



AUTHOS Ford in Turin

**SUSTAINABILITY REPORT
2020**

Letter to stakeholder

102-14 Statement by the chief executive officer and/or the chairman

This year we decided to publish our first Sustainability Report because we want to share the essence and vision of our reality with all those who are interested in our activities, in the hope of continuous improvement driven by innovation and sustainability in its three recognized declinations: social, environmental and governance.

For many, the keyword in 2020 has been resilience. But what is meant by this noun? In Authos it meant change, innovation, and support. Three concepts proved to be fundamental to address this delicate historical moment that affected us all, but which were not the only protagonists of our microcosm. Because in Authos, first and foremost, people played a central role. Over the years we have created a safe and stimulating work environment, in which everyone can express the best of themselves without giving up the possibility of improving themselves through growth and continuous training. In 2020 we tried to go further, activating some company benefits to facilitate our collaborators in their work and create an environment as peaceful as possible. We have firmly focused on inclusion, integrating people with intellectual disabilities into our staff, followed by a company tutor who supports them in their contribution to achieving our goals and our performance.

Among the many initiatives that see us engaged in the social sector, I like to talk about the support and collaboration, as well as the friendship, which has been created with the Turin-based company “Piazza dei Mestieri”, which sets itself the noble goal of training young people in family and/or economic difficulties, removing


them from problematic environments that can lead them to drop out of school. We are convinced that supporting realities like this, which every day struggle to combat early school leaving (a phenomenon that penalizes our country much more than one can imagine), is a way to give a future to those who are disadvantaged, to those who think they do not have a future or even do not deserve it. We plan to increase our support for companies like this, not only because they fully embrace the core values of our company, but also because we want to contribute to the growth of our territory and a more equitable and competitive country. The idea of being able to “restore” value to our territory remains the core of our work, collaborating with institutions such as the Italian Red Cross and Civil Protection in the way that is most spontaneous to us, that is, by running solidarity on four wheels and providing free use of the means for the essential services in this period of emergency and isolation. Among all the goals, we have set ourselves for the near future, first of all, is that of developing our sustainable attitude regarding the environment: Italy, like all other countries in the world, is in the eye of the climate change cyclone that is threatening the balance of the Earth, mainly due to our massive and reckless use of fossil fuels. Remaining indifferent facing a threat like this would be irresponsible and so, we at Authos have also decided to make our contribution. Although our core business is the automotive sector, we try, every day, to educate the people we come in contact with to respect the environment. We do this starting from our resources, through training on the subject that enables them to communicate these requests to our customers, who are in turn incentivized to purchase hybrid and/or electric cars through

confidential and advantageous offers. After all, the world is changed with small actions, day by day, by committing ourselves towards the common goal: protecting our planet. We aim to achieve a very high quality of environmental performance even in the daily processes/behaviors in the company up to the projects carried out in collaboration with the institutions of our area, making hybrid vehicles available to important municipalities. Finally, we would like to emphasize the importance of governance for Authos. As CEO and President, over the years I have tried to train people who believe in the same way I operate, in my values, and in my philosophy: to grow together. For us at Authos, “growing together” is part of the company’s organizational model: a horizontal structure, where there is a coordinator, like me, of many thinking heads, who have the freedom to move, to decide, therefore also to be able to make mistakes to achieve growth. The management and administration of the company must reflect the principles of the company, such as gender equality, equal opportunities, and a system based on meritocracy. All the objectives we have set for the future will be centered and developed in the light of a macro-project of environmental, social, and financial sustainability. We aim to create a even closer relationship with our customers, suppliers, collaborators, and employees based on mutual trust, reliability, inclusiveness, and innovation, while also trying to accelerate the economic growth of the area. Therefore, thanks to each of our stakeholders for the professionalism expressed and for the constant and daily commitment to overcome this critical moment. As we have done up to now, as a real team, in the coming years we will reach the horizons that we are outlining today to leave a legacy and a better world to those who will come after us.



SOLE DIRECTOR
Francesco Di Ciommo

1. Who are we?



**“Governance is one of the crucial elements that determines the success or failure of a company. In recent years, my goal has been to train people who have the same values as me, the same way to do thing, who believe in the same things I believe in and, therefore, in joint growth. We would not have been able to relaunch AUTHOS without a unified vision and an inclusive business approach”
(Francesco Di Ciommo)**



1.1 Our history and our values

102-1 Name of the organization

102-13 Joining other associations

102-16 Values, principles, standards and rules of conduct

Authos S.p.A. was born, with the name of Euromotor, in 1973 following the merger of some dealerships founded in the 1950s.

For over 60 years we have been the official Ford dealer, in the city of Turin and the near towns of Moncalieri, Ciriè, and Villar Dora; Our four offices are located in Turin, as well as a permanent sales point in the “Shopville Le Gru” shopping center in Grugliasco.

We deal with a wide range of activities related to the automotive sector, from the retail and wholesale of Ford vehicles, both passenger and commercial, in the short and long term rental formula, to the sale of used vehicles, up to vehicle maintenance, repair and spare parts.

The main stages of our history:

1973

Following the merger of some dealerships founded in the 1950s by Renato Agronauta, Euromotor was born;

**Anni
70'80'**

The size of Euromotor is increasing and it establishes itself as one of the largest companies in Italy in terms of sales volumes and geographical area covered;

1997

Euromotor changes its name to Authos;

2004

We become part of the Ifas Group, which brings together some automotive brands in the North West, with a total turnover of approximately 700 million euros;

2010

As a result of the crisis affecting the automotive market, we enter into a debt restructuring agreement with the banks as part of a recovery plan;



2012

We leave the Ifas Group and pass under the control of the Loccisano family. In the same year, thanks to the perpetuation of the global economic crisis from which Italy and, in particular, the automotive sector are struggling to recover, the agreement signed in 2010 has been revised;

2014

The entry of **Francesco Di Ciommo** as the new commercial director determines a management change and a corporate restructuring. Authos overcomes its profound corporate crisis by developing a series of innovative elements, especially in the area of communication, and relaunches its activities;

2016

The turnover and the number of cars sold triple compared to 2013: thus the bank agreement opened in 2010 activated as part of the bankruptcy procedure is resolved and Authos assumes the traits of a model company, with excellent performance at the European level;

2017

On April the 10th we inaugurated the Smart Lab, a permanent automotive showroom inside the “Shopville Le Gru” shopping center in Grugliasco;

2018

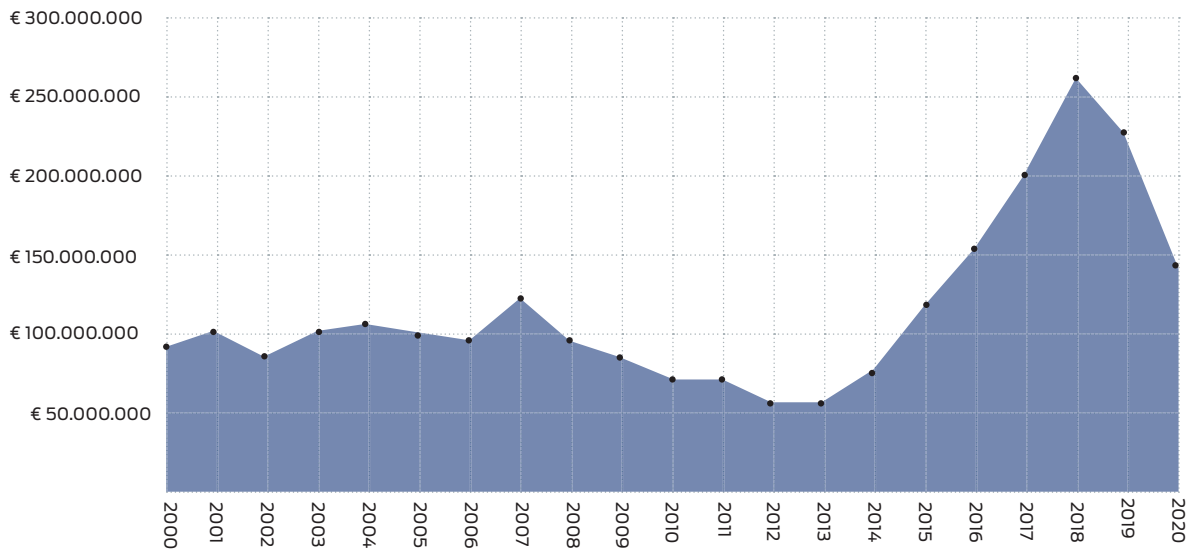
The first results of the Smart Lab are encouraging: over 1,300 cars sold and more than 20,000 test drives carried out. The serious financial crisis of Authos can be considered over;

2020

To address the restrictions imposed by the Covid-19 pandemic, we introduce several innovations, such as selling entirely on digital channels. We embark on the path towards the publication of our first sustainability report and the support of the Piazza Dei Mestieri reality, a project of social inclusion.



THE DEVELOPMENT OF TURNOVER 2000-2020



Our first sustainability report represents for us the start of a path of growth and at the same time an institutional tool to communicate our identity, something innovative for the sector in which we operate. In fact, we want to be pioneers of a new business culture in the car dealership sector, integrating issues related to the environment, social and responsible management (ESG) with our business model, aware of the profound interconnection between our products, the people and the community that lives in the territories in which we operate.

Year	Turnover	Year	Turnover
2000	89.798.702 €	2011	67.316.006 €
2001	99.252.261 €	2012	54.686.260 €
2002	84.461.369 €	2013	55.170.710 €
2003	97.327.567 €	2014	75.026.759 €
2004	103.666.010 €	2015	114.474.714 €
2005	98.230.528 €	2016	151.015.521 €
2006	93.320.529 €	2017	196.083.773 €
2007	119.213.252 €	2018	258.775.482 €
2008	92.879.548 €	2019	222.968.002 €
2009	81.764.726 €	2020	138.901.286 €
2010	70.692.946 €		

The associations we join:

AsConAuto - Associazione Consorzi Concessionari Autoveicoli:

It was born to unite the forces of individual consortia of dealers with the common goal of increasing the sale of original spare parts and reducing fixed distribution costs;

Unione Industriale di Torino:

this is the institution to which local companies that are part of Confindustria can voluntarily join, and which deals with their representation, protection, promotion and development.

The principles that guide our daily actions:

Professionalism, Human Capital Care and Customer Satisfaction, Passion, Teamwork, Legality, Innovation and Sustainability.

Our work has always been inspired by these values and we act by reconciling the need for high-quality standards with attention to the environment, the well-being and safety of both human resources and our customers. For this reason, one of the objectives we have set ourselves to achieve in 2021 is the development of an ethical code in which to formalize the values that distinguish us and that we want to share with our managers, employees and, more generally, all the stakeholders.

In addition to being the most responsible way to go, sustainability is a fundamental trait of our new corporate strategy. Thanks to Ford's range of technologically advanced and fuel-efficient vehicles, we believe we can contribute to growth in line with European emissions reduction targets and favoring ever greener mobility solutions. This approach represents for us a useful mission to promote a transition based on technological innovation as a lever towards a more sustainable lifestyle.

For this purpose, our company policy looks with interest and attention to the Sustainable Development Goals (SDGs), a series of objectives connected to various areas defined by the UN in order to ensure inclusive and sustainable development, as well as a helm for those companies that decide to set up their activities on a criterion of responsibility towards the planet that hosts us and future generations.

We consider the desire to contribute to the achievement of some of them as a further testimony of our corporate responsibility.

The SDGs we want to contribute to and how we intend to do it:



Quality education: ensuring inclusive education for all and promoting fair and quality lifelong learning opportunities

We collaborate in the realization of Intesa Sanpaolo's Piazza dei Mestieri project, an educational program aimed at teaching a profession to young and very young people in difficult situations.



Decent work and economic growth: promoting inclusive, sustained and sustainable economic growth, full and productive employment and decent work for all.

Among our goals is the recruitment of two people with Down syndrome, through which we want to actively contribute to promoting more social and inclusive economic growth.



Gender equality: achieving gender equality through the empowerment of women and girls;

Reduce inequalities: reduce inequalities within and between nations;

We aim to reduce inequalities through the aforementioned recruitment of staff with Down syndrome. In addition to this, in recent years, we have been pursuing a staff rejuvenation policy that sees the involvement of a greater number of women, avoiding any gender discrimination.



Sustainable consumption and production: ensuring sustainable consumption and production patterns;

Fight against climate change: take urgent measures to combat climate change and its consequences.

Intending to promote more sustainable types of food and wine tourism, we are participating in the implementation of an electrification project, Authos GoElectric, which involves the provision of electric vehicles and the installation of charging stations within various wineries.



1.2 Structure, organization and supply chain

102-2 Activities, brands, products and/or services

102-3 Location where the organization is based

102-4 Countries in which the organization operates

102-5 Ownership structure and legal forms

102-6 Markets served

102-7 Size of the organization

102-9 Supply chain

102-10 Significant changes to the organization and its supply chain

102-18 Governance structure

The share capital of Authos SpA, equal to 3,800,000 euros, has been held by Francesco Di Ciommo by 86.8% since 2020, following a capital increase of 2,800,000 euros which he entirely owns; the remaining stake belongs equally to Vittorio and Allegra Loccisano.

Our governance is based on a traditional model consisting of a single director who coincides with Francesco Di Ciommo, the board of statutory auditors and the auditing company.

We mainly carry out five activities:

- Sale of new Ford vehicles;
- Sale of new Ford vehicles;
- Sale of spare parts and accessories;
- Vehicle maintenance and repair;
- Short and long term vehicle rental.



Our locations:

Main office in Moncalieri

Address: Corso Savona 39 - 10024 Moncalieri

Services offered: sales, maintenance, spare parts

Torino

Address: Corso Grosseto, 318 - 10151 Torino

Services offered: sales, maintenance, spare parts

Ciriè

Address: Via Torino 124 - 10073 Ciriè

Services offered: sale

Villar Dora

Address: Via Cuminie 37 - 10040 Villar Dora

Services offered: sale

Smart Lab

Grugliasco - *Shopville Le Gru shopping center*

Address: via Crea 10 - 10095 Grugliasco

Services offered: sale

The Smart Lab, a new retail development project within the Shopville Le Gru shopping center, opened in 2017. Thanks to its effectiveness in leading car sales, this initiative was chosen by Ford as a model to be exported to the rest of the world and is now present in 9 countries.



Our five dealers allow us to effectively cover the Turin area and to serve the territory in a widespread manner, with greater benefits for the customer as well. Our two workshops, located in the Turin and Moncalieri dealers, offer two well-distributed points to meet the needs of customers in the after-sales service phase. These are characteristics that allow us to offer a service that stimulates customers to opt for our dealerships.

For what concerns the sale of cars and their spare parts, our major customers reside mainly in the province of Turin, while as regards the long-term rental, our activities involve people throughout the national territory.

The company in 2020 in numbers:

Although the year 2020 was strongly characterized by the restrictions due to the Covid-19 health crisis, our sales volumes remained at good levels, reflecting our competitiveness and the passion that has always characterized our work.

This result was also made possible by the fact of having set up a commercial model abreast with digital evolution since 2014 and which makes extensive use of social channels. In this way, we have successfully distinguished ourselves from the traditional approach adopted by other companies active in our segment.

In addition to Ford products, our supply chain relies on other companies that market used cars, parts and services, including Ald, Castrol, Sincro, Agos and Mansutti insurance. A careful selection of the best partners allows us to guarantee products and services in line with customer expectations.

Activity	Numbers
Vehicles sold	4.319
of which:	
Passenger Vehicles	3.758
Commercial Vehicles	561
Hybrid and Full Electric	1.332
Used cars sold	2.202
Number of cars sold online	1.284
Spare parts sold	127.352
Types of spare parts sold	15.630
Working hours in the workshop	96.681
Short term rental	2.725
Employees	148
Collaborators	91

2. Methodological approach

This first sustainability report represents for us the beginning of an important path aimed at sharing results and strategies with stakeholders that have an impact on our economic, social and environmental sustainability.

We want to promote and disseminate the principles of sustainability to our collaborators, our supply chain and the communities with which we interact, aware that responsible development requires the involvement and contribution of everyone.

To adopt a solid and internationally recognized approach from the start, we have chosen to make our own the principles defined by the GRI standards.

2.1. The criteria for drafting the report

102-45 Entities included in the consolidated financial statements

102-48 Review of information

102-49 Changes in reporting

102-50 Reporting period

102-51 Date of the most recent report

102-52 Reporting period

102-54 Declaration of Reporting Compliance with GRI Standards

102-56 External assurance

The data and information reported concern the five dealers and all the activities carried out by Authos, described in the first chapter. The data collected refer to the 2020 financial year (from January the 1st to December the 31st).

The sustainability report was prepared following the most updated version of the Sustainability Reporting Standards published by the Global Reporting Initiative (GRI), the main international reference for sustainability reporting. The report follows the “Core” option and was created in compliance with the principles of **Inclusiveness, Sustainability Context, Materiality and Completeness.**

Furthermore, the informative quality of the report was ensured by pursuing the principles of **Balance, Comparability, Accuracy, Timeliness, Clarity, Reliability**: the drafting of the document saw the involvement and active collaboration of multiple company functions, which contributed to the collection of necessary data and their correct contextualization.

This report is not subject to review by an external company and will be updated annually.

2.2. Materiality and stakeholder engagement

102-40 List of stakeholder groups

102-42 Identification and selection of stakeholder

102-43 Methods for involving stakeholders

102-46 Definition of the content of the report and perimeters of the themes

The materiality analysis is the main reference established by the GRI standards for the preparation of the sustainability report. The process of defining the material topics involves the identification of priority areas of intervention for the company and for the stakeholders, the assignment of specific importance on a numerical scale from 1 (not relevant) to 5 (extremely relevant) and the identification of material issues, on which we are committed to implementing concrete initiatives, developing specific policies and setting improvement objectives. We have identified as materials those themes that in the materiality analysis have achieved a score equal to or greater than 3.

To identify our priority issues, we carried out an in-depth analysis of the context and competition about sustainability; we then selected among the thematic areas proposed by the GRI those pertinent to our reality and assessed which aspects were essential for us. The interpretation of the results of these activities led to the identification of our priority themes:



PRIORITY THEME	DEFINITION
1. Creation of business value	The creation of value for the company determines its solidity and the ability to redistribute it both within and outside the company boundaries.
2. Innovation and digital approach	Innovation and digital development are key tools for pursuing continuous improvement. They are essential for the creation of new processes, products and services.
3. Commitment to the environment	Attention to adequate management of material, energy, water resources and direct and indirect emissions related to the use of vehicles.
4. Well-being and employee involvement	The promotion of employee satisfaction and well-being in an inclusive and participatory perspective.
5. Quality of services and customer care	To ensure the customer quality products and services, through a continuous process of listening and attention to their needs and transparency of communication.
6. Relationship with the territory	Keeping relations with our territory by contributing to the development of a fair and supportive community.

To collect the requests, expectations and points of view of all those who are interested in our work, we have launched stakeholder engagement activities. As a first step, we have identified our categories of stakeholders, i.e. those who can directly or indirectly influence our activities and who, in turn, can be influenced by them. This phase was carried out following the AA1000 Stakeholder engagement standard and led to the identification of the following categories:

STAKEHOLDER CATEGORIES	DEFINITION
Internal workers	Those who work for or on behalf of Authos, including their representatives (eg trade unions).
External workers	Those who collaborate with Authos but not directly dependent on it (eg freelancers).
Suppliers – Manufacturer (Ford)	The manufacturer of which Authos is a reseller.
Suppliers – Others	Who supplies Authos with raw materials, materials, services, technologies.
Customers	Beneficiaries of Authos products/services, including consumer associations.
Investors	Who owns or will hold proprietary shares within Authos.
Local societies and communities	The social context of the territories in which Authos is located and which can directly or indirectly influence its activities.
Institutions	The set of institutions that can directly or indirectly influence Authos' activities (eg: Region, Province, Municipality where Authos is located or interacts, University).
Financial Institutions	Banks and credit institutions that can contribute to the financing of Authos' activities.
Associations and NGOs	Private, non-profit associations and organizations that can act in areas that directly or indirectly influence Authos' activities (e.g. environmental associations, associations dealing with human nutrition, animal welfare associations, sector associations).
Media and press	International, national and local media (e.g. television, press, radio and web) that can directly or indirectly influence Authos' activities.

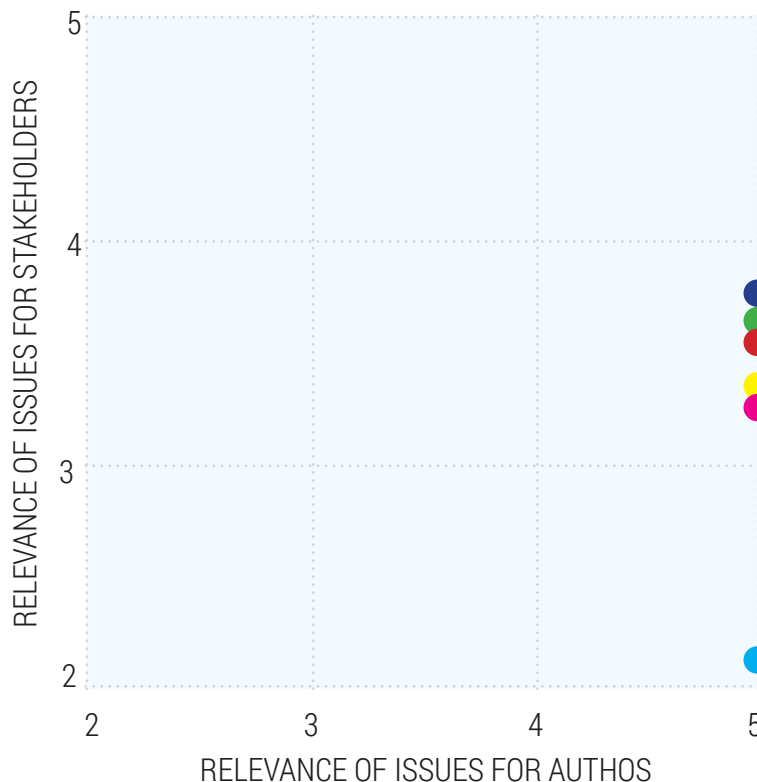
In the second phase, we defined the methods of involvement, choosing an indirect type of listening for the first year of reporting: for each category of stakeholders, the documentation useful for reconstructing the opinions and requests relating to the priority topics was then selected and analyzed, allowing us to establish its relevance for each category involved.

2.3. Matrix of materiality

102-44 Key issues, critical issues that emerged
 102-47 List of material issues

Through the materiality analysis and thanks to the involvement of stakeholders, we have developed the matrix of materiality, which graphically summarizes the relationship between the importance attributed to the issues by Authos and its stakeholders.

AUTHOS' MATRIX OF MATERIALITY



- Connection with the territory
- Quality of services and customer care
- Well-being and employee involvement
- Innovation and digital approach
- Commitment to the environment
- Business value creation

3. Creation of business value

3.1 Economic value generated and distributed

201-1 Economic value directly generated and distributed

Our luck has been that since 2014 we have set up a business model that was able to seize the opportunities offered by the digital revolution and allowed us to successfully face the difficulties deriving from the Covid-19 pandemic. Authos has become a flexible company, free from debt problems, projected towards a virtual demand. 2020 has thus closed with growth and the prospects for 2021 are encouraging.
(Francesco Di Ciommo)



In 2020 the results in terms of turnover and vehicles sold were at satisfactory levels, taking into account the limitations imposed on commercial activities - and in particular those of the automotive sector - to counter the spread of the Covid-19 pandemic. The innovations we have introduced in the sales methodology, including the possibility of concluding contracts entirely online without having to physically meet customers, have allowed us to be operational even during lockdown periods. In fact, during the pandemic, we continued to manage all our businesses, safeguarding our assets, customers, and retailers. As with most other companies, the pandemic has reshaped the environment in which we operate, but we have continued to give top priority to the safety of people and customers, stemming the negative implications on the company's economic performance.

Despite the decrease due to the adverse economic situation, we recorded an improvement in the commercial management of the company. While the operations of several competitors had to stop, the adoption of digital sales methodologies allowed us to enter into 1,284 sales contracts totally online. Thanks to this, during the year we were able to consolidate and further strengthen our leadership in the marketing of "import" brands.

During 2021, our goal is to make other investments and introduce further innovations, as well as to develop the offer dedicated to electric mobility, in line with the objectives of Ford, which recently announced a greater commitment dedicated to electric vehicles with the allocation of more than 22 billion dollars¹. The carmaker's goal is in fact to sell exclusively low-emission cars, such as plug-in hybrids, in Europe by 2026, and then switch to fully electric ones by 2030. A similar goal also applies to commercial vehicles: by 2024, the entire range in Europe will be fully electric or plug-in hybrid.

The creation of value is essential to guarantee the economic sustainability of the company over time. The distribution of this value, determined by the "direct economic value generated and distributed" indicator (201-1) of the GRI standards (2016), represents the economic impact of the activities for the benefit of the main categories of stakeholders. In 2020, the overall economic value distributed was 137 million euros, for the benefit of suppliers, collaborators, financiers, the Public Administration and the community; an important value whose impact remains mainly limited to the territory.

¹ For further information see: "Integrated Sustainability and Financial Report 2021" www.sustainability.ford.com

Economic value directly generated and distributed

Economic value generated	138.901.286 €
Economic value distributed	136.674.398 €
Economic value retained	2.226.890 €

201-5 Operations assessed for the risks associated with corruption
201-6 Legal actions for anti-competitive behavior, antitrust and monopoly practices

We take all possible precautions to ensure that the necessary internal analyzes are carried out on the risks associated with corruption. However, it should be taken into account that, concerning the corporate purpose and the activity carried out, Authos does not participate in calls for tender; this type of crime is therefore difficult to carry out.

There are also no legal actions related to anti-competitive behavior and violations of antitrust regulations relating to monopoly practices.





4. Well-being and employee involvement

102-8 Information on employees and other collaborators

The promotion of employee satisfaction and well-being from an inclusive and participatory perspective.

**The satisfaction and well-being of human resources largely depends on the creation of an inclusive and participatory atmosphere. This approach positively affects the professional growth of all employees.
(Francesco Di Ciommo)**

Our employees and collaborators are our strength, above all, because customer care and satisfaction mainly depend on their professionalism. This is precisely the main feature that we look for in all the figures that make up the staff of our company, from sales staff to mechanics. It is thanks to them that we have managed to grow over the years, establishing ourselves as a virtuous example for all Ford dealerships.

Workers by type of contract (data as of 31/12/2020)

Type of contract	N.
TOTAL EMPLOYEES	148
Permanent staff	142
Man	108
Women	34
Fixed-term staff	6
Man	0
Women	6
TOTAL TEMPORARY + EXTERNAL	98
Temporary workers	7
Man	2
Woman	5
External collaborators (freelancers)	91
Man	75
Woman	16

Roles and duties of collaborators with Partita IVA (VAT number)

Collaborators with VAT number	Number
Sales employees	66
Business development center	15
External spare parts agents	6
Authos Academy (for training a sellers)	1
Business intelligence	2
Marketers	1
Total	91

Workers by type of employment (data as of 31/12/2020)

Type of employment	TOTAL
Full time workforce	142
Man	105
Women	37
Part time workforce	6
Man	3
Women	3

401-1 New hires and turnover

Recruitments and terminations² by gender and age group (data as of 31/12/2020)

RECRUITMENT	TOTAL
Hiring rate	14%
Total number of hires in the year	21
Number of hires (employees) in the year by gender	
Man	15
Women	6
Number of hires (employees) in the year by age group	
Under 30	4
Between 30 and 50 years	16
Over 50	1
Number of hires (employees) in the year by nationality	
Italy	20
Morocco	1
TERMINATIONS	TOTAL
Negative turnover rate	8,8%
Total number of terminations in the year	13
Number of terminations (employees) in the year by gender	
Man	12
Women	1
Number of terminations (employees) in the year by age group	
Under 30	1
Between 30 and 50 years	12
Over 50	0
Number of terminations (employees) in the year by nationality	
Italy	13
Overall turnover rate	23%

² "Termination" means employees who leave the organization voluntarily or following dismissal, retirement or death while in service.

405-1 Diversity in governing bodies and employees

We work daily to ensure a stimulating and inclusive work environment, in which everyone can express and increase their skills. The management of human resources in recent years has seen in particular the emergence of three phenomena: the creation of a cohesive group, the lowering of the average age and the greater involvement of women.

Employees by categories

Category	n.	%
Male	108	73%
Women	40	27%
Under 30	34	23%
Between 30 and 50	74	50%
Over 50	40	27%
Protected and disabled categories	8	5%

1102-41 Collective bargaining agreements

401-2 Benefits provided for full-time employees, but not for part-time employees or employees with fixed-term contracts

403-6 Promotion of the health of workers

We want to guarantee our collaborators safe prospects, through permanent hiring whenever possible and providing additional benefits and guarantees also to freelancers.

Our employees are all classified according to the national collective bargaining agreement and are therefore entitled to parental leave and pension insurance. Employees are also covered by health insurance that offers 100% or 75% coverage of some medical services.



Our business philosophy has always put people first, whom we consider the most valuable asset, even more so in hard times such as those affected by the Covid-19 pandemic. For this reason, in 2020 we stipulated, for both employees and external collaborators, an accident and death policy and insurance for assistance and indemnity in the event of illness from Sars-Cov-2 that allowed them to deal with greater serenity the effects of the health emergency. All employees are also guaranteed highly specialized telephone medical advice focused on prevention, dissemination and treatment of the effects of the contagion.

102-11 Precautionary Principle

403-1 Occupational health and safety management system

403-2 Hazard identification, risk assessment and accident investigation

403-3 Occupational health services

403-4 Participation and consultation of workers and communication on health and safety in the workplace


403-5 Training of workers in occupational health and safety

403-9 Accidents at work

To ensure a safe and risk-free work environment for health and safety, we apply everything required by the regulations in force on the subject, and we have drawn up the Risk Assessment Document following the decree-law 81/2008. This document is our reference point for assessing, preventing or reducing risks related to health and safety in the workplace.

Through the Risk Assessment Document we have formalized a control procedure which is divided into the following steps:

- Division into homogeneous groups by job;
- Identification of the sources of risk;
- Identification of potential exposure risks;
- Estimate of the extent of the risks;
- Elimination of risks through immediate, short or medium-term interventions;
- Adoption of Personal Protective Equipment (PPE) by all employees and external collaborators;
- Continuous control and improvement.



The Head of the Prevention and Protection Service is in charge of the drafting and application of what is defined in the Risk Assessment Document, and its adaptation and updating based on new regulations and the technical evolution of equipment, materials and PPE. It also develops training programs-mandatory by law-and information for employees and external collaborators.

The four stages of processing the Risk Assessment Document:

- Identification of risk factors;
- Risk assessment;
- Identification of compensatory measures;
- Development of safety procedures.

For any health and safety report, workers can contact the Workers' Safety Representative, who, in turn, relates to the Head of the Prevention and Protection Service.

In 2020, 10 minor injuries were recorded, due to minor bruises or crushing of the fingers.



Accidents at work (2020 data)

	EMPLOYEES	EXTERNAL COLLABORATORS
Man hours worked	204.707	1.920
Recordable injuries	10	0
Serious injuries (with severe prognosis)	0	0
Fatal accidents	0	0
Recordable injury rate ³	49	0
Serious injury rate ³	0	0
Fatal accident rate ³	0	0

³ Valori per milione di ore uomo lavorate

404-1 Average hours of training per year per employee

To guarantee the highest quality standards in customer service, we pay close attention to the training and continuous updating of our collaborators, who, every year, carry out activities aimed at improving their language skills, in particular English, and IT, with a focus on the use of the Office package. Technical training is also offered whenever a new product or service is introduced.

Total and average hours of training provided in 2020

EMPLOYEES	TOTAL HOURS	AVERAGE VALUE
Man	10.800	100
Woman	4.000	100
Total	14.800	100

5. Innovation and digital approach

5.1 Innovation in sales

*N ° resources / hours spent in R&D activities
Innovative projects activated during the year*

**We have developed a business model that differs from any other dealership, based on the production of the engagement, on the ability to manage a sales process entirely remotely and on the integration of the virtuality of social media with the physical space of our exhibition areas.
(Francesco Di Ciommo)**

Although Authos is the only Ford dealership in Turin and in the surrounding area, competition with other dealerships of the brand and with those of other brands encourages us to keep innovating our sales system. The quality, safety, efficiency and reliability features of Ford models may facilitate our task of selling, but alone they would not be enough to ensure that people choose to buy right from our reality.

Although geographical proximity is a fundamental variable in the choice of the dealer, innovative practices and careful customer care can help to consolidate this structural feature. For these reasons, over the years we have developed new sales methods, investing, in particular, in digital communication. 8 human resources are dedicated to our research and development activities, for an annual total of 3,520 hours and a total investment of 445,000 euros.

During 2020 we have embraced a decisive digital turn, allowing our customers to get in touch with sellers via smartphone or PC, view the characteristics of vehicles with virtual visits, sign contracts remotely with digital signature and receive the vehicle at home. This transformation, a distinctive trait in the automobile market, has allowed us to continue the sales activity even during the lockdown period due to the first wave of the Covid-19 pandemic and to conclude contracts with customers in other regions of Italy without ever having met them in person. Thanks to this innovative approach, during the year we sold 1,284 cars completely online, going beyond the physical presence of the customer in our dealers.

This sales management has its roots in a business model that focuses efforts not only on the moment of sale, which is the consequence of a process but on the engagement of the qualified lead, that is, the involvement of potential customers interested in our products. We have been focusing on virtual showroom traffic for years: the moment when a potential customer goes to our dealerships to choose the car that best meets their needs begins - and sometimes ends - on social media channels and online platforms in general.



This “virtual traffic” is handled by a group of telephone consultants who have highly developed communication skills: they create the expectation, explain the product, confirm that the communication is truthful and pass the contact on to the sales staff.



To this channel, through a series of video contents, we support the qualitative branding activities on social networks and storytelling, which do not directly concern the products but create an emotional impact and assign a precise value to our brand. Precisely to favor a greater probability of involving customers, we have implemented a structured social strategy in the management of the company that periodically updates our followers on our assets and offers. Moving much of the communication on social networks has allowed us to significantly reduce costs, as well as a greater ability to get in touch with possible buyers of our products. The results of the energies lavished on these activities were not long in coming: in a short time we created a community of about 62,000 followers distributed among Facebook, Instagram, Youtube and LinkedIn.





Digital transformation is one of the main themes that Authos has decided to tackle. If initially starting this process could have been a sign of innovation on the part of the company, today it has become a necessity to be competitive in an ever-changing economic scenario that has undergone profound changes.

Digital transformation is often understood only as the digitization of production, organizational and marketing processes; in reality, it is much more and affects all aspects of the business strategy as a whole. It is useless to deny, in fact, that a large section of consumers today develops their own online purchasing choices, with clearly different needs and expectations than in the past; a feature amplified in the first months of the Covid-19 pandemic, in which the need to build a solid online presence and to develop all those elements that contribute to the structuring of the digital shopping experience has emerged with unprecedented strength by customers.

The company areas that have been most affected by this change - undertaken for several years now - are those most in contact with customers, marketing and communication. The fundamental step coincided with the construction and dissemination of a digital-oriented corporate culture. We have been undertaking this process for several years by modifying our business model, implementing various technological tools and, very importantly, training our internal staff. But interventions were also needed on technical and practical aspects, including the availability of new data and analysis, IT systems, operating models, as well as new professionals.

The development of IT tools

One of the first investments aimed at improving the company's technological infrastructure, a process consisting of several interventions:

- We have replaced servers and the Storage Area Network (SAN) by introducing the concept of virtualization and cloud computing, so as to increase flexibility, scalability and IT agility, significantly reducing costs;
- We have created a new unified network infrastructure, management independent of WAN networks, wired and wireless on campus, between all branches, in telecommuting and data center environments, orchestrated with domain-specific tools;
- We have modernized the hardware of company PCs, replacing desktops with notebooks (specifically designed to facilitate remote work);
- We have implemented the Google Workspace Enterprise platform (formerly Suite) complete with all the cloud-based work tools for collaboration between desktop and mobile.

At the same time, we intervened on the digital reorganization of the production processes of the various departments, starting with those deemed most strategic:

- We acquired the CRM / CDP Salesmanago platform for sales management;
- We have created a new institutional website, including e-commerce for cars and the possibility of carrying out video consultations through Google Meet, for the support and management of all remote signature scenarios (made possible by the Namirial Esignanywhere software);
- We acquired Qlik Sense, a data analytics platform used mainly to create company control and management reports; it allows you to easily upload and analyze data with business intelligence tools. It is also used for the control of production and profitability of the various departments of the company (workshop, spare parts warehouse, sales, vehicle management, etc.);
- We have implemented new features on the SAP / DMS Drakkar platform, including digital readers for the automation of the spare parts warehouse, automated solutions with touch screen for the management of job orders in the mechanical workshop and integration with DocFinance software for management of bank movements and flows, forecasting and accounting schedules, and cash flow;
- We have created an internal ERP / HUB platform for the control and management of production flows, the analysis of estimates, orders and contracts, archiving and document management.



The Smart Lab, when the dealer “conquers” the mall

The flagship of our ability to innovate the sales process is the Smart Lab, the first example of a permanent car showroom inside a shopping center. Born in April 2017, this project took shape at the “Shopville Le Gru” in Grugliasco (TO), where about 12 million people walk through each year and has provided us with great visibility in the national commercial landscape.

The resonance of this initiative has had such an impact as to arouse the curiosity of Elena Ford, great-granddaughter of Henry Ford II, a direct descendant of the founder of the car manufacturer, as well as global head of the retail experience of the house of the blue oval; Ford visited our office to learn about the new business model and learn more about the Smart Lab.

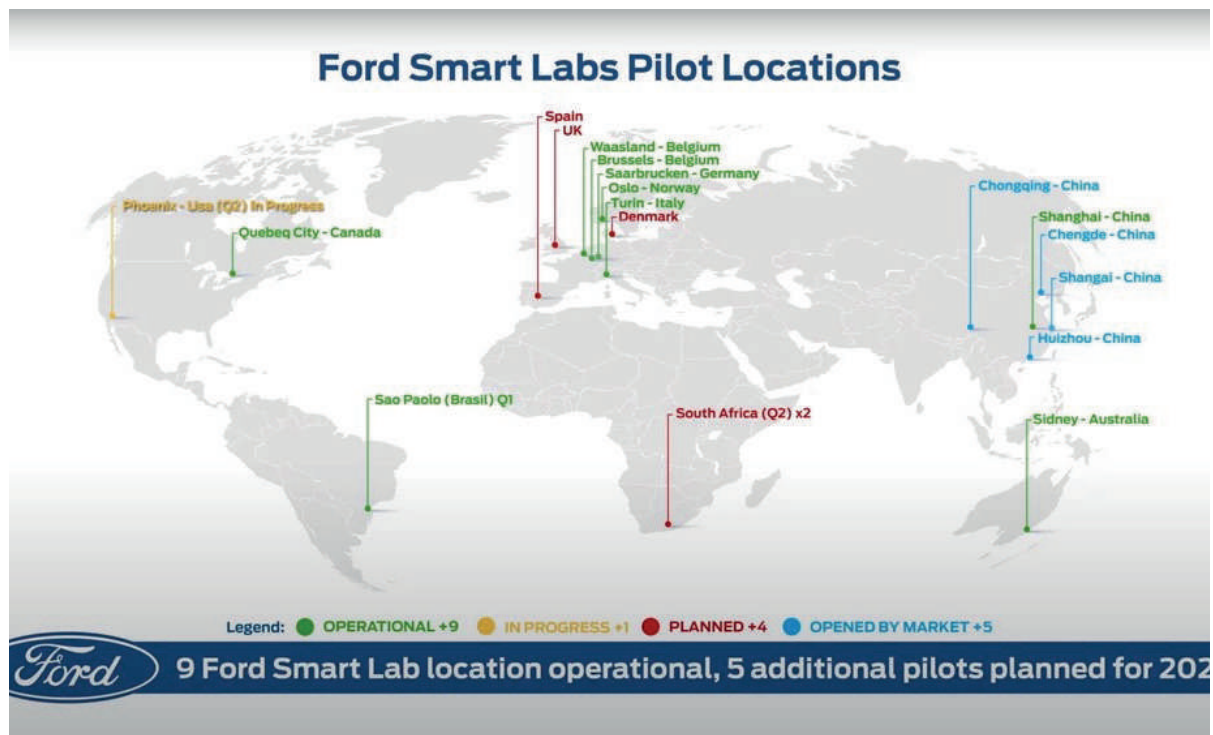
The results of this innovative project were not long in coming: in the first thirteen months, 1,344 cars were sold, on average 112 per month, and we carried out almost 21,000 test drives, all within a very dynamic context and with costs of considerably lower management than those of a traditional point of sale. In total, the sales of the Smart Lab amounted to 4,634 units, of which 495 in 2020, and 58,440 test drives carried out, 3,940 in 2020: sales volumes in 2020 are fewer compared to previous years due to prolonged inactivity resulting from the emergency health care from Covid-19.

The success of this first Smart Lab has attracted the attention and aroused the interest of Ford’s top management, who have decided to export the model to the rest of the world: today it is already present in 9 countries and other locations are being defined. There have been many international visits over the years by the CEOs of foreign dealerships of the Ford brand who have followed one another in our Grugliasco sales point to admire the results of our commercial experiment. The project was also the subject of attention from prestigious newspapers such as Forbes and our CEO Francesco Di Ciommo earned the title of Guru Ford Retail Experience, received by Elena Ford in person.

The introduction of these continuous innovations has allowed us to establish ourselves as one of Ford's referents in terms of customer approach methodologies, discussed in regular meetings with the Detroit headquarters.

201-4 Financial assistance received from the government

In 2020 we also benefited from the Covid subsidy for the 2019 IRAP balance and the 2020 IRAP deposit, for a total of € 80,066, as well as having accrued € 7,720 in tax credits for costs incurred to deal with the emergency. Covid-19 and limit the spread of the virus.



5.2 Quality and innovation of the service

At Authos, even the classic concepts of sale and rental have been revised in the name of innovation. Long-term rental, in particular, is an area in which we are investing a lot of time and energy. In fact, in recent years, many professionals and companies have chosen this way of using vehicles, guaranteeing certainty of costs and containment of the initial outlay.

The total cost of the long-term rental is established at the beginning and is then divided into monthly installments which also include the services associated with the use of the cars, including insurance, road tax and maintenance. This way our offers manage to be economically advantageous even if compared with the classic purchase solutions. The enhancement of the long-term rental offer sees a transformation taking place in the needs of the customer, who is increasingly sensitive to an overall mobility offer compared to the simple purchase of a car, which in this vision is no longer seen as an object of property, but as a service that lasts, on average, three years. Although the sales business continues to be conspicuous, the decisive adoption of more flexible forms than purchasing, such as long-term rental, has allowed us to relaunch our business with very satisfactory results.

We have also added a short-term mobility rent to the long-term rental, which does not require any assessment of the customer's creditworthiness. The mobility rent department is dedicated to daily mobility, is managed by a dedicated staff and boasts a fleet of over 400 cars, which allow savings of up to 50% compared to market prices. This new proposal has made mobility more accessible and easier, giving customers the opportunity to choose the model from the Ford range that best suits the needs and specific situations of the moment: hybrid-powered cars to support consumption methods that are more attentive to environmental issues, vans for special needs, such as removals or work in general, up to 7-seater vans, ideal for holidays in which not to worry about the space available.

To stimulate this type of rental, we have also launched the Authos Community, an app that allows our customers and partners to access discounts of up to 70%.



6. Quality of services and customer care

**Our business model is focused on the quality of the goods and services we offer and on customer management focused on three elements: fairness, attention to needs and transparency. We invest the time and resources that the customer needs to ensure reliable answers, the total understanding of the contract and commercial offers, as well as to ensure the best possible after-sales service through attentive customer service. These measures allow to establish lasting relationships with customers, based on dialogue, collaboration and trust.
(Francesco Di Ciommo)**

Ensure the customer quality products and services, through a continuous process of listening and attention to their needs and transparency of communication

How to effectively retain a customer? A crucial question for someone like us who is active in the commercial sector. In Authos this aspect has therefore always received great attention. The loyalty of our customers begins well before the sale itself: right from the moment of reception, it is essential for us to be ready to listen, analyze and satisfy any need. An attention that also constantly goes through the subsequent phases, from the test drive to the personalized proposal tailored to the customer's expectations.

This approach requires a great deal of energy, but has allowed us to build strong relationships with our customers. The benefits that followed in terms of reputation tell us that the path we have taken is the right one. Not only that: thanks to the professional approach of our employees, we have always placed ourselves at the highest levels in the national network of Ford dealers in terms of sales volumes, service and customer satisfaction. Customer care and attention to their needs have therefore established themselves as fundamental prerequisites for the success of our company, guiding principles that we put into practice every day.

416-1 Assessment of health and safety impacts by product and service categories

At the same time, we are always concerned with ensuring the purchase and rental of cars that meet the highest safety standards. As for the new Ford vehicles, we rely on the tests carried out by the parent company, which develops and applies cutting-edge technological solutions, able to guarantee the safety of its cars which, in some cases, even exceeds what is required by laws and regulations in force.

As for used cars, however, we carry out systematic checks to verify their suitability for circulation. We also provide for the replacement of oil, filters and any useful intervention to reduce emissions as much as possible, to provide the customer with a safe car that complies with the environmental parameters required by law.

417-1 Information and labeling requirements for products and services

Transparency is one of the cornerstones on which our relationship with the customer is based: we are scrupulous in providing all the documents and information useful for making an informed purchase and building a relationship of trust with our reality. All the Ford models we sell, for example, are accompanied by in-depth documentation, containing the information necessary for a correct and safe use of the car; these documents also provide an overview of the impacts on health and the environment that could result from failure to comply with the rules of use and maintenance recommended by the parent company. Also the sales consultants, following specific courses offered by Ford, provide customers interested in buying a new Ford car with the necessary information regarding our products and services, and also respond to their curiosities from an environmental or social point of view. The preparation of used cars of other brands is periodically tested by an internal commission that verifies its completeness in every aspect.

418-1 Proven Complaints Concerning Violations of Customer Privacy and Loss of Customer Data

Respect for the privacy of our customers is an essential aspect for us: we treat data with the utmost care and attention, in compliance with current regulations on the subject; to date, we have never received complaints about violations of the confidentiality of our customers.



7. Connection with the territory

102-12 External initiatives

413-1 Activities that require the involvement of local communities, impact assessments and development programs

Get connected with our territory, contributing to the development of a fair and supportive community.

**The connection with the territory has always been a focal topic for our company: there are many territorial initiatives undertaken with the aim of contributing decisively to the growth and development of the community that welcomes us.
(Francesco Di Ciommo)**

Building solid links with the territory and local communities is an objective that characterizes our way of doing business: for years we have been committed to making our contribution to the construction of a fair and inclusive society, with a view to a collective contribution to the well-being of the community. The most important initiatives that we launched or confirmed in this regard in 2020 are briefly described below.

Support for those on the front line against the health emergency

We have given two cars on free loan to the Civil Protection and three to the Italian Red Cross to enhance the coverage of assistance services, in addition to the basic ones, necessary due to the health emergency from Covid-19. These vehicles have helped to facilitate the delivery of medicines and food to the inhabitants who have contracted the coronavirus in the areas of Moncalieri, La Loggia, Turin and Val di Susa. In addition, we donated 300 Easter eggs to the Red Cross Committees of Moncalieri and Val di Susa, which were then distributed in city hospitals to health workers and volunteers working daily to deal with the health emergency.

Training of young people for a better future

For years we have been financially supporting Piazza dei Mestieri, an ambitious welcome, support and training project that involves thousands of young people, subtracting them from early school leaving and teaching them a profession through which they can integrate and build a life project⁴.

⁴ More on <https://piazzaeimestieri.it/>



Protection of animals

Aware of the frequency with which animals are abandoned, we have implemented a campaign to raise awareness and discourage this disgraceful behaviour, while also encouraging the adoption of animals. We also support L'albero di mais, an animal shelter in Moncalieri (in the province of Turin) that takes care of abandoned animals and their adoption.

Social value of sport

We have updated the Authos Play project and implemented it with new features. The project is an application through which we give space and visibility to the activities of young sportsmen and the various associations in the local area, promoting the values connected with sport.

Inclusiveness

In the editorial plan intended for our communication channels, we strive to raise awareness in the community on discrimination and those living in fragile settings, addressing urgent issues such as gender equality, disabilities and safety in the workplace.

In addition: our staff currently includes two individuals with Down syndrome; we have also made donations to A.I.R. Down, an association that focuses on the inclusion and integration of children with this syndrome.

Towards an increasingly sustainable environmental impact

To promote the use of cars with a reduced environmental impact, we have given the Town Council of Grugliasco a hybrid car free of charge, which is now permanently used by town hall employees. We have also launched our own electrification project, Authos GoElectric, installing charging stations and supplying electric vehicles to various wineries, with a view to promoting a more sustainable type of food and wine tourism.

8. Commitment to the environment

Pay attention to carefully manage materials, energy, water resources and direct and indirect emissions related to the use of vehicles.

**Safeguarding the environment is an ethical duty and a fundamental indicator of corporate quality. For these reasons, most of our marketing initiatives focus on products with careful management of material resources and characterized by low emissions.
(Francesco Di Ciommo)**

The impact of human activities on the planet that hosts us is a topic that is now as known as it is urgent; At Authos we are aware of how much the resolution of these problems depends on a collective effort, on the commitment of everyone: governments, companies of all sizes and individual citizens.

As a company and as citizens, we, therefore, assume the responsibility and commitment to integrate compliance with regulations and practices that have proven effective in protecting the environment and using resources responsibly into our growth objectives.

Furthermore, as Ford dealers, we understand with conviction the ambitious goals that the automaker has set itself in this regard: as far as we are concerned, we are determined to do our part of the job to achieve them.

The objectives of the Ford Group ⁵:

- **Achieve climate neutrality by 2050**
- **Zero emissions into the air produced by Ford facilities**
- **Use 100% local and renewable energy for all production plants by 2035**
- **Eliminate the water withdrawals for the production processes**
- **Eliminate landfill waste in all operations and eliminate single-use plastics by 2030**
- **Use only recycled and renewable plastics in vehicles.**

⁵For further information see “What Drives us - Ford Sustainability Report 2020” www.sustainability.ford.com

As car dealers, the main contribution that we believe we can make to reduce the environmental impact of our business is the promotion of hybrid or electric cars, both in our sales activities and, as already mentioned in the previous chapter, with initiatives and projects linked to the territory and the communities with which we relate.

Used materials

301-1 Materials used by weight or volume

Our consumption of materials is mainly attributable to workshop activities. During the processing we use in particular lubricating oils and greases, in addition to the components and spare parts necessary for the cars being repaired or maintained.

Materials used by weight

Material	Quantity (kg)
Oli	45.890
Lubrificants and greases	179

Components and spare parts, per unit purchased

Components	Quantity (pieces)	Component	Quantity (pieces)
Rear driveshafts	782	Joints	116
Alternators	95	Injectors and accessories	946
Shock absorbers	1.499	Sheet metal	2.761
Air conditioning	1.384	Rear windows	66
Batteries	440	Mufflers	616
Coils	39	Side skirts	10.297
Control Arms	295	Springs	591
Spark plugs and glow plugs	6.426	Engines	218
Bodywork	10.349	Oils and Liquids	6.005
Catalysts	346	Oil Seals	29.191
Rims	585	Tires	1.517
Belts	4.308	Radiators and accessories	80
Bearings	138	Radio and mobile phone accessories	3.743
Lights and accessories	1.589	Regulators	16.997
Filters	21.281	Drive shafts	72
Brakes and accessories	3.799	Steering and accessories	211
Clutches and accessories	103	Paints	152
Fuses	521	Windows and windshield	755
Brake shoes	57	Other	80.875

Energy

302-1 Energy consumed within the organization

Energy consumption is mainly due to room heating and workshop activities. Within the limits of the possibilities of intervention that our business allows us, we are determined to intervene in this area as well and for this reason, we are evaluating the transition, starting from 2021, to a supply of electricity obtained entirely from renewable sources.

Energy consumed by energy source⁶

Risource	Quantity (GJ)
Electricity	3.200
Natural gas	11.541
Diesel	2.187
LPG	111
TOTAL	17.039

Emissions into the atmosphere

305-1 Direct GHG emissions (Scope 1)

305-7 Nitrogen oxides (NOx), Sulfur oxides (SOx) and other significant emissions

Our direct greenhouse gas (Scope 1) emissions, those from sources that we control as Authos, are determined by the combustion of fuels used for space heating and the accidental leakage of refrigerants (R134a and R1234yf) used in the workshops.

The use of natural gas, diesel and LPG also causes a significant proportion of other emissions, such as NOx, SOx, CO and PM

The emissions

Emissions source	Unit of measurement	Quantity
Direct greenhouse gas emissions (Scope 1) ⁷	t CO2 eq.	1.041
From natural gas combustion ⁸	t CO2 eq.	719
From combustion of diesel fuel ⁹	t CO2 eq.	172
From LPG combustion ¹⁰	t CO2 eq.	7,28
From R-Gas ¹¹	t CO2 eq.	143
NOx	kg	364
SOx	kg	116
CO	kg	198
PM <2,5	kg	2,45

⁶Conversion factors:

Electricity: 1 MWh = 3,6 GJ

Natural gas: PCI = 35,1 MJ/m³

Diesel: data given in GJ

LPG: PCI = 24,4 MJ/l

⁷For the calculation of tons of CO2 for direct Scope 1 emissions, we refer exclusively to tons of CO2 from combustion.

⁸Lower Calorific Value: 35.1 MJ / m³. Emission factors: CO2 62.3 kg / GJ; NOx 25.6 g / GJ; SOx 0.61 g / GJ; CO 15.6 g / GJ; PM <2.5 0.11 g / GJ. Source: Ecoinvent 3.6

⁹Lower Calorific Value: 33.5 MJ / l. Emission factors: CO2 78.7 kg / GJ; NOx 29.2 g / GJ; SOx 49.8 g / GJ; CO 7.98 g / GJ; PM <2.5 0.53 g / GJ. Source: Ecoinvent 3.6

¹⁰Lower Calorific Value: 24.4 MJ / l. Emission factors: CO2 65.6 kg / GJ; NOx 40.0 g / GJ; SOx 0.22 g / GJ; CO 10.0 g / GJ; MW <2.5 0.20 g / GJ. Source: Ecoinvent 3.6

¹¹Emission factors: R134A 1.300 kg CO2e / kg; R1234YF 1 kg CO2e / kg. Source: IPCC 2013



Waste

306-1 Generation of waste and significant impacts related to waste

306-2 Management of significant impacts related to waste

306-3 Waste produced

The production of waste is almost entirely determined by the activities of the workshops. We take all the necessary precautions to avoid or minimize the possible impacts related to the production of waste, with particular attention to the dangerous ones, which in our case are represented by oils, batteries, tires and other components used for the repair and maintenance of cars. The management and treatment of waste is committed to a third party, which operates in compliance with the national and European laws that regulate the matter.

Production of waste

Material	Quantity (t)	% of the total
<i>Dangerous</i>	64	73%
Non-dangerous	24	27%
TOTAL	88	100%

Management Approach

The company manages the material issues identified through its materiality analysis process by means of the Management Approach adopted. The company's management of sustainability is to be interpreted in terms of policies, commitments, objectives and goals, responsibilities, resources, complaint mechanisms and specific actions. The management approach adopted by Authos with respect to its material issues is described below. The relationship between the material issues pertinent to Authos and Global Reporting Initiative (GRI) issues is set out in the GRI Content Index.

Material issue	Definition
1. Creation of business value	Creating value for the company determines its solidity and its ability to redistribute this both within and outside the company.
2. Innovation and digital approach	Innovation and digital development are key to pursuing continuous improvement. These tools are essential to creating new business processes, products and services.
3. Commitment to the environment	Focus on adequate management of material, energy and water resources, as well as of direct and indirect emissions related to vehicle use.
4. Employee well-being and involvement	Promotion of employee satisfaction and well-being from an inclusive and participatory perspective.
5. Quality of services and customer care	Ensuring customers receive quality products and services through an ongoing process of listening and attention to their needs, while guaranteeing transparency of communication.
6. Relationship with the local area	Connecting with the local area contributing to the development of a fair and supportive community.

Processes common to all material issues

Rationale and objectives

Material issues were identified by applying the principles for defining the content of the report, as well as through stakeholder engagement and the materiality analysis processes described in detail in chapter 2.

For each material issue pertinent to Authos, the scope within which a potential impact may be generated was identified:

- Within the company: in this case the impact primarily affects internal stakeholders
- Outside the company: external stakeholders are mainly affected by the impact
- Within and outside the company: the impact concerns all stakeholders.

In its management of material issues, Authos considers both potential direct impacts and indirect impacts deriving from its business activities

Complaint mechanisms

A complaint management policy supported by top management has been drawn up at Authos. This is a sign of the company's commitment to protecting the opinions of all stakeholders, a demonstration of corporate awareness and an effective tool for dialogue. Complaint management enables the company to learn about dissatisfaction among customers, employees, collaborators and any resources affected by or involved in the company's business activities. At the same time, it enables the company to remedy any such discontentment by means of initiatives directed at individual subjects and by implementing generalised solutions. From an operational point of view, the procedures followed by those in charge of complaint management, both within and outside of the organisation, includes forms of involvement of corporate functions responsible for a specific service. Said solutions contribute to complaint management in a manner that is consistent with the dynamics of the relationship with the specific counterparty, favouring solutions directed at preserving the continuity of existing relationships. Furthermore, upon the publication of the first sustainability report, stakeholders will be able to send requests and complaints to the contact details indicated therein.

Creation of business value

The creation of business value enables growth of a company's economic capital, giving rise to the pursuit of a greater profit-generation capacity. To this end, it is essential companies strengthen and improve risk management and control, in addition to the quality of their relations outside the company.

Scope of the material issue	Internally and externally: Authos, Internal workers, External collaborators, Suppliers - Manufacturer, Suppliers - Others, Customers, Investors and Shareholders, Companies and local communities.
Involvement of Authos in the impacts	Direct

MANAGEMENT TOOLS

Policies

Authos recognises that business value is also created by understanding the value of customers. The company regards presenting itself as reliable and credible to customers as fundamental to enable customers and other stakeholders to chose Authos without any concerns when purchasing a car or mobility service.

Commitments

Authos is committed to investing in people, information systems, content creation and management, and in optimising organisational processes.

Objectives and goals

Authos pursues continuous improvement to achieve ever greater corporate value that is recognised by all stakeholders and worked towards with the contribution of each individual working at the company.

Resources

As part of its management of the material issue, resources have been invested in creating new departments dedicated to process optimisation, continuous training and communication of the company's identity values.

Complaint mechanisms

The mechanisms through which complaints can be made regarding the material issue "Creation of business value" are developed in accordance with that described in the "Processes common to all material issues" section.

Specific actions

New departments dedicated to continuous training on products and company processes, in addition to departments supporting Customer Care and managing company contacts have been created at Authos. The company aspires to evolve its departments digitally in order to optimise processes. It also strives to increase perception of the brand.

Management assessment

Management of the material issue "Creation of business value" is assessed through monthly internal checks and by collecting feedback from stakeholders. During periodic checks, company performance is compared with objectives and goals, while also evaluating its successes and failures. Feedback is collected every time a certain function or office comes into contact with a stakeholder. Each company resource, in fact, is required to report any observations or comments to the relevant professionals.

Responsibilities

The following figures within the company are responsible for managing the material issue "Creation of business value":

- Chair and CEO
- CdG
- HR Manager
- Academy
- IT Manager
- Marketing Manager

Innovation and digital approach

Digital transformation involves a strategic evolution of the company which, by adopting a business model based on innovation and the digital approach, demonstrates greater adaptability and ability to react, providing a better experience for all stakeholders, internally and externally.

Scope of the material issue	Internally and externally: Authos, Customers, Investors, Local companies and communities, Financial institutes
Involvement of Authos in the impacts	Direct

MANAGEMENT TOOLS

Policies

Authos adopts policies based on implementing radical technological and organisational change, in order to improve working conditions and increase productivity and profitability. The corporate business model is, in fact, only feasible through a continuous digitalisation process and a corporate strategy developed from a digital perspective.

Commitments

Authos is committed to investing in digital infrastructures and in the training of human capital to implement and optimise new digital processes, including by entering into stable and constructive partnerships with companies and start-ups based on innovation (services and products).

Objectives and goals

Authos aims to digitise all internal business processes in order to improve the quality of work and services. The company also wishes to enhance the reputation of its brand in relation to this issue and develop and consolidate its role as a leader in the innovative offer of a new concept of mobility.

Resources

In its management of this material issue, the company employs resources to implement new tools, platforms and digital marketing tools, and creates innovative partnerships to develop mobility projects.

Complaint mechanisms

The mechanisms through which complaints can be made regarding the material issue “Innovation and digital approach” are developed in accordance with that described in the “Processes common to all material issues” section.

Specific actions

Authos has digitised all its processes. It pursues the implementation of tools for managing customer relations and aspires to strengthen its Digital Marketing. Authos also enters into new partnerships and develops applications for mobility.

Management assessment

Management of the material issue “Innovation and digital approach” is assessed through monthly internal checks.

Responsibilities

The following figures within the company are responsible for managing the material issue “Innovation and digital approach”:

- Chair and CEO
- Academy
- IT Manager
- Marketing Manager

Commitment to the environment

Safeguarding the environment, in the context of sustainable development, constitutes an ethical duty and an indispensable indicator corporate quality. For these reasons, most of our marketing initiatives focus on promoting low-emissions products that manage material resources adequately.

Scope of the material issue	Internally and externally: Authos, Clients, Local companies and communities
Involvement of Authos in the impacts	Direct

MANAGEMENT TOOLS

Policies

Authos intends to pursue sustainability in all its forms: environmental, economic and social. Environmental sustainability is fundamental to Authos, which has defined environmental innovation and awareness-raising policies concerning sustainable mobility and environmentally friendly behaviour.

Commitments

Authos undertakes to publish an annual Sustainability Report disclosing its environmental performance.

Objectives and goals

Authos aims to contribute to reducing the number of vehicles on the road that fail to meet the highest environmental protection standards by replacing them with hybrid and/or electric vehicles. Authos also promotes energy efficiency at offices and workshops, providing its contribution through communications and by raising awareness on good environmental friendly and protection practices.

Resources

Authos has employed dedicated human and economic resources to draw up this report.

Complaint mechanisms

The mechanisms through which complaints can be made regarding the material issue “Commitment to the environment” are developed in accordance with that described in the “Processes common to all material issues” section

Specific actions

Authos offers financial incentives on environmentally preferable products, such as hybrid and electric vehicles, thus contributing to the progressive replacement of old vehicles. Authos also supports the promotion and awareness of good practices through the use of social media and by creating partnerships with local authorities.

Management assessment

Management of the material issue “Commitment to the environment” is assessed by collecting feedback from stakeholders.

Responsibilities

The following figures within the company are responsible for managing the material issue “Commitment to the environment”:

- Chair and CEO
- HR Manager
- Academy
- Marketing Manager
- Sales

Employee well-being and involvement

Promotion of employee satisfaction and well-being inevitably ensues favouring inclusion and participation. The later is an important factor that undoubtedly has an impact on the well-being of workers, ultimately improving opportunities for self-development and work satisfaction.

Scope of the material issue	Internally: Authos, Internal workers, External collaborators
Involvement of Authos in the impacts	Direct

MANAGEMENT TOOLS

Policies

Authos pursues worker satisfaction through specific investments directed at heightening the well-being of workers and their families, generating a return of value for both the company and the beneficiaries.

Commitments

Authos provides training and retraining, manages workers and invests in insurance tools to ensure peace of mind throughout the working environment and for the families connected with the company.

Objectives and goals

The objective of Authos is to increase the well-being of workers and their families to generate a return of value and greater loyalty among resources.

Resources

To manage the issue, the company has set up an Academy dedicated to training and retraining of internal resources and has invested in worker health insurance policies.

Complaint mechanisms

The mechanisms through which complaints can be made regarding employee well-being and involvement are developed in accordance with that described in the “Processes common to all material issues” section.

Specific actions

Authos provides training in English for its employees and has also invested in purchasing Covid and accident policies gifted to its employees and collaborators.

Management assessment

Management of the material issue “Employee well-being and involvement” is assessed by collecting feedback from internal stakeholders.

Responsibilities

The following figures within the company are responsible for managing the material issue “Employee well-being and involvement”:

- Chair and CEO
- HR Manager
- Academy

Quality of services and customer care

The business model focuses on the quality of goods/services and on customer management concentrating on values such as fairness, attention to needs and transparency. The company invests time and resources to ensure reliable answers, transparency and an efficient customer care service at all stages of sale. These principles make it possible to establish lasting relationships with customers, based on dialogue, collaboration and trust.

Scope of the material issue	Internally and externally: Authos, Clients
Involvement of Authos in the impacts	Direct

MANAGEMENT TOOLS

Policies

Customer care is a prerogative for the company and to guarantee this priority, it has developed continuous assistance systems providing direct (in person and by phone) and digital (e-mail, whatsapp, social media) support.

Commitments

As part of its management of the material issue “Quality of services and customer care”, Authos undertakes to manage all information requests and reports within one hour.

Objectives and goals

Authos aims to have completely satisfied and loyal customers.

Specific actions

As part of its management of the material issue “Quality of services and customer care”, Authos offers continuous training to ensure resources are adequately trained in their dealings with customers. Authos has also set up the Business Development Centre (BDC), dedicated to transforming each contact into a sales opportunity.

Resources

Authos has invested significantly in resources for the Business Development Centre, Customer Care and the management of critical issues in relations with stakeholders.

Complaint mechanisms

Customers are supported at every stage of the sales process and can register complaints by sending reports of dissatisfaction to any of the company’s contact details available on the Web, on social media and by telephone.

Management assessment

Management of the material issue “Quality of services and customer care” is assessed by evaluating any complaints collected and through audits carried out periodically by the parent company.

Responsibilities

The following figures within the company are responsible for managing employee well-being and involvement:

- Chair and CEO
- Academy
- Bdc
- Marketing Manager

Relationship with the local area

Authos has always considered its relationship with the local area as extremely important and has invariably promoted local initiatives that contribute significantly to the growth and development of the community in which it is based.

Scope of the material issue	Externally: Authos, Local companies and communities
Involvement of Authos in the impacts	Direct

MANAGEMENT TOOLS

Policies

In its advocacy of corporate social responsibility, Authos favours corporate policies that are able to harmonise economic objectives with the social and environmental objectives of the local area of reference. It does this not only by investing in the quality of products or services, but also by advancing protection of the environment and health, energy saving and correctness of advertising information, in addition to promoting partnerships with local entities and projects directed at young people.

Commitments

Authos promotes collaboration with local authorities, sports and cultural associations, educational and social institutions to valorise the local area.

Objectives and goals

Authos aims to create economic and social value through relationships with various players in the local area.

Resources

Authos has invested company resources to analyse, research and implement work projects in various social contexts in the area.

Complaint mechanisms

The mechanisms through which complaints can be made regarding the material issue “Relationship with the local area” are developed in accordance with that described in the “Processes common to all material issues” section.

Specific actions

As part of its commitment to its relationship with the local area, Authos has entered into partnerships with local institutions to develop projects promoting sustainable mobility. Authos has also held university seminars and collaborated with cultural and sports associations to establish projects dedicated to developing the local area. The company has supplied vehicles to the local first aid agencies.

Management assessment

Management of the material issue “Relationship with the local area” is assessed by collecting feedback from stakeholders.

Responsibilities

The following figures within the company are responsible for managing employee well-being and involvement:

- Chair and CEO
- Marketing Manager

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Tabella obiettivi

Material issue	Target	Goal	Deadline
Business value creation	Maintain customer satisfaction at high levels	> 12% of turnover	End of 2021
	Digitization of internal business processes	90% of business processes digitized	End of 2021
		+ 22% online sales	End of 2021
		+ 5% increase in qualified leads	End of 2021
Commitment to the environment	Reduction of energy consumption in offices and workshops	Implementation of actions to reduce the energy consumption of offices and workshops such as the use of LED lights or similar	End of 2021
	Reduction of the production of dangerous waste	Implementation of actions to reduce the production of waste, especially hazardous	End of 2021
	Development of communication activities and awareness of good practices for the protection and respect of the environment	+ 15% communication activities developed	End of 2021
	Increase in sales of electric and hybrid vehicles	+ 26% sales of electric or hybrid vehicles	End of 2021
	Well-being and involvement of the employee	Increase the well-being of workers and their families to generate a return of value and greater loyalty of resources	Reduction of the negative turnover rate compared to the values presented in the 2020 report
Reduction in the injury rate compared to the values presented in the 2020 report			End of 2021
Increase in average training hours compared to the values presented in the 2020 report			End of 2021
Quality of services and customer care	Ensuring high standards of quality and customer care	-10% Reduction in the number of complaints	End of 2021
Connection with the territory	Create economic and social value through the management of relationships with the various parties in the area	+ 15% activities promoted in the area	End of 2021



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