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IMPACT REPORT **2022**
TO LOOK FURTHER AND FURTHER AHEAD

*“YOUR ACTIONS HAVE AN IMPACT ON THE WORLD AND CAN
MAKE A DIFFERENCE.”*

Jane Goodall



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LETTER FROM THE CHAIRWOMAN

Our first Sustainability Reports, together with the Impact Report, met the need to start a critical analysis on the business model of which we form an integral part, and to give ethical and strategic importance to the study of the corporate climate.

I consider the pursuit of ethical business of primary importance, especially at a time in history when we are insistently reminded of the need for a paradigm shift; in the coming years, a major role will be played by the ability of civil society and business world **to put the common benefit at the center of the global recovery and development process.**

Beginning to tell our story in a transparent manner, as early as 2021, was therefore a voluntary and conscious choice; an assumption of responsibility that has generated opportunities for improvement and that today, on the occasion of the presentation of **our third report, confirms the effectiveness of a path chosen with the aim of triggering a process of change that can involve all the subsidiaries of the Triumph Group.**

Within a few years, in fact, **it is our intention to transform also TGI subsidiaries into Benefit Corporations**, which is a fundamental step that will allow us to protect our corporate mission, distinguish ourselves in the market and, last but not least, consolidate our commitment to a way of being and doing business aimed at creating long-term values not only for ourselves but also for all our stakeholders.

My vision of the Group has evolved over time. Today it is represented by a system in osmosis with the outside world, inclined to listen and sensitive to changes.

This is the main factor in a success. Therefore, I am convinced that each subsidiary will be able to implement the change in the bylaws while maintaining unchanged its cultural identity and, at the same time, expressing that uniqueness which is the real added value of our organization.

In this vision of an evolving corporate future, our 1st Impact Report, which combines the 3rd Sustainability Report and the 2nd Impact Report, fully represents the customisation of a tool that will allow us to make an increasingly detailed evaluation of our actions, with the aim of amplifying the positive impact of our actions and minimising the negative one.

Maria Criscuolo

Chairwoman & Founder of Triumph Group International



“ *I consider the pursuit of ethical business of primary importance.*

EXPLANATORY NOTE

THE PREMISE

The importance of looking further and further ahead.

With the drafting of the **1st Impact Report** – prepared with reference to the year 2022 – Triumph Group International (TGI) consolidates its process of periodic reporting on sustainability and impact of its activities; a bold and responsible choice that over the past 3 years has allowed us to trigger a process of change capable of generating new opportunities for the Holding, its subsidiaries and for the many stakeholders who – with different roles – revolve around its universe.

This is a complex but necessary process, pursued with the **declared intention of placing at the center** of every choice the fundamental parameter for the creation of a sustainable system-business: **the common benefit**.

2021 marked a profound change for TGI in terms of organization and corporate bylaws, in line with the new regulations at national level. Therefore, consistent with the values and principles that guides the company's growth, on 9 September 2021, Triumph Group International adopted the "Benefit" model, providing the starting point of the process of measuring its impacts on communities and the planet.

The conscious choice of transforming itself into a Benefit Corporation has proved to be a key step in the company's history; a transition that, on the one hand, has certified its ability to reinvent itself consistently in response to the many changes taking place in society, and on the other hand, its flair for an entrepreneurial vision capable of looking further and further ahead and anticipating the needs and requirements of an ever-evolving sector such as the Events & Live Industry, providing practical answers and solutions.

In light of this, the 1st Impact report was published in 2022, complementing the 2nd Sustainability Report, presenting the most virtuous activities of 2021, aiming for transparency, and showing the positive and negative impacts generated by its actions.

Instead, for the current year, it was decided to combine the non-financial reporting, presented with the sustainability report and the impact reporting into a single document, resulting in the **1st Impact report**. This document represents a new starting point that makes it possible for the company to develop a customized tool for the management and the measurement of the impact it generates with its events.

The Impact report focuses on three guiding principles:

- the sustainability and the impact of the events;
- the care of internal resources;
- the relationship with suppliers

Two Sustainability Managers coordinated the activity to prepare the Impact report, in conjunction with TGI communication and sustainability departments, under the supervision of Triadi, Benefit corporation and innovative start-up, spin-off of the Politecnico di Milano.

THE PURPOSE

Customization as a strategic tool for the company.

In general, the purpose of a Sustainability Report is to express the social and environmental values of a company and its activities. Whereas, with the Impact report, a framework is integrated to measure TGI's impact related to the common benefit purposes included in the bylaws.

For the occasion, Triadi has developed **a model for monitoring and measuring the impact consistent** with the common benefit purposes included by TGI in its bylaws. The impact measurement process is divided into the following stages:

- **stakeholder analysis and construction of materiality matrices**, in order to identify the most relevant topics for internal and external stakeholders, and "double materiality" in order to map the impact that the Group has externally and the effects that changes in context may have on the activities;
- **mapping of change and identification of cause-and-effect linkages** between the actions and the effects generated through the creation of the Social Value Chain of TGI. This makes it possible to associate an impact target to each common benefit purpose;
- **creation of a customized dashboard of indicators**, in which both standard indicators from international documents (BIA, GRI, SGDs, IMP) and those created ad hoc to meet the specific measurement needs have been included;
- **collection of data on the indicators for the year 2022** and their analysis in order to create an impact index.

For the year 2022, it was decided to limit the scope of the analysis to Triumph Group International (Holding), and Triumph Italy (its longest-established subsidiary).

Therefore, the Impact report, illustrated below, was conceived as a strategic tool for governance and continuous improvement, aimed at raising the quality of life of the people who work in the company and, in general, of all primary and secondary stakeholders. At the same time, it aims at triggering a structured and shared reflection on the meaning of sustainability and inclusion of the Events & Live Industry. With this tool we also aim at mitigating the adverse – albeit unavoidable – impact that TGI's activities can cause, by promoting the protection of the environment and human rights within the reference supply chain, actually producing for the company value that is often intangible.

TRIADI Società Benefit Srl

FIRST PART

**TGI:
CORPORATE IDENTITY,
GEOGRAPHIC SCOPE AND
PEOPLE**



CORPORATE IDENTITY

PEOPLE ARE ALWAYS THE PROTAGONISTS

We collect dreams, wishes and emotions from all over the world. And through our events we turn them into reality.

VISION

Whether for an institution, an association, a company or a community, the protagonists in our events are always the people. We accomplish what you envision, leaving an exciting memory, an added value for society and a positive impact on the environment.

MISSION

THE NUMBERS WE LOVE TO TELL AND ARE PROUD OF



In Italy for
37 years



ISO 9001 certified
(Rome office) for
22 years



ISO 20121
certified for
7 years



In Europe
for 21 years



Worldwide
for 19 anni



Benefit
Corporation
for 2 years

.TriumphITALY

.TGI

CORPORATE EVENTS

Every brand speaks for itself, but the right event can give it its best expression.

CONGRESSES

Meetings among professionals, sponsors, companies, cultures, nations. There is no such thing as "just a congress".

ISTITUTIONAL EVENTS

When impeccable planning becomes a matter of State.

ASSOCIATION MANAGEMENT

We manage associative life in a comprehensive way.

DIGITAL MARKETING

We tune in on every channel to report on your brand.

THE CORE OF OUR BUSINESS

Our heart is in Italy, our mind is all over the globe

In 2022 TGI is active in Europe, America, Asia and the Middle East through:

6 **Subsidiary companies:**
Triumph Italy, Triumph Asia,
Triumph Benelux, Triumph Singapore,
Gigasweb, Twice

6 **Operational offices:**
Rome, Milan, Florence, Singapore,
Shanghai, Brussels

2 **Representative offices:**
Triumph UK (London),
Triumph Saudi Arabia (Riyadh)

4 **Strategic partnership:**
New York,
Doha (Qatar) with Graphity
Giacarta (Indonesia) with
Panorama Media

In particular:

Triumph Italy
with its two locations in Rome and Milan, organizes corporate and private events and congresses. In addition, the Rome office is internationally renowned in the organization of institutional events

Triumph Benelux
is a leader in the field of association management, particularly for European institutions

Triumph Asia
has immediately distinguished itself in the organization of corporate and private events

Triumph Singapore
works mainly in the

Gigasweb
expert in digital marketing and based in Rome

Twice



Figure. 1: Triumph Group International - Our heart is in Italy; our mind is all over the globe

Highlights in 2022

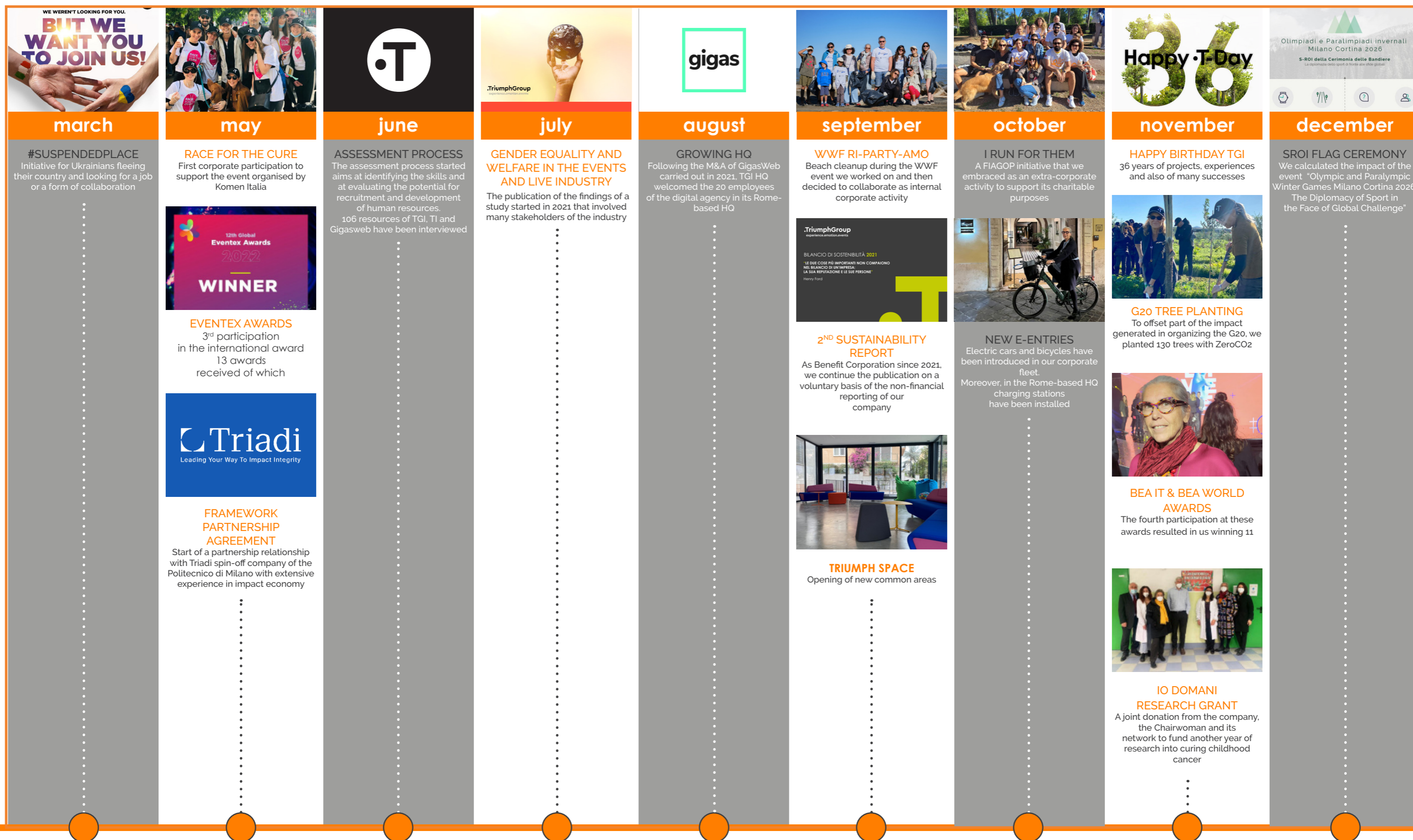


Figure 2: Triumph Group International – Our 2022 in milestones

TAKING CARE OF STAFF MEMBERS

However, people are not the only protagonists of TGI events: staff members, are the first stakeholders, the added value of the Holding. Its ambassadors.

The function flow chart of the Holding represents the evolution of a process of choices adopted in favor of staff and aimed at their well-being.

As shown in the chart the corporate functions of HR & Welfare and Integration Management were already existing in an un-structured manner in 2022.

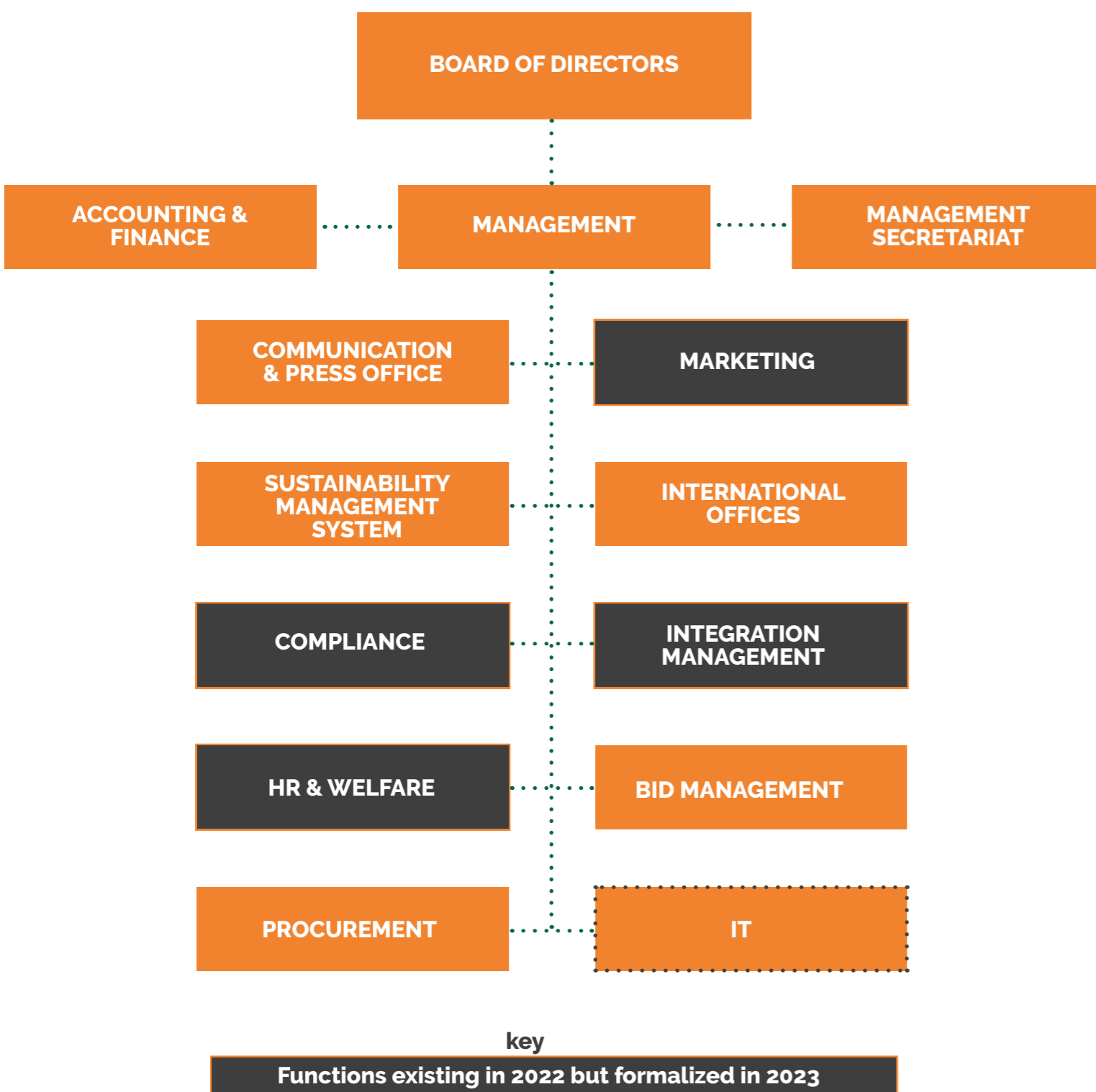


Figure. 3: TGI function flow chart

Triumph Group International (Holding) (data update as at 31-12-2022)	2021 Data	2022 Data	Change compared to 2021
Total	125	166	+41
Hired on a permanent basis	67	101	+34
Men	9	15	+6
Woman	58	86	+28
Hired on a fixed-term basis or with other forms of collaboration contracts	58	65	+7
Men	16	18	+2
Women	42	47	+5
Total employed in 2022	35	39	+4
Total terminations of employment in 2022	21	19	-2
Overall turnover rate	16,8%	35%	18,2%

Data concerning Triumph Group International staff in 2022 (Triadi processing on TGI data)

TABLE 1

TGI has structured the HR function and carried out an internal analysis to better understand the HR-related needs and challenges. The analysis has outlined the areas of expertise to be considered:

- Selection and hiring of the employees;
- Training and development;
- Performance management;
- Talent retention;
- Development of a strong corporate culture.

Positive feedback with respect to the focus on staff welfare emerges also from the analysis of data on staff turnover.

In 2022, the number of hires at Triumph Group and Triumph Italy was 3 times higher than the number of terminations of employment relationships.

Against 5 new hires, TGI did not record any termination of employment relationship. In that sense, compared to last year, the negative turnover rate – referred to outgoing staff – has decreased from 18% to 14%; if we take into consideration the entire Group, this trend confirms a positive impact of the policies adopted in the area of welfare and occupational well-being.

The table on the left shows the main statistics concerning the staff composition in Triumph Group International and Triumph Italy in 2022.

SECOND PART

COMMON BENEFIT PURPOSES AND MATERIAL TOPICS



The transformation into a Benefit Corporation resulted in the integration in TGI Bylaws of **four common benefit purposes** that contributed to the definition of an impact strategy based on three targets:

1. **To promote projects of collective interest**, also in cooperation with other stakeholders, on topics such as sustainability, efficient use of resources, social welfare and growing attention to environmental matters, thus becoming pioneers in the "Events & Live Industry";
2. **To adopt an approach** to the development of services aimed at **integrating sustainability and inclusion components**, involving a proactive and responsible management of resources, internal processes and customer relations, promoting virtuous behavior and creating a new corporate culture;
3. **To create awareness and transparency on internal processes within the supply chain** and regarding relationships with other business partners, in order to promote responsible and virtuous behaviour aimed at improving sustainability and responsible management of resources.

In pursuing its three impact targets, TGI falls into line with global development goals and aims at addressing critical issues that have emerged in each area of action, drawing a value map that links the impact targets to the SDGs identified and adopted by the company.

Figure 4, on the next page, provides an **overview of impact targets and SDGs**.

THE FOUR COMMON BENEFIT PURPOSES

1 To accompany

To accompany the various business operators in the events sector, active in the market, in the implementation of transformative processes aimed at integrating impact and sustainability in their business models.

2 To support

To support the development of sustainable and inclusive forms of enterprise in order to contribute to the generation of positive and measurable impacts.

3 To raise awareness

To raise awareness on topics related to social innovation, impact finance and sustainability, going ahead with projects and initiatives aimed at achieving the UN's 2030 Agenda 17 Sustainable Goals ("Sustainable Development Goals or SDG").

4 To operate

To operate in a responsible and transparent way with suppliers and all the other resources involved in the development of the company's activities, making sure that all partners contribute to the achievement of the common benefit purposes.

IN-DEPTH NOTE

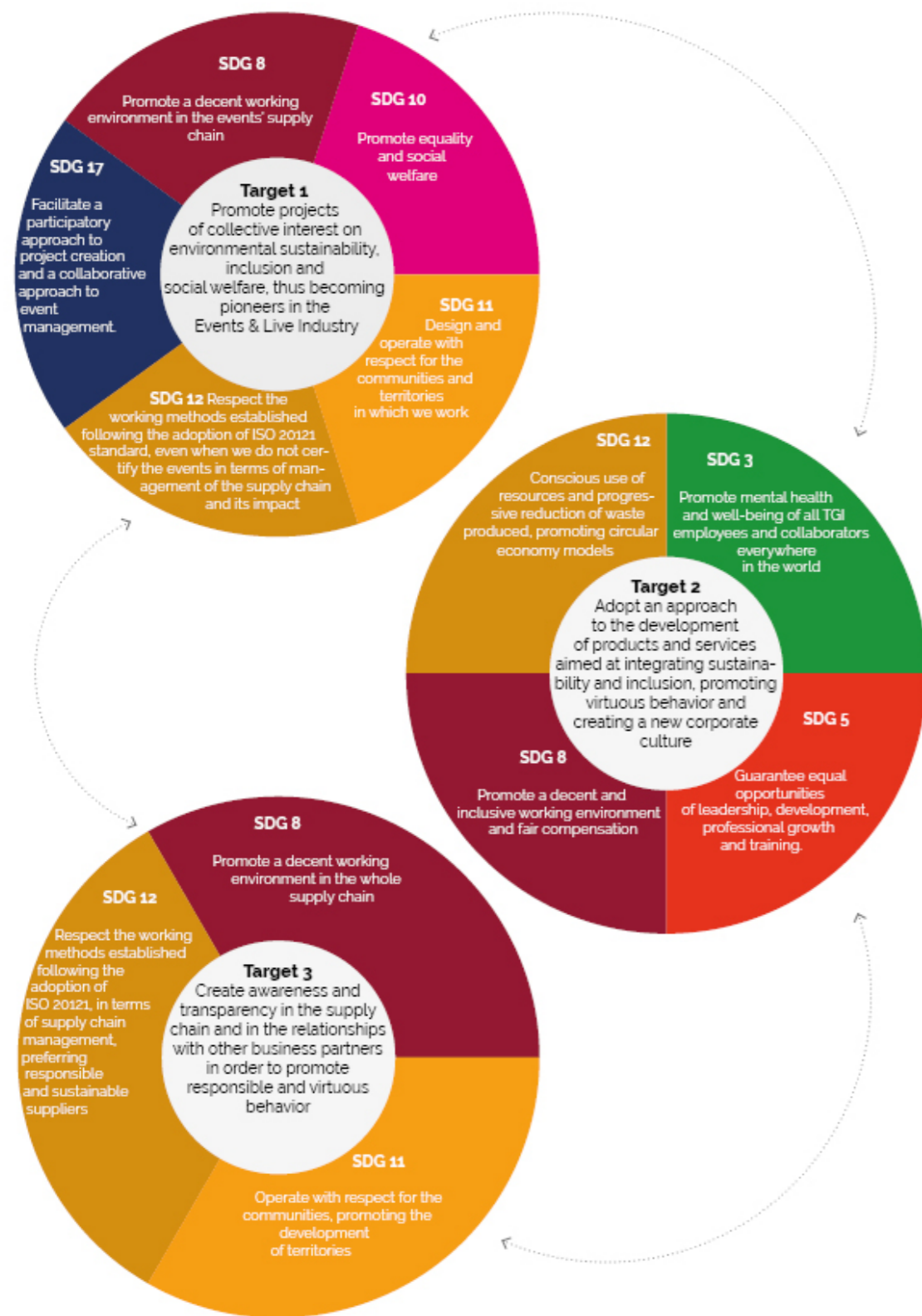


Figure. 4: Create awareness and transparency in the supply chain and in the relationships.

THE MATERIALITY MATRIX

In the first Sustainability Report **Triumph Group's Materiality** or Relevance **matrix** was presented for the first time, created on the basis of a process in which both internal resources and various external stakeholders participated. In this first Impact Report, it was decided to engage again internal and external stakeholders in order to conduct a review of the Relevance Matrix. With the support of Triadi, 3 **training sessions** were organized **for internal stakeholders**, during which topics related to sustainability and impact measurement were covered and finally questionnaires on Materiality Matrix were administered. **At the end of the training stage, internal resources were involved in the process to engage external stakeholders.**

To create TGI's new Relevance Matrix, stakeholders were asked to sort through 16 economic, social, and environmental topics – pertaining to TGI's activities - in order to have a better distribution of the different dimensions on the matrix. At the same time, Top Management was asked, through conducting interviews, to carry out an analysis of the areas of greatest significance to the company. Based on the responses obtained, each placement on the scale was assigned a score that made it possible to assess the preference toward a specific topics by internal and external stakeholders, by adding up the points obtained by the topic itself. The **matrix in figure 5** shows the final processing, taking into account the average of the scores given by internal stakeholders (vertical axis) and external stakeholders (horizontal axis).

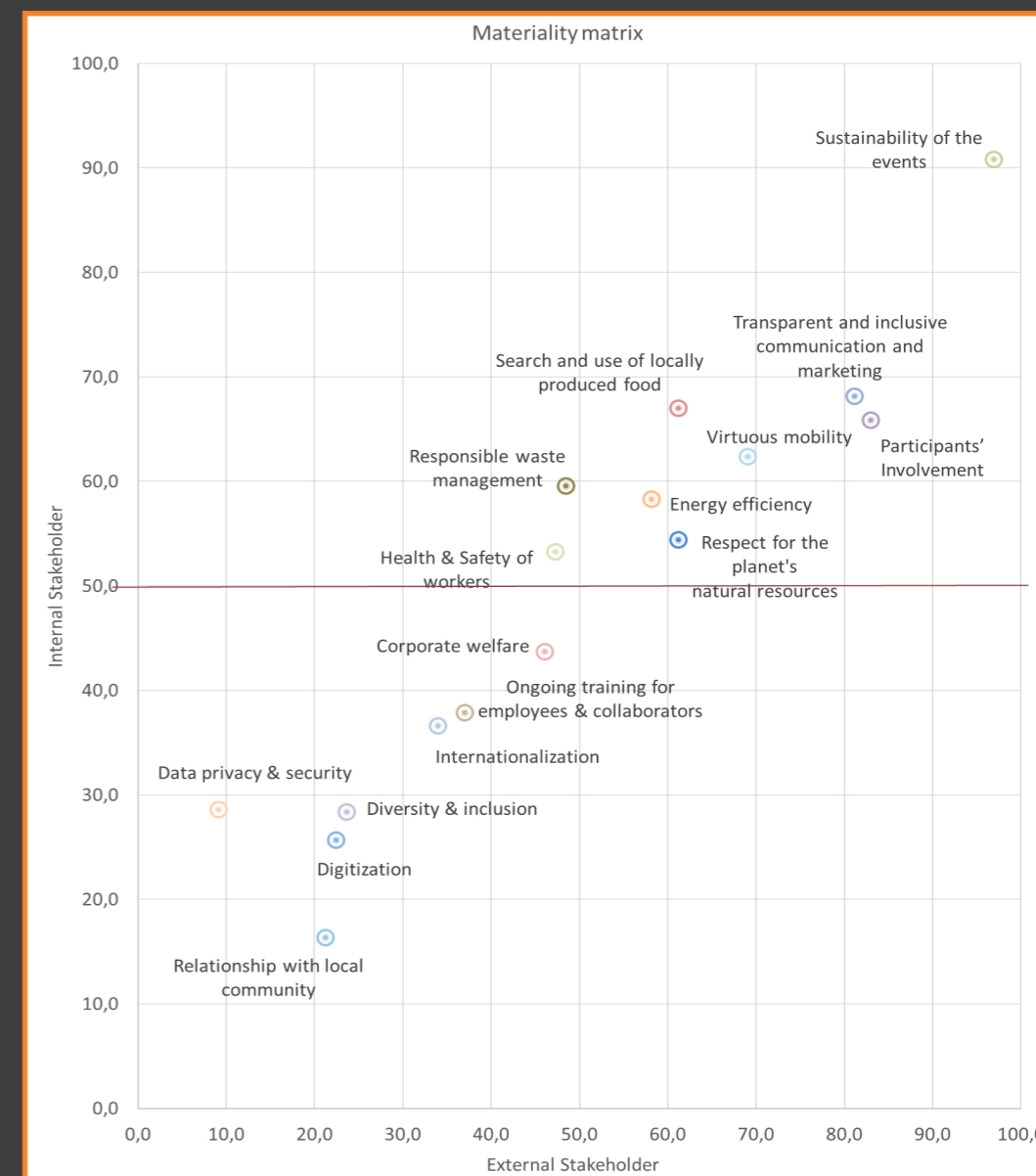


Figure. 5: TGI Materiality matrix (Triadi processing on its own data)

Similarly, the administration of questionnaires made it possible to ask stakeholders in which **areas TGI has achieved the best results and which areas require more attention, in order to improve performance.**



The data gathered show that **internal and external stakeholders agree in considering the activities of sustainability of the events, transparent and inclusive communication and marketing as examples of TGI's best performance.**

Indeed, the latter are also the topics that have received the higher score in the relevance ranking.



Continuing education for employees and collaborators is the third area of best performance, an area in which the company invests consistently: this result emerges also from the previous sustainability reports, despite the fact that, as can be seen from the matrix, the topic is not considered relevant by either category.

Among the areas for improvement, corporate welfare clearly stands out as a dimension in which further action might be needed on the part the company in order to align itself more closely with the needs and interests of its staff.

In this area, considering the ongoing activities, the relevance of the topic could also be increased through internal and external communication activities to show the results achieved so far and the Holding's ongoing commitment on the topics. Together with this **Participants' involvement** is one of the **topics that the stakeholders consider as relevant.** Finally, it is interesting to see how the Sustainability of the events is considered as an area for continuous performance improvement, with the bar raised increasingly higher.

As mentioned above, **the adoption of the "ranking" technique** – namely sorting the 16 topics from most to least relevant – **has led,** compared with the matrix developed for the first Sustainability Report, **to a wider distribution of the topics on the Cartesian plane.**

This led to a selection of **seven central topics,** namely those placed in the upper right quadrant, which are **in the center of the 1st Impact Report,** whereas **two topics** – Responsible waste management and Health and Safety of Workers – are considered **relevant to internal, but not to external stakeholders.** In this case, it will be necessary to increase the activities related to the involvement and awareness raising of external

stakeholders, including by showing the Group's achievements in this area.

Finally, **the topics in the lower right quadrant are not considered relevant by stakeholders: these will be the areas for strategic intervention in the coming years, in order to increase awareness of the impact that TGI can generate in them.**

Although the placement is different from the first Relevance Matrix, we can immediately see how stakeholders' awareness is not much different two years later. In fact, the topics that have received more consideration in the first version of the Sustainability Matrix, are still included in the upper right quadrant.

This **confirms the company's ongoing commitment to certain topics that are of interest to the industry, such as event sustainability, participant involvement, and other sustainability-related topics,** such as the proper use of natural resources, the search for short supply chains, energy efficiency and virtuous mobility, which are strategic in reducing the carbon footprint of the Group and of the events organized. Similarly, the topics that are now in the other two quadrants, also in the first construction of the relevance matrix, had had less positive feedback from stakeholders, placing them in the lower part of the upper right quadrant, or in the lower right quadrant.

As mentioned above, an increased involvement of the stakeholders is needed on these topics both during the planning stage of activities and by improving communication on the activities that the Triumph Group is already carrying out in these areas, thus creating a sense of ownership over the processes, to ensure greater alignment between stakeholders' interests and the activities proposed by the company.

ANALYSIS OF THE AREAS OF IMPACT AND MAJOR RISKS (DOUBLE MATERIALITY)

During the administration of the questionnaires, **for internal stakeholders only, a number of questions related to the analysis of Triumph Group International's areas of impact** and the main external risks that could positively or negatively affect the company's activities in the future were included. Additional data were collected through a number of interviews with managers.

This made it possible to complete for the first time **an analysis of activities according to the "Double Materiality" framework, considering the areas of internal-external impact generated by the activities, and the areas of external-internal impact based on risks of different nature.**

In this case, staff members were asked to express a value for each impact dimension, or each risk, on a scale from "0" to "10", where "0" represents a strongly negative impact, "10" a strongly positive impact, and "5" a neutral impact (neither positive nor negative). Upon conclusion of the data collection stage, the values were transformed into scores on a scale ranging from "-100" (strongly negative impact) to "+100" (strongly positive impact). The score obtained from each dimension is given by the average of the points given to each value. Once the final scores were obtained, a buffer of 10 points close to "0" (from -5 to +5) as the neutral impact area.

As shown in **figure 6,** the **areas** considered by staff members as those **in which the company can have a greater positive impact are:**

- The development of knowledge and skills,** including staff training;
- The promotion of a decent and enhancing working environment;**
- The support of local economies** (considered as the production systems of places where we organize events or where suppliers are located).

The analysis carried out did not find any areas in which the Triumph Group may have a negative impact.

Two areas of neutral impact are also pointed out: the welfare of local communities and the reduction of Co2 and Greenhouse Gas (GHG) emissions, which seem to be attributed only in part to the Group's activities and its policies.

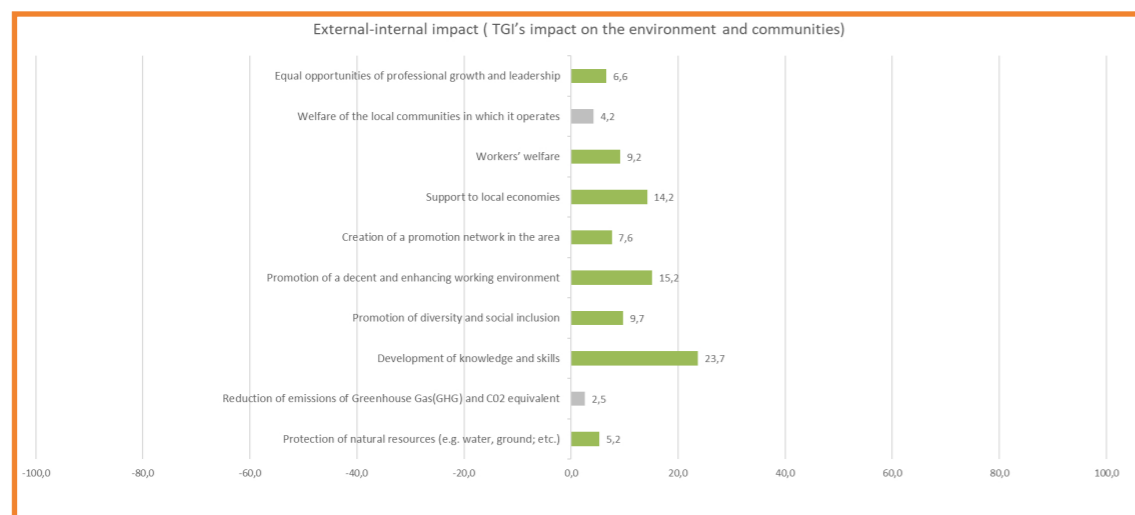


Figure. 6: The impact generated by Triumph Group International in the territory and for the communities (Triadi processing on its own data)

Finally, from the external risks' analysis and how they can have a positive or negative impact for the company's operations, a more complex picture emerges, as shown in figure 7.

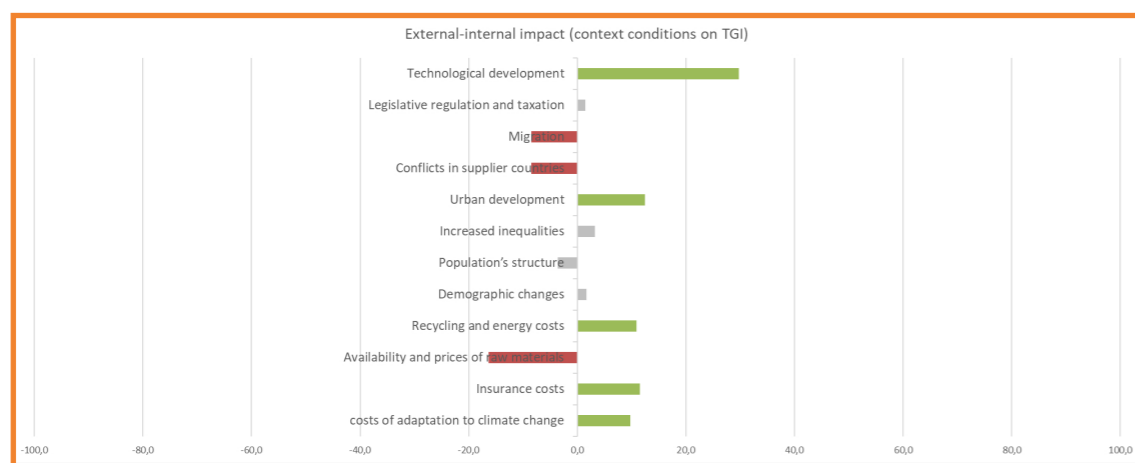


Figure. 7: External risks and their impacts on Triumph Group International's operations (Triadi processing on its own data)

The availability and prices of raw materials, conflicts in supplier countries, and the increase in migratory flows are considered the main risk factors that could lead to the generation of a negative impact, also in economic terms, on performance (topics to be monitored in order to implement strategies to cushion their effects, should they occur).

With regard to the other topics, to date stakeholders do not consider them as particularly important. They believe that even where there is a positive or negative impact, it is not so significant as to affect the Group's activities.

LE PRIORITÀ STRATEGICHE PER IL BIENNIO 2023-2024

Finally, during the interviews with management and when filling out the questionnaires, it was asked to indicate the strategic priorities that TGI should pursue in the next two-year period.

The selection of topics to be submitted to stakeholders was made starting from TGI's development strategy presented in the previous Impact Report.

In carrying out this activity, Triumphers were asked whether they considered the different topics to have a high, medium or low priority; while management was asked to indicate only high-priority areas. Once the data were collected, "high priority" answers were isolated by analyzing their recurrence as a percentage of the total answers given.

Among them, those that exceed the 50%-threshold were considered as priorities for the Group (figure 8).

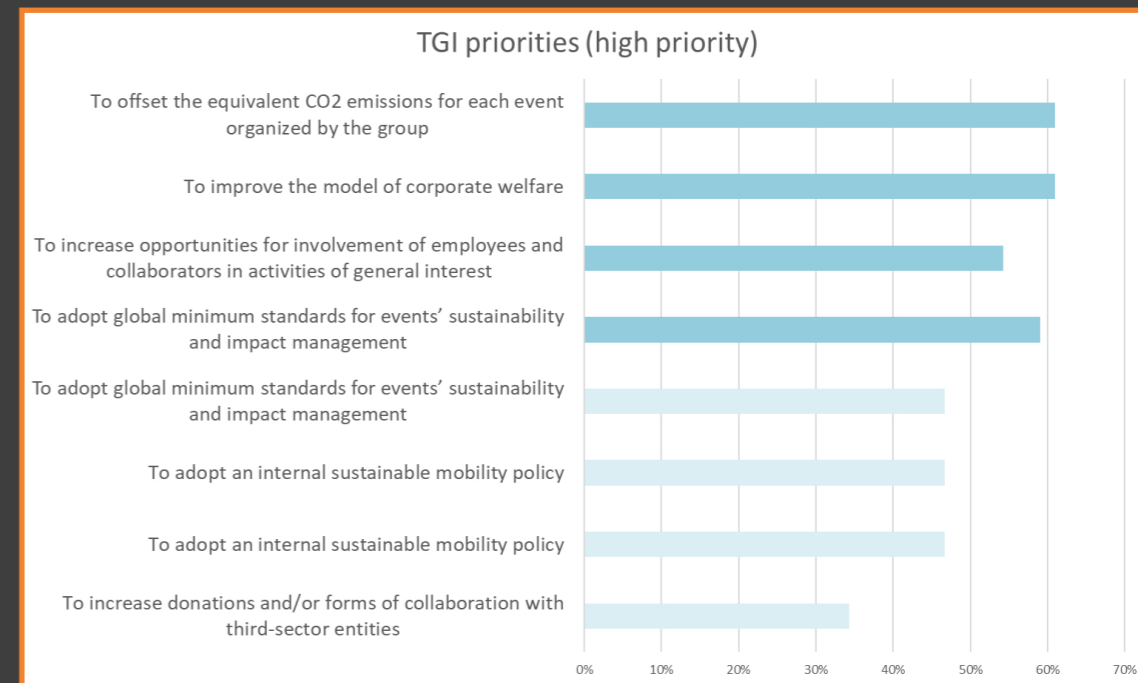


Figure. 8: The priorities of Triumph Group International (Triadi processing on its own data)

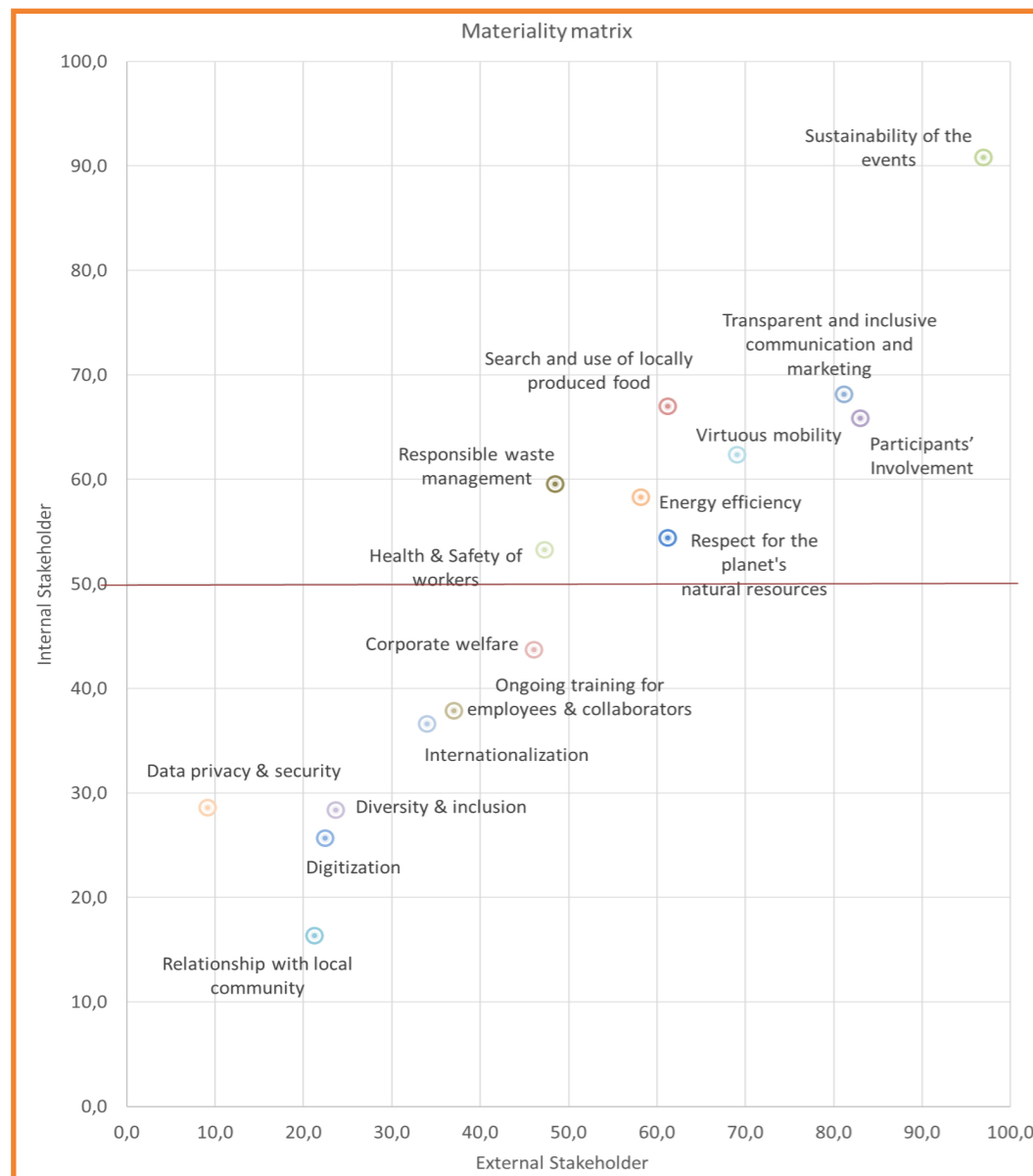
THIRD PART

TGI IMPACT: THE CREATION OF SHARED VALUE

The reconstruction offered shows that the areas with the highest priority are in line with data emerged from the relevance matrix.

On the one hand, **corporate welfare** is also an area in which TGI can improve its performance and that is highly felt by internal stakeholders. **Interventions in this area may lead to the inclusion of this one among the relevant topics in the matrix presented in figure 5.**

On the other hand, CO2 offsetting, the adoption of global minimum standards for sustainability, and the employees involvement in general interest activities offer fertile ground on which to continue to improve performance in areas such as organization of sustainable events, relations with its staff, and with communities.



Materiality matrix: To make data consultation easier, the image of the Materiality matrix already shown on p. 17 of this document is presented again.



THE SOCIAL VALUE CHAIN

Triumph Group International pays special attention to the impact it has on the people with whom it works and in the territories in which it operates, both directly through its offices and indirectly through the organization of events. **With this 1st Impact report we make clear the processes by which shared value for stakeholders is created** and how, through these processes, we contribute to the achievement of the two-year strategy defined in the 1st Impact Report.

In order to map the transformative processes implemented, and the effects they generate for the Company and for stakeholders, a **Social Value Chain¹ based on the Theory of change² was created**. This tool made it possible to better understand the causal links between actions put in place, results produced, and effects perceived by stakeholders (outcome).

Moreover, thanks to the Social Value Chain a model has been implemented to understand how well the company's activities are aligned with the impact targets and how they enable the company to reduce or avoid any adverse impacts.

In figure 9 TGI's Social Value Chain is presented.

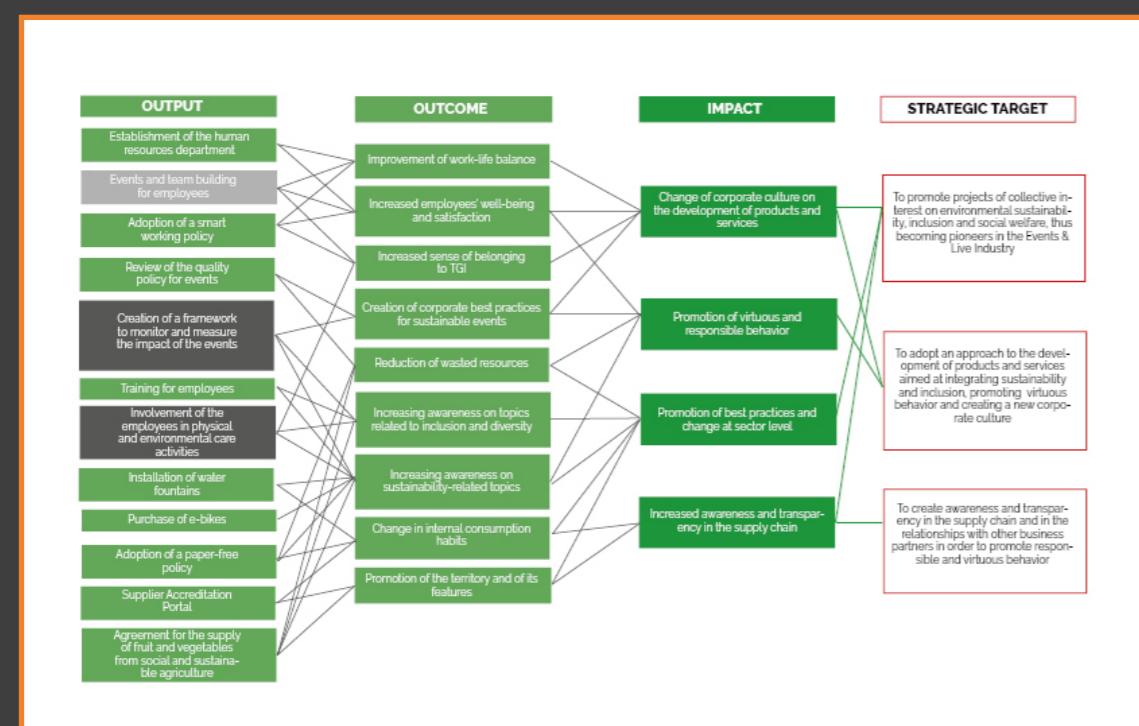


Figure. 9: TGI's priorities (Triadi processing on its own data)

¹ The social value chain is a tool to visualize the causal relationships between the resources invested in a given activity, the results produced and the effects generated by them. In this sense, it moves from supply chain (supply chain) analysis to a broader view of how the company creates value in resource transformation processes and through interaction with stakeholders.

² The Theory of Change is an approach to the design and evaluation of business activities, where from determined long-term goals the intentionality of generating effects for the stakeholders involved in the activities is reconstructed.

Through the construction of the Social Value Chain the Group's activities **were aligned with the SDGs defined within the framework of the impact strategy**.

This made it possible to select benchmark outcomes, which were monitored from 2022 onward; thus to follow up on the 3 goals, **3 macro-dimensions of impact were identified that form the guidelines of the activities**:

- **Increase in environmental sustainability and social inclusion in the Group processes;**
- **Increase in the sustainability of the events;**
- **Sustainable and responsible management of the supply chain.**

Figure 9 shows the **outputs achieved during 2022** (in light green) and **those for which achievement is expected in 2023** (in gray). Among the outputs achieved in 2022 the functions that contribute most to internal change in the company stand out, including the **adoption of the smart working policy**, the **creation of a department for staff management** and to the implementation of a **training program and social activities to engage Triumphers**.

On the other hand, initiatives aimed at reducing the Group's environmental impact are also highlighted, such as the **paper-free policy**, the **purchase of e-bikes**, and the **creation of an accreditation system for suppliers** that allows the selection also on the basis of their environmental and social performance.

In relation to the strategy adopted for the 2022-2023 two-year period, three-quarters of the actions considered strategic have already been undertaken, while other initiatives are still in progress.

The connections between the dimensions of output, outcome, and impact represent the causal links and define how the combination of different elements allows generating a certain effect on the stakeholders and the local area.

Therefore, **the long-term outcomes and impacts identified in the Value Chain are the building blocks through which it will be possible to make an assessment of the achievement of strategic targets.**

Next year's impact report will include an assessment of the outcomes and impacts achieved through the outputs described in the Value Chain.

THE INTERNAL SUSTAINABILITY

The company, its people and the environment: 15 concrete actions.

One of the pillars of the development and impact generation strategy is related to social inclusion and environmental protection. In particular, **during 2022 Triumph Group's has focused on promoting employees' well-being.**

15 concrete actions implemented by the company to achieve its goals are described below:

1 Assessment process

On 6 June 2022, **the Management has identified the assessment process as the first step to be implemented to identify skills, assess potential, and make informed decisions for the recruitment and development of human resources.**

From June 2022 to March 2023, **106 resources among TGI, TI (Rome and Milan offices) and GigasWeb were interviewed.**

Specifically, the initial interviews aimed to:

- **Identify skills and knowledge in the company;**
- **Assess the potential of an individual or group;**
- **Develop customized development and training plans;**
- **Foster learning and growth**

2 Onboarding process

An **onboarding process** has been formalized, envisaging - **before the resource joins the company - the coordination with the various functions involved.** Upon the arrival of the resource, in addition to an introduction to colleagues and Management and a tour of the office, a 90-minute Onboarding session is delivered within the first month of employment by Human Resources, the Office Manager or the direct report.

The Internal Handbook and the Quality Handbook are also delivered.

In the **second half-year of 2022**, we have organized **4 sessions for a total of 20 resources.**

3 In-house CAF (Tax Advice Center)

In 2022 a service was proposed to enable staff and their family members to file their tax form 73 saving time and energy.

An agreement with a CAF in Rome was started. CAF staff came directly to Triumph office to collect the documents needed to file the employees' tax return.

In 2022, 8 employees took advantage of this service.

4 Smart working

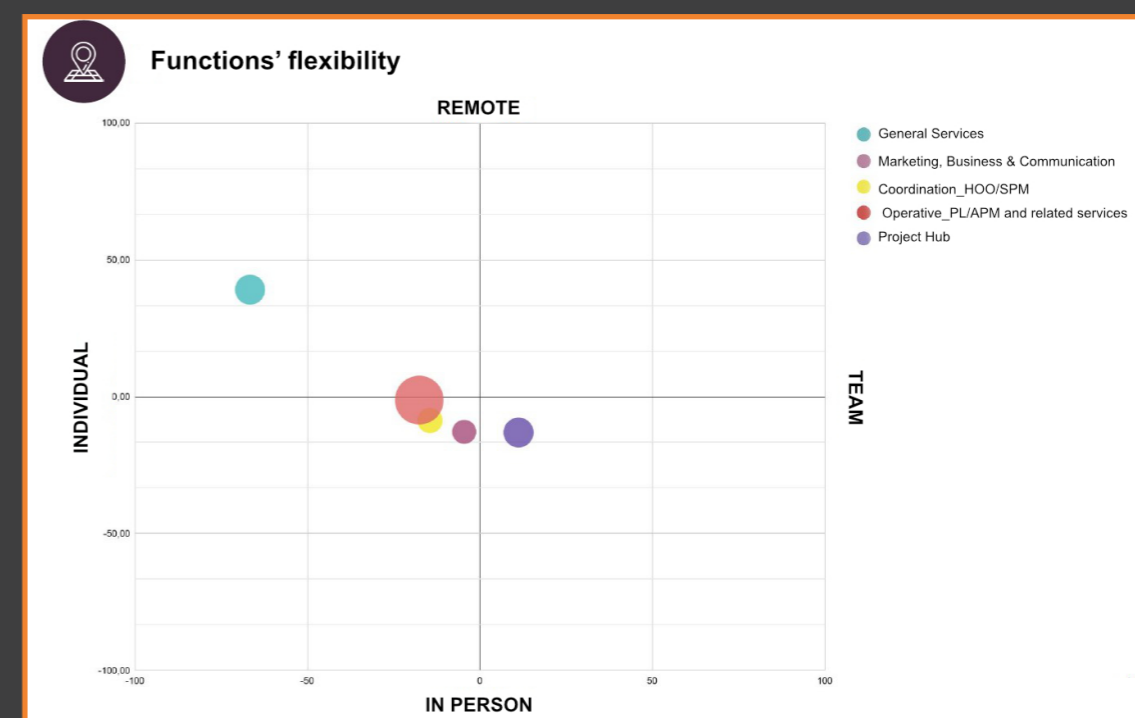
In view of the deadline set by the regulations aimed at facilitating the use of smart working, **TGI examined the possibility to extend this welfare tool beyond the pandemic emergency period, being aware of the importance of work-life balance** as a key element for the success and satisfaction of its employees.

In order to develop a general framework for smart working, an **internal survey was conducted to understand which functions can be carried out in the most effective way remotely**, in order to make available this opportunity in a different way according to functions and working arrangements.

Out of the total number of employees who received the questionnaire via email (95 TGI & TI resources), 85% participated in the survey.

For each task, a value was associated with the activities based on the need to collaborate, communicate, focus, reflect, etc. so as to obtain a picture of the extent to which functions can be carried out remotely, of the individual perception related to the need for office presence, and of the type of spaces (open space, single rooms, meeting rooms...) that are ideally needed to carry out the activities under consideration.

This analysis allowed the company to make a well-thought decision, and **to propose** in late 2022, **an Experimental Regulation on Smart Working and Individual Agreements for a 6-month test stage in 2023.**



Functions flexibility: Data processed by Workitect

A pattern emerged for which some functions, such as project design and project management, involve a greater team working component thus requiring concentration of in-person work. In contrast, for other functions related to general services or with a strong individual work component, an ease of management through the smart working tool was evident. **The analysis enabled to develop comprehensive guidelines for smart working in TGI.**

5 Healthy lifestyle

As in **2021**, the use of the Virtuoso App to promote and stimulate a healthier lifestyle and strengthen the sense of belonging was confirmed.

This tool helped the company take care of all its staff members, in all TGI offices.

Through **quarterly challenges** set in 2022, efforts were made **to improve well-being by encouraging healthy habits**. Moreover, the activities helped the environment by planting a tree for each participant.

From **2021 to date**, the results obtained are remarkable:

- **101 people registered out of 125 involved and 101 trees planted** (3,000 kg of CO2 saved);
- **22.7% daily active users** on the app and **108 challenges launched**.

6 Employment obligations and inclusion

In **complying with the employment obligations under Law 68/99 - through a specialized company - Triumph Italy has chosen an inclusive and alternative solution** to direct hiring based on the Convention pursuant to art.14 of Legislative Decree no. 276/2003.

The participation in this project enabled to combine **environmental protection with labor inclusion of people with disabilities**, promoting environmental, social, ethical and economic sustainability in the processes of companies in supporting the Social Economy.

TI has chosen to entrust the Cooperative Madre Terra with the service of supplying fruit and vegetable products from social and sustainable agriculture. The service **includes the job placement of a person with disabilities** and all the related training, organizational, mentoring activities as well as the management of administrative aspects. The person working in the Cooperative carries out activities related to the farming and processing of agricultural products.

Since **2016**, Madre Terra has been implementing an **eco-sustainable social agriculture project, promoting social justice and rights for workers, which creates training and employment opportunities for individuals in conditions of fragility and for young people at the end of their stay in reception centers organized by the UcapTe Association**.

7 Condivisione e inclusione

At the end of **2022**, the Management organized a virtual meeting that was held on **16 December** with the aim of greeting Triumphers around the world and wishing everyone a happy Christmas season.

Together with TGI Management, the Chairwoman, **Maria Criscuolo**, devised a virtual Tombola, on the occasion of this exchange of Christmas greetings. The rules of the Tombola were sent near the date of the meeting so as to explain the characteristics of this traditional Italian game also to the employees of foreign subsidiaries.

The virtual meeting was attended by employees and collaborators from all offices and companies including the Cooperative Madre Terra.

The corporate tombola was an **excellent opportunity to foster a sense of belonging and create a more united and collaborative working environment**.

8 Creative approach to spaces and work

In **2022 new collective spaces were opened in the offices of Rome and Milan**.

Rome houses a colorful space with poufs, sofas, bistro tables, stools and toy corner: "Triumph Space"; Milan houses an equally large and colorful space with a central table and bookcase corner.

In **both offices, kitchen areas - equipped with a sink, stove, dishwasher and refrigerator** - have also been renovated to facilitate healthy eating and getting to know colleagues.

At the Milan office, with this new space, each week one colleague cooks for others and the meal is shared.

The creative approach to the spaces makes it possible:

- **to empower creativity**: Vibrant colors and various seating options can help create an inspiring atmosphere, encouraging the generation of innovative ideas and creative solutions;
- **to reduce stress and enhance mental well-being**;
- **to collaborate and interact**: informal spaces where employees can meet, exchange ideas and collaborate, but also welcome guests more informally than a traditional meeting room.

9 Staff training

In **2022**, the number of mandatory and non-mandatory **training courses** was implemented, among which the topics of **safety, environmental sustainability, and time management stand out**.

As mentioned in our two previous sustainability reports, **we consider training as one of the pillars on which the growth program for our workers is based**. In the ever-changing Events & Live Industry, **it is crucial for our workers to acquire new knowledge and skills** in order to keep up with the market. It is our hope that the extensive and competitive training plan offered can be among the factors that help **ensure long-lasting working relationships with our employees**.

The following **summary table on training hours provided during 2022** shows an increase in absolute value of training hours provided, but a decrease in average hours per employee, due to the type of courses provided.

	2021 Data	2022 Data	2021 Change
Training provided	1739	1864,5	+7%
Average hours/employee	13,9	11,3	-19%

10 Sustainable mobility

To boost soft and environmentally friendly mobility **in September the following electric means of transport were purchased for the Rome offices** (but they are available to all Group employees when visiting):

- **2 e-bikes;**
- **1 e-scooter;**
- **1 station for bike/scooter, with 4 charging stands.**

These environmentally friendly means are available to staff during their working activity outside the office: inspections, visits, appointments with customers and/or suppliers, etc.

This initiative also has an implication toward external stakeholders in that the foregoing equipment can also be made available at some of the events organized by Triumph, as additional leverage both commercially (branding of the bikes and racks) and to raise awareness on environmental issues among participants.

11 Paper Free Policy

Triumph Italy has promoted **measures to reduce the environmental impact of its corporate activities**.

A suitable example of this is the incentive **to recycle paper and reduce its use**.

Since the first version of the **Internal Handbook in 2013**, environmental awareness among employees has been included in a dedicated chapter entitled **"Environmental Guidelines"**.

The chapter highlights the separate waste collection implemented in the office and includes useful indications and best practices, such as "Paper used on one side only should be re-used as recycling paper"; "Print only if necessary"; "Always use print preview"; and "Set Eco mode for printing".

In 2022, our Chairwoman has announced the company's intention to going Paperless and an increasing number of solutions to limit paper has been adopted.

These guidelines are communicated to new resources as early as their Onboarding session.

12 Triumph source

The Company decided to install still and sparkling water dispensers, inviting, with this initiative, staff to reduce the use of plastic bottles, promoting the use of reusable water bottles and reinforcing the healthy habit of drinking regularly. **There are two water facilities in the Rome office and one in the Milan office.**

13 Promotion of the territory

The promotion of the territory in which we operate is included in the concrete activities carried out by TGI.

In 2022 a number of campaigns have been developed, including:

the promotion of the city of Singapore, which will host the World Congress of Dermatology (WCD2023) in second part of July;

the promotion of beach clean-up with the #RiPartyAmo project promoted together with WWF and aimed at protecting the territory;

the promotion for Italian top-quality products in the framework of **EXPO 2020 Dubai**, held from 1st October 2021 to 31st March 2022;

the promotion of the territory and of the local agricultural products thanks to the collaboration with Coldiretti during many events organized for ENI;

the promotion of host areas in view of the Olympic Winter Games Milano-Cortina 2026.

14 Certification

During **2022**, after a careful analysis and monitoring of the industry, **Triumph Italy srl proactively chose to continue the ISO 20121 certification process** with the consultancy of Punto 3 Srl through an Accredia Certifying Body in order to meet the new CAMs (Minimum environmental criteria) that were prepared and then published in the Official Journal on 2nd December 2022.

In fact, the Decree "Minimum environmental criteria for the service or organization and carrying out of events" (CAM Events), specifies the sustainability requirements that the Public Administration must introduce in the tendering procedures for the contracting of services and management of events, addressing environmental, ethical and social aspects associated with the life cycle of the same.

Therefore, it was a strategic choice in order for the company to find its way in the market and the organization of increasingly sustainable events.

This entailed a considerable effort since it was necessary to start the certification process from the beginning, without the possibility of making a changeover from the existing certificate.

15 Impact measurement

During **2022**, thanks to a **partnership agreement with Triadi srl Benefit Corporation**, we have **started an internal analysis process in order to understand how we can improve our offer of services and make it more sustainable and inclusive.**

This activity has highlighted some of the weaknesses in our approach to sustainability and is supporting us in **developing an integrated monitoring system for event sustainability** that goes beyond impact assessment on individual cases, taking into consideration a set of environmental, social and economic indicators that will apply to all our events.

Moreover, through this partnership, we would like to create a **package related to impact assessment that we can offer to our clients so as to measure the real impact they have on host territories.**

The new tool will be tested and published during 2023.

The development priorities: program for 2023

The **actions** we plan to implement **over 2023** are as follows:

- **To extend the ISO 9001 certification to the office in Milan.** This entails identifying a representative for quality for the office, carrying out an analysis of the current situation, a specific training plan, and several internal monitoring and implementation audits in preparation for the Certifying Body's audit. A review of the Integrated Policy will also be required;
- **To carry out dedicated training on sustainability** and in particular on the new CAM Sustainable Events;
- **To update the ISO 20121 Handbook** containing guidelines for the carrying out of an event customized for Triumph Italy srl and still meeting the standard;
- **To delve into the UNI:PDR 125 requirements for gender equality, conduct a gap analysis to get an overall picture of the situation** and start the certification process. It is assumed that the certification can be obtained by the first half of 2024. This activity will help create an inclusive corporate culture, promoting mutual respect, diversity and equality in the workplace.

Special attention has been given to future developments in Human Resources.

In 2023, **TGI has set goals that can help generate confidence both internally and externally, attract and retain talents, and foster the organization's long-term sustainable growth:**

- Review of function flow chart and job description;
- Review of the Internal Handbook;
- Analysis and assessment of the smart working test period;
- Analysis and assessment of a structured welfare plan;
- Training project specifically related to the areas of improvement highlighted during the assessment interviews;
- Continued monitoring of resources.

On a longer-term basis, we aim at developing policies and procedures for personnel selection, performance evaluation, training and development, and at introducing incentive and recognition programs to motivate and engage employees.

This year we focused on our people, next year we would like to expand our projects on the environment focusing on the territory, especially that of the Rome-based HQ.

In 2023, we plan to activate a project involving the neighborhood, its businesses and inhabitants.

THE SUSTAINABILITY OF THE SUPPLY CHAIN

Within the Supply Chain, considering the amount of material we buy and rent every year from third-party suppliers for the organization of our events, sustainability and impact generation for our company must be considered also for the management of the supply chain.

In order to manage the Supply Chain in a sustainable and inclusive way, **our main parameters of choice are the proximity and quality of the products supplied and the best practices implemented.**

With this in mind, Triumph Group International aims to promote a supply chain based on "useful mile" (chilometro utile) by selecting suppliers as close as possible to the operational offices and locations where events are organized. The creation of a procurement function is the first necessary step for TGI for a sustainable management of the Supply Chain.

On 4 March 2022 we announced the organization of TGI's Procurement Function, which started its activity with a pilot project for Triumph Italy.

The following step will be its activation in every office.

The **goals** defined by management for this function are:

- To maximize purchasing power on all supplies and profitability of individual operations;**
- To raise the quality level of suppliers** (with a qualification procedure) and products offered;
- To maximize the sharing of corporate know-how;**
- To streamline and update business procedures;**
- To support the activities of operating teams and administration;**
- To carry out activities in line with the status of Benefit Corporation;**

When this function is developed with the goal of integrating sustainability, it can lead to a number of benefits for both the company and the environment and **involves the implementation of supplier assessment criteria that go beyond economic factors alone.**

Questionnaires on suppliers' environmental, social and ethical sustainability have been included in the accreditation procedure. **Choosing suppliers that adopt sustainable practices helps reduce the negative impact on the supply chain.**

At present, it is noted that suppliers are not inclined to share elements in this regard. Once suppliers are selected, the procurement function plays a key role in monitoring the suppliers' actual adoption of sustainable practices. This aspect has been reinforced in the updated performance assessment system.

During 2023, in procurement, we plan to implement changes to the internal software with the aim of improving the suppliers' assessment system by updating the criteria used and increasing the amount of supplies assessed.

We also intend to create greater synergy between Procurement and the Project Hub & Tender Department to optimize its offer to the market and the application of CAM Sustainable Events in the case of public tenders.

In the medium to long term, there will be an **increasingly strong integration of sustainability into the procurement function** to achieve a more responsible Supply Chain, reducing the company's environmental and social impact by promoting the active involvement of stakeholders, such as suppliers, employees, customers and local communities.

Listening to and incorporating their perspectives and concerns into the Supply Chain management can lead to more informed and sustainable decisions, as well as to the implementation of accountability and research & development mechanisms of the industry.

THE SUSTAINABILITY OF THE EVENTS

According to the **Northstar/Cvent Meetings Industry PULSE Survey**, that in June 2022 interviewed more than 450 event planners, it is clear that the **situation concerning the format of the events has completely changed since the pandemic period**.

From the data, nearly 45% of organizers had no online events planned for the coming months, while in September 2020, 90% of planned events were in online mode. Only slightly more than 15% of organizers reported to organize more than half of their events in digital format, while less than 5% reported to organize only virtual events.

This **trend, characterized by the significant return of in-person events**, is confirmed by the majority of organizers, who, while not completely giving up the digital aspect (e.g. through hybrid events), are finding a growing demand for live events also Italy. The value of in-person meetings has been strengthened by the stop imposed by Covid.

According to the 2023 Global Meetings and Events Forecast issued by Amex, all types of events, as well as the number of attendees are expected to grow. 87% of meetings will be in-person, up 6% from 2022, digital and hybrid events will grow at rates of 3.3% for conferences and trade shows and 0.2% for product launches, with the exception of Asia Pacific, where nearly half of the events are planned in 2023 in hybrid mode and one-sixth will be virtual.

Moreover, **the industry is taking sustainability, diversity, equity and inclusion (DE&I) more and more seriously**. Four out of five respondents (80%) say that their organization takes sustainability into account when planning meetings and events. More than three quarters of those organizations, say they have defined an event planning strategy in a sustainable way.

In 2023, levels of climate reporting on meeting and event activities are expected to grow.

From choosing destinations that promote sustainability to selecting certified sustainable venues, organizations are implementing strategies and processes to minimize the event emissions and report their progress to internal and external stakeholders.

From a regional perspective, Europe continues to be a leader in sustainability practices.

87% of respondents say that their organizations or clients are actively working to incorporate DE&I principles into their meetings and events.

The foregoing is confirmed by data gathered internally by TGI on its own operations.

Being chosen as suppliers in the Events & Live Industry, **is by no means a simple or obvious matter**, the increasing attention by clients with respect to sustainability criteria in qualification assessments and partner selection, makes the selection process extremely thorough.

In this sense, **TGI's value proposition places the Group at the center of the client-supplier chain**, effectively representing a choice that is consistent with the all-important sustainability principles that the sector requires.

Each event designed and implemented by TGI is shaped on these principles.

Among the case histories proposed in 2022 we would like to point out the following:

CASE HISTORY

Olympic and Paralympic Winter Games Milano-Cortina 2026 The Diplomacy of Sport in the Face of Global Challenge.

1

Measuring the value of an event.

The Feeling the Energy experience.

2

The many forms of energy.

Study on Gender Equality and Welfare Policies in the Events & Live Industry in Italy.

3

A topic that has marked our corporate experience.



1

Olympic and Paralympic Winter Games Milano-Cortina 2026 – The Diplomacy of Sport in the Face of Global Challenge

MEASURING THE VALUE OF AN EVENT

The impact analysis of a short event of about two hours which allowed to hypothesize and test a link between sports and the promotion of the territory and its outstanding features, was conducted by Sigma NL - spin-off of the University of Genoa - to answer the question of whether participation in an event of such limited duration may or may not produce a change and/or a positive social or environmental impact for on-site stakeholders and spectators.

The assessment, carried out through S-ROI methodology, found that this type of event can have effects on the value perceptions of individual participants on the topics covered during the event (sports, national pride and inclusion).

At the same time, participants pointed out that the organization of the event represented a good practice globally especially with reference to the involvement of online participants.

Based on the comparison of the responses provided with the questionnaires before and after the event it can be seen that, in general, there is a reduction in the level of stress as a result of the participation in the event and a collective power to change their views on the topics covered, which in many cases also led to increase the degree to which diversity is perceived and valued.

At the same time, more than 40% of respondents attributed to the participation in the event an increase in their own national pride related to the sports world, whereas the event seems to be less effective in terms of increasing motivation to acquire new knowledge on the topics covered.

This event was the forerunner in changing the focus from "Event" to "Event Experience" mediating the metamorphosis of the industry also by measuring the results achieved by the events as global experiences.



2

The Feeling the Energy experience

THE MANY FORMS OF THE ENERGY



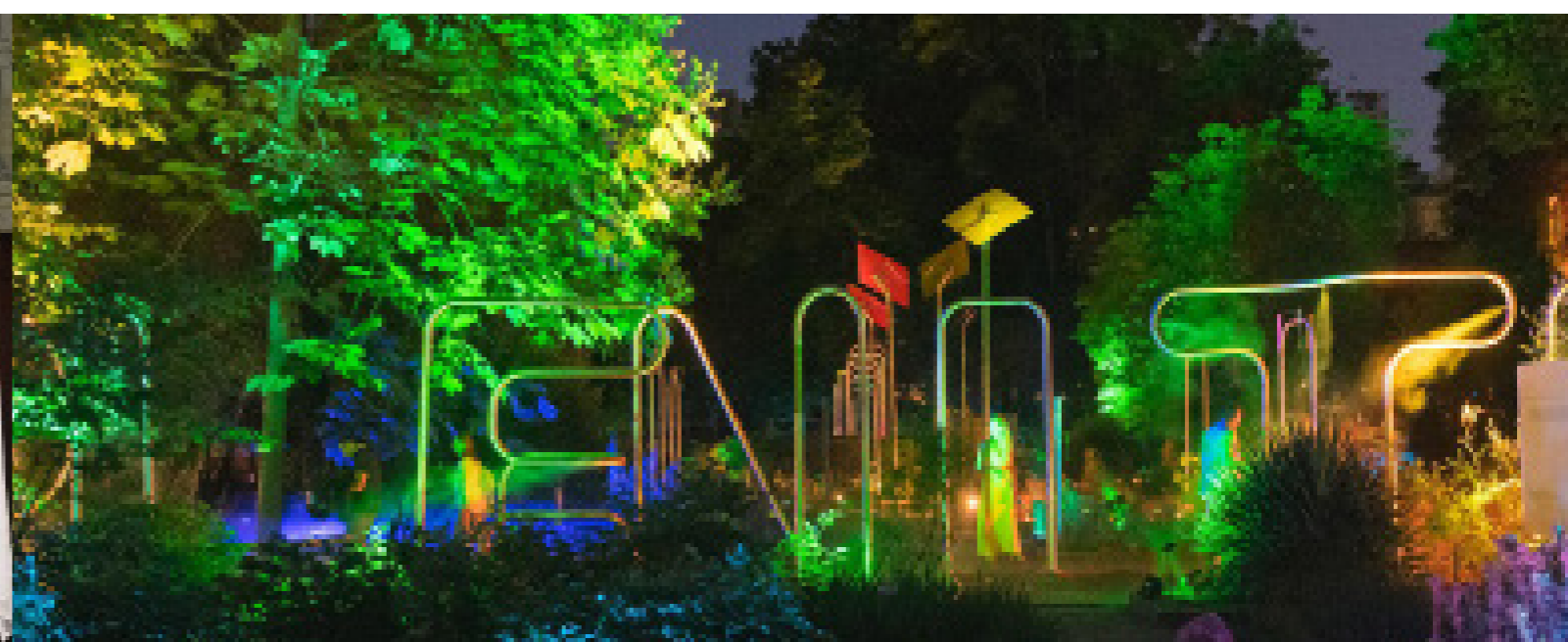
Triumph Italy partnered with Plenitude in the study and implementation of the Feeling the Energy installation, created in the context of the "Design Re-Generation" exhibition on the occasion of the FuoriSalone 2022 in Milan, held at the Brera Botanical Garden.

Designed by studio CRA - Carlo Ratti Associati, the installation was dedicated to the many forms of energy.

The project uses 500 meters of anti-bacterial copper to create a path along which visitors were able to enjoy a multisensory experience in which they perceived the energy that surrounded them through the five senses.

Each visitor had the opportunity to experience different forms of production of sustainable energy such as solar, wind, evaporative cooling and even sound energy.

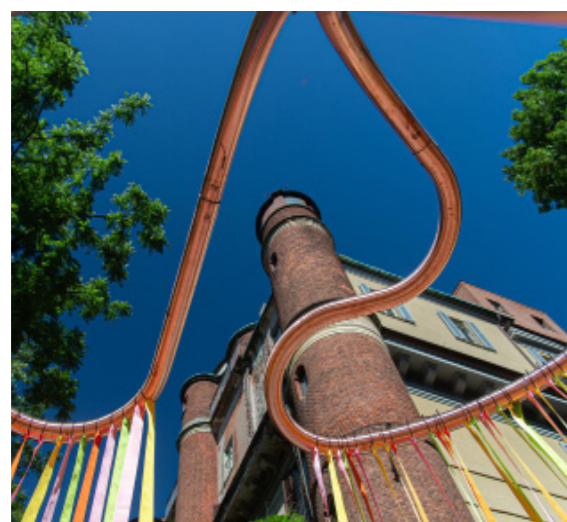
Moreover, the energy stored during the day was used to light up the Botanical Garden during evening hours and to power water vaporizers to



cool the climate inside the Garden while also feeding the surrounding plants.

A sustainable but also educational project that has made it possible to raise awareness and knowledge on topics related to innovation and sustainability.

Triumph was awarded for this project on the occasion of the Bea Italia Festival in the Green/Sustainable and in the Education/Training categories.



Images: Feeling the Energy, installation prepared for the "Design Re-Generation" exhibition on the occasion of the FuoriSalone 2022 in Milan.

3

Study on Gender Equality and Welfare Policies in the Events & Live Industry in Italy

A TOPIC THAT HAS MARKED OUR CORPORATE EXPERIENCE



The decision to take a snapshot of the current state of the Events & Live Industry with a pilot project, with respect to key issues such as female entrepreneurship and gender equality, stems from a two-year journey that began with the advent of the pandemic that has penalized female workers around the world and brought to light an already notorious trend.

The succession of occasions in which we have been involved as organizers and producers, such as the G20 Summit and the events of the Italy Pavilion at Expo 2020 Dubai, but also the active participation in working groups - such as the B20-G20 Dialogue on Women Empowerment - has brought out clearly the need to examine in depth the topics that had the greatest impact on our corporate experience.

This has led to the idea of conducting an analysis related to gender quotas and systematizing the information available to us, so as to obtain a more appropriate representation of the context in which we operate.

"Women in the Events & Live Industry in Italy" is the study that investigated among companies operating in our industry and showed a scenario quite different from what one would have expected from a world with a predominant female component.

From a statistical and descriptive viewpoint, from the data analyzed it emerges a situation in which:

- **81.25% of the companies in the sample have between 50% and 90% female staff in their workforce;**
- **In 60.42% of the cases it reaches the threshold of one-third related to the least represented gender in senior management positions.** However, this figure should be considered together with another important fact, namely that 54.17% of male workers, which corresponds to 18.75% of the total, hold senior management and decision-making positions;
- **32.4% of the female workforce has a medium-high level of education** (specialist degree [Laura magistrale]) and mainly employs the 31-50 age group;
- **45.83% of the sample say they do not have an active corporate welfare policy** and 33.33% believe that medical insurance represents a welfare action.

CONCLUSION

A LOOK TO THE FUTURE



CONCLUSIONS: A LOOK TO THE FUTURE

With the adoption of its **2022-2023 two-year strategy**, Triumph Group International has increased its awareness of the processes underlying the generation of effects and impacts that are intentional, additional and measurable.

The **strategy**, shared in its entirety, in the **1st Impact Report** includes a **series of actions to be taken in line with each SDGs selected by the group**. During 2022, many of these activities have been undertaken and the first outputs have been described in chapter 3 of this first Impact report, which shows that already 75% of the activities included in the strategy have been implemented or started during 2023, whereas others are being implemented in 2023 and the outcomes will be available from the next Impact report. Moreover, for each work strand - sustainability of the group, sustainability of the events, sustainability of the chain - we have identified the actions that are still to be taken to contribute to the change we have envisioned, as presented in the previous section. During 2023 we would like to **further increase our commitment to sustainability and inclusion by also starting processes to involve local stakeholders** in order to create projects for the neighborhood in which Triumph Italy's Rome office is located. In 2023 special attention will be given to gender equality, also through the starting of a certification process, the quality and the sustainability of our events promoting - through them - our corporate values.

Thanks to the activity carried out to prepare this **Impact report**, we have **defined also the outcomes, namely the effects we would like to generate for our stakeholders, and the long-term impacts related to our activities and the strategic impact targets** formulated on the basis of the general interest purposes included in our bylaws. In fact, starting from the last quarter of 2023 and throughout the first quarter of 2024 we will carry out data collection activities with our internal and external stakeholders in order to understand whether they have experienced any effects or changes due to the actions that the group has taken in the 2022-2023 two-year period. Part of the data collection will be done by administering questionnaires or by organizing interviews, workshops and focus groups so as to better understand the perspective of our employees and collaborators, of our clients, suppliers, among the other stakeholders, and find out how our strategy of sustainability and impact has affected or is affecting their activities and their view on sustainability. Data collection and analysis activities will cover the assessment of all dimensions of outcome included in the social value chain described in chapter 3.

Over the next year, we would like to better understand, especially from our clients, whether sustainability plays a key role in their decision to entrust TGI with the organization of events and whether, through our way of working and our proposals, we have contributed to change their business practices. This will allow us to understand if the group is seen as a pioneer in the field of sustainability of events or if further actions are needed in order to make use of the great work done in terms of sustainability and impact as a competitive advantage in the industry. This will also help us in defining the development strategy for the next two-year period, in creating global guidelines for sustainability, and in developing the indicators that will allow us to monitor our performance for all the events we organize.

Now more than ever we are at a crossroads between our doing "business as usual" and a complete transformation of the way we operate and manage events. Since 2020 already, a process of profound transformation of the Group has been underway, which has been reinforced by our transformation into a Benefit Corporation, and now draws its strength from the awareness generated by the method of work and analysis underlying this Impact Report.

Our goals are ambitious, and our strategy is well structured. **the 2022-2023 two-year period will be the first for us in which we analyze our performance and also evaluate how it is contributing to impact generation** bringing us closer and closer to achieving our general interest purposes.

This new **awareness** may lead us to **develop business growth and impact strategies that are more focused on the interests of all our stakeholders**, so that sustainability becomes a competitive advantage and not a burden. The essential aspect of a journey is not the final destination, but the direction you take, and we are confident that we have found the right way for the future.

APPENDIX

DASHBAORD KPIs AND MEASURAMENT

DASHBOARD OF IMPACT INDICATORS DEVELOPED ON THE BASIS OF THE THEORY OF CHANGE

PURPOSES ACCORDING TO BYLAWS	Identification as TGI impact target	SDG Target	TARGETS THEORY OF CHANGE	Activity/Action	Indicator Value chain	KPI type	KPI source
<i>common benefit purpose</i>	<i>definition of TGI impact target in line with the SDG of reference and with the common benefit purpose</i>	<i>Indication of specific targets compared to the SDG identified</i>	<i>specific targets identified on the basis of TGI's general goal</i>	<i>actions to be implemented to achieve TGI impact target</i>	<i>name of the indicator of output/outcome/impact</i>	<i>Output/Outcome/Legal (e.g. Reg 2088, Taxonomy, Human Rights Due Diligence, etc.)</i>	<i>BIA, GRI, SDG, IRIS, ad-hoc</i>
<p>1 "To accompany the various business operators in the events sector, present in the market, in the implementation of transformative processes aimed at integrating impact and sustainability in their business models".</p> <p>3 "To raise awareness on topics related to social innovation, impact finance and sustainability, going ahead with initiatives aimed at achieving the UN's 2030 Agenda 17 SDGs.</p>	<p>To promote projects of collective interest, also in cooperation with other players, on topics such as sustainability, careful use of resources, social welfare and increasing attention to the environment, thus becoming pioneers in the "Events & Live Industry"</p>	<p>3.4 To promote mental health and well-being</p> <p>8.5 To achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities</p> <p>10.4 To adopt policies, especially fiscal, wage and social protection policies to progressively achieve greater equality</p> <p>11.7 To provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women, children and persons with disabilities</p> <p>12.3 To reduce food waste and food losses along supply chains</p>	<p>Development of a sustainable approach to organization and production</p>	<p>Reducing and monitoring waste during events</p> <p>Moving towards an increasing focus on reuse and recycling</p>	Reduction of waste of resources	Outcome	G4-N2
					Policies on systems to measure waste control and disposal (e.g. special disposals, separate waste collection)	Output	G4-EN23
					Policies on products from local suppliers	Output	GRI-204-1 GRI-414-2
					Policies on recycling and reuse	Output	GR-301-2
			<p>Creation of a promotion network of the territory</p>	<p>Promotion and support to the development of events on topics related to social inclusion</p> <p>To improve the quality of services offered and to strengthen clients' involvement by adopting a strategy of ethical marketing and of assessment of the effects produced for all segments of the customer base</p>	Increased awareness of participants on topics related to inclusion and diversity	Outcome	Ad-hoc
					To select venues that enhance the local area (e.g. smaller places, places under redevelopment, etc.) to safeguard and promote the area hosting the event	Outcome	Ad-hoc
					Improved communication with the public sector	Output	Ad-hoc
					Improved participation and communication with participants	Output	Ad-hoc
					Adoption of a communication and marketing strategy more oriented to social messages	Output	Ad-hoc
					Collaborations and partnerships with third sector entities for the design, development, and promotion of specific targets: Urban rehabilitation works, Enhancement and redevelopment of assigned spaces (e.g. enhancing existing but unused spaces, generating post-event gathering places, etc.)	Output	Ad-hoc
					Implementation of corporate best practices for sustainable event design	Outcome	Ad-hoc
			<p>Development of an increasingly decent and enhancing working environment</p>	<p>To improve processes and internal best practices for the design and carrying out of the events</p>	Use of gadgets with intrinsic sustainability value (water conservation theme, gadgets produced by disadvantaged people, gadgets made from reject items, etc.)	Output	Ad-hoc
					Increasing the multiplicity of use of events (e.g. information panels, metaverse, different languages, phonetic aid, braille, sign language, etc.)	Output	Ad-hoc
					Reuse and enhancement of fittings used during the events	Output	Ad-hoc
					To promote catering from suppliers who embrace a social mission (e.g. employment of disadvantaged people, vocational reintegration, attention to waste, locally sourced products, etc.)	Outcome	Ad-hoc

Table 2: Insight on events

PURPOSES ACCORDING TO BYLAWS	Identification as TGI impact target	SDG Target	TARGETS THEORY OF CHANGE	Activity/Action	Indicator Value chain	KPI type	KPI source
<i>common benefit purpose</i>	<i>definition of TGI impact target in line with the SDG of reference and with the common benefit purpose</i>	<i>Indication of specific targets compared to the SDG identified</i>	<i>specific targets identified on the basis of TGI's general goal</i>	<i>actions to be implemented to achieve TGI impact target</i>	<i>name of the indicator of output/outcome/impact</i>	<i>Output/Outcome/Legal (e.g. Reg 2088, Taxonomy, Human Rights Due Diligence, etc.)</i>	<i>BIA, GRI, SDG, IRIS, ad-hoc</i>
2 "To support the development of sustainable and inclusive forms of enterprise in order to contribute to the generation of positive and measurable impacts"	To adopt an approach to the development of services aimed at integrating sustainability and inclusion components, involving a proactive and responsible management of resources, internal processes and customer relations, promoting virtuous behavior and creating a new corporate culture	3.4 To promote mental health and well-being 5.1 To eradicate all forms of discrimination against women 5.5 To increase women's participation in managerial positions 8.8 To promote a safe and secure working environment for all workers, in particular for those belonging to disadvantaged categories 12.2 Sustainable management and responsible use of natural resources 12.5 Significant reduction of waste generation through prevention, reduction, starting recycling and reuse 12.6 Adoption of sustainable practices and their integration into internal reports	Development of a sustainable approach to organization and production	Total carbon footprint analysis and reduction of the same, consumption, waste management	Changing habits to internal consumption	Outcome	Ad-hoc
				To adopt innovative systems (smart metering, IoT, AI) for careful and wise monitoring of water consumption	Reduction of direct and indirect greenhouse gas emissions	Output	GRI 301 - 306
					Energy consumption	Output	BIA – Environment G4 -EN3
					Improvement targets for energy consumption	Output	BIA – Environment G4 -EN6
					To promote mobility while at work	Output	Ad-hoc
				Periodic organization of team-building activities to consolidate and enhance teamwork	Personal growth in TGI	Outcome	Ad-hoc
					Presence of a system for workers to communicate needs or critical issues	Output	GRI 2-16
					Number of team building activities organized and related number of participants	Output	Ad-hoc
					Training delivery on topics related to environment and social impact - through courses/workshops/meetings	Output	BIA - governance
					Development of an increasingly challenging, fair and meritocratic work environment	Perceived life/work balance	Outcome
			Parental leave			Output	GRI-401-3
			Minimum notice period for operational changes	Output		GRI-402-1	
			Presence of a business plan regulating working hours, including flexible working hours for conciliation purposes, holiday periods and leave	Output		Ad-hoc	
			Internal activities (meetings, training, focus groups etc.) are scheduled well in advance and at times that promote work/life balance	Output		Ad-hoc	
			Provision for ancillary corporate welfare measures that facilitate work/life balance and reinstatement in the company after leave periods	Output		Ad-hoc	
			Reduced drop-out rates	Output		BIA- workers	
			Equity of treatment perceived by employees	Outcome		Ad-hoc	
			To adopt - regardless of gender- measures to ensure that the corporate minimum wage is equal to or higher than the local minimum wage	Output		GRI-202-1	
			Diversity in governing bodies and among employees	Output		GRI-405-1	
			Increase in internal corporate awareness by all employees with a focus on well-being	Periodic active communication on internal professional growth and information on the quality of benefits and facilities	Outcome	GRI-404	
				Active communication and training on topics related to human rights ad safety	Output	GRI-410-1	
				Measure of training on job security-related issues	Output	GRI-403	
				Measure of benefits and corporate welfare (favorable contracts for employees)	Output	Ad-hoc	
Creation of synergies driven by the 2030 Agenda goals	Corporate volunteering: to provide mechanisms for involving employees in volunteer initiatives with non-profit organizations that deal with social issues (e.g. Dynamo Camp, Save the Children, etc. ..)	Outcome	Ad-hoc				
	Partnering with organizations of the third sector and with associations of specific categories to develop co-creation workshops of insurance products.	Increased sense of belonging to TGI	Output	Family audit			
		Setting up an internal time bank to promote forms of employee participation in extra-work activities having general/social purposes	Output	Ad-hoc			
	Co-creation/co-design workshops with entities of the third sector	Output	Ad-hoc				
	Employees' participation degree	Output	Ad-hoc				
Events and services developed through co-creation paths	Output	Ad-hoc					

Table 3: Insight on organization (Holding)

PURPOSES ACCORDING TO BYLAWS	Identification as TGI impact target	SDG Target	TARGETS THEORY OF CHANGE	Activity/Action	Indicator Value chain	KPI type	KPI source
4 "To operate in a responsible and transparent way with suppliers and all the other resources involved in the development of the company's activities, making sure that all partners contribute to the achievement of the common benefit purposes".	To create awareness and transparency in the internal processes of the supply chain and in the relationships with other business partners in order to promote responsible and virtuous behavior aimed at improving sustainability and responsible management of resources	11.a To support links between urban, peri-urban and rural areas by improving the ability to plan interventions at national and regional level 12.6 Adoption of sustainable practices and their integration into internal reports	Creation of a network to promote the area	Selection of suppliers on the basis of principles of social and environmental sustainability	Increased awareness by suppliers on topics related to social and environmental sustainability	Outcome	G4-LA9 G4-5O1
					Use of risk or impact assessment tools of the suppliers created by independent entities (such as B Impact Assessment)	Output	BIA - community
					Carrying out of a social and environmental impact assessment of the suppliers	Output	BIA - community G4-PR5
					Review of the results of social and environmental performance assessments of the supply chain to identify and inform internally on performance trends and non-compliance related to the latter	Output	BIA - community
					Definition of improvement plans with targets for continuous improvement of the performance of its suppliers	Output	BIA - community G4-LA11
					Incentives for suppliers to improve their social or environmental performance through contract terms, pricing or other means	Output	BIA - community
					Reporting of key risk areas and root causes of supply chain performance problems and violations, including the methods the company is adopting to address them	Output	BIA - community
					Sharing of TGI's code of ethics with agencies and suppliers	Output	BIA - Governance
					Development of a supply chain with increased focus on resource consumption	Output	G4-EN7
					Creation of synergies driven by the goals of the 2030 Agenda.	Promotion and support to the development of events concerning topics of social inclusion	Increase of the quality of life in communities where events take place
			To reduce the risk of labor exploitation	output			GRI-408-1
							Increased awareness on topics concerning work quality

Table 4: Insight on Supply Chain



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