job suitability. If limitations or prescriptions emerge, the company ensures they are respected, protecting the worker. Where necessary, we update and adapt the Health Protocol.

The health of our collaborators is a priority even beyond the work environment. For this reason, we promote access to supplementary health services, regularly reminding the right to use Metasalute, the fund dedicated to metalworking industry workers, which offers services at discounted rates at affiliated facilities

Since 2023, we have also introduced a corporate welfare plan accessible through an online platform, which allows the use of available credit for the reimbursement of incurred health expenses.

We strive to manage business relationships and requests from suppliers and customers while respecting the protection of our workers. The work environment and rhythms must always respect employees' rest and any limitations, as well as protect their health conditions.

In the last three years, no cases of occupational diseases have been recorded.

We guarantee all employees the mandatory training required in the field of health and safety at work. At the same time, we invest in the professional growth of our people through targeted training programs, focusing on technical aspects, product development, and commercial activity management. In 2024, we conducted a total of 882 hours of training, with an average of about 10 hours per collaborator.

2024

Average hours of yearly training procapita by gender and employement category - Direct employees

Average hours of training per year by gender



10

10

Average hours of training per year by employment:

Executives 149

Directors 12

Employees 8

Workers 6

Average hours of yearly training procapita by gender and employement category - Direct employees

Average hours of training per year by gender





Average hours of training per year by employment:

Executives 36

Directors 4

Employees 10

Workers 7

Average hours of yearly training procapita by gender and employement category - Direct employees

Average hours of training per year by gender





Average hours of training per year by employment:

Executives 15

Directors 1

Employees 25

Workers 6

It is in Tecnostrutture's interest to continue working towards a more organic training program, aimed at seizing the opportunities offered by the context and uniformly distributed across all company departments.

In addition to formalized training, we frequently organize collateral activities that can contribute to the personal growth of our workers.

Since 2024, we have been organizing an annual plenary meeting to share the progress of our sustainability journey. During the year, we also proposed a series of internal training events on various topics related to sustainable development.

Our corporate sustainability journey:

a series of internal training events on various topics related to sustainable development

1° CYCLE OF LECTURES

MARCH 2024 DIGITISATION: FOCUS ON TRIMBLE CONNECT **DURATION: 1.30 HOURS** AND CASE STUDY

OBJECTIVES

In-depth knowledge of the Trimble Connect tool Demonstrate the advantages of digital evolution - case study Align everyone with the digitisation process Speakers: Alessandro Baldo, Andrea Pistolato

FIRE PERFORMANCE OF THE NPS® AND NPS® FLEX SYSTEMS

APRIL 2024

DURATION: 1.30 HOURS

OBJECTIVES

Knowledge of the technical application basics of the system Understanding and being able to explain the application advantages and potential of the solution in the Italian and international markets Speaker: Alessio Argentoni

POSITIONING OF NPS® STRUCTURES COMPARED TO TRADITIONAL STRUCTURES.TIMES, COSTS, ENVIRONMENTAL IMPACT.

JULY 2024 DURATION: 1 HOUR

OBJECTIVES

Advantages and disadvantages of NPS structures compared to traditional solutions in terms of variables such as weight, construction times, dimensions, CO2 and price.

Speaker: Alessio Argentoni

LIFE CYCLE ANALYSIS AND REUSE:

OCTOBER 2024

DURATION: 2 HOURS

IN-DEPTH ANALYSIS OF LCA, EPD AND CAM

OBJECTIVES

Knowledge of LCA, EPD and CAM and their value in commercial and noncommercial communication of our products

Speaker: Giulia Daniele

SUSTAINABLE RAW MATERIALS: INTERACTIVE WORKSHOP

DECEMBER 2024 DURATION: 2 HOURS

ON RESPONSIBLE CHOICES

OBJECTIVES

In-depth analysis of sustainability as a criterion for choosing suppliers and products Raising awareness of materials, traceability and the environmental impact of the products we buy

Speaker: Marco Orlando

6.3 Associations and External Relations

We have applied the same level of innovation to the development of marketing and communication strategies as we do to our products. We are aware that it is useful to present ourselves as promoters of the culture of our products: it is a fundamental effort to increase knowledge about the benefits derived from their use and to contribute to the sector's development in the reference market.

To this end, we have created a true virtual community of reference that gathers sector experts such as designers, architects, and engineers, clients, and colleagues who consider us a point of reference.

We communicate with this audience through multiple communication tools:

Social Media



11.300 followers with publications in Italian, French, German and English (+8,6% compared to 2023)



12,200 followers with content in Italian



700 follower (+16,7% compared to 2023)



YouTube Channel, 1.620 subscribers



Corporate Newsletter in Italian, French, German, and English



Tecnostrutture ACADEMY newsletter 24.646 international subscribers



Website

Tecnostrutture ACADEMY is a project we are very proud of. A container available in Italian and English designed for all those who work in the world of design, both experts and students approaching new construction technologies. Conceived by our founder in 2019, the platform is the result of the work of the communication, research and development, and technical teams. Its goal is to share knowledge, information, and resources on composite steel and concrete structures with industry professionals.

Tecnostrutture ACADEMY is a place to find videos, articles, software, and publications on the most important aspects of our company, our products, and our sector. To offer different and authoritative perspectives on the topics we address, we often rely on external experts.

Our desire to network for the dissemination of the culture of our products is also manifested through active participation in technical seminars and conferences of the seven sector associations to which we adhere.



















Regarding associations and external relations, in 2024 we:

Promoted and organized the first edition of "Building the Future," a conference dedicated to the transition from on-site to off-site construction.

- Held a seminar at the Order of Engineers of the Province of Brescia on the advantages of NPS® New Performance Slim-System composite structures; the same intervention was repeated at the Order of Engineers of Venice.
- Participated in the BVSF Forum in Berlin, discussing the topic of circular construction.
- Organized the event "Sustainability and Speed. Innovative Techniques for Low-Impact Urban Construction Sites" in Florence.
- Participated in the Green Building Conference and Expo organized in Venice by the Venetian Green Building Cluster.
- Presented an example of applying our system to large projects as part of a series of seminars organized by the College of Building Industrialization Technicians.
- Participated in the assembly of the Sustainable Infrastructure Association (AIS) and hosted association representatives at our company.
- Participated in the round table "Technical Offer and Sector Needs" at the conference "Innovation and Made in Italy in Construction Products" organized by the National Body for European Technical Assessment – ITAB.

- Hosted the sustainability group of Confindustria
 Veneto Est at our company to illustrate our sustainability journey.
- Participated in the REbuild event on the opportunities of the ecological transition in the construction and real estate sectors.
- Participated as speakers at the sustainability week of Confindustria Veneto Est.
- Held a seminar on the advantages of the NPS®
 System for elevations at the headquarters of the
 Order of Architects in Düsseldorf.
- Participated as organizers and speakers at a training seminar in Cologne on the possibilities of using composite structures and the latest regulations for low-impact concrete structures.





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Since 2021, Giulia Daniele has been an Ambassador of the international #BuildingLife project, promoted by GBC. The Ambassadors' task is to represent the components of the construction supply chain, supporting and promoting this project, which aims to call on the European Commission and national governments to implement concrete policies to address the total impact of resources and carbon emissions in our sector. We believe in the dialogue between universities and companies: over the years, we have developed collaborations with important academic institutions – especially faculties of Engineering and Architecture – with which we organize research and development activities, training meetings, and guided tours of the company, to get to know and be known by the designers of tomorrow.

- Held a seminar at the Centre des hautes études de la construction (CHEC).
- Sponsored the twelfth edition of the Tall Buildings conference sponsored by IUAV University of Venice and Politecnico di Milano.
- Held a lecture at the Ruhr-Universitat Bochum on the topic of composite beams.
- Organized a visit to the Olympic Village in Milan for a group of university students.
- Presented our NPS® system to some students of the Politecnico di Milano.
- Held a lecture on our construction system at the University of Kaiserslautern-Landau.

Our goal for the coming years is to continue spreading the culture of innovation at universities and research centers.

Regarding relations with the territory, in 2024 we:

- Welcomed some classes of high school students to the company as part of the "PMI DAY" promoted by Confindustria.
- Financially supported the festival of the Municipality of Eraclea.
- Sponsored and participated with Tecnostrutture employees in the 3x3000 relay race in Eraclea.
- Sponsored a bike ride organized by the Parish of Eraclea.
- Supported with a donation the volunteer association Millecolori of Scampia (NA).
- Donated 2,000 euros to the Grenfellove Onlus Foundation, in memory of Marco and Gloria. The choice of the association was made by a majority of Tecnostrutture employees and collaborators through a questionnaire. As every year, Tecnostrutture donates a sum to a local association, selected through internal voting.

An initiative we contributed to and are particularly proud of is the presentation of the book "Don Armando Trevisiol. A Successful Man," curated by Don Sandro Vigani, held on May 22, 2024, at the Auditorium of the M9 Museum in Mestre. The work offers a reconstruction of the life and work of the founder of the Don Vecchi Centers, narrated through his writings and the testimonies of those who knew him. The event was enriched by a round table and saw the participation of illustrious personalities from the territory, the book's curator, and supporters of the projects initiated by Don Trevisiol.

"Don Armando Trevisiol. A Successful Man" represents a tribute to a visionary man whose work left an indelible mark on the Mestre community. Don Armando's life, who passed away on August 9, 2023, was characterized by tireless social commitment, giving life to numerous initiatives to support the last, the marginalized, and the needy.

The editorial initiative, strongly desired by our President Franco Daniele and Andrea Trevisiol of EMcube, celebrates an example of social responsibility and also served to finance the project "The Talent of the Last," which offers support to talented young people from disadvantaged families.

Methodological Note

305-1 Direct emissions of GHG (Scope 1) and 305-7 Nitrogen Oxides (NOx), Sulphur Oxides (SOx) and other significant emissions

Data source:

Fuel			LHV (Lower Heating Value)		Emission factors				
		LHV (SOx [g/GJ]	CO [g/GJ]	PM _{2,5} [g/GJ]		
Natural gas	m³	35,3	35,3 MJ/m³		0,611	22,2	0,111		
Petrol	L	31,9	31,9 MJ/I		0,221	545	6,63		
Diesel	L	35,8	MJ/I	210	0,325	23,0	11,2		

Natural gas

- Lower Calorific Value (PCI): ISPRA, National Standard Parameter Table, 2023
- Emission factors:
- CO2: DEFRA, UK Government GHG Conversion Factors for Company Reporting, 2024 (IPCC 2021 GWP 100a)
- Other emissions: Ecoinvent 3.8 (Heat, central or small-scale, natural gas {Europe without Switzerland}| heat production, natural gas, at boiler fan burner low-NOx non-modulating <100kW | Cut-off, U)

Petrol

- · Density: ENEA, Report on energy use, 2019
- Lower heating value (LHV): ISPRA, Table of national standard parameters, 2023
- · Emission factors:
- CO2: DEFRA, UK Government GHG Conversion Factors for Company Reporting, 2024
- Other emissions: Database of average emission factors for road transport in Italy: fetransp.isprambiente.it (data updated to 2021))

Diesel

- Density: ISPRA, Annual report on the quality of motor fuels produced, imported and marketed in 2019
- Lower heating value (LHV): ISPRA, Table of national standard parameters, 2023
- · Emission factors:
- CO2: DEFRA, UK Government GHG Conversion Factors for Company Reporting, 2024
- Other emissions: Database of average emission factors for road transport in Italy: fetransp.isprambiente.it (data updated to 2021))

305-2 Indirect GHG emissions (Scope 2)

Data source:

Electricity

- Emission factors Scope 2 (location based):
- 0.077 tCO2e/GJ

Source: Ecoinvent 3.9 (IPCC 2021 GWP 100a)

- Emission factors Scope 2 (market based):
- 2021: 0.125 tCO2e/GJ
- 2022: 0 tCO2e/GJ
- 2023: 0 tCO2e/GJ

Source: Ecoinvent 3.9 (IPCC 2021 GWP 100a)

The objectives and commitments of the company

SDGs Agenda 2030	Target	Objective	Target to 2024	Attainment Status	Target to 2025	Material theme
7 AFFORDABLE AND CLEAN ENERGY	7.2	Reducing impacts related to energy consumption	Installation of photovoltaic panels on the roof of the production plan	Target achieved. The new panels were installed in 2024.	Achieving 30 per cent self-consumption of electricity	Production sustainability
8 DECENT WORK AND ECONOMIC GROWTH	8.5 8.8	Pursuing the health and safety and welfare of workers	Reducing the accident rate Increasing investments in employee welfare	Objective achieved. The accident rate has decreased. The investment in welfare was maintained.	Reducing the accident rate, also in terms of accident days per capita Establish a bonus for plant workers based on compliance with safety standards	Safety and well- being of co- workers
9 INDUSTRY INNOVATION AND INFRASTRICTURE	9.1	Pursuing ustomer satisfaction in the quality of the products provided and in all phases of the services provided	Increasing the number of customers responding to the questionnaire Update the evaluation questionnaire and define new KPIs based on the previous year's resu	Target achieved. The number of respondents increased from 7 to 12. Objective achieved. The questionnaire has been updated.	Increasing the number of customers responding to the questionnaire	Customer satisfaction
9 INCUSTICE INFORMATION AND INFORMATION CONTRACT INCUSTION	9.2	Creating networks and collaborations to foster innovation and development in the sector	For 2024, we have not identified a specific target to achieve, although we have maintained our network of collaborations.	For 2024, we have not identified a specific target to achieve, although we have maintained our network of collaborations.	Participating in industry working tables through direct company engagement	Partnerships and associations
9 INDUSTRY INDUSTRIA	9.2	Promoting the culture innovation (offsite) in the construction sector	Promoting the culture innovation in universities and research centres	Objective achieved. Chapter 6 details the activities carried out within universities and research centres.	Promoting the culture of innovation in universities and research centres	Education and training
10 REDUCED INEQUALITIES	10.2	Increasing the redistribution of value with regard to the social and economic development of the area in which Tecnostruture operates.	Keeping the donation quota for the local community stable selected by workers	Goal achieved. Donated EUR 2,000 to the Grenfellove non-profit foundation chosen by employees through a questionnaire. Donations and sponsoring mentioned in Chapter 6 are added to this quota.	Maintaining stable economic support to the local community through a donation to an association identified by the workers.	Economic soundness

SDGs Agenda 2030	Target	Objective	Target to 2024	Attainment Status	Target to 2025	Material theme
12 RESPONSABLE CONSUMPTION AND PRODUCTION	12.2	Pursuing dematerialisati on in corporate operational management	Implementation of good practices for the progressive dematerialisation of archives and offices	Objective achieved. 114 folders weighing approximately 697 kg of paper were digitised.	Defining a digitisation strategy and evaluating tools to implement it	Production sustainability
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.2	Promoting the robustness, durability and safety of supplied products	Carrying out the preliminary stages of a project on the fire resistance of Tecnostrutture products	Objective achieved. A strength test on the beam was completed.	Carrying out new resistance tests on construction products	Resilient and sustainable products
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.5	Pursue the reduction of waste produced both in production and in offices	Improvement of separate collection in companies and quantification of waste assimilable to municipal waste	Objective achieved. Waste assimilable to municipal waste has been digitised.	Implementing management methods for new types of special waste	Production sustainability
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.6	Pursue research and innovation activities to contribute to the development of the sector and the improvement of product quality	Increase man-hours dedicated to research and development activities Increasing investment in research and development activities	Target achieved. Man- hours are up. ment will be accounted for in 2025.	Increasing investment in research and development activities	Search and innovation
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.6	Establish a system to assess suppliers' approach to environmental sustainability	Keep up-to-date the mapping of suppliers according to the share of recyclate employed in the products addressed to Tecnostrutture Use the percentage of recycled material as a rewarding criterion when selecting suppliers and communicate this to them	Objective achieved. The mapping has been updated. Target achieved. The percentage of recycled material is employed as a reward criterion.	Keep up-to-date the mapping of suppliers according to the share of recyclate employed in the products addressed to Tecnostrutture Use the percentage of recycled material as a pre-criterion when choosing suppliers and notify them	Circulation of raw material
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.6 16.7	Apply the principles ethics and transparency of operationscomb ating corruption and anticompetitive behaviour	Adopting the governance model Model 231	Objective partially achieved. The process adopting the model has been initiated, but has not yet been finalised.	Adopting the governance model Model 231	Loyalty and Transparency
16 PEACE JUSTICE AND STRONG INSTITUTIONS	16.6 16.7	Comply with the laws and regulations of reference that regulate the operation of the company and the production of goods.	Keep the number of non- conformities received equal 0 on company management system audits	Target achieved. No non-conformities were recorded.	Not receiving sanctions from control bodies and authorities	Compliance and enforcement

MANAGEMENT MODE

To simplify the development of management mode reporting, the priority themes for Tecnostrutture have been aggregated into three macro-themes that share the management approach.

Macrotema	Priority themes for Technostrutture
1. VALUE GENERATED	Economic solidity loyalty and transparency Compliance and legal compliance Research and innovation
2. ENVIRONMENTAL RESPONSIBILITY	Sustainability of production Circulation of raw materials Resilient and sustainable products
3. SOCIAL RESPONSIBILITY	Health and psycho-physical well-being of workers Education and training Partnership and associations

PROCESSES COMMON ALL MACRO-THEMES MOTIVATIONS AND BOUNDARIES

Material issues were identified by applying the principles for defining the content of the report and through the stakeholder engagement and materiality analysis processes described in detail in the methodological note. Subsequently, through a discussion with the , the disclosures to be reported were selected for each material topic identified.

For each material theme of Tecnostrutture, the perimeter within which the potential impact may fall was identified:

- Within company boundaries: in this case, the impact primarily affects stakeholders interiors
- Outside the company boundaries: it is mainly external stakeholders who are affected by the impact
- Inside outside the company boundaries: the impact affects all stakeholders. In the management of material issues, Tecnostrutture considers both the possible impact it may cause directly and that which may indirectly result from its actions.

POLICY MANAGEMENT TOOLS AND COMMITMENTS

We aim to ensure products and services that meet customers' needs, while complying with current regulations. This is made possible through a high level of professionalism throughout the production process. With the publication of this second report we also intend to demonstrate our willingness and commitment to continue on the path towards sustainability. This will and commitment originates from the company management, as described in the letter at the beginning of the report, and is transmitted to all levels of the company.

The commitment to ESG issues is also confirmed by membership of associations and networks that

contribute to the ecological transition of the construction sector.

OBJECTIVES AND TARGETS

The goals and targets that Tecnostrutture sets for itself on its path to sustainability can be found in this report. They are of an improving nature compared to national regulations and will be monitored annually. Other more specific quality and environmental improvement objectives are identified and monitored in the management systems implemented by the company in accordance with the relevant international standards (ISO 9001 and 14001).

RESOURCES

The responsibility for allocating human and financial resources lies with the Board of Directors.

GRIEVANCE MECHANISMS

In Tecnostrutture there are complaint collection systems provided for by the quality and environmental management systems. Furthermore, with the publication of this Report, all stakeholders will be able to forward requests and complaints to the appropriate mailbox esg@tecnostrutture.eu.

SPECIFIC ACTIONS

Tecnostrutture has two support committees involved in the path towards sustainability: the Sustainability Committee, which helps the Board of Directors define the path, and the Supporters Committee, formed by company employees whose task is to spread sustainability principles within organisation. Tecnostrutture publishes the Sustainability Report in compliance with the main international reference standard for sustainability reporting, the GRI-Standards. The following sections detail the specific actions that Tecnostrutture implements in the field of sustainability, in relation to the material themes identified through the materiality analysis process.

MANAGEMENT EVALUATION

The results of management system audits and annual reviews will be employed to monitor the actual adequacy of the management of material issues. The disclosures of GRI standards reported in this and subsequent reports will also be used as management assessments.

LIABILITY

The commitment to embrace an increasingly sustainable approach is shared by all members of the board of directors, who also assume responsibility for implementation in the development of strategies, implementation of policies, realisation of commitments and achievement of objectives. The achievement of the specific objectives identified in the company's management system improvement plans, on the other hand, are delegated to those responsible for implementing the relevant systems. On the other hand, there are no procedures in the company aimed at preventing and mitigating conflicts interest. Transactions between related parties are regulated by contracts concluded at normal market conditions.

VALUE GENERATED MOTIVATIONS AND BOUNDARIES

Material theme

Material theme	Related impacts	Motivations and boundaries	Material topics from GRI Standard	Informative	
Economic soundness	Increased competitive- ness of the company Contribution to the economic stability of the company's collaborators Economic growth of the region through recruitment of local employees	The generation of value for the company that determines its soundness and the ability to redistribute value both within and outside the company boundaries. Any related impacts could affect both inside and outside the company boundaries.	GRI 201: Performance economic 2016	201-1 Direct economic value generated and distributed 201-4 Financial assistance received from the government	
Loyalty and transparency	Risk of incurring sanctions for non-compliance with applicable legislation on corruption, competitiveness and taxation Improvement company reputation Contribution to the development of a more ethical society	Acting with respect for all means and techniques in accordance with the principles of fairness professional, condemning and rejecting corruption and unfair competition. Any related impacts could prevalently have an effect outside the company boundaries.	GRI 205: Anti-corruption 2016	205-1 Transactions assessed for corruption risks 205-3 Established incidents of corruption and	
Compliance and enforcement	Improvement company reputation Risk of incurring penalties	The management of the company in compliance with national and international laws, rules and regulations governing its operations and employed of its products. Any related impacts could prevalently have an effect outside the company boundarie	GRI 206: Behaviour anti-competitive 2016	actions taken 206-1 Actions for anti- corrupt behaviour, antitrust and monopolistic practices	
Search and innovation	Increased competitiveness of the company Improvement company reputation Contribution to the transition to a low-carbon economy through the development of sustainable and innovative services/products	Research and technological in- novation as strategic elements to increase the knowledge and competitiveness of the company to pursue continuous improvement and the deve- lopment of ever more efficient construction methods. Any related impacts could affect both inside and outside the company boundaries.	-	No. of hours dedicated to research and development activities Amount of investments made in research and development activities	
Customer satisfaction	pre-stations and supply efficiency Consolidation of the relationship of trust with the company	Ensuring customer sati- sfaction with quality products and efficiency of services provided to strengthen the their brand loyalty. Any related impacts could have an effect both inside and outside the company boundaries.	-	% of satisfied customers	

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POLICY MANAGEMENT TOOLS and COMMITMENTS

The primary motivation of any economic activity is the creation of value, an objective linked to company's need for growth and development that reflects the effects of corporate strategies. This priority objective is the determining element for the survival of company and the policies and commitments in favour of the main stakeholders also derive from it. For Tecnostrutture, the redistribution of the value generated to the main stakeholders is an aspect of identity.

Tecnostrutture is committed to scrupulously complying with all applicable standards and laws in the areas of quality, safety, the environment, and anti-monopolistic and anti-trust behaviour, striving for continuous improvement, including a constant drive development and innovation, to cultivate customer satisfaction.

OBJECTIVES AND TARGETS

The objectives and targets assumed for the material topics of this macro-theme are developed as described in the section 'Processes common to all macro-themes'.

RESOURCES

The personnel and financial resources for the management of this macro-theme are identified by the Board of Directors.

GRIEVANCE MECHANISMS

The mechanisms by which any complaints relating to this *macro-issue* can be made are developed as described in the section Processes common to all *macro-issues*

SPECIFIC ACTIONS

Economic soundness:

- The Board of Directors periodically evaluates profit and loss accounts, company performance and the risks and opportunities related to the generation of value and its redistribution.
- For the redistribution of the value, money donations to specific local and national associations are confirmed annually. When further possibilities for donations emerge during the realisation of company activities, they are communicated to the Board of Directors, which decides whether to subscribe to them.
- Loyalty, transparency and compliance with laws:
- The management systems implemented ensure the periodic monitoring of relevant legislation in order to identify new laws or regulations applicable to Tecnostrutture and their compliance.

Research and innovation:

Each year, multiple research and development projects are carried out improve various areas such as
increasing technical performance and product sustainability, worker health and safety and efficiency in
production and in the management of products in their use phase and end-of-life.

Customer satisfaction:

 An annual questionnaire is sent to customers to assess their level of satisfaction with respect to the quality of the products and services provided by Tecnostrutture. In order to guarantee high levels of product quality and service efficiency, we take care of the
relationship our customers in order to support them in the management of ordinary and extraordinary
activities.

MANAGEMENT EVALUATION

• The evaluation mechanisms on the management of the material topics under the macro-theme 'Generation of Value' are developed as described in the section 'Processes common to all macro-themes'.

LIABILITY

• The responsibilities for the management of the material topics related to the macro-theme "Generated Value" are assigned as described in the section "Processes common to all macro-themes".

ENVIRONMENTAL RESPONSIBILITY MOTIVATIONS AND BOUNDARIES

ı	Material theme	Related impacts	Motivations and boundaries	Material topics from GRI Standard	Informative
	roduction ustainability	Impact on climate change Risk of incurring penalties for noncompliance with applicable environmental legislation Improvement company reputation	The adoption of practices that ensure responsible management of energy and water resources and GHG emissions. Any related impacts could have an effect inside outside the company boundaries.	GRI 302: Energy 2016 GRI 303: Water and waste water 2018 GRI 305: Emissions 2016 GRI 306: Waste 2020	302-1 Energy consumed within the organisation 303-5 Water consumption 305-1 Direct GHG emissions (Scope 1) 305-2 Indirect GHG emissions from energy consumption (Scope 2) 305-7 Nitrogen oxides (NOx), Sulphur oxides (SOx) and other significant emissions 306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts 306-3 Waste generated 306-4 Waste not intended disposal 306-5 Waste for Disposal
	rculation of w materials	Difficulties in approving raw materials Improvement company reputation	Favour in production the employed of raw materials with a high recycled content and which meet the principles of the circular economy. Any related impacts could have an effect especially outside the company boundaries.	GRI 301: Materials 2016 GRI 308: Supplier Environmental Asses- sment 2016 GRI 414: Supplier Social Assessment 2016	301-1 Materials employed by weight or volume 308-1 New suppliers who were evaluated employed environ- mental criteria
SL	esilient and Istainable oducts	Reduction of time and impacts related to construction operations Contribution to the well-being of society through the development of high social impact projects	The production of robust, durable and safe products that respect the principles of environmental and social sustainability. Any related impacts could have effect mainly outside the company boundaries.	GRI 417: Marketing and Labelling 2016 GRI 416: Customer health and safety 2016	417-1 Information and labelling requirements for products and services 416 -1 Assessment of health and safety impacts by product and service categories.

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POLICY MANAGEMENT TOOLS and COMMITMENTS

The construction sector is responsible for the emission of around 36% CO2 and 30% waste. The transition to a circular and zero-emission economy is challenging, but achievable. Accepting this challenge, Tecnostrutture has decided to involve everyone in its organisation in helping to build more sustainable buildings. The company has also identified sustainable development goals that are linked to its business and to which it can make an active contribution, among these priorities are 11 "Cities and sustainable communities', 12 'Responsible consumption and production' and 13 'Combating climate change'.

OBJECTIVES AND TARGETS

The objectives and targets assumed for the material topics of this macro-theme are developed as described in the section 'Processes common to all macro-themes'.

RESOURCES

Personnel and financial resources for the management of topics are allocated by the BoD.

GRIEVANCE MECHANISMS

The mechanisms by which any complaints relating to this macro-theme can be made are developed as described in the section 'Processes common to all macro-themes'.

SPECIFIC ACTIONS

Production sustainability

- Maintaining an environmental management system compliant with the ISO 14001:2015 standard
- Installation of new photovoltaic panels for electricity generation
- Signing a contract for the supply of electricity from renewable sources with a Guarantee of Origin. Circularity of raw materials
- Employing recycled steel in NPS® products.

Resilient and sustainable products

- Obtaining Environmental Product Declarations (EPDs) in accordance with UNI EN 15804 and ISO 14025 on NPS® products to transparently communicate environmental performance by providing detailed information on their environmental impact
- Definition, with the support of a third party, of the mapping of the characteristics of Tecnostrutture products that can contribute obtaining certain CAM and LEED and DGNB certifications.

MANAGEMENT EVALUATION

The evaluation mechanisms on the management of material topics under the macro-theme 'Products' are developed as described in the section 'Processes common to all macro-themes'.

LIABILITY

Responsibilities for the management of material topics related to the macro-theme 'Products' are assigned as described in the section 'Processes common to all macro-themes'.

SOCIAL RESPONSIBILITY MOTIVATIONS AND BOUNDARIES

Material theme	Related impacts	Motivations and boundaries	Material topics from GRI Standard	Informative
Security and psychophysical well-being of workers	Risk of sanctions for noncompliance with applicable health and safety regulations Increased employee satisfaction Human and professional growth of employees Damage to corporate reputation in the event of accidents at work	The protection of the health and safety of our employees and the promotion of their well- being also through personal and professional development. Any related impacts could have an effect within the company boundaries.	GRI 2: General Disclosures 2021 GRI 401: Employment 2016 GRI 403: Occupational Health and Safety 2018	2-7 Employees 2-8 Other workers who are not employees 2-19 Remuneration policies 2-21 Annual salary rate 2-20 Processes for Determining Remuneration 2-30 Collective Bargaining Agreements 401-1 New recruitments and turnover 403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment and accident investigation 403-3 Occupational Health Services 403-4 Worker participation and consultation and communication on occupational health and safety 403-5 Worker training in occupational health and safety 403-6 Workers' health promotion 403-7 Prevention and mitigation of occupational health and safety impacts related to business relations 403-8 Workers covered by a health and safety management system at work 403-9 Accidents at work 403-10 Occupational diseases
Education and training	Increased competitiveness of the company Improvement company reputation	The promotion knowledge and innovation culture in construction sector, with particular reference to the offsite system in the national and international panorama. Any related impacts could have effect outside the company boundaries.	GRI 404: Training and education 2016	404-1 Average hours of training per employee per year
Partnerships and associations	Increased competitiveness of the company Enhancing the company's reputation	The creation of collaborations and active participation in associations to share knowledge and skills in order to foster innovation and development in the sector.	GRI 2: General Disclosures 2021 GRI 204: Procurement Practices 2016 GRI 413: Local Communities 2016	2-28 Membership of associations 204-1 Proportion of expenditure to local suppliers 413-1 Activities involving local community involvement, impact assessments and development programmes

POLICY MANAGEMENT TOOLS and COMMITMENTS

The care of human resources for Tecnostrutture is an important aspect towards which the company wants to devote more and more resources.

Tecnostrutture's desire is to contribute to the ecological transition of the construction sector by positioning itself as an innovative company in its market. To do this, it has decided to engage in the promotion and diffusion of knowledge, also through the creation of collaborations and active participation in specific associations.

OBJECTIVES AND TARGETS

The objectives and targets assumed for the material topics of this macro-theme are developed as described in the section 'Processes common to all macro-themes'.

RESOURCES

The responsibility for allocating human and financial resources lies with the Board of Directors.

GRIEVANCE MECHANISMS

The mechanisms by which complaints relating to this macro-issue can be made are developed as described in the section 'Processes common to all macro-issues'...

SPECIFIC ACTIONS

- Organisation of company open days and volunteer days with the involvement of all our employees and their families.
- Employing multiple communication tools (e.g. social media, websites, etc.) to communicate to experts in the field, such as designers, architects and engineers, to promote dissemination of off-site culture
- Continuous updating of the Tecnostrutture ACADEMY, a container that gathers information on products and the sector, which can be consulted by all those working in the design world.
- Active participation in conferences, webinars, events of major industry associations
- Development of collaborations with important academic partners.
- Support for the most deserving local initiatives in the area.

MANAGEMENT EVALUATION

The evaluation mechanisms on the management of material issues traceable to the macro-theme are developed as described in the section 'Processes common to all macro-themes'.

LIABILITY

Responsibility for the management of issues related to area lies with the Board of Directors



GRI CONTENT INDEX

Declaration of Use: Tecnostrutture Srl has prepared a report in accordance with GRI Standards for the period 01/01/2023 to 31/12/2023. **Used GRI 1:** GRI 1 - Fundamental Principles - Version 2021 **Relevant GRI industry standards:** Not available

an	Information	Page	Omissions			
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Research and Innovation				<u>'</u>	'	
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Customer satisfaction		'	'	_	1	
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		Page	Omissions			
GRI Standard	Information		Requirement omitted	Motivation	Explanation	
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Torino, 23 aprile 2025

Ai Consiglio di Amministrazione di **Tecnostrutture S.r.l.** e a tutte le parti interessate

ASSURANCE STATEMENT

Intertek Italia S.p.A. (Intertek) was commissioned by Tecnostrutture S.r.I. (Tecnostrutture) to conduct an independent verification of the Sustainability Report for the year 2024, to assess the correct application of the GRI Standards 2021, including the relevance and reliability of the contents concerning stakeholders' expectations.

Intertek declares its independence and absence of conflicts of interest concerning Tecnostrutture and its stakeholders. The verification was conducted considering the international standard ISAE 3000 (Revised), with a "limited assurance" approach.

Our work has involved:

- Analyzing the completeness and consistency of the Sustainability Report submitted for evaluation, concerning the standards adopted by Tecnostrutture.
- Deepening qualitative and quantitative aspects deemed significant for stakeholders.
- Interviewing a sample of Tecnostrutture personnel and stakeholder representatives.

Conclusion

Based on the above activities and the sampling carried out, no elements emerged to make us conclude that:

- The Sustainability Report of Tecnostrutture S.r.l. for the year 2024 was prepared in accordance with the GRI Standards 2021.
- The data and information contained in the document are consistent with the examined documentation.

We therefore believe that the Sustainability Report of Tecnostrutture S.r.l. for the year 2024 contains an adequate representation of the impacts, strategies, and sustainability performance of the company, in compliance with the GRI reporting principles and the expectations expressed by stakeholders.

Sincerely yours.

Alessandro Ferracino

Regional Director ECA Business Assurance

(excl. UK and Iberia)

Marco Zomer

Project Leader

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