SUSTAINABILITY REPORT 2025

SUSTAINABILITY REPORT

2025

LIFE CYCLE ENGINEERING S.P.A.

Sustainability Report
Ed. III - september 2026

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SUMMARY

OUR REPORTING
APPROACH

By publishing this Sustainability Report, we aim to increase **transparency**, monitor our **progress**, and identify opportunities to create **lasting value** for our people, our clients, and the wider community.

For the preparation of this **third edition of the LCE Sustainability Report**, we have adopted the **VSME** standard (**Voluntary Report Standard for SMEs**), a framework specifically designed to support sustainability reporting by companies of our size. This approach enables us to stay aligned with the evolving regulatory landscape and growing stakeholder expectations regarding sustainability and corporate accountability.

LETTER
TO STAKEHOLDERS

Our new Sustainability Report is here, documenting a year of significant growth and environmental commitment.

2025 has been a year of meaningful achievements and forward planning, marked by a strong commitment to **continuous improvement** and a renewed focus on active listening, fostering employee engagement and empowering our people to shaping what comes next.

What's new at LCE:

- **Security & Innovation:** we have achieved the **ISO 27001** Information Security Management System certification and continued the implementation of our responsible **AI guidelines**, reinforcing the reliability of our digital tools and cloud-based operations while ensuring a robust and structured approach to data protection and risk management.
- **Decarbonization:** our brand-new **electric vehicle** (EV) has confirmed its role as a key component of our long-distance business travels, while active commuting options, such as city bikes, continue to support more sustainable daily habits among our employees.
- **Employee Engagement:** the "**Call for Ideas**" initiative was designed to gather innovative business proposals directly from our team to identify emerging service lines and promote a culture of engagement and proactivity.

Talent Development: the "**Right person in the right role**" program focusing on soft skill mastery is still expanding.

- **Gender Equality:** in 2025, we began the preparatory activities aimed at the **UNI/PdR 125:2022** certification, reinforcing our commitment to promoting diversity, inclusion, and equal opportunities across the organization. In June 2026, LCE successfully obtained the Gender Equality Certification.
- **Scaling Impact:** we grew our team by 10%, taking on 2 new EU projects (European Union's Horizon 2020 research and innovation programme), and partnering with 10 new clients.

Operating in a **fast-changing environmental research and consulting landscape**, we continue to strengthen our approach through **organizational resilience** and a commitment to fostering a **positive working environment** where our employees can develop and thrive, embracing challenges in a never-ending journey of improvement and growth.

We remain steadfast in our mission to lead the environmental research sector with a solid business perspective and a sustainable heart.

We encourage you to explore the following pages to learn more about our journey and results, and we remain open to your feedback as we strive to further enhance our impact and performance.

BOARD MEMBERS

GIAN LUCA BALDO
LCA Engineer

FABRIZIO BOERI
Environmental Engineer

ASSUNTA FILARETO
Environmental Engineer

STEFANO ROSSI
Mechanical Engineer

CHAPTER 1

LIFE CYCLE ENGINEERING

1.1 ABOUT US

Life Cycle Engineering (LCE) is an **independent consultancy firm** supporting public and private organizations with professional solutions and tools for **Life Cycle Assessment (LCA), eco-design, environmental communication, and regulatory compliance**.

Our mission is to empower organizations to **understand, improve, and communicate their environmental and social footprint**, aiming at maintaining a positive impact on society and the planet.

We deliver high-quality technical and scientific analysis services through our **interdisciplinary team** of experienced engineers, environmental scientists, chemists, economists, and biologists, building on decades of experience that have shaped a distinctive company defined by **strong technical expertise** and a **deep commitment to our people**.

Today, we continue to carry out our work with the same **professionalism, competence, and passion** that have characterised us since our inception.

We support companies in their sustainable development journey across all phases, from strategic planning to concrete implementation and the communication of results achieved.

OUR CERTIFICATIONS

Maintaining

ISO 9001:2015
Quality Management System since 2016

Maintaining

ISO 14064-1:2018
Greenhouse gases since 2019

2025 Goal achieved

ISO 27001:2022
Information Security Management System

2026 Goal

UNI/PDR125:2022 CERTIFICATION THROUGH UNI/PDR 125:2022 – GENDER EQUALITY PLAN

LCE IN NUMBERS* 2025

>30
YEARS OF EXPERIENCE (PIONEERS IN SUSTAINABILITY SINCE 1995)

43
EMPLOYEES

4
MANAGERS

83
ACTIVE CLIENTS IN 2025

162
PROJECTS STARTED IN 2025

>20
EU FOUNDED PROJECTS BY NOW (10 PROJECTS ONGOING)

>20
YEARS OF COLLABORATION WITH THE INTERNATIONAL EPD SYSTEM

* The data of this Sustainability Report includes both LCE and ZProtocol staff combined.

OUR HEADQUARTERS

LCE's headquarters are located within the **Environment Park in Turin**, a purpose-driven hub dedicated to Science and Technology for the Environment created by Turin municipality hosting universities and research centers and creating a unique environment for collaborative progress.

Environment Park is an innovation hub featuring numerous **green building solutions**, such as electric vehicle charging stations, rooftop apiary, radiant panel ceilings, and solar panels.

30,000 m²
OF AREA

70
COMPANIES LOCATED IN THE PARK

600
WORKERS

LCE also operates a second office located in Mogliano Veneto, where one of the company's teams is based.

LCE - TURIN OFFICE

(NW ITALY)

Via Livorno 60 - Environment Park 10144 Turin

LCE - VENICE OFFICE

(NE ITALY)

Via 28 Aprile 2/A 31021 Mogliano Veneto (TV)

1.2 CORE VALUES

INDEPENDENCE AND OBJECTIVITY

We remain apolitical and independent, providing **unbiased, evidence-based advice** that aligns with our clients' needs and sustainability goals.

TECHNICAL EXCELLENCE

Our work is grounded in strong technical expertise, scientific rigor, and a commitment to maintaining the **highest professional standards**.

EVIDENCE-BASED APPROACH

We ensure that our recommendations and services are supported by **empirical evidence, credibility, and measurable outcomes**.

PEOPLE-CENTRIC CULTURE

We foster a **flexible and supportive workplace** that prioritizes employee well-being, work-life balance, and personal fulfillment.

COLLABORATION AND KINDNESS

We believe in **teamwork, mutual respect, and a culture of kindness** that enables individuals and teams to thrive together.

CONTINUOUS LEARNING AND DEVELOPMENT

We encourage professional growth, specialization, and knowledge sharing to strengthen both **individual and organizational capabilities**.

CUSTOMER CARE

We are committed to delivering reliable, responsive, and tailored solutions that create **value for our clients**.

INNOVATION

We continuously explore new ideas, technologies, and approaches to **improve our services** and advance sustainability practices.

RELIABILITY

We build trust through consistency, accountability, and the delivery of high-quality services.

RESPONSIVENESS

We act promptly and proactively to address our clients' needs in a **dynamic and evolving environment**.

1.3 OUR STORY

LCE was established in the mid-1990s as a four-people engineering firm and quickly became one of the **pioneers in Italy and Europe** in the application of Life Cycle Assessment (LCA), at that time still a niche methodology. Recognizing its transformative potential, we invested early in building expertise to objectively **assess environmental, social and economic impacts**, positioning ourselves among the first companies in Europe to develop this capability.

Over the years, we have evolved into a cohesive, multidisciplinary team of over 40 professionals[1], progressively broadening our services into a full 360° approach: from **impact calculations** to **strategic consulting**, from **environmental communication** to **regulatory compliance**, and from **eco-design** to **software development** for environmental analysis.

The integration of **ZProtocol** and **Diligea ESG Enabler** in the LCE Group further accelerated our growth, enhancing our capabilities and establishing us as a comprehensive Group. While operating in close synergy as part of the LCE Group, each company also serves its own market independently, leveraging its specific expertise.

1995 — START OF PROFESSIONAL LCA SERVICES

1998 — BOOK LCA 1ST EDITION

1999 — LCE ESTABLISHED

2000 — BOOK LCA 2ND EDITION

2005 — BOOK LCA 3RD EDITION

2008 — BOOK LCA 4TH EDITION

2012 — FROM LCE STUDIO TO LCE LIMITED

2013 — TEA® PLATFORM LAUNCHED

2021 — OUR SUSTAINABLE SMART WORKING IN PLACE

2021 — FROM LIMITED TO JOINT-STOCK COMPANY

2023 — FOUNDATION OF DILIGÈA ESG ENABLER

2023 — INTEGRATION OF Z-PROTOCOL

2024 — SUSTAINABILITY REPORT: **FIRST EDITION**

2025 — ACHIEVEMENT OF THE **ISO 27001 CERTIFICATION**

[1] Including both LCE employees and administrators.

THE LCE GROUP TODAY

Life Cycle Engineering (LCE) is the Group's core company and the primary reference for sustainability consulting, and in particular LCA, eco-design, environmental communication, and regulatory compliance.

ZProtocol (ZP), **IT services company**, LCE external supplier for over a decade, was acquired by LCE in 2023 to better manage increasingly structured clients and projects, thus forming a subsidiary.

Today, ZP is **LCE's software house**, with the mandate to design and develop **web and desktop platforms for sustainability applications**.

MAURIZIO POLLANO
CTO at Zprotocol

"The acquisition by LCE has represented a strategic growth opportunity for our organization, strengthening our stability, expanding our development prospects, and enabling us to generate value in a more structured and sustainable way over the long term."

Founded in 2023, **Diligèa** was established by **LCE** in **partnership** with **BGR Tax & Legal**, a consultancy firm specialized in tax, corporate, and financial matters. **Diligèa** provides advisory to Small and Medium Enterprises on **Environmental, Social, and Governance (ESG)** topics.

During 2025, Diligèa continued its growth, expanding its team to **10 professionals** and further diversifying its portfolio of services to meet evolving market needs.

GIUSEPPE CAIS
Co-founder and Managing Director at Diligèa

"Despite a lighter regulatory environment, in 2025 our clients maintained a high commitment to their sustainability journey. They increasingly sought our expertise on innovative topics, ensuring that ESG goals were well integrated into their core operational activities."

GROUP

ZPROTOCOL: LCE'S SOFTWARE HOUSE

ZP's integration into the Group has strengthened its long-standing partnership with LCE, expanded operational capacity, and contributed to business growth thanks to its **strong IT capabilities**.

The company now acts as LCE's comprehensive technical partner, **managing and enhancing IT infrastructure, supporting cybersecurity initiatives, and contributing to the reorganization and optimization of digital services**.

ZP develops **customized web and desktop solutions for LCA and sustainability**, based on **TEA®**, a platform designed to analyze product and process data and generate reliable, fast outputs.

Software development represents a strategic enabler for LCE's services. Through ZP, LCE designs and develops customized digital platforms that support organizations in **collecting**, **managing**, **and analysing environmental**, **social**, **and economic data**, transforming complex information into **actionable insights**. These solutions streamline **Life Cycle Assessment (LCA), sustainability reporting**, **Environmental Product Declarations (EPDs), ESG performance monitoring, circularity assessment, and regulatory compliance**, helping clients improve data quality, automate complex processes, and make more informed sustainability decisions.

Tools for sustainability analysis are at the core of ZP activities; these are fully customisable and aimed at managing life-cycle-thinking data by generating LCA, S-LCA AND LCC reports. They are developed according to the registered **TEA®** method, owned by LCE.

TEA® is the process to implement web-based platform that supports companies in process data collection and analysis by providing suitable assessments to support CSR (Corporate Social Responsibility) and EPD (Environmental Product Declaration) for management and communication purposes:

- provides quick, easy and reliable **answers to the stakeholder's requests** regarding the environmental performance of products and/or organization.
- is addressed to multi-site companies, corporations and business associations that require an **easy-to-use solution for data acquisition, cleansing and reporting** to communicate their CSR or product environmental performances.
- collects **data about environmental, economic and social aspects**. A customized database is shaped to collect useful information and data to elaborate performance Indicators for several purposes: CSR, LCA, EPD, LCC, SLCA and circular economy initiatives.

The team is composed by full time dedicated resources with different and complementary hard skills, which allow ZP to take care of the entire software life-cycle (feasibility analysis, designing, mockup, thought, hosting, development, testing, code, deployment, documentation, maintenance).

The integration of LCE's sustainability expertise with ZP's technological capabilities offers clients a unique, end-to-end service, as we are able to provide a single, integrated point of contact throughout the entire project lifecycle, from software design to implementation and ongoing maintenance.

DESIGN

The web-tool is designed in close contact with you in order to be **adapted to your specific needs**. Users and access rights, algorithms, database and expected reports are carefully defined and designed at the beginning of the activities.

IT DEVELOPMENT

Our it partners develop the web-tool following the **characteristics described in the functional analysis**.

RELEASE AND USE

After sharing a preliminary version (βversion) and completing the bug-fixing, **the webtool is ready for use**. We organize training sessions for users who have to use the tool.

CUSTOMER SERVICE

We provide technical and it support both during the learning and the use phases.

This combined approach creates significant added value and allows for the development of highly customized, scalable solutions that can evolve alongside clients' needs, extending beyond LCA into broader sustainability domains such as corporate social responsibility (CSR).

1.5 SERVICES

OUR SERVICES RANGE OVER DIFFERENT AREAS, INCLUDING:

Strategy
We define mid and long-term activity strategy to address future challenges.

Measurements
We quantify and track organizations' or products' environmental performance over time, including life-cycle assessment of their entire lifespan.

SERVICES

Web tool
We create web-based platforms that support companies in process/product data collection, analysis and reporting.

Compliance
We design Company Management Systems to ensure compliance with environmental and safety law requirements.

Communication
We use clear communication tools to inform stakeholders about an organization's sustainability-related performances and commitments.

SERVICES

1.6

EU-FOUNDED RESEARCH & INNOVATION PROJECTS PORTFOLIO

Over the years, LCE has participated in more than 25 European and International projects (i.e. H2020, HORIZON EUROPE, LIFE+, INCO, CRAFT, INTERREG, and GROWTH) and is currently involved in several **HORIZON EUROPE, EDF and LIFE+** projects.

EU PROJECTS FROM THE LAST FIVE YEARS

ONGOING AND COMPLETED

FASTER
H2020 2024-28

ATENA+
H2020 2024-28

UTILE
EDF 2023-26

SOURCE
H2020 2023-26

SEATBELT
H2020 2022-26

HI4S
LIFE 2021-24

RAPIDDRY
LIFE 2020-22

SAFELIMOVE
H2020 2020-24

PLENITUDE
H2020 2019-24

CO2FOKUS
H2020 2019-23

SELECTIVELI
H2020 2019-23

SOLIDBAT
H2020 2024-2028

Participating in EU funded projects means **working at the forefront of sustainability in cutting-edge technological innovation areas** in collaboration with international consortia of companies and research organizations from all around Europe. European projects not only offer a network of opportunities but also deepen our understanding of technological aspects, consolidating our know-how.

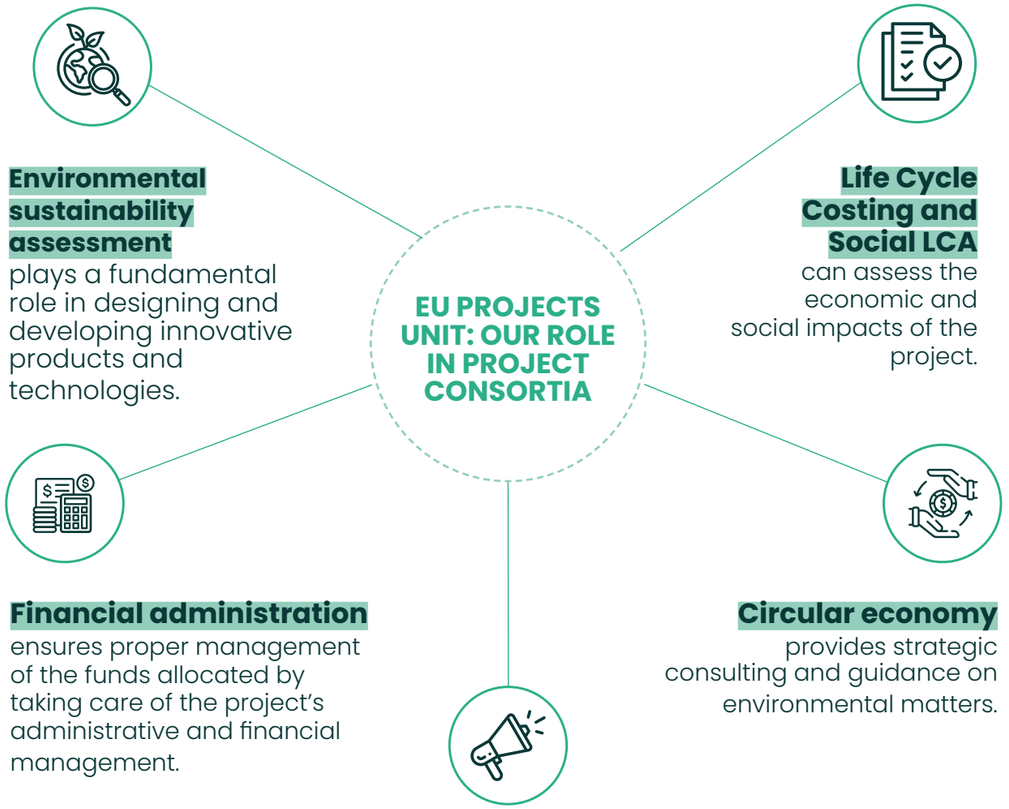
THE EU PROJECTS UNIT

Given the growing importance of EU-funded projects in advancing technological innovation and fostering cross-sector knowledge exchange, a dedicated function, the EU Projects Unit, has been established to support their **transversal management**.

The Unit is composed of managers and selected employees who have developed significant experience in EU projects, building specialized knowledge in specific domains, along with additional resources to enhance **monitoring processes and improve the quality of project output.**

This initiative has been launched as a pilot project at the end of 2025. Throughout 2026, the first results will be collected, with the aim of assessing its effectiveness and supporting the **development of internal competencies based on the technical expertise generated** within these initiatives.

EU PROJECTS



Communications and dissemination activities
essential to make the project resonate among stakeholders. We develop the project's visual identity (logos, website, templates, etc.), as well as the communication strategy, and we conduct activities to achieve the project's goals.
Check out our portfolio to find out more.

greenSME

In 2025, we also participated in the greenSME 2nd Open Call, a Horizon Europe project aimed at promoting European manufacturing SMEs sustainability shift. After being **selected as accredited Sustainability and Technology Provider** by the greenSME project consortium, we were awarded a **budget to develop a sustainability project for a manufacturing SME**.

UTILE: OUR EXPERIENCE AS PROJECT COORDINATOR

After years of experience as consortium partner, in 2023 we had the possibility to become Project Coordinator of the UTILE project. The coordination of UTILE represents an opportunity to bring our technical and administrative expertise to an outstanding consortium. Through UTILE, we **build on our long-standing experience in administrative and financial reporting while leading a highly innovative and disruptive project.**

UTILE is an **EDF (European Defence Fund)** project aimed to revolutionize the defence industry by developing innovative approaches and technologies to **promote the recovery and recycling of soldier protection personal equipment (SPE) materials under a Circular Economy approach**. In addition to the projects management and coordination, LCE is also responsible for LCA, LCC and communication and dissemination activities.

PLENITUDE: ALTERNATIVE PROTEINS FOR A MORE SUSTAINABLE FOOD SYSTEM

PLENITUDE is a H2020 project aimed at developing a **sustainable and circular value chain for alternative proteins derived from mycoprotein (Abunda)**. Mycoprotein is a **protein-rich ingredient obtained through the fermentation of fungi**, offering a low-impact alternative to animal-based proteins thanks to its **efficient use of land, water, and energy, as well as its reduced greenhouse gas emissions**.
Within the project, LCE provided expertise in LCA and sustainability analysis, supporting the evaluation of environmental and socio-economic impacts of innovative bio-based products.

In October 2025, we organized a **food truck event in Turin**, at the Environment Park, our headquarters, in collaboration with **Van Ver Burger**. Four creative burgers were prepared **featuring Abunda** and served to **100+ attendees** who joined us to explore new culinary applications of mycoprotein. evaluate the sensory experience through a **taste test**, evaluating aspects like taste, texture, and visual appearance.

You can find out more in the open-source scientific article "**Mycoproteins as an Alternative Protein Source for Meat Substitutes: The LCA and S-LCA Results of the PLENITUDE Project**" that we published in the ***Journal of Sustainability Research*** in May 2026.

The article is available at the following link:
https://sustainability.hapres.com/htmls/JSR_1939_Detail.html

EU PROJECTS ON INNOVATIVE BATTERIES

Over the years, we have participated in several projects in the battery sector, developing highly specialized expertise in environmental and economic assessment in this field.

These European projects contribute to the development of next-generation battery technologies with enhanced **safety, performance, and sustainability**, supporting more **efficient and sustainable energy storage solutions** that are essential for achieving a low-carbon and resilient European energy system.

Key projects currently underway include:

ATENA+'s main objective is to demonstrate a new generation of sustainable-by-design, cost-effective and fully Made-in-Europe Sodium-Ion Battery (SIB) technology at pre-industrial scale (TRL 7). ATENA+ will demonstrate the manufacturing of up to 80 Ah and >2,5kWh modules representative of BESS applications.

SOLIDBAT proposes a disruptive solid-state battery (SSB) technology to meet the challenging demands of the automotive sector. The focus is on high energy density SSB (400 Wh/kg, 1000 Wh/L) enabling fast charging, long life, and safety.

SOURCE will first enable the production of carbon precursors from heterogeneous raw material sources, including alternative sustainable petroleum feedstocks, bio-waste and black mass from recycled batteries, to reduce the current dependence of synthetic graphite from petroleum-based coke.

CHAPTER 2

OUR COMPETENCE & EXPERTISE

2.1 OUR APPROACH

Our approach is rooted in the comprehensive concept of "**quality**", quality of our **environmental services**, quality of **employee's well-being**, and quality of **governance**.

1. ENVIRONMENT

We help **clients enhance their positive impact**.

High-quality services focused on tangible environmental benefits.

Qualified technical expertise.

Reliable and effective solutions thanks to our extensive experience.

Expansion into emerging sustainability areas.

We also foster **a culture of eco-thinking and passion for sustainability** among our employees.

Promoting genuine interest and sensitivity towards environmental issues.

Scientific approach and eco-consciousness.

Encouraging sustainable practices both professionally and personally.

Concrete steps to reduce our organization's environmental impact.

2. SOCIAL

People are our most valuable asset: we **prioritize our employees' well-being and professional growth.**

Collaborative and respectful work environment.

Working hours **flexibility and remote work** options.

Encouraging **personal initiative** and horizontal organizational structures.

Professional development paths based on individual strengths and preferences.

3. GOVERNANCE

Our governance practices are designed to be **clear and transparent**, ensuring that we manage our organization effectively and ethically.

Ensuring all decision-making processes are transparent and aligned with our core values of integrity and accountability.

Relying on international certifications to maintain high standards across all operations.

Setting clear goals for continuous improvement in data security and management.

2.2 TECHNICAL QUALITY

OUR CORE APPROACH: LIFE CYCLE THINKING

The Life Cycle Thinking (LCT) approach allows for an **overview of production systems and their environmental footprint** along the entire value chain.
Life Cycle Assessment (LCA) represents its core methodology, to assess the environmental impacts associated with a product or a process throughout its life cycle, starting from the production of raw materials until the use and end of life phases.
In other words, while Life Cycle Thinking provides the conceptual framework and mindset for sustainability, Life Cycle Assessment serves as the practical, data-driven methodology to scientifically measure and quantify those environmental impacts.

The LCA methodology is internationally regulated by **ISO 14040 and 14044** Standards which define its structure and guidelines. This method serves as the foundation for various sustainability assessment metrics, including Environmental Product Declarations (EPD), Product Carbon Footprint (CFP) and Organizations (CFO), Product Environmental Footprint (PEF), and others.

Thanks to its ability to evaluate products and services' life cycle, LCA represents an important assessment tool for any company's sustainability strategy.

We began studying and developing expertise in LCA in 1994, when it was still a relatively new concept in Italy. Since then, we have continued to advance our work in this field, **publishing a range of papers and handbooks** to share our knowledge and practical experience. Our publications reflect the evolving role of LCA across industry and society from a subject primarily of interest to researchers and students, to a rigorous tool supporting environmental communication, and ultimately to a core element of corporate business strategy.

LCA: istruzioni per l'uso
Vanni Badino, Gian Luca Baldo
Progetto Leonardo, 1998

TECHNICAL ENGAGEMENT IN INTERNATIONAL INITIATIVES

To stay at the forefront of evolving methodologies in Life Cycle Assessment (LCA) and Environmental Product Declarations (EPD), LCE actively participates in several international research and study initiatives.

INTERNATIONAL EPD SYSTEM

LCE has been collaborating with the **International EPD System since early 2000s**, the world's first and longest-operating Environmental Product Declaration (EPD) programme, which provides a standardized framework for transparent and comparable reporting of environmental impacts of products and services. **One of our long-standing employees is an ongoing member of the International Advisory Board** and also served as the C**hair of the Technical Committee in 2024**.

INTERNATIONAL JOURNAL OF LCA

For more than two decades, LCE has been a member of the **Editorial Board for the International Journal of Life Cycle Assessment**, the premier journal dedicated entirely to LCA and related methods.

THE TECHNICAL COMMITTEE

The Technical Committee is an **internal working group** responsible for supervising and ensuring the **highest technical standards** across LCE methodologies and services.
Established several years ago, it promotes a **uniform and structured approach to the interpretation of Life Cycle Assessment** topics across different business areas. Its core objective is to build a coherent and well-founded understanding of sustainability-related methodologies, supporting both the external validation of technical choices and the definition of **shared internal guidelines**.

Guided by experienced managers and enriched by diverse perspectives, the Technical Committee ensures that LCE remains proactive and aligned with evolving sustainability challenges. This approach enables the company to leverage its full range of competencies, strengthening both internal practices and the value delivered to clients.

The Committee is structured into several thematic sub-groups, each focusing on specific areas of expertise. This structure reflects its role in **selecting and deepening the most relevant topics** to be analyzed, ensuring that each theme is properly followed and developed over time.

The topics addressed by the Technical Committee are identified based on **two complementary criteria**:

- **Core and recurring themes:** topics that are essential to daily operations (e.g. energy, transport, LCA database management), which provide direct support to technical teams and require continuous monitoring.
- **Regulations and standards:** monitoring of regulatory frameworks and methodological standards to ensure compliance and alignment with evolving requirements across sectors.

In addition, the Committee evaluates

- **Emerging and forward-looking topics:** areas with strategic potential (e.g. new reporting frameworks), which are progressively integrated as their relevance grows.

The Committee is organized into:

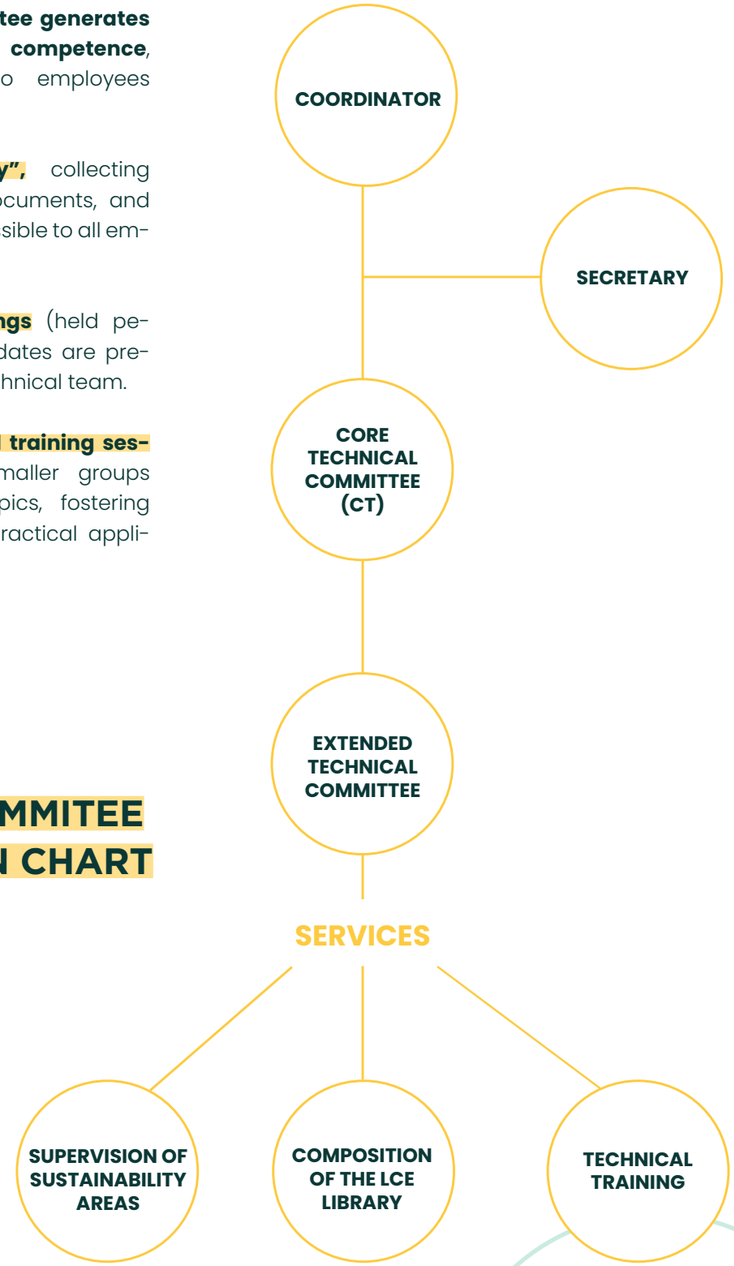
- **A Core Technical Committee** of highly experienced professionals, meeting periodically to define priorities, assign responsibilities, and assess new developments.
- **An Extended Technical Committee, i.e. a network of topic representatives,** each responsible for a specific area. Their role includes monitoring technical and regulatory updates, acting as internal reference points for colleagues, supporting cross-functional alignment between business units, contributing as technical advisors in projects when needed.

Several LCE employees are appointed as topic representatives to **reward and develop individual skills and knowledge** and **promote engagement and responsibility**. Taking on the role of topic representative offers employees the **opportunity to develop advanced expertise in a specific field, position themselves at the forefront of technical and methodological developments, contribute to innovation and business development initiatives**.

The LCE Technical Committee generates shared knowledge and competence, which is disseminated to employees through multiple channels:

- **A shared "LCE Library",** collecting guidelines, regulatory documents, and technical materials accessible to all employees.
- **Cross-functional meetings** (held periodically), where key updates are presented to the broader technical team.
- **Focused workshops and training sessions,** dedicated to smaller groups working on specific topics, fostering deeper exchange and practical application.

TECHNICAL COMMITEE ORGANIZATION CHART



CHAPTER 3

ENVIRONMENTAL IMPACT

3.1 MEASURING OUR CARBON FOOTPRINT

As a consultancy company, LCE's environmental impacts are primarily associated with indirect emissions rather than production-related activities.

Recognising the importance of understanding the sources of our greenhouse gas emissions and identifying opportunities to enhance our environmental performance, LCE has calculated its Carbon Footprint in accordance with the **ISO 14064-1:2018** standard since 2019. From that year onwards, the greenhouse gas inventory has also been independently verified by a third party on an annual basis.

The Carbon Footprint assessment covers the Turin and Mogliano offices. In addition, from 2024 onwards, employees of both **LCE** and **ZProtocol** have been included within the organizational boundary. Greenhouse gas emissions have been quantified using the **location-based** method[1] and only the applicable emission categories are reported in the following table (see Appendix for further information).

To ensure compliance with ISO requirements and support the reliability of the results, LCE assessed the quality of the data used for the GHG inventory. The overall uncertainty of the 2025 Carbon Footprint was estimated at ±15%.

In 2025, LCE's total Carbon Footprint amounted to 120.24 tCO_2e, slightly higher than the value reported in 2024 (+ 7%). The largest contribution originated from **employee commuting** (41.91 tCO_2e, which includes remote working related emissions), followed by **business travel** (28.78 tCO_2e) and the **use of other services** (24.67 tCO_2e).

Compared with 2024, emissions associated with employee commuting increased by 43%, while emissions from business travel decreased by 26%. These variations are mainly attributable to an improvement in the quality and granularity of the data collected, which enabled a more accurate allocation of transport-related emissions. As a result, a share of emissions previously classified as business travel was reassigned to employee commuting, providing a more representative picture of employees' mobility patterns.

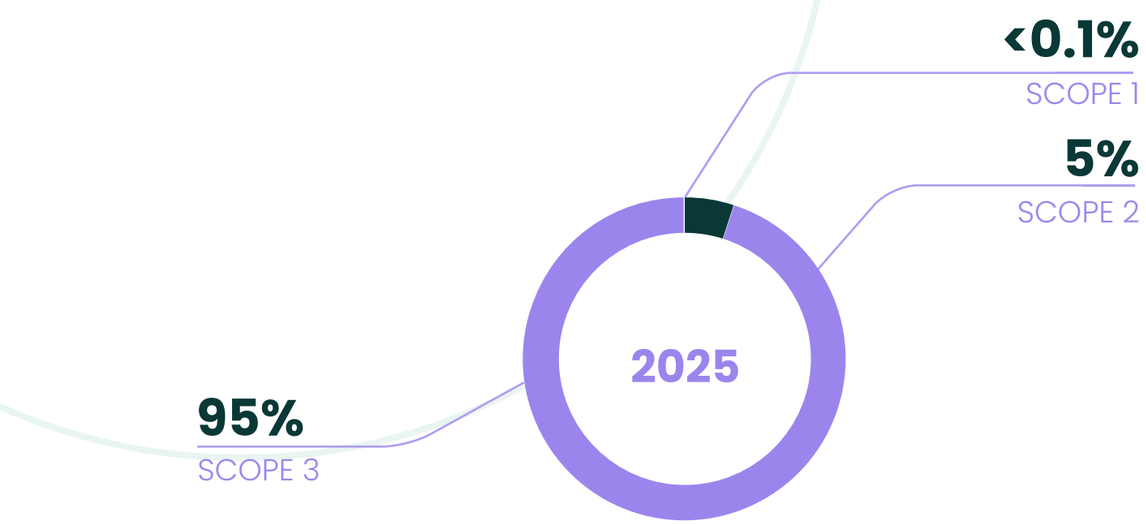
A substantial increase was also observed in emissions associated with the use of external services, more than doubling compared with 2024. This trend is primarily linked to higher expenditure on supporting services, reflecting the continued growth of the company.

[1] Under the location-based approach, electricity-related emissions are calculated using the average emission factor of the electricity grid, reflecting the overall carbon intensity of the energy consumed.

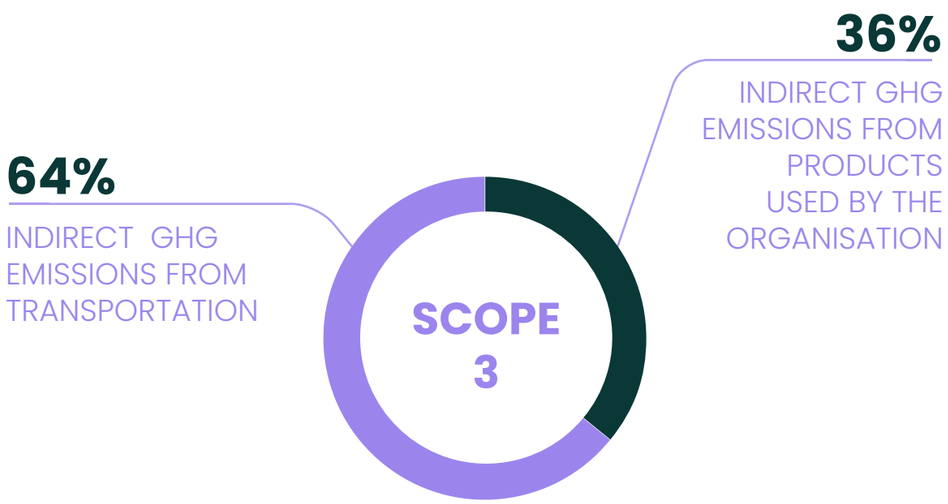
ISO 14064-1 CATEGORIES AND SUBCATEGORIES	tCO_2e 2023	tCO_2e 2024	tCO_2e 2025
1. DIRECT GHG EMISSIONS AND REMOVALS	1.79	0.01	0.02
Direct emission from stationary combustion	1.79	n.a	0.02
2. INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY (LOCATION-BASED)	5.44	9.70	6.19[a)]
Indirect emissions from imported electricity	5.44	9.16	4.73
Indirect emissions from imported energy, excluding electricity	n.a.	0.55	1.46 [b)]
3. INDIRECT GHG EMISSIONS FROM TRANSPORTATION	27.06	72.60	73.01
Indirect emissions from upstream transport and distribution for goods	0.22	0.19	0.43
Indirect emissions from employee commuting	6.11	29.42[d)]	41.91[c)]
Indirect emissions from client and visitor transport	1.83	4.15	1.89[e)]
Indirect emissions from business travel	18.89	38.85	28.78[f)]
4. INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY ORGANISATION	66.79	30.35	41.01
Indirect emission from purchased goods	5.74	6.05	8.66
Indirect emissions from capital goods	10.14	12.24	7.15[g)]
Indirect emissions from the disposal of solid and liquid waste	0.49	0.37	0.52[h)]
Indirect emissions from the use of other services	50.43	11.68	24.67 [i)]
5. INDIRECT GHG EMISSIONS ASSOCIATED WITH THE USE OF PRODUCTS FROM THE ORGANISATION	0.01	0.06	-
Indirect emissions from end-of-life stage of the product	0.01	0.06	Cut-off [j)]
6. INDIRECT GHG EMISSIONS FROM OTHER SOURCES	18.67	0	0
Indirect GHG emissions from other sources	18.67	0	0
TOTAL GHG EMISSIONS	119.77	112.73	120.24

a) A lower electricity emission factor applies respect to previous years (IEA 2023, - 27%).
b) An higher emission factor (+ 51%) for district heating applies and an increased energy consumption is registered
c) Improved data quality; remote working accounts for 71.6% of category emissions.
d) Reclassification of emissions previously reported under Category 6.
e) Improved data management and fewer individuals classified as "Guests".
f) Improved data quality and data granularity.
g) An updated emission factor (- 46%) applies.
h) Update waste generation coefficients.
i) An increase in software licenses, meal vouchers and consultancy services is registered
j) Emissions < 0.01% of total emissions; excluded under cut-off criteria.

2025 GHG EMISSIONS – CATEGORY CONTRIBUTION [2]



SCOPE 3 EMISSIONS CONTRIBUTION [3]



[2]The classification of greenhouse gas emissions is based on ISO 14064-1. However, for consistency with the GHG Protocol, the following correspondence has been adopted for the pie chart: Scope 1 = Direct GHG emissions (Category 1); Scope 2 = Indirect GHG emissions from imported energy (Category 2); and Scope 3 = Other indirect GHG emissions (Categories 3, 4, 5, and 6).

[3]Scope 3 includes Categories 3, 4, 5 and 6.

An annual **environmental survey** is conducted among employees of LCE and ZProtocol to provide insights into the environmental impacts of the company's activities and support the development of relevant governance and management actions.

The information collected provides valuable input for the company's Carbon Footprint assessment while enabling the identification of targeted emission reduction initiatives. In 2025, the survey focused on **employees' commuting patterns**, reflecting the significance of emissions associated with this category.

To encourage more sustainable mobility, LCE has included a clause in employment contracts promoting the use of low-emission transport options for business travel. In addition, where **business travel** by car is necessary, the company provides an electric vehicle as a lower-emission alternative to conventional combustion-engine vehicles.

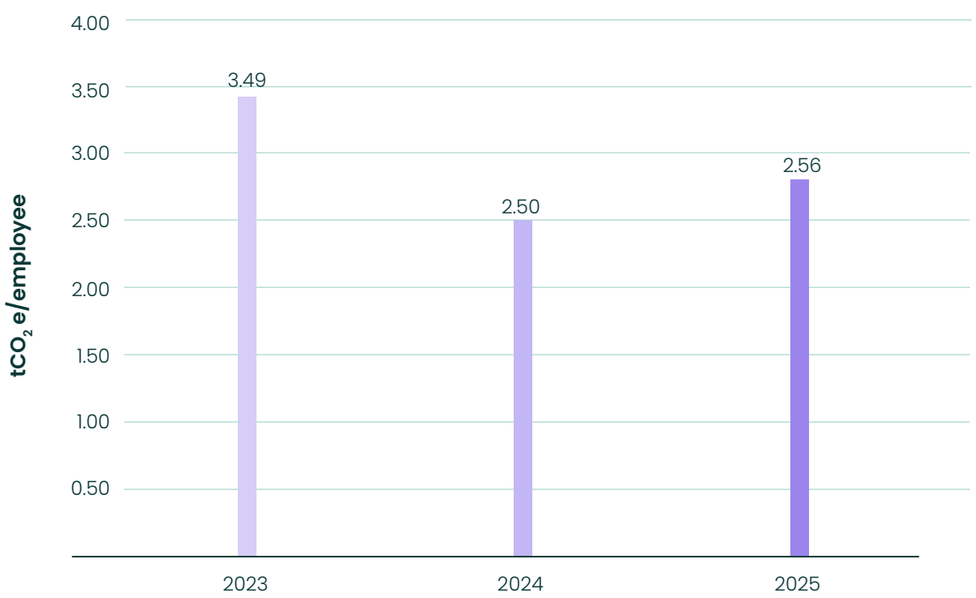
LCE'S ELECTRIC VEHICLE

In 2025, LCE introduced an electric vehicle for corporate use as part of its ongoing efforts to reduce the environmental impacts associated with its operations. Available to all employees for business-related travel, the vehicle provides a lower-impact mobility solution and a sustainable alternative to the use of private cars, particularly for client visits where public transportation is not a feasible option. This initiative is part of LCE's broader commitment to promoting sustainable mobility and encouraging the transition to lower-emission transport solutions (>> Financial incentive for electric mobility).

LCE integrates environmental considerations into its procurement decisions to minimise the environmental impact of its operations. In particular, the company seeks to limit the purchase of new electronic devices whenever possible, otherwise prioritising refurbished equipment. At the end of their service life, employees may purchase decommissioned company devices at reduced prices. In addition, the company gives preference to certified cleaning products carrying environmental labels (e.g. Ecolabel UE). LCE also limits the distribution of promotional items and, where these are deemed necessary, prioritises durable products with a demonstrable utility, favouring recycled or other low-impact materials.

To provide a comparable view of GHG performance over time, the company reports **GHG emission intensity**, calculated as tonnes of CO_2e per employee. This indicator complements the absolute emissions figures by considering changes in its workforce. In 2025, GHG emission intensity increased by 12% compared with the previous year. The increase was primarily driven by higher emissions associated with purchased goods and services. In particular, the onboarding of new employees (>> 4.1 Our team) required the procurement of additional equipment and supporting services.

GHG INTENSITY LCE (tCO_2e/employee)



3.2 ENERGY CONSUMPTION

Our headquarters are located within Environment Park and are connected to the Park's shared energy supply system. Dedicated electricity meters assigned to our office enable us to accurately monitor electricity consumption, use primary data for our Carbon Footprint calculations, and track energy use over time. The reported electricity consumption also includes the share of energy attributable to common services and shared areas, such as restrooms, corridors, and parking facilities.

As a tenant within Environment Park, LCE and ZProtocol benefit from an operating environment shaped by the Park's sustainability and energy management policies.
Environment Park promotes sustainable energy management through the adoption of renewable energy sources, energy efficiency measures, and initiatives aimed at reducing greenhouse gas emissions in support of its 2030 climate neutrality objective. Electricity procurement and energy sourcing decisions are managed centrally by Environment Park and therefore fall outside the direct control of the company. Consistent with the Park's policies, the electricity supplied to our Turin office in 2024 and 2025 was covered 100% by Guarantees of Origin (GOs)[4].
Similarly, our Mogliano office is located within a coworking facility, where LCE has no influence over the choice of the characteristics of the electricity purchased for this site.

The following table highlights the share of total electricity consumption from the company covered by GOs in the aforementioned years.

SHARE OF ELECTRICITY COVERED BY GOs

2024	2025
92%	93%

The Turin office is equipped with independently managed electric heating and cooling systems and is not directly connected to the district energy network serving Environment Park. This arrangement allows the company to actively manage indoor climate conditions and optimise energy use in line with actual occupancy levels, leveraging remote working practices to reduce energy consumption.

A limited share of the energy used to heat and cool common spaces within the building is nevertheless allocated to our office and included in the organisation's Carbon Footprint calculation. Likewise, the Mogliano office is heated entirely through electric systems and does not consume natural gas.

[4]Guarantees of Origin (GOs) are market-based instruments certifying that a corresponding quantity of electricity has been produced from renewable energy sources. They allow organisations to claim the renewable attributes of purchased electricity when applying the market-based method.

The table below presents the combined energy consumption of the Turin and Mogliano offices, broken down by energy source.

ENERGY SOURCE	ENERGY CONSUMPTION (MWh)		
	2023	2024	2025
RENEWABLE ELECTRICITY (COVERED BY GOs)	-	15.59	19.18
NON-RENEWABLE ELECTRICITY	19.44	1.35	1.48
DISTRICT HEATING	7.78	7.78	9.82
TOTAL ENERGY CONSUMPTION	27.22	24.72	30.48

3.3 INITIATIVES & PARTNERSHIPS

SMART MOBILITY

WORKPLACE CULTURE ON TWO WHEELS

Over the years, the shared mindset for sustainable practices has increasingly inspired LCE employees to choose **cycling as their primary mode of commuting**. Today, many team members have formed a group that regularly meets for rides during weekends or outside working hours to share their love for the sport and enjoy rides together.

To further support smart mobility, our **internal management system** has been **tracking commuting methods** for several years. Employees can log whether they travel to work by car, on foot, by public transport, or by bike, enabling us to monitor our internal commuting practices.

FINANCIAL INCENTIVE FOR ELECTRIC MOBILITY

To further promote sustainable mobility, LCE provides a financial incentive to employees with more than five years of service who purchase a personal electric vehicle.

Eligible employees receive annual support during the first three years after purchase, encouraging the adoption of low-impact transportation solutions.

2026 GOAL: ENVIRONMENTAL SURVEY

As part of its sustainability strategy for 2026, we plan to conduct an employee survey aimed at gathering feedback on environmental performance and the use of the company-provided electric vehicle.
The survey will also serve as a tool to collect suggestions and ideas for future social initiatives, volunteering activities, and environmental awareness programs to be developed and promoted at company level, fostering greater employee engagement and a shared culture of sustainability.

CLEANALP

As part of our commitment to environmental awareness and employee engagement, this year's company plenary meeting was held in the **Maritime Alps Natural Park**, in collaboration with the CleanAlp initiative promoted by the European Research Institute ETS. The experience combined **team building** with environmental action, involving employees in a **waste monitoring and collection** activity along the trails of the Gesso Valley.

By contributing to ongoing research and awareness initiatives on human impact in alpine ecosystems, the event fostered a deeper connection between sustainability, collaboration, and corporate culture.

CHAPTER 4

SOCIAL IMPACT

4.1 OUR TEAM

We see our people as the foundation of everything we achieve. The strength of our organization comes from the **talent, dedication, and perspectives** of the individuals who contribute to it every day. For this reason, we are committed to fostering a workplace culture where **trust, teamwork, and open dialogue** are part of everyday life.

Our approach to social impact is focused on creating an environment in which people can **thrive both personally and professionally**. We invest in continuous learning, encourage inclusive leadership, and promote a culture that values diversity, respect, and shared responsibility. By supporting the growth and well-being of our employees, we aim to build long-term relationships based on **engagement**, **motivation**, **and a genuine sense of belonging**.

This commitment is also reflected in our people-related KPIs, which highlight a **young and diverse workforce**, as well as a strong ability to **retain talent over time**, demonstrated by our consistently low employee turnover.

TEAM

SOCIAL HIGHLIGHTS 2025

63%
OF FEMALE EMPLOYEES

88%
OF EMPLOYEES WITH A PERMANENT EMPLOYMENT CONTRACT(+)[4]

28%
OF EMPLOYEES >30 OF AGE

43
EMPLOYEES[3] (+ 10% WITH RESPECT TO 2024)

32%
OF EMPLOYEES WITH >5 OF SENIORITY

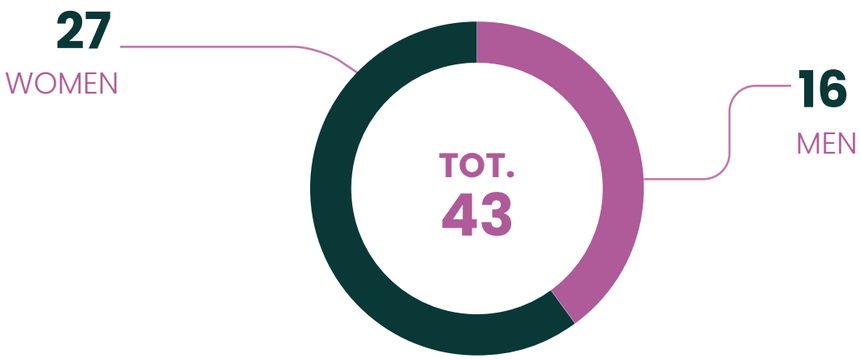
[3]The employee count includes both LCE and ZProtocol staff combined.
[4]The remaining 12% of employees are currently in internship, training, or stabilization programs aimed at securing permanent contracts.

On a professional level, our workplace is characterized by a **constructive and non-competitive atmosphere**, with a strong emphasis on teamwork. Tasks are allocated equitably based on **individual skills and preferences**, with an open dialogue between employees and management that actively considers individual inclinations.

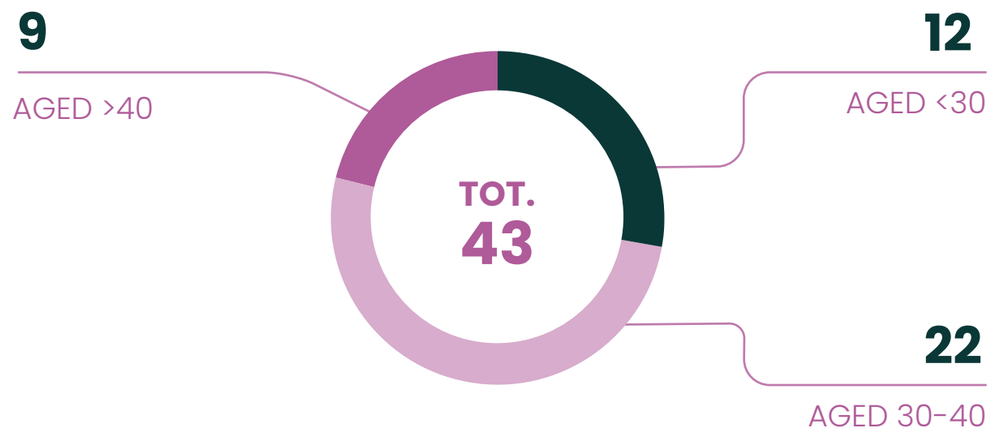
On a personal level, the people at LCE are united by a **common mindset** rooted in sustainable lifestyles and a commitment to shared **ethical values of collaboration and mutual support**.

The following tables present the 2025 key workforce demographic data, providing an overview of employee distribution by gender, age range, and seniority level across the organization.

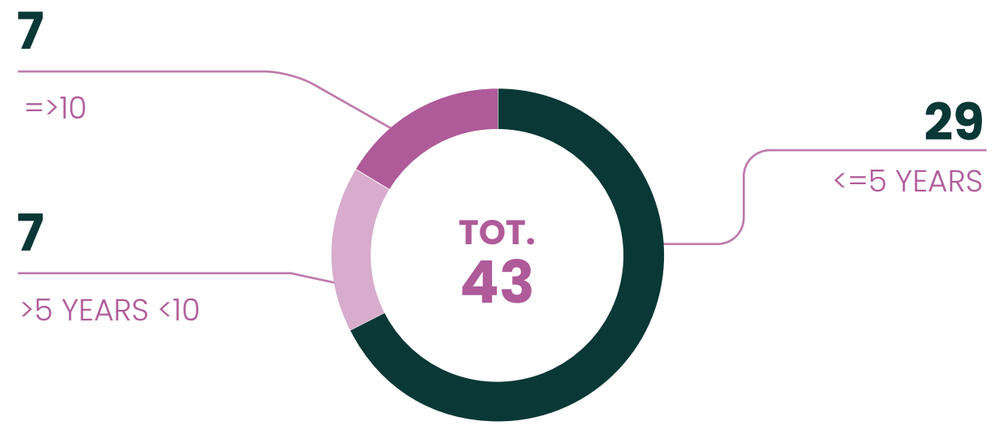
GENDER DISTRIBUTION



EMPLOYEES BY AGE RANGE



EMPLOYEES BY SENIORITY



4.2 ORGANIZATIONAL VISION

LCE has structured its organization into several **Business Units (BUs)**, each coordinated by a dedicated manager. This model was introduced to improve team coordination, streamline project oversight, and ensure clear and effective reporting processes, even across geographically distributed teams. At the same time, it enables our professionals to develop specialized expertise in different sustainability areas within a unified organizational framework.

Rather than operating independently, the Business Units work in close **connection, continuously exchanging knowledge, methodologies, and technical expertise**. Collaboration across teams is further strengthened by the Technical Committee, which facilitates alignment among the different competencies and promotes an integrated approach to projects and innovation.

4.3 HEALTH, SAFETY & WELFARE

EMPLOYEES HEALTH AND SAFETY

Safeguarding the health, safety, and well-being of our people is a core priority. We are committed to ensuring full compliance **with occupational health and safety regulations**, promoting a strong culture of prevention and awareness, and actively engaging employees at every level of the organization.

Given the office-based nature of our activities, our workforce falls within a ***low-risk category***, and in 2025 **no injuries**, permanent disabilities, or fatal accidents were recorded.

0
WORK-RELATED INJURIES

0
OCCUPATIONAL DISEASES

61,770
WORKED HOURS

In line with the nature of our office-based activities and hybrid working model, our approach places particular emphasis on regular health and safety training, awareness initiatives, and the adoption of safe working practices both in the office and when working remotely.

All employees receive **mandatory health and safety training** in line with Italian legislation (D.Lgs. 81/08), supported by regular updates and risk assessments at both company locations.

For employees involved in technical visits to production sites or client facilities, appropriate personal protective equipment (PPE) is provided, together with specific guidance and training to ensure that such activities are carried out safely and in compliance with applicable requirements.

Furthermore, all employees are enrolled in the **health fund** stipulated by the collective agreement.

WELFARE AT LCE

- **Remote working**

LCE promotes employee well-being through a **flexible working model** based on remote-working arrangements for all employees. This approach supports **work-life balance** while allowing individuals to manage their activities with greater **autonomy and efficiency**. To ensure a comfortable remote-working environment, the company provides **dedicated equipment and financial support for connectivity expenses**.

- **Meal vouchers**

Following the **positive feedback** gathered through the internal climate survey, LCE introduced meal vouchers as part of its employee welfare initiatives. The program, designed to **align with the company's hybrid working model**, was confirmed and continued throughout 2025.

- **Reward system**

LCE's reward system is designed to promote **fairness, transparency**, and alignment between individual and collective performance and overall company results. LCE has voluntarily agreed with trade unions to provide tax-efficient bonuses to employees.

The system is supported by internal management tools that assess project performance based on key indicators such as project value, resource allocation, travel costs, and training expenses. The framework is continuously reviewed and enhanced to ensure it remains aligned with the Company's evolving business needs and organizational development.

- **Stock options**

Since 2023, following an agreement with trade unions, LCE has implemented a stock option plan enabling eligible employees to acquire company shares. The plan is available to managerial and senior-level employees with at least five years of service, while all employees with 15 or more years of service can access share purchase through a simplified process.

The initiative has been taken up by all employees who were eligible to participate. It remains active and continues to offer eligible employees the opportunity to take part in the company's long-term growth and value creation.

INTEGRATIVE CONTRACT

Since 2023, LCE has implemented a company-level supplementary agreement developed in collaboration with trade unions to better reflect the organization's structure and operational needs. The agreement introduces **customized job descriptions** and **refined professional levels** to more accurately define roles, responsibilities, and career progression within the company. It also formally regulates **remote working arrangements**.

From a compensation perspective, the agreement **enhances base salary thresholds** across professional levels beyond those established by the national collective agreement. It is periodically reviewed with union representatives to ensure ongoing alignment with company and employee needs, with subsequent updates further adjusting salary levels and travel allowances.

EMPLOYEE CLIMATE SURVEY

In 2025, we conducted an employee climate survey focused on **gender equality** and **workplace characteristics**. The results were highly positive overall, with more than 80% of respondents expressing **confidence in the company's leadership**.

Employees particularly appreciated the positive and **welcoming work environment**, the **flexibility** offered by the organization, and the **quality of relationships** among colleagues, characterized by respect, kindness, and collaboration. The survey also highlighted the value of working on meaningful and **impactful projects**, together with opportunities for learning, **professional growth**, and autonomy in daily activities.

Overall, the results confirmed a strong, inclusive, and people-centered workplace culture that supports employee well-being, engagement, and development.

4.4 PROFESSIONAL TRAINING AND CAREER DEVELOPMENT

In a field driven by innovation and precision, maintaining and enhancing our **technical expertise** is crucial to our success.

We prioritize continuous learning and specialized training to keep our team at the forefront of sustainability developments:

MANDATORY TRAINING:

- workplace health and safety courses.
- introductory training on privacy, corporate context, and organizational models.

VOLUNTARY TRAINING:

- relevant training courses during work hours to address skill gaps or enhance competencies, specific courses or specialized programs[5].
- language courses, covered by BU budget per employee, to improve English proficiency or to learn an additional language.
- ISO 27001 training aimed at strengthening awareness of cybersecurity[6].

PERFORMANCE AND DEVELOPMENT REVIEWS

The HR team conducts **two annual meetings** with each employee and their direct manager to assess performance and professional growth, also to identify tailored training courses to support further development.

TRAINING 2025[7]

1,952
TOTAL HOURS OF TRAINING

1,208
HOURS OF TRAINING FOR WOMEN **62%**

744
HOURS OF TRAINING FOR MEN **38%**

[5] In 2025, training activities covered biodiversity and sector-specific insights on construction, carbon farming, packaging, and recyclability. In addition, a workshop on electric batteries was delivered in relation to the company's electric vehicle.

[6] Learn more our journey to ISO 27001 certification at paragraph 5.2 Our Compliance.

[7] These training data also include on-the-job training provided during internships.

CAREER

RIGHT PERSON IN THE RIGHT ROLE

In 2025, we continued to apply the "Right Person in the Right Role" approach, aimed at ensuring the effective alignment between employees' competencies and organizational needs.

The process is supported by a structured system of internal **job descriptions** and an updated **mapping of technical skills**, maintained through regular individual meetings and annual reviews.
Managers continuously **monitor workloads and project allocation** through internal project management tools and periodic team meetings, ensuring balanced task distribution and operational efficiency.

Based on competency assessments and **individual career aspirations**, employees are assigned to roles that best match their expertise, while targeted development actions support continuous professional growth and long-term talent enhancement within the organization.

CALL FOR IDEAS

In 2025, the Company launched the "Call for Ideas" initiative, a project aimed at encouraging employees to contribute **innovative and sustainable business proposals** capable of creating new growth opportunities for the organization. The initiative was designed to **stimulate creativity and active participation** within the company, with the objective of **expanding the range of services offered, improving internal processes, exploring new market opportunities, and generating both economic and social value**.

Open to all employees of LCE and ZP on a voluntary basis, the project invited participants to submit **individual or group proposals** aligned with the Company's values of innovation, sustainability, and customer orientation.

During the year, employees submitted their ideas, which were subsequently assessed by management through a structured evaluation process. All employees who submitted a proposal received a **financial reward** in recognition of their contribution and engagement. At the end of the initiative, the winning proposals were officially selected and announced, and their development is scheduled to take place during 2026.

14
EMPLOYEES PARTICIPATED IN CALL FOR IDEAS (32% OF ALL EMPLOYEES)

11
PROPOSALS

2
SELECTED PROPOSALS

AWARDED PROPOSALS

- AI Assistant : AI-powered tools for generating qualitative insights and recommendations, performing statistical analyses, interpreting results, conducting scenario analysis, and supporting ecodesign.

- Biodiversity & Business: Assessment of biodiversity-related impacts, risks and opportunities for businesses, with a structured methodology and focus on emerging instruments such as biodiversity credits.

The two awarded proposals will be developed from 2026 onward. The winning employees will act as project owners, leading the development of their ideas and taking responsibility for their successful introduction and promotion to clients.

CHAPTER 5

GOVERNANCE AND SUPERVISION

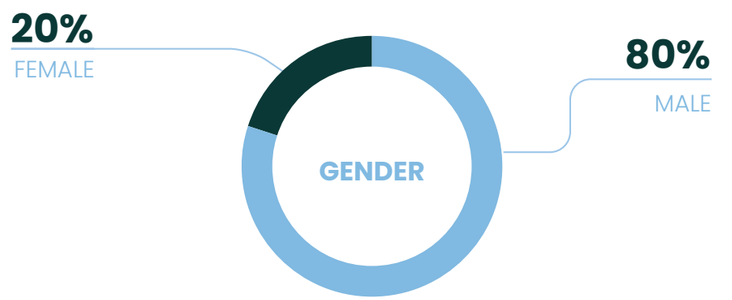
5.1 COMPANY STRUCTURE

Our governance structure is designed to balance **flexibility** and **alignment** across the organization, supporting **effective oversight** and **decision-making**.

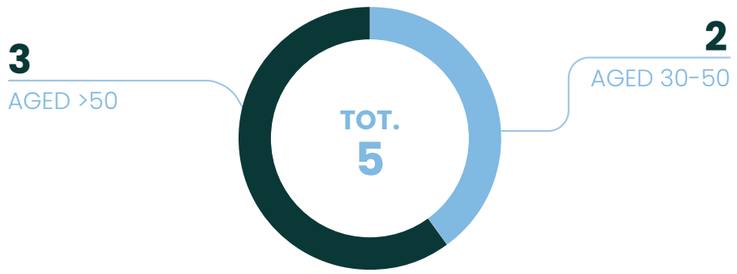
Central to this framework is the **Board of Directors (BoD)**, or "**Management Team**", which oversees strategic direction, business planning, budgeting, hiring plans, and major investments.

The BoD consists of five members: a chairman of the board, three managers, and one advisor.

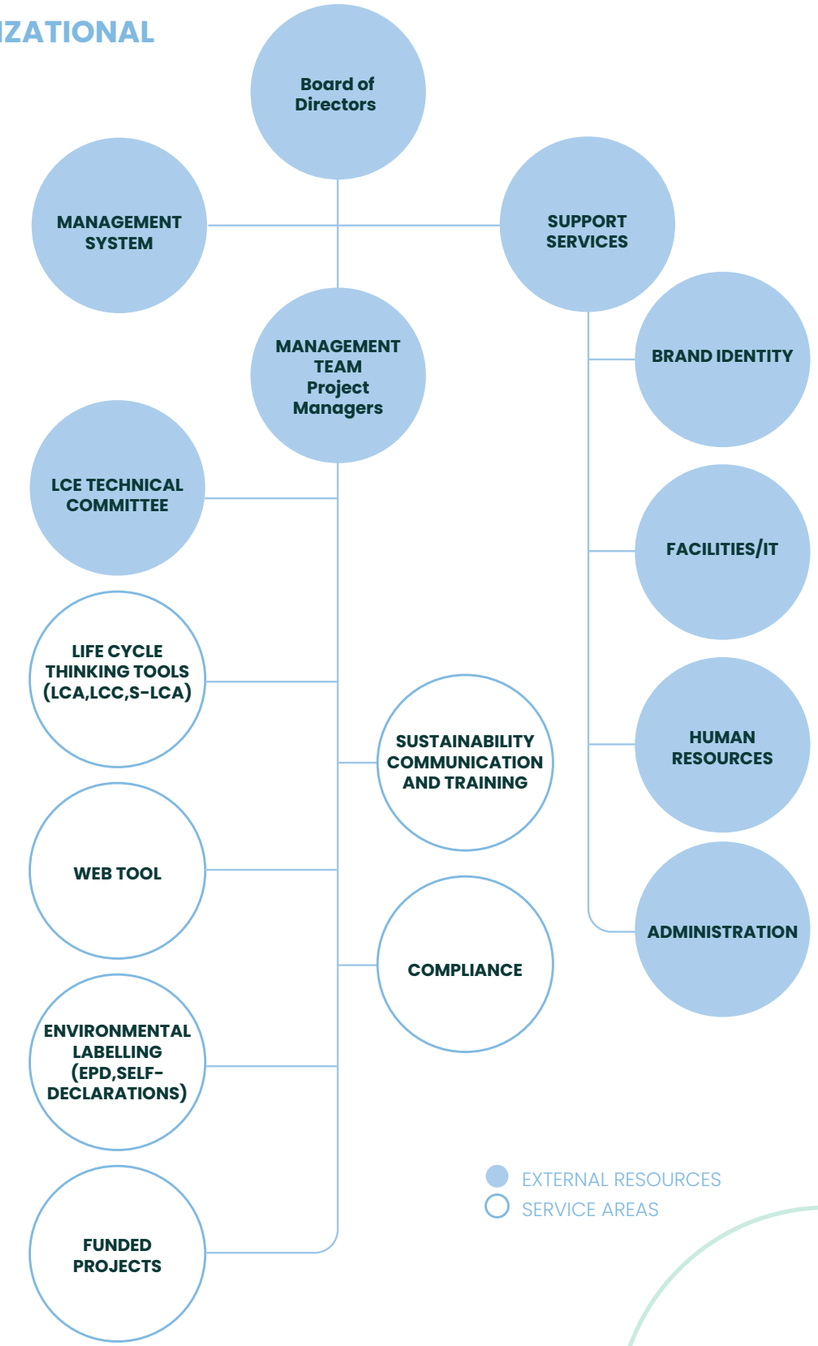
BOARD OF DIRECTORS COMPOSITION 2025



BOARD OF DIRECTORS COMPOSITION 2025



ORGANIZATIONAL CHART



5.2 OUR COMPLIANCE

We strive to deliver high-level sustainability consultancy services and tools, positioning ourselves as a **center of excellence in the environmental consulting sector**. Our approach is based on being a trusted partner for clients, offering tailored solutions, fostering innovation, and continuously strengthening our human and financial resources.

LCE is also committed to promoting quality across all company activities through the implementation of its **management system** in accordance with **UNI EN ISO 9001:2015**. This includes standardizing project lifecycle processes, investing in continuous staff training, defining measurable quality standards, and adopting a sustainable approach consistent with the services provided to clients.

ISO 27001 CERTIFICATION – MISSION ACCOMPLISHED!

27001

2025 marked the achievement of the ISO 27001 certification. This accomplishment represents a significant milestone for LCE, as it demonstrates our strong commitment to i**nformation security management** and reinforces our ability to operate according to the utmost standards of security.

By aligning our processes with internationally recognized best practices, we enhance trust with our clients and stakeholders while ensuring the protection, integrity, and confidentiality of sensitive data.
We believe this certification further distinguishes LCE in the market and strengthens our position as a trusted partner.

The positive feedback received from clients confirms that our commitment to information security is recognized as a valuable differentiator and an important qualification in supporting their business.

GUIDELINES ON THE USE OF ARTIFICIAL INTELLIGENCE

Following the introduction of its internal AI work procedure in 2024, LCE continued in 2025 to apply and maintain guidelines for the responsible use of Artificial Intelligence (AI) tools across the company.

The guidelines were developed in line with the European Union Artificial Intelligence Regulation (AI Act) and remain an active part of LCE's governance framework. They provide employees with clear instructions for the lawful, informed, and secure use of AI tools, while also ensuring a coherent and reliable approach towards clients regarding the company's integration of AI technologies within its services and operations.

2026 GOAL: UNI/PDR 125:2022 CERTIFICATION

As part of its commitment to continuous improvement and to fostering an inclusive workplace, LCE launched in 2025 a structured **pathway to integrate UNI/PdR 125:2022 Gender Equality Certification** into its management systems.

Although the company operates in a context where female representation is already significant (66% of the workforce), the certification process provided an opportunity to systematically assess organizational practices, strengthen existing initiatives, and identify further areas for improvement. More broadly, UNI/PdR 125:2022 is not only a gender equality certification but also a strategic framework supporting the principles of **Diversity, Equity and Inclusion (DEI)**, which LCE considers essential for valuing its most important asset: its people.

The preparatory work carried out in 2025 included the analysis of policies and processes, the progressive implementation of a Gender Equality Management System, and the adoption of dedicated KPIs to monitor performance and drive continuous improvement. Following a pre-assessment audit in April 2026 and the final audit in J**une 2026**, LCE successfully obtained the UNI/PdR 125:2022 Gender Equality Certification. As part of the certification process, the Company also defined a **Strategic Plan** setting out measurable medium-term improvement actions.

This achievement is aligned with broader international and European frameworks, including the ISO 53800 guidelines and the principles underpinning the Gender Equality Plan (GEP), further strengthening LCE's commitment to equal opportunities, inclusion, and gender balance across the organization.

2025	PRELIMINARY ANALYSIS
APRIL 2026	PRE-ASSESSMENT AUDIT
APRIL - MAY 2026	DEFINITION OF STRATEGIC PLAN
JUNE 2026	FINAL AUDIT
23rd JUNE 2026	LCE SUCCESSFULLY OBTAINED THE UNI/PDR 125:2022 CERTIFICATION

The certification assessment highlighted particularly strong performance in the areas of **Culture and Strategy**, **Governance, HR Processes, and compensation equity** which represented the highest-scoring dimensions of the UNI/PdR 125:2022 framework. These results reflect LCE's long-standing commitment to embedding inclusion, accountability, and people-centered practices throughout the organization.

CHAPTER 6

APPENDIX

METHODOLOGY NOTE

This is the third sustainability report delivered by Life Cycle Engineering SpA. The data and information herein refer to the financial year ended on December 31, 2025, and the reporting scope includes the following entities:

- **LCE (Headquarter in Turin, operational and commercial office in Mogliano Veneto)**
- **ZProtocol (Headquarter in Turin)**

This report applies the Basic Module VSME standards.

Data and information reported in this document were collected through interviews and questionnaires. The structure of the document and the report's contents were shared and validated by LCE Board members.

Collected data and results regarding 2025 are presented in a comparative manner with the previous year(s). Calculation methodologies are provided in the notes accompanying the information tables.

The document has not been subjected to third party verification and will be available on the LCE website in compliance with the principles of transparency and wider circulation of information. Comments, requests, and opinions on this report can be emailed to amministrazione@studiolce.it

VSME KPIS

B1 – Basis for preparation

BASIC INFORMATION – LIFE CYCLE ENGINEERING SpA

LEGAL FORM	JOINT-STOCK COMPANY
NACE CODE	72.10
NUMBER OF EMPLOYEES	43

LOCATION OF OWNED, LEASED, OR MANAGED SITES

SITES	ADDRESS	POSTAL CODE	CITY	COUNTRY	GEOLOCATION COORDINATES
LEGAL ADDRESS	VIA TENENTE MORELLO 13	10081	CASTELLAMONTE (TO)	ITALY	45.38197, 7.71326
OPERATIONAL SITE (OFFICE)	VIA LIVORNO 60	10144	TURIN (TO)	ITALY	45.08899, 7.67077
OPERATIONAL SITE (OFFICE)	VIA 28 APRILE 2/A	31021	MOGLIANO VENETO (TV)	ITALY	45.56153, 12.23184

B3 – Energy and greenhouse gas emissions

See Chapter 3 Environmental Impact.

All categories required by ISO 14064-1 were considered in the calculation of LCE's Carbon Footprint. Following the assessment, some categories were determined to be not applicable to the Company's activities. These non-applicable categories are listed below:

1. DIRECT EMISSIONS

- Direct emission from mobile combustion
- Direct process emissions and removals from industrial processes
- Direct fugitive emissions from the release of GHG in anthropogenic system
- Direct emissions and removals from land use, land use change and forestry

3. INDIRECT FROM TRANSPORT

- Indirect emissions from downstream transport and distribution for goods

5. INDIRECT FROM PRODUCT SOLD

- Indirect emissions or removals from the use stage of the product
- Indirect emissions from downstream leased assets
- Indirect emissions from end-of-life stage of the product
- Indirect emissions from investments

According to the VSME Standard, information on waste generation and water consumption should also be disclosed. However, waste generated within the company's offices is managed through a centralized waste management system operated by the building management. As data specifically attributable to the company are not available, quantitative information on waste generation, recycling, recovery, and disposal cannot be reported for the current reporting period.

Similarly, water consumption is monitored at the building level and no data are available for individual office spaces. Any calculation of the company's water consumption would require allocating total building consumption based on office floor area, resulting in estimates with a limited degree of accuracy. Therefore, water consumption data are also not disclosed for the current reporting period.

TOTAL NUMBER OF EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT

TYPE OF EMPLOYMENT CONTRACT	2025	2024
	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES
INDEFINITE OR PERMANENT CONTRACT	38	31
TEMPORARY AND FIXED-TERM CONTRACT	5	8
TOTAL	43	39

TOTAL NUMBER OF EMPLOYEES BY GENDER

GENDER	2025	2024
	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES
FEMALE	27	24
MALE	16	15
TOTAL	43	39

TOTAL NUMBER OF EMPLOYEES BY COUNTRY

COUNTRY	2025	2024
	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES
ITALY	43	39
TOTAL	43	39

TURNOVER

	2025	2024
NUMBER OF TERMINATIONS	2	3
NUMBER OF EMPLOYEES	43	39
TURNOVER RATE	4.65	7.69

B9 – Workforce – Health and safety

WORKPLACE ACCIDENTS

	2025	2024
TOTAL NUMBER OF WORKPLACE ACCIDENTS	0	0
TOTAL HOURS WORKED BY ALL EMPLOYEES	61,770	57,164
INJURY RATE (NUMBER OF INJURIES / TOTAL WORKING HOURS) × 200,000	0	0

B10 – Workforce – Remuneration, collective bargaining and training

Ratio of entry-level wage to minimum wage: LCE applies a supplementary company-level collective agreement, which by its nature provides terms and conditions that are more favourable than those established under the applicable National Collective Labour Agreement (CCNL). As a result, employees receive remuneration that is automatically higher than the applicable minimum wage levels.

COLLECTIVE BARGAINING

COVERAGE OF TOTAL WORKFORCE	2025	2024
NUMBER OF EMPLOYEES COVERED BY COLLECTIVE AGREEMENTS	43	39
TOTAL NUMBER OF EMPLOYEES	43	39
COVERAGE RATE	100%	100%

AVERAGE TRAINING HOURS BY GENDER (MANDATORY AND NON-MANDATORY)

	2025	2024
TOTAL TRAINING HOURS FOR WOMEN	1,208	1,043
TOTAL TRAINING HOURS FOR MEN	744.5	788
TOTAL TRAINING HOURS	1,952.5	1,831
AVERAGE TRAINING HOURS FOR WOMEN	44.7	43.5
AVERAGE TRAINING HOURS FOR MEN	46.5	52.5
AVERAGE TRAINING HOURS PER EMPLOYEE	45.4	47

B11 – Convictions and fines for corruption and bribery

There has been no convictions and fines for corruption and bribery in 2025.

SUSTAINABILITY REPORT
2025

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For more information:

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