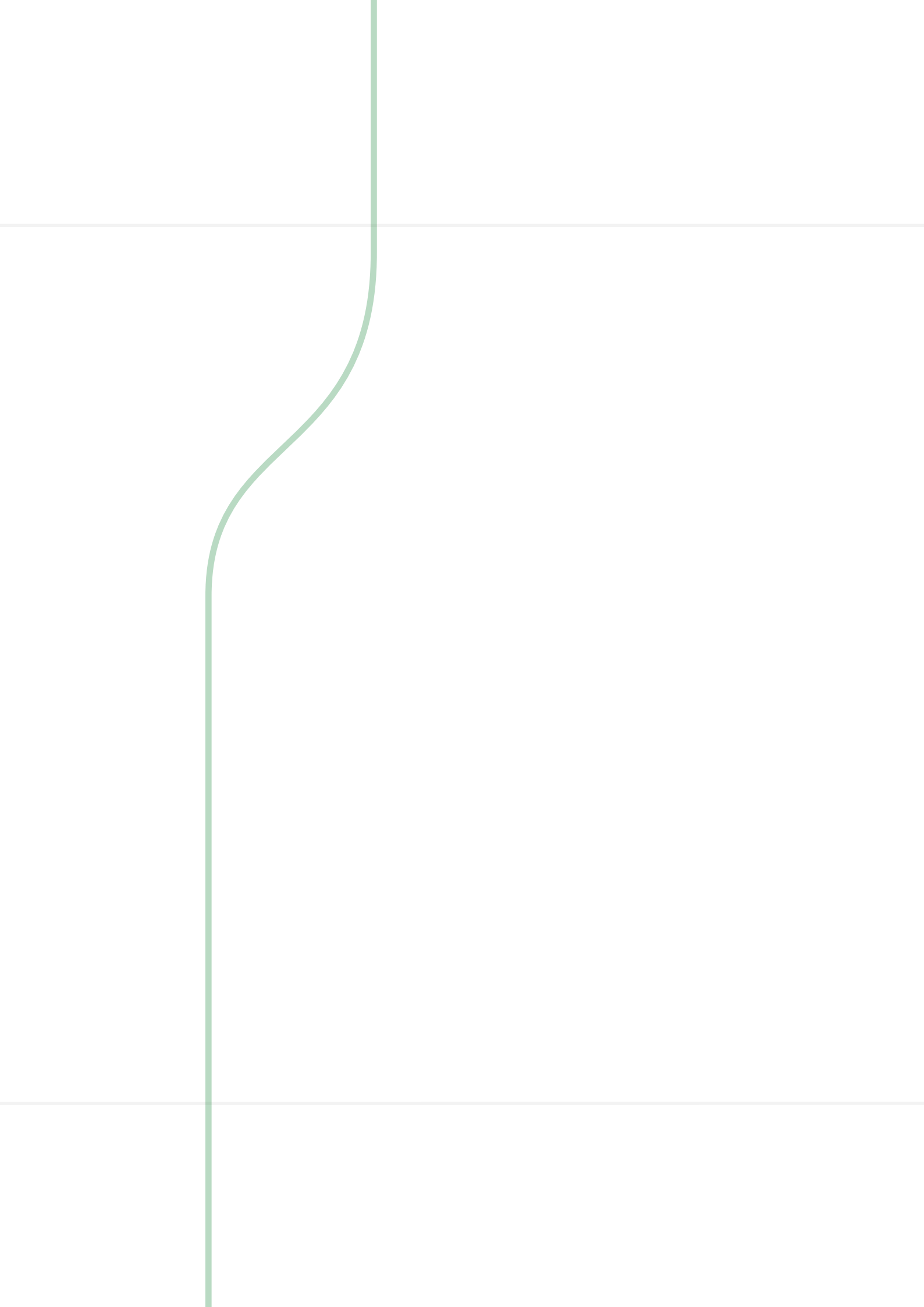


2020

# *Sustainability* *Report*



**autostrade** // per l'italia



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# Letter to stakeholders

## Dear Stakeholders,

This document is Autostrade per l'Italia Group's first Sustainability Report. We felt it was necessary not only to tell our stakeholders about the results achieved and the initiatives launched in 2020 but, above all, to describe how the Company has defined its ambitions and outlined its goals for a sustainable growth.

The dramatic events of 2020, with the spread of the Covid-19 pandemic, acted as an accelerator. We now live in a world where it is no longer possible to imagine a growth and value creation path that does not combine respect for the environment, focus on social responsibility and good corporate governance rules.

In such context, the Group has continued along its transformation journey towards an integrated mobility management system centred around infrastructure safety and resilience, a continuous dialogue with its customers stakeholders and the capacity to develop its resources and talent.

Autostrade per l'Italia's transformation process is leveraged on a €21 billion investment and maintenance program, making the company one of the country's leading infrastructure investor. Meeting our commitment by ensuring at the same time a sustainable approach to network development, an effective dialogue with local communities and a constant attention to workers' safety are some of the priorities that the Company has set for itself. For these reasons, we'll ensure that the basic principles of sustainability will be applied in all phases of the infrastructure's life cycle.

The path to sustainable growth depends more and more on Autostrade per l'Italia's ability to innovate and digitalise systems and processes and to transfer sustainability principles and metrics throughout its supply chain. In this first report, we have therefore devoted special attention to these issues.

During 2020, the Company continued to operate with the utmost commitment to ensure service continuity and safety on the entire network and ensured protection to its own people. The effort continued in 2021, with further impetus given to the network maintenance and modernisation program, testified by the more than 19,000 structural inspections carried out and the launch of a new monitoring platform that uses machine learning and artificial intelligence tools to ensure timely monitoring of infrastructure conditions.

During the same period, Autostrade per l'Italia has also increased its commitment to reduce the environmental impact of its activities, cutting energy consumption and CO<sub>2</sub> emissions and increasing its waste recycling rate to over 85%. The project launched in 2021 for the construction of high-powered electric charging stations to be placed in service areas also goes in this direction. The first stations have already been installed in 2021 and by 2023 there will be 100, extended to the Company's entire motorway network.

The Transformation Plan launched in 2020 is the starting point of a journey to redefine the Group's vision and strategy by placing sustainability at the heart of the process.

Autostrade per l'Italia strives to be a leader in the application of sustainability criteria to the construction and management of complex infrastructures and, as such, wants to make its own contribution to the "Green New Deal" initiatives. In 2021, Autostrade per l'Italia reaffirmed its ambition by defining material topics and sustainability targets and launching a series of initiatives to incorporate sustainability criteria in infrastructure lifecycle management. During the same period, an ESG rating process has also been launched and commitments have been entered into for a "Net Zero" transition with SBTi.

Managing a safe and resilient network; fostering competence at the core, in an open working environment; developing innovative services for a new travel experience and, above all, placing sustainability at the centre of the infrastructure lifecycle. These are the future challenges for Autostrade in its journey towards a new sustainable mobility model.



**Giuliano Mari**  
*Chairman*



**Roberto Tomasi**  
*Chief Executive Officer*

# Executive summary

Placing sustainability at the centre of value creation is a requirement that can no longer be ignored: the climate emergency, the technological evolution destined to radically change mobility models, growing attention to social and environmental issues and financial markets that are increasingly selective in investment choices that favour sustainability criteria all dictate this.

This set of external factors came into play at a time in Autostrade per l'Italia's life already characterised by a strong drive towards change after the Genoa tragedy and represents the backbone of the Transformation Plan.

The challenge facing the Group today is the ability to virtuously combine development and operational excellence objectives with increasing attention to the dimension and parameters of sustainability in all its forms, i.e. respect for the environment, social inclusivity and good governance rules. This means:

- minimising the environmental impact of building and managing infrastructure and at the same time guaranteeing its resilience over time in a scenario characterised by phenomena linked to climate change; continuing the process of reducing the carbon footprint through energy efficiency, the use of green energy sources and investments in new ways of powering vehicles;
- affirming the centrality of people, our workers, customers and other stakeholders, who are guaranteed an inclusive working environment, capable of enhancing talent and where no forms of discrimination or inequality are tolerated; safety and service quality standards aligned with best practices;
- adopting a transparent governance model, which prevents any violation of the system of values,

expressed in the code of ethics and conduct, which identifies the Group's guiding principles; redefining the entire production chain with a view to sustainability.

With this first Sustainability Report, Autostrade per l'Italia has decided to illustrate its ambitions, objectives and initiatives enacted to ensure a transition to a fully sustainable infrastructure management model, continuing along a path that it has already embarked upon: suffice it to think of the reduction in accident rates or the investments made over a decade ago in the field of photovoltaics.

With the launch of the Transformation Plan, the Company has decided to mark a change of pace and fully integrate sustainable development objectives into its strategy. Operational excellence, digitalisation, a review of values, the centrality of people and infrastructure sustainability are the cornerstones on which the Group bases its operations for the coming years.

For each of the three dimensions of sustainability (Environmental, Social and Governance - ESG), the main issues at the centre of the Group's attention have been identified. Details of the material topics and the methodology adopted to identify them are described in Chapter 2.

Chapter 3 provides details about the Group's ambitions and illustrates the medium/long-term objectives that have been defined for each of the key figures identified through the materiality analysis.

An analysis of 2020 performance and medium-term objectives, with a description of ongoing actions and projects to be launched, is contained in Chapter 4, dedicated to environmental issues, in Chapter 5 where results and initiatives in the social field are

described, and in Chapter 6 where the system of governance rules and the new model for relations with suppliers are addressed.

Particular attention is paid to two areas in which the Company has put its ability to innovate and build complex infrastructure at the service of a sustainable growth objective. Chapter 7 illustrates how innovation capacity and the digital transformation are instrumental in achieving the Group's sustainability objectives.

Chapter 8 describes the new model for building sustainable infrastructure, starting from the example of the Bologna Bypass project. The infrastructure of the future must be resilient to climate change, socially inclusive, technologically advanced and increasingly safe.

The Group's major investment and maintenance program of around €21 billion will require ever greater attention to be paid to these aspects at every stage of the infrastructure's lifecycle: from the design and procurement stage through to construction and subsequent maintenance.

The document concludes with a section on sustainable finance. Today and even more so in the future, financial markets will assess the creditworthiness of companies not only on the basis of their economic performance, but increasingly on their ability to represent and document a sustainable growth path. Autostrade per l'Italia's ambition is to be a recognised and reliable partner for these financial operators too. In this regard, the Company has started a process that will soon lead to the certification of its ESG objectives and results.

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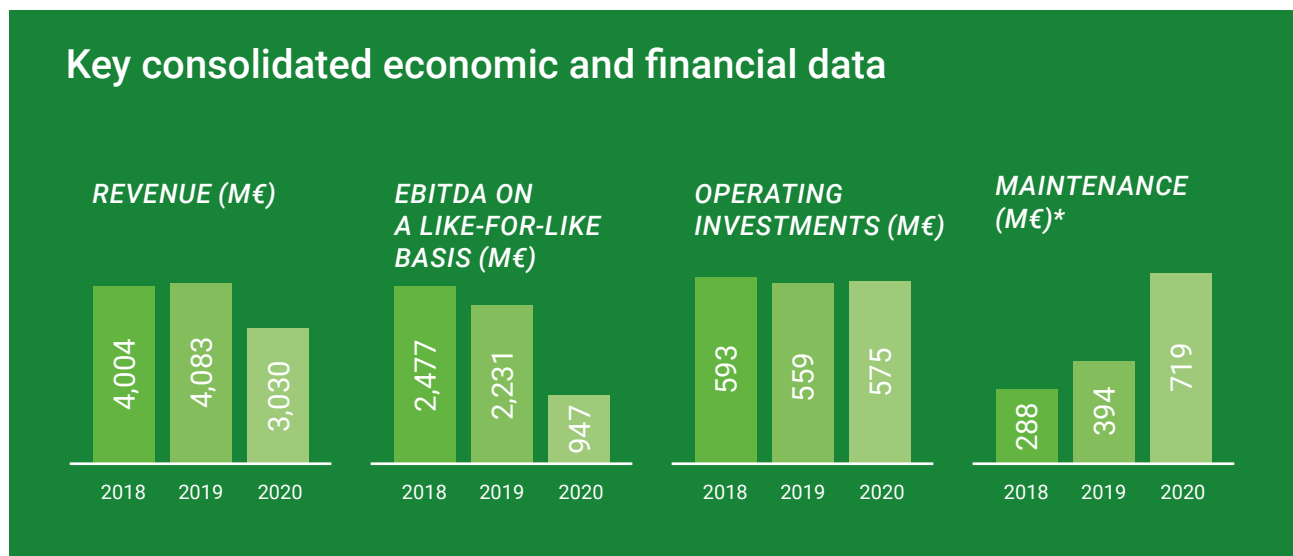
# 1

## The Group



The Autostrade per l'Italia Group (hereinafter also referred to as the "Group")<sup>1</sup> is one of the leading integrated mobility operators, directly and through its subsidiaries managing over 3,000 km of infrastructure network in Italy, equal to more than 50% of the entire national motorway network, and operating through its subsidiaries in engineering and construction services and the implementation of technological solutions for mobility.

The network under concession crosses 15 regions and 60 provinces, with 218 Service Areas, over 4,200 bridges and viaducts and roughly 420 km of tunnels.



\* Maintenance costs do not include charges incurred by Autostrade per l'Italia for the demolition and reconstruction of the San Giorgio Viaduct

It should be noted that the 2020 indicators were highly influenced by the effects of the Covid-19 emergency.

Despite the difficulties linked to the negative economic situation, in 2020 the Group continued to invest in the network and increased maintenance activities.

The graphs show EBITDA on a like-for-like basis, net of extraordinary items, for details of which reference should be made to the annual financial reports published on Autostrade per l'Italia's website ([www.https://www.autostrade.it/en/investor-relations/bilanci](http://www.https://www.autostrade.it/en/investor-relations/bilanci) - 2018, 2019, 2020 - section 2.2, Group financial review).

(1) The Group's profile refers to the structure in 2021, which includes Pavimental (acquired in January 2021) and Free To X (established in January 2021)

## The Group's operating segments

**autostrade** // per l'italia

### MOTORWAY ACTIVITIES



Tangenziale di Napoli  
100%



Autostrade Meridionali\*  
58.98%



SAT\*  
99.99%



SITMB  
51%



Raccordo Autostradale  
Valle d'Aosta  
47.97%

### ENGINEERING AND CONSTRUCTION



Tecne  
100%



Pavimental  
99.4%

### INNOVATION AND TECHNOLOGY



Movyon  
100%



Free To X  
100%

### OTHER SERVICES



AD Moving  
100%



Essediessè  
100%



Giove Clear  
100%

(2) MOVYON is currently the brand of the Company Autostrade Tech S.p.A., whose name will soon be changed

\* In compliance with the concession arrangement and whilst awaiting the outcome of the tender process to award the concession to a new operator Autostrade Meridionali is continuing to operate the motorway

\*\* Law 8/2020, which converted the 2020 Milleproroghe Decree into law, has introduced a provision setting 31 October 2028 as the date until which Autostrade Tirrenica will operate the sections of the A12 motorway already opened to traffic (Livorno-Grosseto-Civitavecchia). Autostrade Tirrenica has challenged the legislation before Lazio Regional Administrative Court, requesting a ruling on whether the articles in the operator's Single Concession Arrangement, which sets the expiry date for the concession as 2046, are still valid and in force.

## Motorway concessionaires



|   |  |
|---|--|
|    | <b>AUTOSTRADAE PER L'ITALIA</b><br>Km of network: 2,855<br>Concession expiration: 2038                     |
|    | <b>SOCIETÀ AUTOSTRADA TIRRENICA</b><br>Km of network: 55<br>Concession expiration: 2046                    |
|    | <b>RACCORDO AUTOSTRADALE VALLE D'AOSTA</b><br>Km of network: 32<br>Concession expiration: 2032             |
|  | <b>SOCIETÀ ITALIANA PER IL TRAFORO DEL MONTE BIANCO</b><br>Km of network: 6<br>Concession expiration: 2050 |
|  | <b>TANGENZIALE DI NAPOLI</b><br>Km of network: 20<br>Concession expiration: 2037                           |
|  | <b>AUTOSTRADAE MERIDIONALI</b><br>Km of network: 52<br>Concession expiration: 2012                         |
|  | <b>NETWORK MANAGED BY ANAS AND OTHER CONCESSIONAIRES</b>   |

## Autostrade per l'Italia's contribution to sustainable growth

Under the new Plan currently being approved by the Grantor, Autostrade per l'Italia is committed to implementing one of the country's most significant infrastructure development and investment programs. The Plan calls for €14.5 billion in investments and €7 billion in maintenance by the end of 2038. A significant portion of these investments are expected to be made in the coming years, thus contributing to economic recovery after the dramatic slowdown caused by the spread of the Covid-19 pandemic.

The Group's commitment will have significant repercussions on employment and on Italy's economic growth.

|   | Investments<br>€bn, 2020-2038 |   | Maintenance<br>€bn, 2020-2038 |
|---|-------------------------------|---|-------------------------------|
| LIGURIA   | 5.3                           | of which €4.2 bn<br>in New Works (es. Gronda) | 1.2                           |
| EMILIA<br>ROMAGNA   | 3.0                           | of which €2.4 bn<br>in New Works              | 0.8                           |
| TUSCANY   | 2.7                           | of which €2.1 bn<br>in New Works              | 1.0                           |
| LOMBARDY  | 0.9                           | of which €0.5 bn<br>in New Works              | 0.9                           |
| VENETO  | 0.4                           | of which < €0.1 bn<br>in New Works            | 0.4                           |
| PUGLIA, MARCHE,<br>LAZIO, ABRUZZO,<br>CAMPANIA <sup>1</sup> | 2.1                           | of which €0.2 bn<br>in New Works              | 2.5                           |
|   | <b>14.5</b>                   | of which €9.4 bn<br>in New Works              | <b>6.8</b>                    |

## Monitoring of engineering, construction and innovation activities

Four subsidiaries play a central role in the implementation of the Transformation Plan, oversee strategic activities and work in synergy to achieve the objectives.



Tecne operates in the field of design engineering services, project management and safety coordination and ensures the implementation of investments, acting as “Technical Authority”..



MOVYON (Autostrade Tech) is the Group's technology partner in charge of designing and implementing Intelligent Transport Systems and solutions.



Pavimental is one of Italy's leading construction companies specialising in the construction, maintenance and modernisation of road and rail infrastructure. Pavimental also develops materials and technologies for road paving.



Free To X, founded in 2021, operates in the development of advanced services for sustainable mobility and is committed to the creation of the most extensive European high-powered charging network for electric vehicles on motorways.

## Company structure

When this document is being drafted, Autostrade per l'Italia is part of the Atlantia group, which holds 88.06% of the share capital. The remaining capital is held by Appia Investments S.r.l. and Silk Road Fund, which hold 6.94% and 5.00% respectively.

On 10 June 2021 Atlantia's Board of Directors approved the binding offer to acquire 88.06% of Autostrade per l'Italia's share capital, submitted by the consortium led by Cassa Depositi e Prestiti, together with the Blackstone and Macquarie funds. Work is currently under way to finalise the agreement.





# 2

## Materiality analysis



The materiality analysis has the dual objective of identifying the issues that are relevant to internal and external stakeholders and providing a useful tool for the Company to verify its positioning on these issues.

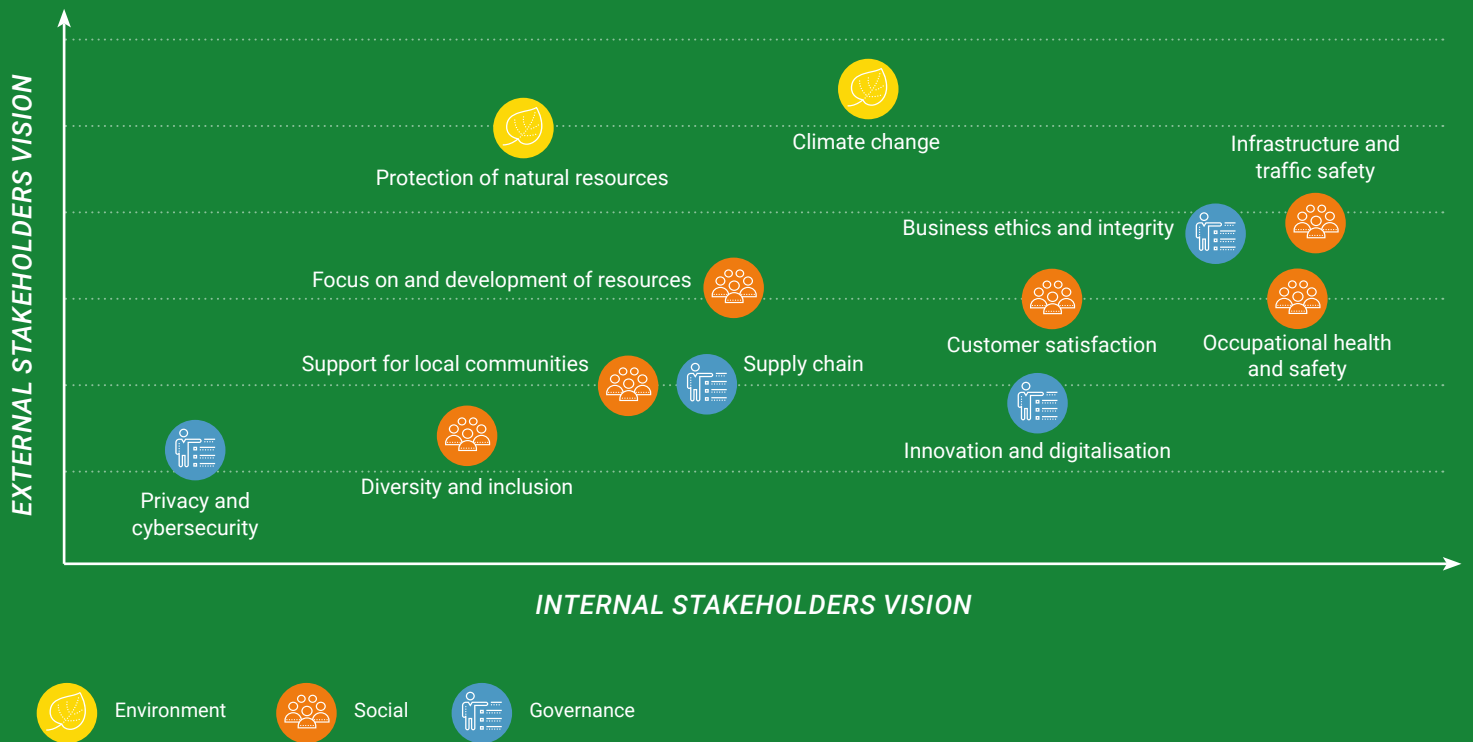
The analysis was conducted in accordance with the principles set out in the GRI Framework (Standard 101) and the guidance provided by the SASB (Sustainability Accounting Standards Board) for the infrastructure sector (Infrastructure - Engineering & Construction Services).

The process that led to the definition of the matrix containing the material topics was developed over several stages:

- preliminary identification of material topics through documentary analysis, considering first of all the media, internal press review, investor requests, internal documentation, regulatory evolution;
- construction of the materiality matrix for the reference industrial sector (infrastructure managers and design and construction companies) and classification of the topics that emerged in the three ESG dimensions;
- verification of the pertinence of the sector matrix topics with respect to the Group's vision by means of internal discussions for sharing them;
- formal approval of the matrix by the management in a dedicated workshop and initiation of the approval process to map the correspondence between the business plan and the issues that emerged from the analysis and identify specific objectives and targets, if necessary extending the scope of the initiatives planned.

The process led to the definition of the matrix shown below with the 12 material topics - of which 2 are environmental, 6 social and 4 governance - on which the Group has chosen to focus. Human rights is one of the topics dealt with in the "Diversity and Inclusion" section, and respect for such rights is included in the commitments set forth in the Group's Code of Ethics. Since the Company does not conduct business in countries considered to be at risk, respect for human rights is not treated separately as a material topic. As far as environmental matters are concerned, as regards the "Protection of natural resources" it was decided to focus on a series of aspects closely related to the development and management of the motorway infrastructure, such as the environmental impact of new works, waste and water resource management, acoustic impact and the adoption of the circularity principle. Risk management matters have been included in the "Business Ethics and Integrity" topic.

## Material topics for the Autostrade per l'Italia



In addition, three of the twelve material topics identified (infrastructure and traffic safety, customer satisfaction and innovation and digitalisation) do not precisely correspond to the reporting standard adopted. This is a possibility expressly provided for by the GRI itself, which in any case leaves companies the option of independently reporting on topics considered material beyond those included in the standard.

Finally, the topics on which the Group has focused are in line with the Sustainable Development Goals (SDGs) defined in 2015 by the United Nations, which constitute the fundamental reference framework for all parties committed to promoting the principles of sustainability.



| Material topics for Autostrade per l'Italia identified in the Sustainability Report                      | Reference GRI topics                  | SDGs  |
|--|---------------------------------------|---|
| <br><b>Environment</b>  | Climate change                        |    |
|  | Protection of natural resources       |    |
| <br><b>Social</b>     | Infrastructure and traffic safety     |    |
|  | Occupational health and safety        |    |
|  | Support for local communities         |  |
|  | Focus on and development of resources |  |
|  | Diversity and inclusion               |  |
|  | Customer satisfaction                 |  |
| <br><b>Governance</b> | Business ethics and integrity         |  |
|  | Privacy and Cybersecurity             |  |
|  | Supply chain                          |  |
|  | Innovation and digitalisation         |  |





A vertical strip on the left side of the page shows an aerial view of a multi-lane highway bridge crossing a lush, green forested valley. The bridge has concrete pillars and a smooth road surface. The surrounding area is densely wooded with various shades of green.

# 3

## **Sustainable growth: the ambition of Autostrade per l'Italia**

## Autostrade per l'Italia now has a unique opportunity to make a decisive contribution to the adoption of a sustainable motorway infrastructure management and development model.

The transformation process embarked upon in 2020 places sustainability at the centre in line with the objectives of the UN 2030 Agenda for Sustainable Development and places the Company's ambition in a perspective consistent with its commitments and time horizons. This is a process that will accompany Autostrade per l'Italia throughout the duration of the concession and redesign the set of rules and commitments the Company has towards, first and foremost, the Grantor but, more generally, all of its stakeholders.

The trajectories towards a sustainable model encompass, first of all, the integrated management of the entire infrastructure lifecycle, with a renewed focus on its resilience and safety features. In this context, measures have been taken to ensure the sustainable development of the infrastructure to be built, such as the Gronda di Genova and the Bologna Bypass, as well as an increasing commitment to the circular re-use of materials to help reduce the environmental impact of works.

A new model for building and managing infrastructure goes hand-in-hand with the ambition to transform the relationship with users by offering innovative services to make the travel experience safer, more connected and more enjoyable, and to encourage "smart" integration between the motorway and urban infrastructure.

Lastly - a central element of Autostrade's ambition - there is the awareness that it is not possible to manage the sustainable lifecycle of works and a new orientation towards customer relationships without paying attention every day to building up adequate human resources, knowledge and experience and a system of good governance rules in line with the best market practices. This is a great challenge: to combine infrastructure and traveller service innovation and digitalisation within a sustainable development process.

Aware that sustainability first and foremost requires a process of continuous improvement, every single topic that emerged from the materiality analysis was subject to a careful evaluation process that involved the entire Company and its management. The objective of the analysis was not only to report on what has been done but, above all, to define objectives and initiatives that can give weight and substance to Autostrade per l'Italia's ambition: to become a leading operator in the creation and management of sustainable mobility systems.



The process that led to the translation of the Company's ambitions into objectives that the entire management commit was divided into several stages:

- firstly, the Group's current level of maturity was assessed with respect to the individual material topics, considering factors such as the availability and comprehensiveness of source data, the value of targets and the stage of implementation of the related initiatives;
- subsequently, the impact on material topics of the initiatives and projects that Autostrade per l'Italia has launched was verified;
- lastly, the initiatives that will make Autostrade per l'Italia a leader in its sector, not least because of its commitment to adopting a sustainable growth model, were incorporated within the Transformation Plan.

Autostrade per l'Italia is one of the country's largest contracting authorities, with over €21 billion in investments and maintenance. Making this important multi-stakeholder program fully compatible with ESG objectives is one of the Company's main ambitions.

To do this, Autostrade per l'Italia intends to intervene throughout the infrastructure lifecycle, guaranteeing the adoption of sustainable design criteria, engaging its supply chain and seeking to minimise the environmental impact of its works through the increasing re-use of materials.

Providing its users with safe infrastructure resilient to climate change that will last over time. Offering an increasingly pleasant and connected travel experience thanks to the use of new technologies. Ensuring a workplace where everyone can express their talent in a context built on good governance rules.

This is Autostrade per l'Italia's ambition.

|   | Material topic                            | KPI   | Target  | SDGs  |
|---|---|---|---|---|
| <br><b>Environment</b> | <b>Climate change</b>                     | Emissions in tCO <sub>2</sub> e                             | <b>2023, Group:</b><br>1) Group Baseline Review Scope 1, 2, 3<br>2) Identification of Scope 1, 2, 3 reduction targets certified by Science Based Target Initiative (SBTi) |    |
|   | <b>Protection of natural resources</b>    | % waste sent for recovery/recycling-use <sup>3</sup>        | <b>2023, Group:</b><br>>90%   |    |
|   |   | Obtaining Envision Certification                            | <b>2023, Autostrade per l'Italia:</b><br>Bologna Bypass and Gronda di Genova  |   |
| <br><b>Social</b>    | <b>Infrastructure and traffic safety</b>  | % completion of assessment on major structures <sup>4</sup> | <b>2024, Autostrade per l'Italia:</b><br>100%   |    |
|   |   | Fatal Accidental Rate <sup>5</sup>                          | <b>2024, Group:</b><br>0.22<br>The Group aims to further reduce this value in the medium term (2030) to 0,20  |   |
|   | <b>Occupational health and safety</b>     | LTIFR (Lost Time Injury Frequency Rate) <sup>6</sup>        | <b>2023, Group and third party companies:</b><br><10<br>The Group has set the objective of further reducing this value in the medium term (2030) to below 1               |  |
|   | <b>Focus and development of resources</b> | Average annual hours of training provided                   | <b>2023, Group:</b><br>25h/year per employee  |   |
|   | <b>Diversity and inclusion</b>            | % gender gap (women - men) <sup>7</sup>                     | <b>2023, Group:</b><br>30% - 70% (N-1,N-2) <sup>7</sup>   |  |
|   |   | % gender pay gap <sup>8</sup>                               | <b>2023, Group:</b><br>0%   |   |
|   | <b>Customer satisfaction</b>              | Customer Satisfaction Index                                 | <b>2022, Autostrade per l'Italia:</b><br>Definition of targets according to the new CSI model   |  |

(3) This refers to waste produced directly by the Group companies



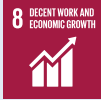

(4) This refers to bridges, viaducts and tunnels

(5) Fatal accident rate = number of fatal accidents per 100 million km travelled

(6) LTIFR = total number of accidents at work involving at least one day's inability to work, excluding commuting accidents in own vehicles / hours worked x 1,000,000

(7) Percentage referring to direct and second-level reports of the Chairman and CEO, evaluated by Hay methodology grade

(8) Pay gap evaluated with the same organisational role performed

|  | Material topic                                      | KPI   | Target   | SDGs  |
|--|---|---|--|---|
|  <p><b>Governance</b></p> | <b>Business ethics and integrity</b>                | % monitoring of relevant transactions/day <sup>9</sup>                    | <b>2023, Autostrade per l'Italia:</b><br>100%  | <br><br> |
|  |   | Average annual hours pf advanced training in legality and anti-corruption | <b>2023, Group:</b><br>20h/years SMP <sup>10</sup> and 12h/ years Executives         |   |
|  | <b>Privacy and Cybersecurity</b>                    | no. of customers data breaches  | <b>2022, Group:</b><br>0   |   |
|  |   | % system enhancement of periphery monitoring <sup>11</sup>                | <b>2023, Autostrade per l'Italia:</b><br>60%   |   |
|  | <b>Supply chain</b>                                 | % of suppliers assessed according to ESG criteria                         | <b>2022, Autostrade per l'Italia:</b><br>100% (excluding open tenders) <sup>12</sup> |   |
| <b>Innovation and digitalisation</b>   | Digital Acceleration Index - quartile <sup>13</sup> | <b>2023, Group:</b><br>2 <sup>nd</sup> quartile                           |  |   |

(9) Daily transactions related to processes such as purchases and payments

(10) Single Procedure Manager pursuant to Legislative Decree 50/2016 as amended

(11) This refers to the enhancement of advanced cybersecurity systems applied to network assets such as tunnels and toll booths

(12) This refers to open invitations to tender for supplies, services and works above threshold (€200k for supplies and services; €5M for works)

(13) The Boston Consulting Group's Digital Acceleration Index is a survey designed to assess an organisation's digital maturity and ambition by defining an overall score that can be attributed to 4 levels of digital maturity (i.e., quartiles, where 1st quartile is "leader" and 4th quartile is "beginner")



Emissions

83,915 CO<sub>2</sub>(t)

-6,0% vs 2019

Scope 1 - Scope 2

Energy

12 GWh

self-generated  
from renewable  
sources

Monitoring

4.213

environmental  
monitoring  
measurements

Recovered waste

86%

+6,0% vs 2019



# 4

## Environment

|                                 |    |
|---------------------------------|----|
| Climate change                  | 31 |
| Protection of natural resources | 37 |

Key numbers

The Group is committed to raising the quality level of the services it offers and to guaranteeing the development of the infrastructure under concession, integrating environmental sustainability into its business model.

Objectives relating to the main environmental topics have therefore been defined, aimed at reducing the environmental impact of business processes and continuously improving performance.

The Group has consolidated its objectives of contrasting climate change in line with its “Net Zero” ambition, committing itself to a path that includes the certification of environmental targets according to the standards set by SBTi (Science Based Target initiative)<sup>14</sup> and at the same time has launched a series of initiatives aimed at reducing its carbon footprint<sup>15</sup>.

Central to the approach to environmental sustainability is the definition of a reference framework for the construction and maintenance of motorway infrastructure in accordance with environmental and social sustainability principles, which strives to incorporate ESG topics starting from the project design phase. Autostrade per l'Italia has set itself the objective of obtaining the Envision sustainability certification<sup>16</sup> initially for two of the major infrastructure projects to be built in the next few years: the Bologna Bypass, for which certification procedures have already started, and the Gronda di Genova. The two projects have a combined value of approximately €6 billion, representing 40% of the total investments envisaged over the plan period.

(14) SBTi is a joint initiative between the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI) and the WWF which aims to encourage companies to set targets for reducing CO<sub>2</sub> emissions consistent with the goal of limiting global warming to 1.5/2 degrees above pre-industrial levels.

(15) The carbon footprint is a parameter used to estimate the greenhouse gas emissions caused by an organisation, expressed in tonnes of CO<sub>2</sub> equivalent.

(16) Envision is a protocol implemented in order to obtain an infrastructure sustainability rating (<https://www.envisionitalia.it/>)

# Climate change

 2020  
 Highlights

|                                    |   |  |                                |
|------------------------------------|---|--|--------------------------------|
| Consumption                        | Emissions   | Energy                                   | Energy efficiency              |
| 1,092                              | 83,915  | 12 GWh                                   | -25 GWh                        |
| TJoule<br>energetic<br>consumption | CO <sub>2</sub> (t)<br>-6,0% vs 2019<br>Scope 1 - Scope 2 | self-generated<br>from renewable sources | during the period<br>2010-2020 |

The Group measures its carbon footprint by separating the contributions of direct emissions (Scope 1), indirect emissions from energy consumption (Scope 2) and other indirect emissions due to the Company's activities that are not under its direct control (Scope 3).

Within Scope 3, the Group currently monitors: motorway congestion phenomena, emissions from the purchase and transport of materials for works, emissions from employee travel and methane and electricity losses during transport and delivery. The Group has set itself the objective of redefining its emissions baseline and, in particular, assessing additional Scope 3 components (e.g. vehicles, suppliers, etc.).

In 2020, total emissions in Scopes 1 and 2 and those in Scope 3 were reduced from those of 2019 by about 6% and 14%, respectively. These reductions were influenced by the restrictive measures imposed on traffic following the Covid-19 pandemic and the more general slowdown in consumption.

| Emissions (tCO <sub>2</sub> )                     | 2020          | 2019          |
|---|---------------|---------------|
| Automotive  | 18,265        | 19,187        |
| Generators  | 337           | 301           |
| Heating   | 7,180         | 7,048         |
| Cogeneration                                      | 1,202         | 1,636         |
| Installations                                     | -             | 3             |
| <b>Total direct emissions (Scope 1 GRI 305-1)</b> | <b>26,985</b> | <b>28,175</b> |
| <b>Indirect emissions (Scope 2 GRI 305-2)</b>     | <b>56,930</b> | <b>61,068</b> |

*Location Based*

| Emissions (tCO <sub>2</sub> )                      | 2020          | 2019                              |
|--|---------------|-----------------------------------|
| <b>Indirect emissions (Scope 2 GRI 305-2)</b>      | <b>61,462</b> | <b>68,179</b> <i>Market Based</i> |
| CO <sub>2</sub> emissions from motorway congestion | 25,085        | 30,740                            |
| Fugitive emissions and T&D losses                  | 3,594         | 3,982                             |
| Purchase and transport of materials for works      | 9,162         | 8,182                             |
| Employee travel                                    | 275           | 1,242                             |
| <b>Total emissions (Scope 3 GRI 305-3)</b>         | <b>38,116</b> | <b>44,146</b>                     |

The table below provides a breakdown of the Group's energy consumption by type.

| GRI 302-1                         | Unit of measurement | 2020         | 2019         |
|-----------------------------------|---------------------|--------------|--------------|
| <b>Energy consumption by type</b> | <b>TJoule</b>       | <b>1,092</b> | <b>1,117</b> |
| Petrol, Petrol (hybrid)           | TJoule              | 2            | 2            |
| LPG                               | TJoule              | 12           | 9            |
| Diesel                            | TJoule              | 298          | 312          |
| Electricity                       | TJoule              | 707          | 714          |
| Natural gas/Methane               | TJoule              | 74           | 80           |

Material topic

Climate change

2023 Target

Emissions in CO<sub>2</sub>

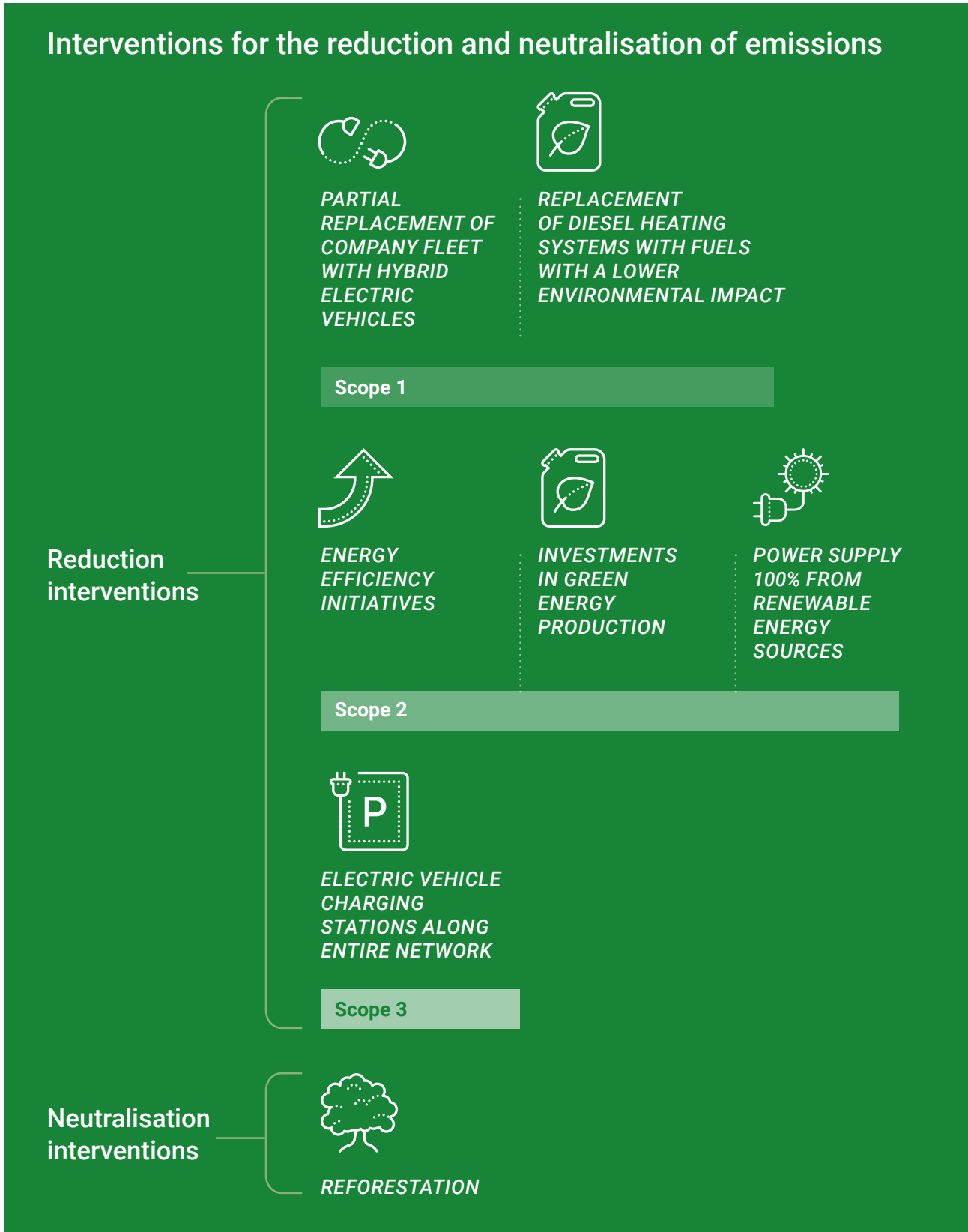
- 1) Group Baseline Review Scope 1, 2, 3
- 2) Identification of Scope 1, 2, 3 reduction targets certified by Science Based Target Initiative (SBTi)

SDG





In continuity with the CO<sub>2</sub> reduction initiatives already undertaken, Autostrade per l'Italia has defined a series of projects with a 2023-24 time horizon that will contribute to reducing its carbon footprint.



## Scope 1 hybrid vehicles and reduction of diesel consumption

The Company has launched a project for the partial replacement of Company vehicles with endothermic engines with electric/hybrid vehicles and the installation of charging stations at the Corporate Headquarters, National Branches and maintenance posts.

The “diesel free” project calls for the gradual phasing out of diesel-powered heating systems in favour of new systems that use heat pumps or low environmental impact energy carriers, such as methane or LPG. By 2024, about 60 new plants are expected to be operating, for an expected investment of roughly €2 million and a 45% reduction in CO<sub>2</sub> emissions, equal to about 400 tonnes/year of CO<sub>2</sub>.

## Scope 2 electric charges in the Service Area

Initiatives  
already  
undertaken

Already in 2008 Autostrade per l'Italia launched a series of energy efficiency initiatives:

- lighting of light towers with higher performance optic lighting devices;
- lighting of station shelters and forecourts with the installation of LEDs;
- permanent lighting in tunnels with the installation of LEDs;
- brightness adjustment of lighting systems in tunnels and Service Areas.

The combination of these initiatives has made it possible to reduce energy consumption over the last decade by more than 23 GWh and to avoid the emission of about 8,430 tonnes of CO<sub>2</sub>.

Moreover, the Company is also active in the field of trigeneration, having built three plants at the Corporate Headquarter in Rome and the Data Centre in Calenzano (FI) since 2014, which have allowed it to self-produce over 2 GWh/year of electricity, with a more efficient use of energy sources.

In addition to the initiatives already under way, Autostrade per l'Italia is carrying out a major energy efficiency upgrade on 450 tunnels in its network. The intervention consists of replacing the current inlet circuit lighting fixtures with new LED technology fixtures. The estimated investment is over €23 million and will make it possible, when fully operational (2024), to achieve energy savings of about 10 GWh / year with a reduction of more than 3,200 tonnes of CO<sub>2</sub>/year.

Autostrade per l'Italia has been running projects for over a decade aimed at spreading the use of photovoltaic technology for power generation. To date, the Company can count on 164 photovoltaic plants in operation, with a total installed capacity of 10.8 MWp and electricity produced of approximately 12 GWh/year, 40% of which is self-consumed directly on site. These plants have avoided about 4,000 tonnes of CO<sub>2</sub>/year

The “Green Island” project aims to double the number of photovoltaic energy plants (317 plants in total) and calls for an investment of approximately €25 million. When fully operational, a total of 39 GWh/y will be

produced, equal to 22% of the average total network requirement (175 GWh/y) and there will be a reduction of approximately 14,000 tonnes of CO<sub>2</sub>/year thanks to self-consumption of 14 GWh/y.

As of 2021, Autostrade per l'Italia's electricity requirements will be covered by a supply coming 100% from certified renewable sources and all Group Companies' electricity supply contracts will be "green" by 2023.

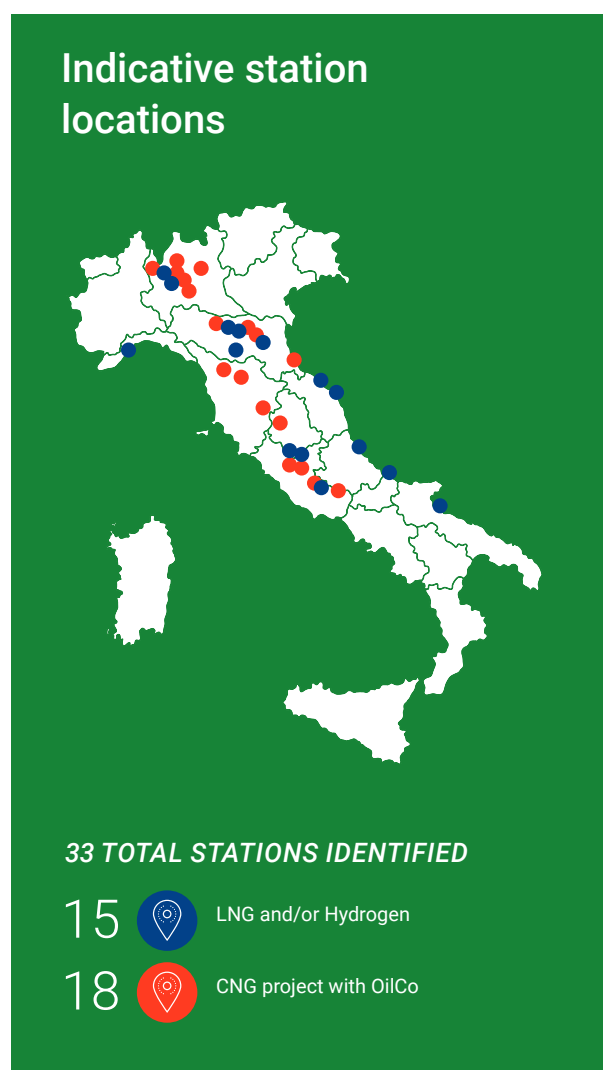
### Scope 3 electric charges in the Service Area

In a national context in which electric mobility is lagging behind the main European countries (about 0.2% of the fleet on the road, although up significantly), the Company, through its subsidiary Free To X, will invest in the installation of one of the most extensive European networks of high-powered charging stations for electric vehicles on motorways. By creating this infrastructure, the Group aims to contribute to the spread of electric mobility throughout the country.

Free To X's plan envisages that, when fully operational, up to 100 high-power (at least 300kW) charging stations will be built in the network of Autostrade per l'Italia and the other subsidiary concessionaires. Four to six multi-client charging points will be installed at each station, allowing average charging times of 15 to 20 minutes.

The first two rapid electric charging stations on Autostrade per l'Italia's network were inaugurated on 12 May and 12 August 2021, respectively in the Secchia Ovest (Modena area) and Flaminia Est (Roma Nord) Service Areas.

Projects aimed at developing systems for "sustainable mobility" also include the plan to build new stations for the distribution of alternative fuels in addition to those already existing (CNG, LNG and Hydrogen), also in partnership with sector operators.



## CO<sub>2</sub> neutralisation: the green repopulation

Also as part of its efforts to reduce CO<sub>2</sub> emissions, Autostrade per l'Italia has launched a "green repopulation" project to upgrade the areas under concession by planting plants. The project, in addition to having a positive impact on air quality and CO<sub>2</sub> absorption, also contributes towards improving the landscape.

In this regard, 94 sites have been identified for a total of about 150 hectares to be redeveloped, consisting of unused spaces in Service Areas, areas adjacent to interchanges, toll stations and motorway carriageways.

The project covers 12 regions (29 provinces and 79 municipalities), with a prevalence in the Centre-South and in the border areas between Lombardy and Piedmont, with a total investment of approximately €9.5 million. In the reforestation work, the use of native plants will be favoured in order to facilitate and speed up their growth, to maximise CO<sub>2</sub> absorption in the shortest possible time.

Considering a time scenario from 2023 to 2050, which takes into account plant growing time, an average absorption of about 2,677 tonnes of CO<sub>2</sub>/year is estimated<sup>17</sup>.

## Autostrade per l'Italia's Net Zero commitment

The Group has decided to start the process of defining decarbonisation targets in line with the "Net Zero" ambition and with the objective, enshrined in the 2015 Paris Agreement, of limiting global warming by 2050 to a level of no more than 1.5°C higher than pre-industrial levels.

The definition of the Group's Net Zero strategy will be developed in several stages and will start from a definition and measurement of the Group's overall carbon footprint. A reference benchmark in line with the 1.5°C scenario will be developed in order to then define targets as well as the initiatives to be implemented to achieve them. The initiatives will then be ranked according to three different levels of priority: 1. initiatives to reduce emissions (e.g. energy efficiency, self-production, purchase of green energy) 2. initiatives to neutralise emissions (e.g. green interventions) 3. residual offsetting measures (e.g. purchase of carbon credits)

The path described fits into and complements the Transformation Plan launched by the Company in 2020.

In order to certify the elements of the Net Zero strategy (baseline and identified targets) and formalise the Group's commitment, the process was initiated to define the targets to be submitted for SBTi (Science Based Target initiative) certification, with the aim of also obtaining the Carbon Disclosure Project (CDP) rating<sup>18</sup>.

(17) The calculation of CO<sub>2</sub> absorbed is linked to plant growing time and takes into account the following assumptions: during the growth phase, between 2023 (year of completion of the project) and 2030, total absorption of about 6,000 tonnes of CO<sub>2</sub> (about 6 tonnes per hectare per year); after 2030, when the plants are mature, absorption of about 3,327 tonnes of CO<sub>2</sub> per year (approximately 22 tonnes per hectare per year).

(18) CDP (formerly the Carbon Disclosure Project) is the global disclosure system for managing the environmental impacts of the private sector, the most important and widespread reporting system capable of providing environmental information and data to investors and the market.

# Protection of natural resources

|                 |                 |                   |                                 |
|-----------------|-----------------|-------------------|---------------------------------|
| Waste generated | Recovered waste | Water withdrawals | New works                       |
| 28,008 t        | 86%             | 914 MI            | ISO 14001                       |
| -0,4% vs 2019   | +6% vs 2019     | -1,1% vs 2019     | extension to construction sites |

2020  
Highlights

Autostrade per l'Italia recently extended ISO 14001 certification to the entire scope of its business, in particular to construction sites for new works. To date, the ISO 14001 certification has also been acquired by other Group companies, representing an overall percentage of 93% of 2020 consolidated revenues. Pavimental, which was acquired in 2021, also has the ISO 14001 certification.

Waste produced by the Group is managed according to principles of environmental sustainability that favour prevention, recycling and recovery. In 2020, the total waste produced by the Group amounted to approximately 28 thousand tonnes (-0.4% on 2019), approximately 86% of which was recovered/recycled (80.8% in 2019).

| Waste by type and disposal method |                     |               |               |
|-----------------------------------|---------------------|---------------|---------------|
| GRI 306-2                         | Unit of measurement | 2020          | 2019          |
| <b>Non-Hazardous Waste</b>        | <b>Tonnes</b>       | <b>27,353</b> | <b>27,513</b> |
| Recovery                          | Tonnes              | 23,860        | 22,638        |
| Landfill                          | Tonnes              | 771           | 2,017         |
| Incineration or other disposal    | Tonnes              | 2,722         | 2,858         |
| <b>Hazardous Waste</b>            | <b>Tonnes</b>       | <b>655</b>    | <b>608</b>    |
| Recovery                          | Tonnes              | 127           | 94            |
| Landfill                          | Tonnes              | 11            | 114           |
| Incineration or other disposal    | Tonnes              | 517           | 400           |

In 2020, approximately 39 thousand tonnes of materials were used, broken down by type as shown in the table below.

| Materials used by weight and volume     |                     |               |               |
|---|---------------------|---------------|---------------|
| GRI 301-1 Materials by weight or volume | Unit of measurement | 2020          | 2019          |
| <b>Materials</b>                        | <b>Tonnes</b>       | <b>38,584</b> | <b>30,158</b> |
| Paper                                   | Tonnes              | 212           | 267           |
| Bituminous conglomerate                 | Tonnes              | 4,102         | 2,162         |
| Milled materials                        | Tonnes              | 3,223         | 1,145         |
| Absorbent sepiolite                     | Tonnes              | 166           | 246           |
| New Jersey barriers                     | Tonnes              | 29,878        | 24,860        |
| Paints/thinners                         | Tonnes              | 209           | 135           |
| Glass                                   | Tonnes              | 185           | 93            |
| Cement                                  | Tonnes              | 9             | 100           |
| Plastic                                 | Tonnes              | 488           | 588           |
| Bitumen                                 | Tonnes              | -             | 24            |
| Bitumen emulsions                       | Tonnes              | 26            | 274           |
| Metal, iron and steel                   | Tonnes              | 63            | 256           |
| Batteries                               | Tonnes              | 21            | 6             |
| Other significant materials             | Tonnes              | -             | 0.1           |

## Working to foster the circular economy

Autostrade per l'Italia's objective is to recover milled asphalt produced by pavement maintenance activities and, more specifically, by the demolition of motorway surfaces. The current percentages of use of recovered milled material, established in the technical specifications, are: 30% for the base layer, 25% for the bonding layer, 15% for the wear layer.

In 2020, the volume of milled material recovered was 13% of the total volume produced by planned pavement maintenance activities (equal to approximately 70,600 cubic meters).

## Focus on the protection and management of water resources

The Group pays particular attention to the protection and management of water resources. The Company, together with its concessionaires, ensures the management of discharges, authorisation procedures and any adaptations of treatment systems with respect to best available technologies, both for buildings and for rainwater from Service Area forecourts.

The quality of wastewater in each drain is periodically monitored; with regard to platform water, for new works (extensions of 3, 4 lanes, etc.), where required by the environmental impact assessment procedures, treatment systems subject to periodic maintenance have been installed.

In addition, operational methods are provided for the prevention of stormwater contamination (salt storage pile covers, storage of waste in covered containers and containment tanks for paints and varnishes). In the event of spills due to accidents, operations are coordinated by the Operation Centres in accordance with consolidated procedures that call for, where necessary, the activation of reclamation operations by qualified and authorised companies.

Water consumption, both from the aqueduct and from groundwater through wells, is constantly monitored and periodically measured. Considering the high number of withdrawals, monitoring is aimed primarily at detecting emergency situations such as unidentified leaks; this control system has made it possible over the years to reduce such occurrences and at the same time lower consumption.

In 2020, 914 million litres of water were withdrawn at Group level compared to 924 million litres in 2019 (-1.1%).

| Water withdrawal by source and category |                     |            |            |  |
|---|---------------------|------------|------------|--|
| GRI 303-3                               | Unit of measurement | 2020       | 2019       |  |
| <b>Groundwater</b>                      | <b>Megalitres</b>   | <b>456</b> | <b>450</b> |  |
| fresh water                             | Megalitres          | 36         | 13         |  |
| other                                   | Megalitres          | 420        | 437        |  |
| <b>Water from third parties</b>         | <b>Megalitres</b>   | <b>458</b> | <b>475</b> |  |
| fresh water                             | Megalitres          | 394        | 353        |  |
| other                                   | Megalitres          | 64         | 121        |  |
| <b>Total</b>                            | <b>Megalitres</b>   | <b>914</b> | <b>924</b> |  |

## Reducing the infrastructure noise impact

Autostrade per l'Italia has developed a national plan of noise containment and abatement measures (PCAR) in accordance with the provisions of Ministry of Ecological Transition Decree of 29/11/2000, implementing Framework Law 447/95 "Framework Law on Noise Pollution", which envisages, for a total investment of €1

billion, the installation of noise mitigation measures on more than 1,000 km of network, intended to protect around 3 million people living near the motorway, involving 14 regions and more than 700 municipalities in the project.

In order to achieve acoustic mitigation objectives, various types of interventions have been planned: noise barriers, total or open-air soundproof coverings (baffles) and direct interventions on buildings (soundproof doors and windows).

The total surface area of noise barriers will amount, once the program is completed, to approximately 4,000,000 m<sup>2</sup>, with an average height of 4.2 m, while the soundproof coverings will amount to approximately 160,000 m<sup>2</sup>.

The order in which interventions are carried out is defined on the basis of a national ranking that takes into account an acoustic priority index, linked to noise levels and the exposed population.

Project progress to 2020 is approximately 45% when evaluated in terms of roadway rehabilitated and 57% when measured by the percentage of the population affected.

## Managing the environmental impact of investments

The expansion of the motorway network involves the construction of new infrastructure, consisting of either extensions of existing stretches of motorway or variations on the original route. These works are characterised both by considerable technical complexity (such as the Santa Lucia Tunnel, inaugurated in 2020, the longest 3-lane tunnel in Europe and one of the 5 largest in the world in terms of overall size), and by significant interactions with the environment, the landscape and local communities. These interactions take place both during the construction phases and after the works are completed.

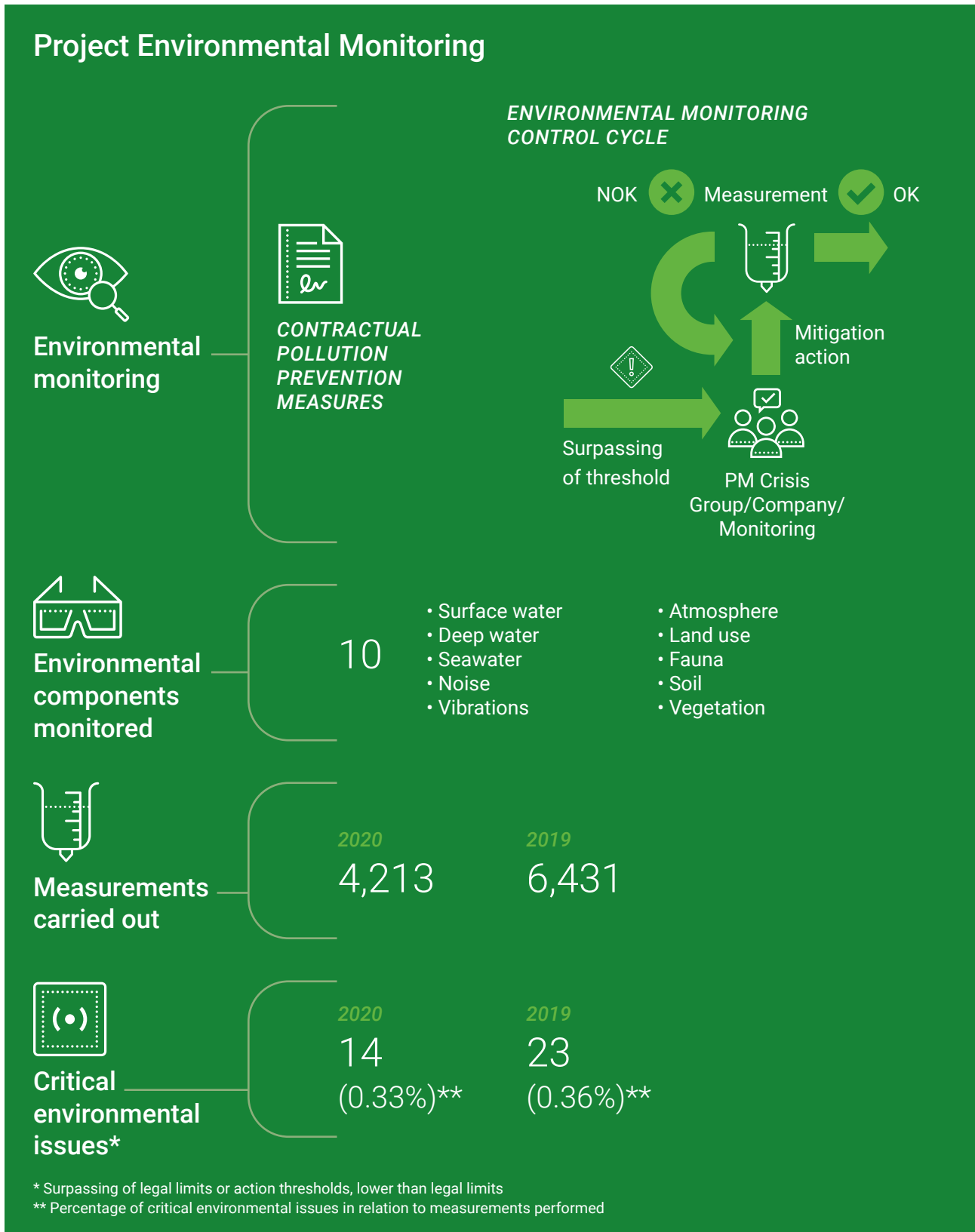
Proper management of a project's environmental impact begins with the involvement of all local and national stakeholders during the project approval process (public debate, Environmental Impact Assessment procedure and Service Conference). With regard to the construction of the new works, the executive project defines the mitigation measures deriving from the interaction of the infrastructure with environmental matrices (soil and subsoil, surface water environment, vegetation, flora and fauna, noise emissions, vibrations and atmospheric pollutants, landscape and archaeology), including those referring to the construction phase.

Autostrade per l'Italia has tested and implemented an environmental management model which involves the various players in the construction process.

Indeed, projects for the construction of new works include detailed environmental specifications that define the contractor's obligations in terms of environmental protection and a quality control plan that allows the Project Management staff to monitor these obligations. Autostrade per l'Italia also carries out environmental monitoring consisting of instrumental and field measurements covering all environmental components in the ante, in-progress and post-operam phases to keep any environmental impacts under control both during and after construction. If environmental monitoring reveals critical issues, a crisis group is convened with the presence of the contractor, project management and monitoring specialists, which defines the necessary mitigation actions to be implemented.



Environmental monitoring, together with the control activities carried out by specialised Project Management figures, is therefore the tool for verifying the assessments made in the environmental impact studies and thus enables the environmental compatibility of the work to be reported on the basis of the data collected.



The large number of measurements performed and the use of preventive thresholds lower than the legal limits guarantee widespread controls and the continuous monitoring of emergency situations.

The decrease in the control measures carried out in 2020 compared to 2019 is mainly due to the completion of some works as part of the expansion projects under way (Barberino Florence North and Florence South Incisa sections), the slowdown in the preparatory activities for the construction of the Gronda di Genova (pending the start of works) and a more general slowdown in construction sites due to the restrictions caused by the spread of Covid-19.

Autostrade per l'Italia's Environmental Observatories ensure complete transparency in stakeholders relations by making available all information on projects, works and environmental monitoring measures carried out (see, for example, the Observatory on the Gronda di Genova project: <https://osservatorio.grondadigenova.it/>).

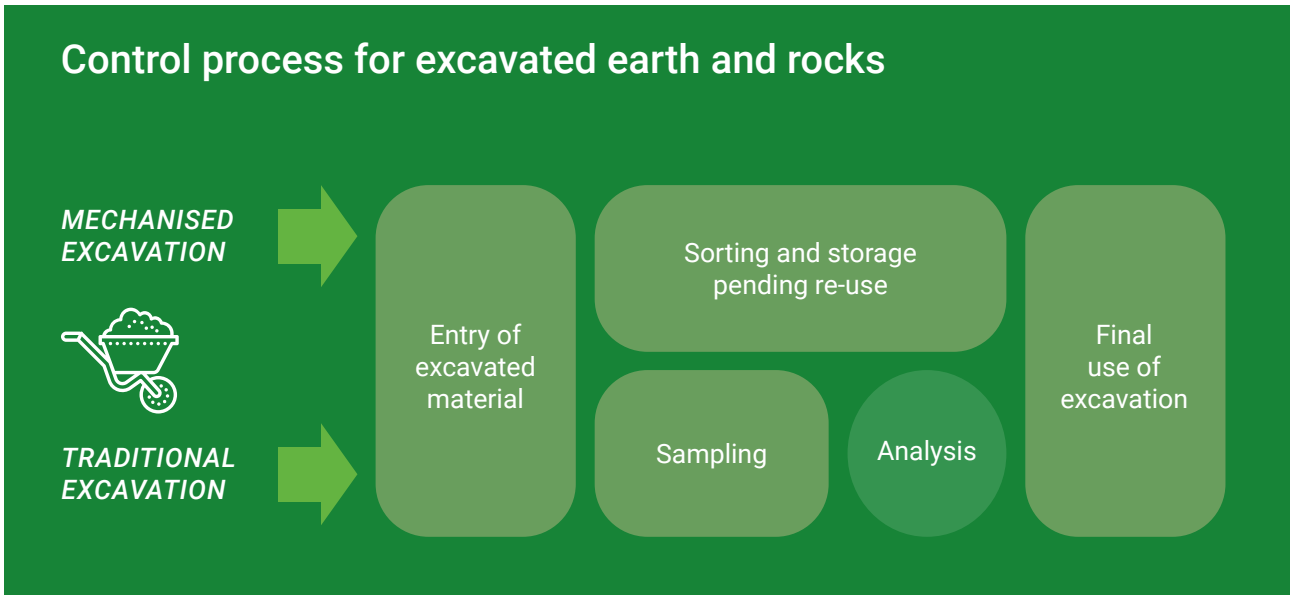
### **An example of environmental mitigation: the re-use of excavated soil and rocks**

Autostrade per l'Italia, together with the Group Companies (Pavimental and Tecne), pays particular attention to the development of construction and management methods meant to reduce the consumption of natural resources (e.g. quarry aggregates, soil) and limit waste production. The "Utilisation plans" which, together with the provisions of the environmental specifications, regulate the environmentally compatible use of excavated earth and rocks as "by-products"<sup>19</sup>, are integrated in all projects for new works.

With reference to the investment plan being implemented starting from 2022, the average percentage of re-use of excavated materials expected at the end of the works is 92%. This percentage is equal to the ratio between the total volume of excavated earth and rock expected to be re-used in the project as by-products and the total volume of excavated material. The Group aims to guarantee compliance with project forecasts, thanks to the implementation of rigorous environmental protection and material control procedures in the course of the works.

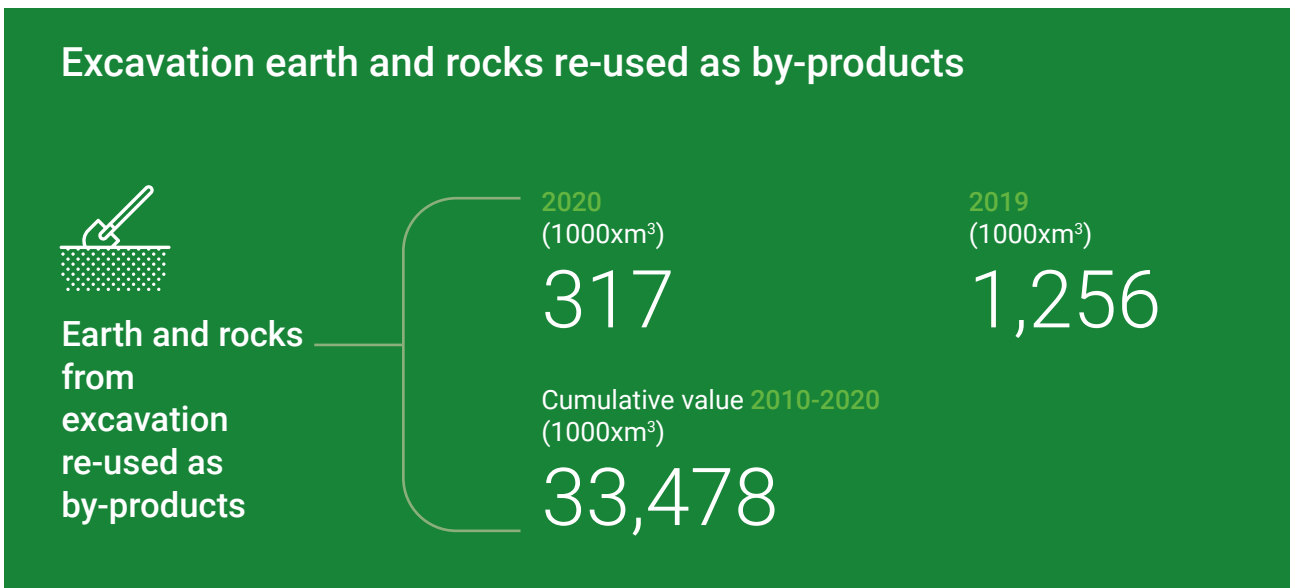
(19) Generally speaking, by-products can be defined as production waste which by regulation may be managed as goods and not as waste, if they meet all established conditions (art. 184-bis of Legislative Decree 152/2006 and other reference legislation).

## Control process for excavated earth and rocks



Starting from 2010, the attention paid by the Group to making project decisions aimed at favouring the re-use of excavated materials and implementing controls at construction sites has allowed the re-use of more than 33 million cubic metres of excavated earth and rocks. These materials were used for the construction of local motorway and compensatory works, covering almost all requirements and leading to a significant reduction in supplies from quarries and disposal in landfills.

## Excavation earth and rocks re-used as by-products



The volumes moved in 2020 are significantly lower than those of 2019 due to the completion of several works (e.g., the excavation of the Santa Lucia tunnel) and the impact on construction sites of the Covid-19 emergency.

The proper re-use of excavated earth and rocks will play a fundamental role in reducing the environmental impact in the coming years, given the Company's massive investment plan and the volumes of materials that will be moved.

Objective and initiatives

Material topic

Protection of natural resources

Target 2023

>90%

% waste sent for recovery/recycling/re-use\* processes\*

SDG



Envision certification

for the Bologna Bypass and the Gronda di Genova

\* This refers to waste produced directly by the Group companies

In order to encourage an increasingly extensive re-use of materials, the Company has launched the HIPER research project which, in line with circular economy principles, aims to increase the percentage of recovery of milled asphalt from the demolition of existing pavements.

To this end, specific research and development projects have been initiated, following on from the results of the ERA - Extreme Recycling of Asphalt - research project, which arose from Pavimental's collaboration with Marche Polytechnic University.

Again with a view to further reducing consumption of one of the raw materials most widely used in road infrastructure, Autostrade per l'Italia has opened other lines of research to assess the use of geocomposite materials in surface restoration solutions with the same performance guarantees as deep restoration work and the advantage of using fewer virgin materials while also producing less waste (milled road materials).

Finally, further studies are aimed at defining new bituminous conglomerate mixes that involve both the introduction of innovative materials and the use of industrial by-products and waste.





Employees  
7,138  
Group  
employees

Accidents  
14.9  
frequency index  
direct and indirect  
employees  
vs 19.4 nel 2019

Surveillance  
19,000  
inspections

% of km  
83.5%  
with draining asphalt  
16.4% in 1999



# 5

## Social

|                                       |    |
|---------------------------------------|----|
| Infrastructure safety                 | 48 |
| Traffic safety                        | 52 |
| Occupational safety                   | 57 |
| Support for local communities         | 62 |
| Focus on and development of resources | 67 |
| Diversity and inclusion               | 74 |
| Customer satisfaction                 | 79 |

Key numbers

Ensuring infrastructure and traffic safety, creating an inclusive and safe working environment, increasing customer satisfaction and dialogue with the community, ensuring the growth and well-being of people and overcoming any and all gender gaps are the cornerstones of the Group's social commitment.

## Infrastructure safety

2020  
Highlights

Surveillance  
**19,000**  
inspections

Assets  
More than  
**4,300**  
structures inspected

Maintenance  
Interventions for  
**680** mln €

The Group's commitment to the safety and resilience of the motorway infrastructure is demonstrated by the sharp increase in monitoring activities over the last two years, accompanied by an overall review of the motorway infrastructure surveillance model, as well as a significant increase in maintenance operations.

### Autostrade per l'Italia's new surveillance model

In the course of 2020, 19,000 inspections were conducted on bridges, viaducts, overpasses and tunnels, which are among the more than 4,300 major structures subject to quarterly inspections. As of 2020, the performance of surveillance activities on the main network assets has been entrusted to third parties identified through public calls for tender. In addition, two accredited external companies (AECOM and Protos Check) were contracted to carry out second-level audits of surveillance processes.

To ensure the utmost transparency towards all stakeholders as concerns surveillance and maintenance activities, Autostrade per l'Italia updated its website in 2020, introducing a specific section dedicated to the progress of inspections carried out on its structures and also providing information on maintenance work.

In this regard, please recall that during 2020 maintenance work was carried out for approximately €680 million, more than double the average of 2017-2019.



## Evolution of the monitoring system: Argo

ARGO, the result of a collaboration between MOVYON, IBM and Fincantieri, was finally launched in 2020. Argo is a motorway infrastructure monitoring system for the management of surveillance and maintenance activities, which also involves the use of artificial intelligence in combination with a network of sensors placed on the works. This system, the only one of its kind in Europe, is already active on bridges and viaducts in the network managed by Autostrade per l'Italia and will be further developed to include other network assets such as tunnels as well.

Material topic

Infrastructure safety

Target 2024

100%

% completion of assessments on major structures\*

SDG



Objectives and initiatives

\* Major structures include viaducts, bridges and tunnels on the motorway network managed by Autostrade per l'Italia

Renewal of the network management and maintenance system is one of the key elements of Autostrade per l'Italia's Transformation Plan. Through this process, the Company also strives to promote the introduction at national level of new standards for medium/long-term infrastructure management.

## An advanced network management model

For a more detailed assessment of infrastructure conditions and intervention program status, Autostrade per l'Italia has launched multi-year Assessment Plans on various types of assets (tunnels, bridges and viaducts, etc.), covering the entire network. The Plans include different and closely interconnected activities such as detailed surveys, 3D modelling, investigations on materials and verification of the resistance of the most stressed sections, which allow for the acquisition of deeper knowledge of the assets and assessments on their functional compliance. The objective of the plans is to guarantee timely management of the infrastructure network and enable the identification of the necessary conservation and modernisation maintenance interventions. These plans, in particular the tunnel assessment and that for bridges and viaducts, were launched in agreement with the Grantor, in application of the new regulatory standards (April 2020 Guidelines for bridges and viaducts issued by the Grantor).

In this context, the ARGO system is destined to take on a central role; ARGO will integrate inspection, instrumental monitoring and maintenance planning activities into a single tool to ensure continuous management of the motorway infrastructure lifecycle. To support technicians in the recognition and classification of defects, the system introduces the possibility of analysing the work through a three-dimensional "digital twin", which reproduces its characteristics thanks to the use of drones equipped with topographic laser scanners and very high resolution cameras, able to capture details that cannot be verified by physical inspection.\

In parallel with the development of the ARGO platform, the Company is completing an overall review of its surveillance model based on the best available practices, new regulatory standards and criteria defined by the Ministry of Sustainable Infrastructure and Mobility.

Initiatives aimed at improving monitoring systems include the trial development of the "Tunnel Deep Scanner System", aimed at improving the level of knowledge of tunnel health through a new integrated and comparative analysis method based on different instrumental survey systems.

Lastly, in order to constantly monitor the risks associated with climate change, the Company has launched a specific project to assess the network's hydrogeological sensitivity, which involves identifying the areas most susceptible to landslides. Potential risks are assessed according to the Group's available data through the geotechnical monitoring of approximately 1450 network sites and, according to the Competent Bodies's available data, through the use of predictive models and through the identification of a geological and geomorphological survey methodology to support mitigation and control interventions. In collaboration with the Universities of Chieti-Pescara and Roma 3, a pilot case study is currently under way on the following sections: A16 Naples

- Canosa, and A23 Udine - Tarvisio. The project involves the creation of a platform for mapping the areas of greatest hydrogeological susceptibility for Autostrade per l'Italia's network (SGRM - SMART GEOLOGICAL RISK MANAGEMENT).

## The multi-year development and modernisation program

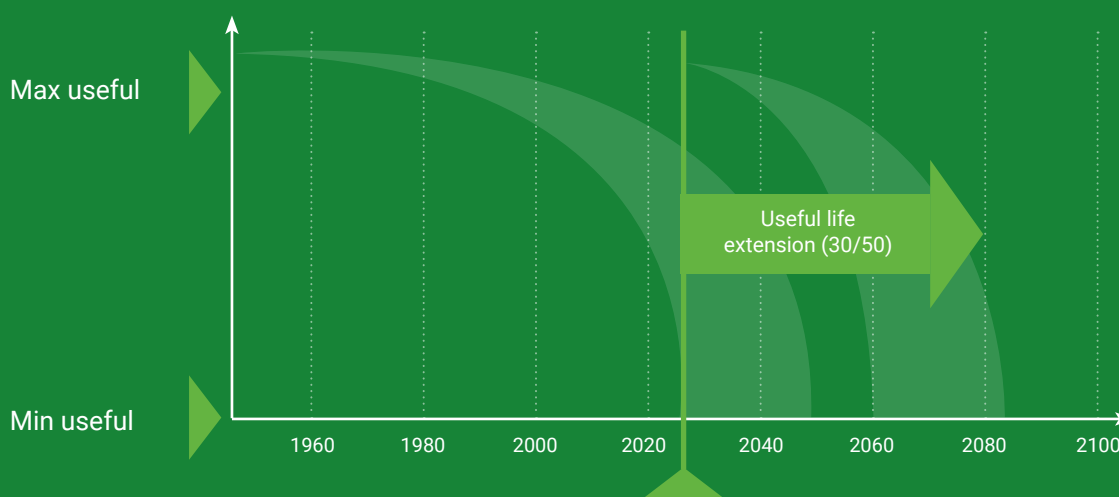
Autostrade per l'Italia's commitment to infrastructure safety and resilience is also demonstrated in the multi-year development and modernisation program to be implemented by the end of 2038.

The program, in addition to what is currently provided for in the Agreement and included in the proposed update of the Economic and Financial Plan (PEF) sent to the Grantor includes a plan of interventions aimed at upgrading and modernising the network under concession.

The total commitment for these initiatives, which will extend the useful life of the works, amounts to some €2.7 billion.

In addition to this program, Autostrade per l'Italia has also identified a plan of additional interventions worth an estimated €1.3 billion, undertaking to include this amount in the next five-year update of the PEF (2025) at the request of the Grantor.

### DELIVERY PLAN



*Investment program enabled by widespread assessment efforts  
on structures, started in 2019*

# Traffic safety

2020  
Highlights

Accident rate

**-1.4** p.p.  
compared to 2019

Mortality rate

**-0.6** p.p.  
compared to 2019

% of km

**83.5**  
with draining asphalt  
16.4% in 1999

Ensuring traffic safety is an unescapable duty of any motorway infrastructure manager. During 2020, also as a result of the reduction in traffic due to Covid-19, all of the main indicators<sup>20</sup> that monitor network accident trends showed positive performance.

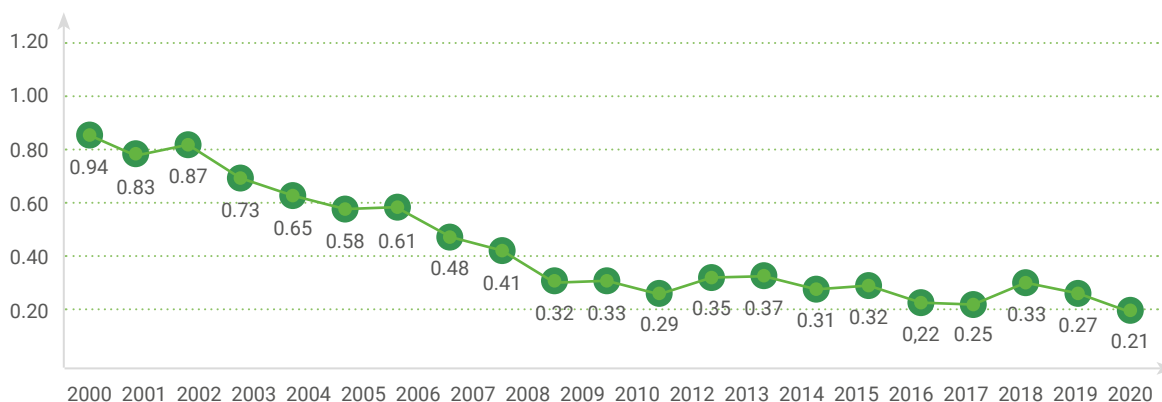
## Trend in the main road safety indicators

|  | 2020          | 2019          | Change      |
|--|---------------|---------------|-------------|
| <b>Total number of accidents</b>                     | <b>10,021</b> | <b>14,114</b> | <b>-31%</b> |
| Overall accident rate                                | 26.7          | 28.1          | -5%         |
| Accident rate with consequences for persons          | 5.9           | 7.3           | -19.2%      |
| Fatal accident rate                                  | 0.18          | 0.23          | -21.7%      |
| Mortality rate                                       | 0.21          | 0.27          | -22.2%      |
| PISM Index (Points with above-average accident rate) | 19.4          | 33.2          | -41.6%      |

(20) Overall accident rate (number of accidents per million km travelled); the accident rate with consequences for persons (number of accidents with consequences for persons per 100 million km travelled); the mortality rate (number of deaths per 100 million km travelled); the fatal accident rate (number of accidents with deaths per 100 million km travelled, PISM (accidents for points with above-average accident rate - kilometre bands with more than 7 accidents per km+corrective factor)/km travelled

The graph below, relating to the mortality rate, shows the marked reduction in the indicator over the long term.

## Mortality rate on the network of Autostrade per l'Italia and its Subsidiaries



These results are the result of actions carried out over the years and investments in safety and driveability, which in 2020 alone amounted to €248 million. The main interventions carried out include:

- specific interventions on points with higher than average accident rates (warning signs, lighting systems, special paving, etc.);
- introduction of the Tutor system to detect average speed on around 1,300 km of network of Autostrade per l'Italia and its Subsidiaries;
- laying of draining asphalt on 100% of the network suitable for this type of pavement (excluding critical sections for winter operations, those affected by expansion works, tunnels and sections with highly adhesive pavement);
- increase in the number of sections with special highly adhesive pavement;
- engagement initiatives and safety awareness campaigns;
- replacement and modernisation of approximately 2,830 km of traffic barriers and approximately 4,800 km of verges;
- closure of all 1,900 open gates on the central reservation with mobile structures to allow them to be opened in emergency situations;

An important aspect to guarantee traffic safety is the management of possible emergency situations, for which the Group has adopted prevention procedures and solutions aimed at guaranteeing the safe use of motorway sections in the case of particular events.

As proof of the effectiveness of the solutions adopted, Autostrade per l'Italia is the first Italian operator to have obtained ISO 39001 certification of its road safety management system. In order to guarantee more timely interventions and reduce the need to move vehicles and personnel, emergency management responsibilities are assigned to local offices (National Branches), with the support of the central Road Coordination structure in the case of scenarios involving multiple regions.

The main emergencies that the Group has to deal with are caused by snowfall, flooding, landslides and washouts, fires and accidents involving hazardous goods.

Details of the main emergency situations faced by Group companies in 2020 are provided below, represented in hours or by number of events.

|                     |                  | 2020     | 2019      | % change from previous year |
|---------------------|------------------|----------|-----------|-----------------------------|
| Snow events         | Hours            | 67,005.0 | 124,321.0 | -46.1                       |
| Flooding            | Number of events | 391.0    | 556.0     | -29.7                       |
| Landslides/washouts | Number of events | 15.0     | 72.0      | -79.2                       |
| Fires               | Number of events | 1,210.0  | 1,256.0   | -3.7                        |

The indicators measuring accident rates reached particularly low values in 2020, partly as a result of the reduction in traffic due to the pandemic. However, the Group aims to confirm the improvement trend even in normal traffic conditions.

In particular, a target of 0.22 by 2024 has been set for the fatal accident rate, with the particularly ambitious objective of a further reduction in the medium term (2030) to 0.20, given the safety levels already reached by the network today.

A number of areas of intervention have been identified to achieve the objective of reducing accident rate levels.

**Material topic**

Traffic safety

**Target 2024**

0.22

Fatal accident rate\*

The Group aims to further reduce this value in the medium term (2030) to 0.20

**SDG**



Objectives and initiatives

\* Fatal accident rate = Number of fatal accidents per 100 million km travelled

### New proactive mobility management models

Autostrade per l'Italia's objective is to develop a proactive mobility management model that uses traffic data collected by systems installed along the network to develop forecasting models supporting construction site planning decisions. The tool will allow for the identification queue mitigation solutions and the optimised management of traffic and potential emergency situations.

To support proactive mobility management, the Company is developing the SCADRA (Supervisory Control Acquisition Dynamic Risk Analysis) analysis system designed for dynamic risk assessment through the acquisition of specific parameters (breakdowns, traffic type, environmental conditions, etc.) which, once processed, make it possible to assess tunnel safety in real time. If the risk exceeds acceptable levels, SCADRA will activate and/or report the necessary safety measures to achieve the required safety level.

Again, with the aim of promoting proactive and safe mobility management, the Company has equipped the vehicles authorised to carry out the roadside assistance service with geolocation systems, in order to monitor the position of the vehicles to be assisted, assess in advance the time needed for the intervention and monitor the quality of the assistance service.

Autostrade per l'Italia has also developed optical plate detection systems for vehicles transporting hazardous goods on the network. The objective is to identify such vehicles, even if unauthorised, and promptly report to the Radio Room their arrival at points in the network affected by incidents.

The Company, recognising the fundamental role played by the Road Police in guaranteeing adequate safety levels, has drawn up guidelines with its collaboration to strengthen and guarantee more effective control of the network. The initiative also includes training activities for Traffic and Road Police operators as well as their respective Radio Rooms.

## The HiPER project and road safety

The HiPER (Highway Pavement Evolutive Research) research project introduces an integrated Pavement Management System (E-PMS) which makes it possible to determine the remaining useful life of pavement and optimise the planning of maintenance operations, guaranteeing that pre-established quality and safety standards continue to be met. The preventive maintenance approach adopted makes it possible to reduce the scale and impact of interventions, with expected benefits in terms of safety as well as environmental sustainability and maintenance operation efficiency.

## Connected vehicle testing

The increasingly large-scale application of information and communication technologies to the transport and automotive sectors is impacting companies, changing existing business models and creating new ones.

From the point of view of vehicle manufacturers, the development of mobility solutions based on connected and autonomous vehicles adds to technical issues several aspects the resolution of which requires an agreement between institutions and businesses and between businesses in different sectors.

These issues relate in particular to:

- the management of data generated by vehicles (standardisation, sharing, visibility, cybersecurity, privacy);
- the characteristics of the necessary digital infrastructure.

The European Commission has activated several working groups to encourage the penetration of new technologies to support the development of new concepts of mobility and increase road safety, including:

- C-ITS Platform (Cooperative Intelligent Transportation Systems), which deals with all issues related to connected vehicles, including autonomous vehicles;
- Telecom Operators-Automotive Industry dialogue, dealing with connected and autonomous vehicles with a focus on connectivity based on LTE and 5G technologies.

Against this backdrop, the Group is involved in initiatives and experiments aimed at developing the “smart roads” of the future, involving the experimental use of 5G and G5 technologies for the exchange of information between infrastructure and vehicles through devices in the vehicle (OBU, On Board Unit) and along the infrastructure (RSU, Road Side Unit), aimed at improving safety and customer service levels.



# Occupational safety

The Group places the health and safety of its workers among its top objectives, paying continuous attention to the prevention of accidents and occupational diseases, taking care of people, ensuring the dissemination of best practices to increase the safety culture and pursuing its “zero accidents” mission.



\* Total number of accidents per million hours worked

In order to foster the spread of a culture of prevention, training courses on occupational health and safety were held in 2020, as required by Legislative Decree 81/2008. The courses were mainly taught by internal instructors and to a lesser extent by external instructors. In addition, a number of information and communication initiatives were held for both workers and contractors to improve awareness of the health and safety issues related to their activities.

Activities carried out in 2020 included the transition of Autostrade per l'Italia's Health and Safety Management System to the new ISO 45001 standard. The Certification Program was renewed in May 2020 and will be maintained for the years 2021-2022.

At the same time, in order to reduce the risk of accidents, a structured process of analysing accidents and near misses<sup>21</sup> has been introduced based on international best practices, with lessons learned from the cases examined disseminated across all levels.

In order to cultivate the progressive development of the safety culture, the Company continued and strengthened the activities of the “Safety Academy”, established to guide the growth of contractors and subcontractors in the Health & Safety (H&S) area. The Safety Academy provides free assistance and training initiatives for companies.

(21) This refers to work-related events that could have led to an accident or damage to health, which only by chance did not occur

To this end, several local Roadshows were organised, in order to boost participation in Safety Academy activities and to update content and methods based on local requirements.

Again with a view to continually improving safety standards at construction sites, the application of the B-BS (Behaviour-Based Safety) method has been consolidated at a number of network upgrading sites and on sections managed by the Bologna motorway section. The methodology affects the behavioural component in accidents and near misses through a process of widespread observation in the field and positive reinforcement of safe ways of working. This standard approach to B-BS was adapted to the specific characteristics of Autostrade per l'Italia with a view to its implementation across the entire network.

With regard to occupational accident data, 2 serious accidents and 3 fatal accidents involving employees of contractors were recorded in 2020.

| 2019 Data                                |                     |           |   |               |
|--|---------------------|-----------|---|---------------|
| GRI 403-9 <sup>22</sup>                  | Unit of measurement | Employees | Employees third party companies <sup>23</sup> | Total         |
| Workplace accidents                      | No.                 | 176       | 139   | <b>315</b>    |
| of which serious accidents <sup>24</sup> | No.                 | 2         | 1   | <b>3</b>      |
| of which fatal accidents                 | No.                 | 1         | 4   | <b>5</b>      |
| Hours worked                             | Thousands of hours  | 11,260    | 5,005   | <b>16,265</b> |
| Accident frequency index                 |                     | 15.6      | 27.8  | <b>19.4</b>   |
| Serious accident frequency index         |                     | 0.2       | 0.2   | <b>0.2</b>    |

| 2020 Data                                |                     |           |   |               |
|--|---------------------|-----------|---|---------------|
| GRI 403-9 <sup>22</sup>                  | Unit of measurement | Employees | Employees third party companies <sup>23</sup> | Total         |
| Workplace accidents                      | No.                 | 113       | 140   | <b>253</b>    |
| of which serious accidents <sup>24</sup> | No.                 | 1         | 1   | <b>2</b>      |
| of which fatal accidents                 | No.                 | 0         | 3   | <b>3</b>      |
| Hours worked                             | Thousands of hours  | 10,733    | 6,248   | <b>16,981</b> |
| Accident frequency index                 |                     | 11        | 22  | <b>14.9</b>   |
| Serious accident frequency index         |                     | 0,1       | 0,2   | <b>0.1</b>    |

(22) The main types of accidents for direct employees are due to distraction (tripping/slipping/impacts of various kinds), manual handling of loads, getting out of vehicles and collisions. On the other hand, for indirect employees, the main types of accident that occurred during the reporting period were crushing; impacts/cutting; falling/slipping; muscle strain; accident in vehicles; and collisions

(23) To date, the figure refers to employees of third-party companies working on the network operated under concession by Autostrade per l'Italia (e.g. construction sites for new works, maintenance works and services)

(24) Accidents for which the person is not expected to return to work for at least 6 months

## Response to the Covid-19 health emergency

The spread of the Covid-19 pandemic required the Group to make a special effort to ensure the continuation of maintenance and investment plans while implementing all measures to protect the health of its employees, contractors and users. In this context, in order to safeguard the health of its employees, the Group has adopted guidelines and regulatory protocols to combat and contain the spread of the Covid-19 virus in the workplace. In addition, the Group has decided to make available, to both employees and the general public, 10 locations throughout Italy to support the vaccination campaign promoted by the government.

Thanks to the collaboration with the Tuscany Region, in June Autostrade per l'Italia enabled 2,655 people - employees, family members, residents and suppliers - to get vaccinated. In the Florence vaccination hub, more than 200 vaccinations were administered per day. The Group's initiative was a contribution to making private hubs available to the national vaccination campaign with the aim of ensuring more effective protection of residents from the virus as quickly as possible.

### Autostrade per l'Italia's Vaccination HUBs



|  |   |   |
|--|---|---|
| <p><b>Material topic</b></p> <p>Occupational health and safety</p> | <p><b>Target 2023</b></p> <p><b>&lt;10</b></p> <p>LTIFR* (Lost Time Injury Frequency Rate)</p> <p>The Group has set the objective of further reducing this value in the medium term (2030) to below 1</p> | <p><b>SDG</b></p>  |
|--|---|---|

\* LTIFR: total number of accidents at work involving at least one day's inability to work, excluding commuting accidents on own vehicles/hours worked x 1,000,000. The target refers to Autostrade per l'Italia employees and third-party companies and employees of other Group companies

The Group's objective is to achieve by 2023 an LTIFR value of less than 10, compared to the accident index of 14.9 in 2020 and 19.4 in 2019, for the Group and contractors employees and to continue with its improvement of accident prevention to reduce the LTIFR to less than 1 in the medium term (2030).

In order to achieve these objectives, the Company has launched a number of initiatives involving numerous direct employees of the Group and employees of contractors. Some of the most significant initiatives include:

### The Active Safety Value program

The Active Safety Value program aims to build an environment in which processes, organisation, procedures and behaviours converge towards the common goal of accident prevention.

The program is based on the active participation of the entire staff, and more specifically construction site staff, and acts on several facets through the dissemination of tools focused on behaviour, sharing and intervention. In particular, the Active Safety Value program enriches and integrates the three aspects on which Health and Safety management is based:

**WORK**, with actions for the daily improvement of those who work on motorways and construction sites, spreading a model of intervention based on behaviours necessary to activate a virtuous process that leads to the continuous improvement of safety. In addition to this initiative, there is the identification of the most frequent types of work on the motorway that correspond to the moments of work in which particular attention should be paid and the continuous reporting of accidents and near misses (to learn from experience and transform a near miss into a lesson learned).

**ORGANISATION**, with the creation of Active Safety Coaches who, acting as facilitators of change, involve everyone in "Safety conversations", with the cascade sharing of the objectives and tools of the program, and the enhancement of informal leaders, or "supporters", who contribute with their activities to providing feedback to improve the program.

**CULTURE**, through the dissemination of key messages linked to our values and safe work (“Taking care of yourself”, “Authenticity”, “Proactivity”, “Example”, “Reputation”, “Trust”, “Involvement”, “Change”, “Person”, “Measurement”), the creation of a portal dedicated to disseminating initiatives, information and progress, and lastly with the creation of moments for sharing results with HS conversations, safety walks and safety meetings.

Active Safety Value was launched in the second half of 2020 and is expected to be developed in two stages.

The first stage involved all management in a series of workshops on Autostrade per l'Italia's values and the role of Health & Safety in business dynamics.

The program was presented to the Company's top management on 18 February 2021 and it was decided to choose this date as “Autostrade per l'Italia Safety Day”, to be celebrated annually and used to share the concrete results of the activities deployed.

The results achieved will then be transferred to all levels of the Company through a structured and reliable reporting system, introducing quantitative and qualitative KPIs (Cascading Reporting project). This project, which also covers contractors, involves the development of an action plan at production unit level.

The development of the project to reinforce the second level checks on construction sites is also fundamental for the achievement of safety objectives, with the aim of increasing controls through the support of external companies, so as to have a precise snapshot of the situation and be able to effectively guide preventive actions. In addition, short-term construction sites will be analysed in order to identify weaknesses and define appropriate process and programming changes.

# Support for local communities

## Confronting Genoa

Following the tragic event on 14 August, Autostrade per l'Italia took immediate action to help the people, families and businesses affected by the collapse of Morandi Bridge. With its interventions, the Company also sought to alleviate the hardships that the entire community of Genoa suffered as a result of the event. In collaboration with the Municipality of Genoa and the Liguria Region, two Contact Points and a dedicated email address were set up to meet the basic needs of the individuals involved in the collapse and the inhabitants of the area below the viaduct, who were relocated to other accommodation or who had to cover urgent unforeseen expenses. Contributions were also made taking into account the situations reported by the Municipality's social services.

In 2020, Autostrade per l'Italia's commitment continued with the extension of the toll exemption area from the section of motorway bordering on the Genoa city limits to the other Ligurian motorway sections affected by the construction sites. New interventions have also begun in order to upgrade and modernise the Ligurian network.

Again with a view to providing the community with more information, in 2020 the section of the website dedicated to the Ligurian network, Autostrade per Genova, was further enhanced and reorganised to provide users with detailed information on construction site planning. A Telegram channel dedicated to Liguria was also opened ("Autostrade per l'Italia - Liguria") where users are constantly updated on traffic conditions on motorway arteries and informed of any accidents or unexpected closures.

Lastly, as part of the process of approving the new Economic and Financial Plan, an agreement was reached with the Municipality of Genoa, the Liguria Region and the Port Authority that provides for the possibility of allocating part of the €3.4 billion defined in the agreement for the closure of the proceedings for serious breach of contract initiated after the collapse of the Morandi Bridge to infrastructure works and compensatory measures in favour of Genoa and Liguria.

## Working together with the territory: confronting new works

Discussion with local communities is a central element in the management and development of the Company's motorway infrastructure. This occurs constantly throughout the entire lifecycle of the works: from their design - including the approval process with the environmental impact assessment - to their construction, up to the management of maintenance and modernisation cycles.

Aware of the importance of perfecting dialogue with local communities, Autostrade per l'Italia has set up important structured engagement tools such as the Débat Public (a procedure for discussion with the community used in France), carried out - for the first time in Italy in Genoa in 2009 - to choose the best design for the route of the Gronda di Ponente. Subsequently, a similar method for public discussion was adopted for the Bologna Bypass.

Autostrade per l'Italia is also systematically involved in the Environmental Observatories and Committees set up to monitor the construction of new works from the point of view of both compliance and the prevention and management of possible critical issues associated with their construction.

## Environmental Observatories and Committees in which Autostrade per l'Italia takes part



Within these bodies, transparent dialogue between representatives of the Company, local and national administrations, Regional Environmental Protection Agencies (ARPA) and other bodies involved in the project makes it possible, on the one hand, to manage the impacts detected by environmental monitoring or reported by residents and supervisory and control bodies, and, on the other, to find shared solutions that are functional to the construction of the work, in accordance with the needs of the community and the region.

In addition to environmental mitigation measures, projects for new works also include compensatory works, i.e. measures to improve the territory and environmental conditions. The value of compensatory works carried out in 2020 amounted to over €18 million.

For instance, compensatory works to be carried out as part of projects for new works projects include:

- the 20 MWp solar farm planned as part of the project for the construction of the Gronda di Genova. According to the assumptions currently in the research phase, the Genoa solar farm will be located on a structure at sea made with the land recovered from the excavation operations and the energy produced will be entrusted to ENAC to serve the Genoa airport;



- reforestation works, extending over a total of about 400 hectares, on lands included in some network upgrade projects. These interventions will be carried out for the most part on sites owned by the administrations impacted by the work and will have a positive effect on air quality, CO<sub>2</sub> levels and the landscape. In particular, on the A14 (Rimini - Cattolica), 201 ha of new woods are currently being planted; also on the A14 (Bologna



Bypass) the project calls for the creation of new woods and the enhancement of existing parks on 140 ha, while, on the Bologna S. Lazzaro section, wooded strips will be created on 30.6 ha. Finally, the Gronda di Genova project includes the planting of 31 ha of new woods.

## Autostrade per l'Italia and social issues

Also in 2020, the Group implemented projects and initiatives to promote social well-being and assist the categories and segments of the population most severely affected by the crisis caused by the pandemic emergency.



### Donation to Laboratorio di Chiara Association/Istituto Bambino

Project launched for the creation of an app designed for remote cognitive rehabilitation for children in brain tumour treatment and follow-up



### The days of the future

This project, which is still in the planning stage, aims to provide a training tool for the younger generations through knowledge - in the areas involved in the Infrastructure Development Plan - of Autostrade per l'Italia's main construction sites and professional roles



### Donation of Devices

Initiative in support of schools in the digital divide (18 identified by the Ministry of Education, Universities and Research throughout the country) by donating devices to facilitate remote learning. Tablet delivery was activated in January 2021 and was completed in March 2021

Some of the projects funded were selected by Autostrade per l'Italia's Solidarity and Social Promotion Projects Committee, with the participation of Company and trade union representatives, in order to identify and provide financial support to projects with a significant social impact.

On the basis of the evaluations made by the Solidarity and Social Promotion Projects Committee, the donation was made to the Women for Freedom Association, based in Marostica (VI), for the project entitled "Energia Donna".

The project aims to improve the possibilities of stable access to the labour market for women in precarious situations in the Municipality of Bassano del Grappa and neighbouring municipalities who, especially due to the Covid-19 emergency, find themselves unemployed or under-employed. To this end, training activities and work placements are planned in collaboration with social services and private companies. In addition, in order to prevent any form of gender discrimination, information and awareness-raising actions will be carried out for the benefit of area high school students.

Autostrade per l'Italia has also been working with the Rebibbia prison since 2003 to help inmates return to working life outside prison by involving some of them in back office activities such as number plate recognition.

## Enhancement of the territory: the "Sei in un Paese Meraviglioso" initiative

Community support also includes the enhancement of the territory, thanks to the "Sei in un Paese Meraviglioso" project. The project, launched in 2013 in collaboration with Touring Club Italiano and Slow Food Italy, is a distinctive element that makes Autostrade per l'Italia stand apart from other motorway concessionaires.

The aim of the initiative is to propose to motorists alternative travel routes that can lead them to get to know areas of the country not far from the motorway route that are of historical and artistic interest. The initiative aims to bring motorway users closer to lesser-known areas of the country while promoting quality tourism and protecting the territory. The initiative by the numbers:

- 100 network Service Areas have become a showcase for the beauties of our country;
- locations are promoted through 300 travel experiences;
- 300 "Touring" signs on the motorway indicate the locations that can be reached from the nearest toll station;
- 6 television seasons on Sky Arte;
- the partnership with UNESCO. Since 2017, Autostrade per l'Italia has enriched "You are in a wonderful country" with the story of 42 of the 55 UNESCO sites in Italy, highlighting places that still have unexpressed potential in terms of visitors and awareness, both in Italy and internationally.

# Focus on and development of resources

In a year significantly affected by the pandemic crisis, Autostrade per l'Italia guaranteed the substantial maintenance of the Group's permanent employment levels and extensively adopted smart working models to ensure that service levels would continue to be met and its workers would be safe.

Turnover ..... approximately **7%**  
 New hires ..... **422**  
 Training ..... **20** hours  
 for administrative staff  
 and executives  
 Partnership ..... with **9**  
 Universities

2020  
 Highlights

At the end of 2020, the total number of employees included within the reporting scope<sup>25</sup> considered amounted to 7,138.

| Number of employees by type of employment and gender |              |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| GRI 102-8 <sup>26</sup>                              | 2020         |              |              | 2019         |              |              |
|  | Women        | Men          | Total        | Women        | Men          | Total        |
| Full time  | 934          | 4,737        | <b>5,671</b> | 834          | 4,800        | <b>5,634</b> |
| Part time  | 807          | 660          | <b>1,467</b> | 825          | 662          | <b>1,487</b> |
| <b>Total</b>   | <b>1,741</b> | <b>5,397</b> | <b>7,138</b> | <b>1,659</b> | <b>5,462</b> | <b>7,121</b> |

(25) For details on the scope, please refer to the methodological note

(26) All employees work in Italy

| Number of employees by employment contract and gender |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| GRI 102-8   | 2020         |              |              | 2019         |              |              |
|   | Women        | Men          | Total        | Women        | Men          | Total        |
| Permanent contract                                    |              | 5.235        | 6.847        | 1.509        | 5.310        | <b>6.819</b> |
| Fixed-term contract                                   |              | 162          | 291          | 151          | 151          | <b>302</b>   |
| <b>Total</b>  | <b>1,741</b> | <b>5,397</b> | <b>7,138</b> | <b>1,660</b> | <b>5,461</b> | <b>7,121</b> |

As of 31 December 2020, the total number of female employees constitutes 24% of the total workforce.

Turnover remained very low, with departures concentrated in the over-50 age group.

| Terminations and turnover   |                     |      |            |  |
|---|---------------------|------|------------|--|
| GRI 401-1   | Unit of measurement | 2020 | 2019       |  |
| <b>Total terminations and breakdown by gender</b>                                   | <b>No.</b>          | 483  | <b>506</b> |  |
| Percentage of terminations with respect to total employees ( <b>Turnover rate</b> ) | No.                 | 7%   | 7%         |  |
| Men   | No.                 | 442  | 453        |  |
|   | %                   | 92%  | 90%        |  |
| Women   | No.                 | 41   | 53         |  |
|   | %                   | 8%   | 10%        |  |
| <b>Number and percentage of terminations by age group</b>                           |                     |      | 10%        |  |
| <30 years   | No.                 | 8    | 17         |  |
|   | %                   | 2%   | 3%         |  |
| 30-35 years   | No.                 | 41   | 30         |  |
|   | %                   | 8%   | 6%         |  |
| >50 years   | No.                 | 434  | 459        |  |
|   | %                   | 90%  | 91%        |  |
| <b>Number and percentage of hires by country</b>                                    |                     |      |            |  |
| Italy   | No.                 | 483  | 506        |  |
|   | %                   | 100% | 100%       |  |
| Abroad  | No.                 | -    | -          |  |
|   | %                   | -    | -          |  |

In terms of entries, the percentage of women hired was 26%, while in terms of age over 90% of new hires were in the under-50 age group.

| <b>Hires</b>   |                            |             |             |
|--|----------------------------|-------------|-------------|
| <b>GRI 401-1</b>                                     | <b>Unit of measurement</b> | <b>2020</b> | <b>2019</b> |
| <b>Total hires and breakdown by gender</b>           | <b>No.</b>                 | <b>422</b>  | <b>490</b>  |
| Percentage new hires with respect to total employees | No.                        | 6%          | 7%          |
| Men  | No.                        | 312         | 323         |
|  | %                          | 74%         | 66%         |
| Woman  | No.                        | 110         | 167         |
|  | %                          | 26%         | 34%         |
| <b>Number and percentage of hires by age group</b>   |                            |             |             |
| <30 years  | No.                        | 95          | 163         |
|  | %                          | 23%         | 33%         |
| 30-35 years  | No.                        | 295         | 257         |
|  | %                          | 70%         | 52%         |
| >50 years  | No.                        | 32          | 70          |
|  | %                          | 8%          | 14%         |
| <b>Number and percentage of hires by country</b>     |                            |             |             |
| Italy  | No.                        | 422         | 490         |
|  | %                          | 100%        | 100%        |
| Abroad   | No.                        | -           | -           |
|  | %                          | -           | -           |

## Management of key competencies: Academy and partnership with universities

With the aim of supporting and cultivating skills, in 2020 the Group redesigned its management model, investing in innovation and knowledge development through the support of internal Academies and the activation of a network of partnerships with universities.

### Training model objectives



**TRAIN NEW RECRUITS**  
to get them ready for their new role



**SUPPORT RE-SKILLING / UP-SKILLING**  
of resources who will change roles



**DELIVER CROSS-COMPANY TRAINING PROGRAMS,**  
as a lever of uniformity throughout the Group



**INTERCEPT AND PLAN TRAINING NEEDS,**  
in the light of present and future needs (e.g. new roles, activities, etc.)

The Group provided approximately 80,000 hours of training for its employees in 2020.

| Average hours of training per year by gender - 2020 |                |               |
|---|----------------|---------------|
| GRI 404-1   | Training hours | Average hours |
| Men   | 64,766         | 12            |
| Women   | 14,361         | 8.3           |

In 2020, an average of more than 26 hours of training were provided to managers and an average of more than 20 hours were provided to all employees.

| Average hours of training by contract type - 2020 |                |               |
|---|----------------|---------------|
| GRI 404-1   | Training hours | Average hours |
| Executives  | 2,984          | 26.4          |
| Middle Managers                                   | 4,401          | 13.8          |
| Administrative staff                              | 59,213         | 20.2          |
| Blue-collar workers                               | 12,530         | 8.0           |

In addition, more than 4,830 hours were provided on anti-corruption and the code of ethics.

| Employee training on ethics and anti-corruption - 2020  |                     |
|---|---------------------|
| GRI 412-2   | Number of employees |
| Total number of employees trained on anti-corruption during the year                                      | 4,060               |
| Total number of employees trained on the Code of Ethics during the year                                   | 757                 |
| Total number of employees trained on behavioural matters and the internal code of conduct during the year | 15                  |
| <b>Total</b>  | <b>4,832</b>        |

Autostrade per l'Italia's training model, which started in 2016 with the founding of the Company Academy, has been constantly updated over time to respond to the evolution of the skills required. In 2020, the training offer evolved with increased customisation of training paths (i.e., for technical roles and specific skills), through the establishment of the Corporate University, which ensures the transfer and constant improvement of technical and managerial skills in three different knowledge management areas: Autostrade Business School, Autostrade Academy and Autostrade Talent Program.

In order to enrich knowledge and encourage the identification of talent, partnerships have been established with some of the country's most important universities, including the Polytechnic University of Milan, the Polytechnic University of Turin and the School of Management at the Polytechnic University of Milan.

In collaboration with the Polytechnic University of Turin, the Polytechnic University of Milan and the School of Management at the Polytechnic University of Milan, an agreement was reached for the creation of a second level Master's degree in Engineering and Integrated Management of Motorway Networks. This is the first master's degree co-designed by a private Company and three top national universities dedicated to 20 talented students under 30, with excellent academic backgrounds. The 24-month Master's program is offered through an advanced apprenticeship training contract that allows the young people selected to work and learn based on an academic path aimed at strengthening specialised, digital and managerial technical skills through an over 1,800 hour program in order to be able to manage a complex motorway infrastructure. The students

will have the opportunity to accompany the Company in the digital transformation process, increasing their engineering skills.

Other collaborations have been initiated with:



Luiss Business School: two-year agreement for the provision of a personalised Advanced Management Program for 15 young Group managers.



SDA Bocconi Management School: two-year agreement for a management program called Corporate Program Off Roads Leader aimed at 25 young developing talents.



Sant'Anna of Pisa: Partnership for research and training in Compliance & Anti-corruption.



Collaborations for curricular internships for specialist degrees or Master's programs with College des Ingegneurs for MBA students, with Tor Vergata University for the Master's program in Anti-Corruption.



Federico II of Naples: Partnership for design and training activities in bridge and viaduct maintenance engineering and BIM design.



SAPIENZA  
UNIVERSITÀ DI ROMA

La Sapienza University of Rome: Sponsorship Master's program in Analysis, Infrastructure Monitoring and Framework Agreement on Diversity, Equity and Inclusion with PhD funding.

Material topic

Focus on and development of resources

Target 2023

25

Hours of training/year per employee

SDG





In order to extend its skills, encourage progressive generational turnover as well as a more balanced gender presence, the Group has launched an extraordinary recruitment program that will lead to the entry of approximately 2,900 resources primarily specialised in STEM subjects (engineering, computer science, mathematics) by 2024. The plan, launched in 2020, aims to provide the Group with the new skills required by its ongoing transformation process.

The increase in the number of staff will be accompanied by the enhancement and requalification of the knowledge already present in the Company. The Company's transformation process will bring with it an increase in the need to re-skill staff who will have to find a different position within the organisation. This why the Company has set the objective of increasing training hours with a target of 25 hours on average per employee, extending the scope to all Group companies and expanding the training offer, with a focus on digitalisation, infrastructure monitoring, diversity and inclusion.

Autostrade per l'Italia will launch an "employee satisfaction" survey by the end of 2021 to obtain the "Great Place to Work" certification, awarded to companies that stand out due to a positive working environment that is appreciated by employees, high quality HR processes, the ability to attract top talent and a propensity to innovate. A response rate of over 50% and a positive evaluation by at least 60% is required for certification. The scope will be limited to only Autostrade per l'Italia, although other Group companies may gradually be included as well.

The Group is in the process of revising its performance evaluation system, skills mapping and remuneration policy. The objective is to ensure a more flexible performance measurement system, applicable to everyone (as of 2022 the scope will also include toll collectors and blue-collar workers), with detailed metrics and planned moments for self-assessment and an assessment system extended to managers, employees and peers, based on standard KPIs capable of measuring objectives and skills consistent with the role. The new system, which is gradually being expanded, has involved around 3,000 people in the self-assessment process.

As concerns the remuneration policy, the Group's objective is to enhance skills and experience, remunerate resources according to their organisational role and responsibilities and develop a system that rewards and retains excellence and encourages the motivation and engagement of Group resources in the creation of sustainable value over time.

The assessment of remuneration by contractual category shows that there is no difference between the average amount received by women and men for the same role in the organisation.

In order to spread the culture of sustainability and make it an integral part of the remuneration and incentive system, the Group has revised the variable components (Performance Bonus, MBO, Long-Term Incentive Plan).

# Diversity and inclusion

Among the Group's ESG objectives, a central role will be played by the enhancement of diversity, whether in terms of gender, age or education, in order to create a working environment in which every individual feels valued and motivated.

2020  
Highlights

**Gender equality**  
Adherence to the  
Women's Empowerment  
Principles of the Global  
Compact

**11%**  
management positions  
held by womee

**24%**  
women staff

**Establishment of  
the Committee  
on Diversity & Inclusion**

Percentage of employees by professional category and gender - 2020

| GRI 405-1              | Women      | Men        |
|------------------------|------------|------------|
| <b>Total employees</b> | <b>24%</b> | <b>76%</b> |
| Executives             | 11%        | 89%        |
| Middle Managers        | 25%        | 75%        |
| Administrative staff   | 27%        | 73%        |
| Blue-collar workers    | 25%        | 75%        |

Percentage of employees by professional category and gender - 2019

| GRI 405-1              | Women      | Men        |
|------------------------|------------|------------|
| <b>Total employees</b> | <b>23%</b> | <b>77%</b> |
| Executives             | 6%         | 94%        |
| Middle Managers        | 22%        | 78%        |
| Administrative staff   | 27%        | 73%        |
| Blue-collar workers    | 25%        | 75%        |

| Percentage of employees by professional category and age group - 2020 |             |              |              |
|---|-------------|--------------|--------------|
| GRI 405-1   | < 30        | 30 - 50      | > 50         |
| <b>Total employees</b>  | <b>4.4%</b> | <b>34.5%</b> | <b>61.1%</b> |
| Executives  | 0.0%        | 46.9%        | 53.1%        |
| Middle Managers   | 0.0%        | 24.5%        | 75.5%        |
| Administrative staff  | 4.4%        | 40.3%        | 55.3%        |
| Blue-collar workers   | 5.4%        | 42.7%        | 51.9%        |

| Percentage of employees by professional category and age group - 2019 |             |            |            |            |            |
|---|-------------|------------|------------|------------|------------|
| GRI 405-1   | <30         | 31-45      | 46-55      | 56-60      | >60        |
| <b>Total employees</b>  | <b>3.9%</b> | <b>22%</b> | <b>31%</b> | <b>25%</b> | <b>18%</b> |
| Executives  | -           | 18%        | 24%        | 18%        | 40%        |
| Middle Managers   | -           | 14%        | 23%        | 27%        | 37%        |
| Administrative staff  | 3%          | 26%        | 29%        | 25%        | 16%        |
| Toll collectors   | 4%          | 13%        | 30%        | 30%        | 24%        |
| Blue-collar workers   | 6%          | 29%        | 23%        | 21%        | 9%         |

Autostrade per l'Italia has launched a number of initiatives to promote the enhancement of diversity and the prevention of all discriminatory behaviour and create a working environment that stimulates debate and encourages progressive gender equality. Among the many initiatives undertaken, we highlight:

- membership of the Valore D network in order to raise awareness of Diversity Equity & Inclusion (DE&I) issues by offering training courses and activities that can help the Group recognise and value its people;
- commitment to the Women's Empowerment Principles promoted by the Global Compact and United Nations Women. The principles offer guidance to businesses on how to promote gender equality and women's empowerment in the workplace and community;
- dissemination of the new set of values and behaviours, which encourages inclusive behaviour and is an element of the annual assessment of all employees. Some employees on a voluntary basis have chosen to spread this behaviour through a training program involving all colleagues;
- the establishment of a Joint Committee with trade union representatives to jointly identify and develop DE&I initiatives and respond to people's needs;
- the launch of specific training courses on DE&I issues and mentorship programs;

- the enhancement of the initiatives launched by the Group in the DE&I area through collaboration with external entities and participation in public events to illustrate the initiatives undertaken and share the best practices developed by other Groups;
- the sponsorship of a doctorate in DE&I at Sapienza University and the initiation of collaborations with schools;
- the strengthening of the welfare package, which has long been present in the Group, and which has gradually transformed from a tool mainly focused on preventive healthcare into a set of personal care initiatives and services. Furthermore, in this period dominated by the Covid-19 emergency, the possibility of taking a one-and-a-half hour leave of absence was introduced, in agreement with the unions, to support people in the management of Remote Learning (Right to Disconnect).

## Welfare Package



### Health Care

#### *HEALTH INSURANCE*

#### *FLU VACCINATION*

#### *TRAINING, INFORMATION AND DISCUSSION INITIATIVES*

to promote a culture of well-being, a healthy lifestyle and propose solutions to keep fit and healthy

#### *SCREENING*

for oncological prevention in the Company, in partnership with the Policlinico Gemelli Hospital in Rome

#### *COUNSELING*

Remote psychological support program



## Family Care

### **PARENTAL LEAVE AVAILABLE FOR USE ON AN HOURLY BASIS**

#### **ENHANCEMENT OF MATERNITY CONTRIBUTIONS**

offered by the State (+20% supplement in the period of compulsory leave and +50% supplement in the period of optional leave in the first two months and 20% in the other three months)

#### **PATERNITY LEAVE**

(+3% days of leave offered to the father for the birth of a child)

#### **BABY CARE AND DAYCARE**

or children of employees

#### **CONTRIBUTION TO MONTHLY SCHOOL FEES**

for children of 49 employees at the Rome office

#### **FRAGIBILITÀ SCHOLARSHIPS AND SUMMER**

#### **CAMP**

Service dedicated to caregiver colleagues to help them in the assistance of their family members



## People Care

### **SPECIAL COMPANY AGREEMENTS**

#### **INSURANCE POLICIES**

for employees and their families

#### **SUPPLEMENTARY PENSION FUND**

#### **CONTRACTUAL BENEFITS AND INDIVIDUAL PROTECTIONS**

Above and beyond those required by current regulations

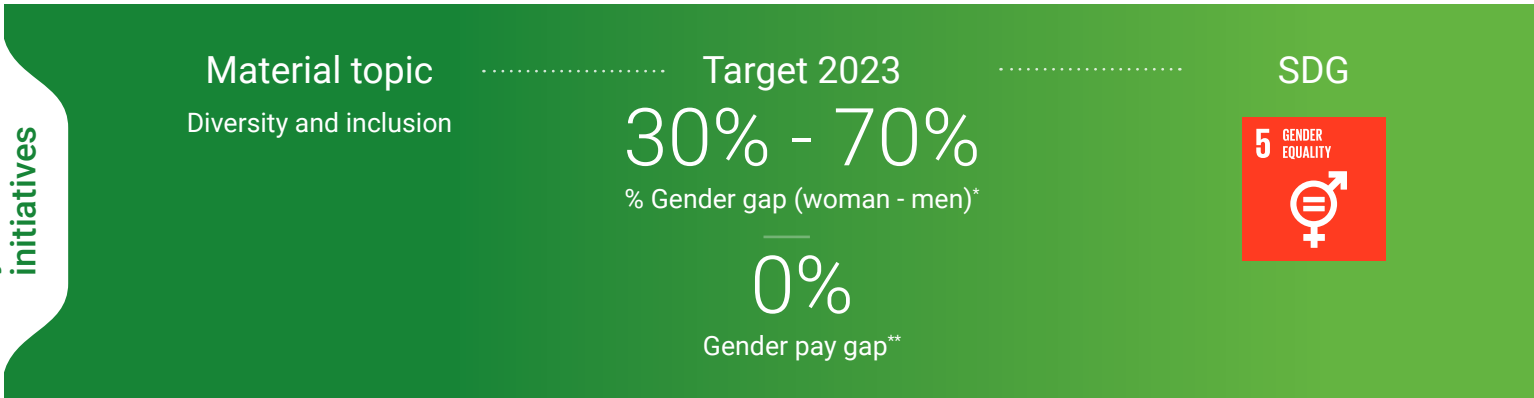
#### **LEGAL AND TAX ADVICE L'ALTRA RETE**

The corporate community on the world of volunteering

#### **EMPLOYEE CARPOOLING**

#### **INFORMATIONAL AND TRAINING ORIENTATION**

for returning from long periods of absence



\* Percentage referring to direct and second-level reports of the CEO and Chairman, evaluated by scores assigned using the Hay methodology  
 \*\* Pay gap evaluated with the same organisational role performed

### The path to reducing the gender gap

The Group has set itself the objective of gradually increasing the number of women in its workforce. To this end, it has been established that in staff selection phases at least 30% of applications should be from women.

In June 2021, Autostrade per l'Italia published its manifesto for the promotion of diversity, in which it publicly undertakes to consider diversity, equity and inclusivity as key principles guiding corporate choices, to achieve work-family-leisure balance, to recognise the centrality of people's well-being and lastly to adopt criteria of equality, equity, inclusivity and transparency in recruitment, remuneration and career advancement.

The Group has set itself the objective of increasing the percentage of women in top management positions. In 2020, the percentage of women in top positions, meaning direct reports to the CEO or Chairman and the organisational level immediately below, was 20%. The Group has set itself the target of increasing this figure to 30% by 2023.

### ISO 30415 Certification

In September 2021, Autostrade per l'Italia started the process to obtain ISO 30415 certification. The certification focuses mainly on human resource management processes, rewarding organisations capable of encouraging a process of continuous improvement in their ability to be inclusive and value diversity. The certification path covers all resource management processes: from the selection phase, to the hiring process, to training and managerial development, even including remuneration policies and development plans.

Other initiatives to be carried out over the next two years also include the adaptation of the Company welfare system to include caregiving services.

Lastly, in order to ensure the inclusion of refugees and asylum seekers, the Group will launch training courses aimed at helping them enter the world of work. In particular, the subsidiary Pavimental is planning an Academy focused on a number of key corporate trades and characterised by educational paths and on-the-job training to allow for the acquisition of the necessary skills.

## Customer satisfaction

During 2020, due to the exceptional conditions brought about by the pandemic, the annual customer satisfaction survey was not carried out. It will be conducted with updated methodologies in 2021. Other channels for dialogue with customers remained active, complementing the customer care system the Group has in place to strengthen customer relations.

The main objectives of Autostrade per l'Italia's customer care system are to improve customer satisfaction by making transparency and the ability to listen two fundamental cornerstones of a new relationship; to manage complaints received by paying attention to customers' needs and expectations and to provide them with an effective and easy-to-use complaint handling process.

Today, complaints are received by various means (letter, fax, telegram, email, web form, telephone), and all complaints, if well-founded, i.e. referring to inconveniences, malfunctioning or inefficiencies highlighted by the complainant and actually encountered within the Company, receive an exhaustive and definitive response.

| Complaint justification                                | 2020  | 2019  |
|--|-------|-------|
| Roads and infrastructure (no.)                         | 2,074 | 1,872 |
| Service Areas (no.)                                    | 192   | 280   |
| Payment transactions at toll stations (no.)            | 7,811 | 8,110 |
| Violation of privacy (no.)                             | -     | -     |
| Customer relations (web, call centre, Punto Blu, etc.) | 6     | 5     |
| Other (no.)  | 194   | 1,755 |

The Group companies make various tools available for communicating with customers, such as dedicated call centres, smartphone applications, specific sections of Company websites and service charters.

On the website [www.autostrade.it](http://www.autostrade.it), all the information released by the main communication channels (TV, radio, webcam) is also available, in addition to an area dedicated to those travelling on the network of Autostrade per l'Italia and its Subsidiaries, containing information regarding the Company.



#### **CONTACTS AND INFORMATION**

To communicate with the Company, to send suggestions, reports and complaints, for the Conciliation Procedure and to send refund requests



#### **REAL TIME TRAFFIC**

To consult the interactive map in real time, for information on weather and Service Areas. Real time webcams located on motorways can also be viewed



#### **ROUTES AND TOLLS**

To calculate the route of interest and obtain information on tolls and travel times and distances



#### **CLOSURES, WORKS AND ORDINANCES**

To consult the closures planned along the network, with information on dates and durations of works in progress and recommended alternative routes



#### **ROADSIDE ASSISTANCE**

With information on contact numbers and rates



#### **SERVICE AREAS**

To check and identify the services available in network Service Areas



#### **NON-PAYMENT**


To pay unpaid tolls online and to find out about other payment methods



#### **WEATHER FORECASTS**

To consult the weather situation by time bands and Civil Protection weather warnings



| Material topic        | Target 2022   | SDG  |
|-----------------------|---|--|
| Customer satisfaction | Definition of targets according to the new Customer Satisfaction Index (CSI) model* | <br>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE |

\* Target scope referring to Autostrade per l'Italia

## New customer satisfaction measurement system

In the course of 2021, the customer satisfaction measurement system was updated and the initial pilot surveys were carried out, after which the 2022 targets will be defined. In addition to the traditional areas of investigation relating to safety, Service Areas, payment systems, traffic and information management, the new system also considers the perceived travel experience.

Improving traveller perception across all stages of the journey from planning to arrival is a constant objective of the Group.

Free To X, Autostrade per l'Italia's operational arm on the commercial front, capable of offering a portfolio of innovative services designed to improve the customer experience, plays a central role in this regard.

## Improving the customer experience: the role of Free To X

Specific areas of intervention were defined for each of the phases into which the journey was segmented as described below.

## Free To X

# 1

# 2

### Mission



#### PLANNING AND DEPARTURE

Improve the user experience during the trip planning phase by providing personalised suggestions



#### TRAVEL

Accompany the traveller on the journey by providing dynamic information and encouraging green and shared transport

### Areas of intervention

App Free To X

Green mobility

Travel and stopover experience

Today, making mobility sustainable is one of the main objectives of technological innovation and service digitalisation and is one of the key factors for the transformation of our urban centres into smart cities. Through Free To X, Autostrade per l'Italia strives to contribute to a different way of experiencing the city by implementing an increasingly integrated range of services from the motorway network to the heart of the city.

Through its applications and services, Free To X aims to accompany customers throughout the entire travel experience, allowing for better trip planning thanks to the ability to provide real-time information on traffic, on planned works along the route and on possible slowdowns and suggesting alternative routes or departure times and information on the Service Areas along the way.

The application also allows for the management of refund requests to which users will be entitled in the event of delays due to the presence of construction sites along the route, attributable to motorway network maintenance and modernisation works and the management of any non-payment.

This refund mechanism ("cashback") - introduced by Autostrade per l'Italia in 2021- is intended for all users, regardless of vehicle class and the means of payment used. The service will remain experimental from September to December 2021 and will become fully operational in 2022.

3

**STOPOVER**

Satisfy every traveller's need, developing both innovative services for the mobility of the future and services aimed at entertainment and the stopover experience

4

**EXCHANGE MOBILITY**  
(Motorways/Cities)

Extend the motorway service by creating an integrated mobility ecosystem that accompanies travellers throughout their journey

5

**SMART CITY**  
(Innovative cities)

Develop services that integrate mobility offers with other innovative solutions in order to improve residents' quality of life

Shared mobility

Other services for residents

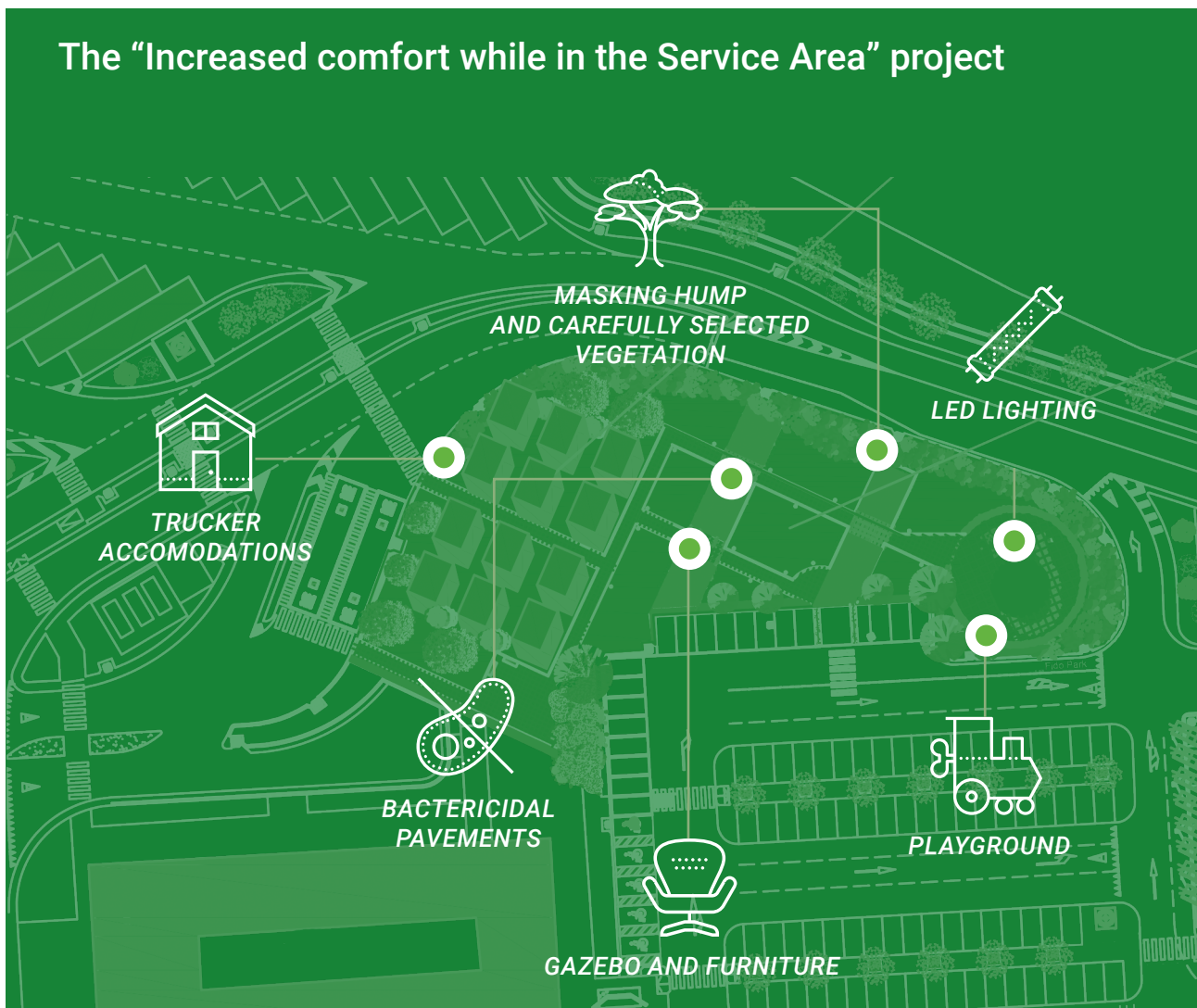
## Autostrade per l'Italia: Green mobility and the new travel and stopover experience

With the development of an integrated "green mobility" system, Autostrade per l'Italia will enable customers driving an electric vehicle to make a journey similar to that made with a conventional vehicle, thanks to the possibility of planning stopovers and charging times by identifying available Service Areas.

In this new context, Free To X intends to enhance the travel and stopover experience along the motorway network by developing services for customers, such as information on the availability of specific services in the Service Areas along the travel route and the possibility of booking desired services in advance.

In this regard, the Transformation Plan includes a number of projects aimed at improving the customer's travel experience. Among these, one of the most important concerns increased comfort while in the Service Area, which calls for the expansion and improvement of green areas, picnic areas and playgrounds, in network Service Areas. The possibility is also being evaluated of creating widespread accommodation for driver rest periods in compliance with recent EU directives and building vertical aquaponic farms (closed-cycle, above-ground cultivation techniques in a controlled environment).

## The “Increased comfort while in the Service Area” project

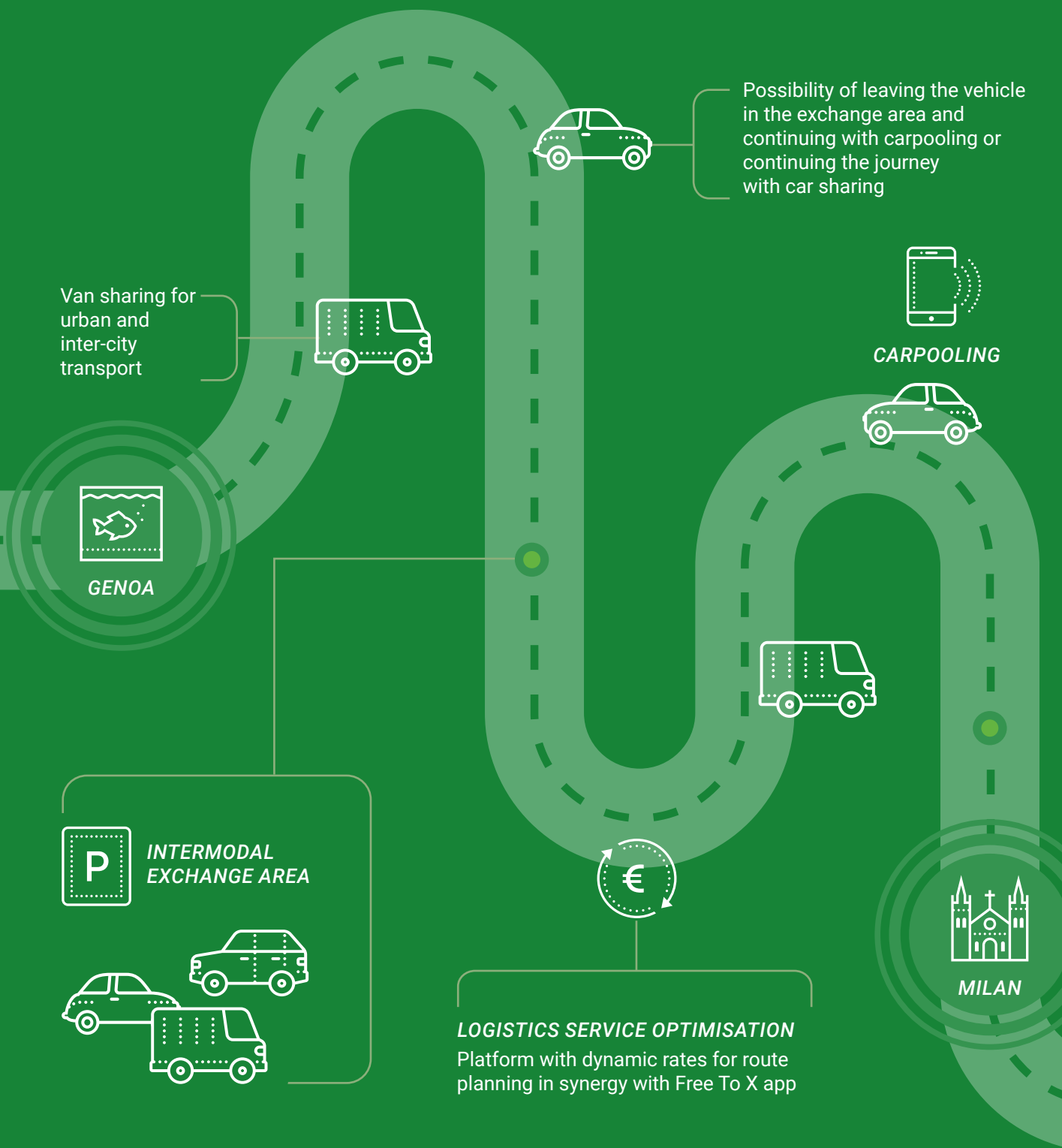


## Smart City and shared mobility

Through Free To X, the Group aims to become a point of reference for the implementation of sustainable urban mobility systems (Smart City) thanks to an integrated offer of solutions ranging from motorway network trip management to the continuation of the journey in urban areas. Free To X’s “Smart City” offer is being developed by leveraging the services already active along the motorway network, with the goal of extending their scope to cities as well in order to provide an integrated travel experience in every area. The expansion of the Smart City service portfolio may include new products (such as smart parking and connected car solutions) created through partnerships with technology enablers and infrastructure and connectivity providers.

## Shared mobility and smart cities

Free To X's strategic objective is to offer a portfolio of shared mobility services such as car/van sharing and additional micro-mobility services, acting as a player capable of managing the door-to-door travel experience.





Anti-corruption  
**78%**  
of employees  
trained

Privacy  
No customer  
data loss or  
theft

Cybersecurity  
**6,000**  
managed  
events

ESG  
**1,151**  
suppliers assessed  
according to ESG  
criteria  
920 in 2019



# 6

## Governance

|                               |    |
|-------------------------------|----|
| Business Ethics and Integrity | 90 |
| Privacy and Cybersecurity     | 95 |
| Sustainable supply chain      | 97 |

Key numbers

Autostrade per l'Italia SpA's governance system is based on the organisational model established in arts. 2380-bis et seq. of the Italian Civil Code and consists of the Shareholders' Meeting, the Board of Directors, which is entrusted with the management of the Company, and the Board of Statutory Auditors with control and supervisory functions. These bodies work alongside the Supervisory Body and the Committees set up within the Board of Directors with proposal and advisory functions.



Composition of the Board of Directors

**CHAIRMAN**

Giuliano Mari

**CHIEF EXECUTIVE OFFICER**

Roberto Tomasi

**SECRETARY**

Giulia Mayer

**DIRECTORS**

Carlo Bertazzo  
Massimo Bianchi  
Elisabetta de Bernardi Di Valserra  
Christoph Holzer  
Hongcheng Li  
Roberto Pistorelli  
Nicola Rossi  
Antonino Turicchi

Board of Directors by gender and age group

| 2020      |         |       |       |
|-----------|---------|-------|-------|
| GRI 405-1 | % Women | % Men | Total |
| 30-50     | 18%     | 9%    | 27%   |
| >50       | -       | 73%   | 73%   |

| 2019      |         |       |       |
|-----------|---------|-------|-------|
| GRI 405-1 | % Women | % Men | Total |
| 30-50     | 18%     | 9%    | 27%   |
| >50       | -       | 73%   | 73%   |



Composition of the Board of Statutory Auditors

**CHAIRMAN**

Giandomenico Genta

**STANDING AUDITORS**

Roberto Colussi  
Giulia De Martino  
Alberto De Nigro  
Donato Liguori

**ALTERNATE AUDITORS**

Lorenzo De Angelis  
Francesco Orioli



**Control and Risk Committee:** consists of non-executive Directors, the majority of whom are independent. It supports the Board of Directors with regard to decisions concerning the internal control and risk management system and periodic financial reports.

**Major Works Committee:** consists of at least five members, including the Chairman and the Chief Executive Officer, and its main area of responsibility is to monitor the implementation and completion of contracts.

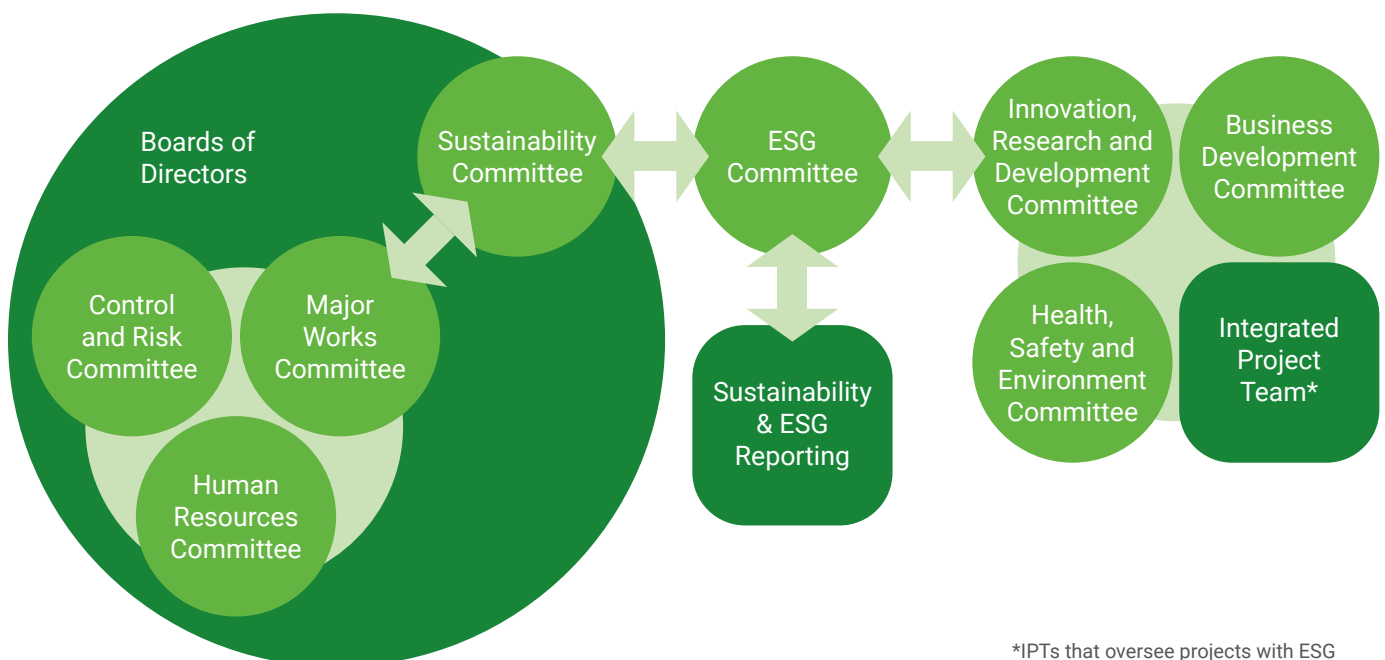
**Human Resources Committee:** consists of non-executive directors and has advisory and proposal functions with respect to the Board of Directors concerning remuneration policies and incentive plans and the dissemination of a culture of long-term value.

**Sustainability Committee:** consists of non-executive directors and has investigative, proposal and advisory functions with respect to the Board of Directors in assessing and deciding on sustainability issues. In particular, it examines and evaluates guidelines on ESG issues and makes proposals to the Board of Directors for the integration of ESG aspects into the Business Plan and the Group's strategy, and examines the general set-up and breakdown of the content of sustainability reporting.

## Sustainability governance

The sustainability governance system was recently revised to give a clearer impetus to ESG activities and initiatives and to encourage their integration within the Group's development and growth policies.

The model involves several actors:



**Board of Directors**, defines the strategic guidelines and policies on ESG issues.

**Sustainability Committee**, a board committee with advisory and proposal duties.

**ESG Committee**, a managerial body chaired by the Chief Executive Officer. The Committee proposes the Group's ESG guidelines to the Sustainability Committee, validates the Group Sustainability Plan and monitors its progress. It also coordinates ESG activities by interfacing with the other managerial committees and the internal sustainability network (*ESG Ambassadors and heads of teams overseeing projects with ESG impacts*).

**Sustainability & ESG Reporting**, a structure reporting directly to the CFO, which, on the basis of the Group's strategic ESG guidelines, is responsible for disseminating ESG objectives to all corporate structures. The structure defines and monitors the Sustainability Plan and is responsible for the Group's non-financial reporting, also interfacing with the ESG Committee and the internal parties involved in the management of ESG projects.

## Business ethics and integrity

2020  
Highlights

Anti-corruption

78%

of employees trained  
in anti-corruption  
issues

Reports

34

reports received by the  
Group Ethics Officer -  
Whistleblowing Team (8  
not relevant)

Procurement processes

100%

monitored

### The code of ethics

The Code of Ethics defines the principles and general rules of conduct for relations within the Group and with all external stakeholders, and is binding for all those who, for whatever reason, contribute to the achievement of the Group's goals and objectives, including members of the corporate bodies.

## The principles of the code of ethics



Health and Safety



Legality and compliance



Environmental protection



Confidentiality



Transparency and professionalism



Enhancement of people



Integrity



Protecting human rights



Equality and inclusion

## The code of conduct

In 2018, further implementing the inspiring principles contained in the Code of Ethics, the Code of Conduct for preventing discrimination and protecting the dignity of individuals was adopted. The purpose of the Code is to inform workers of their rights and obligations regarding the prevention and removal of all discriminatory behaviour and the maintenance of a work climate that ensures respect for the dignity of each individual, guaranteeing a working environment inspired by the principles of equality, inclusivity and the protection of individual freedom, dignity and inviolability.

## The organisation, management and control model pursuant to Legislative Decree 231/2001

In order to ensure conditions of fairness and transparency in the conduct of business activities, the Group companies have adopted an Organisation, Management and Control Model (231 Model) that defines a structured system of rules and controls to be followed to pursue the corporate purpose in full compliance with current laws.

## Anti-Corruption Policy and Management System for the prevention of corruption

Autostrade per l'Italia Group Companies adopted the Anti-Corruption Policy at the end of 2017, which integrates the rules for preventing and combating malfeasance into a systematic framework. Moreover, as further confirmation of its commitment to preventing and combating corruption, Autostrade per l'Italia voluntarily implemented a specific Management System in 2018, certified in accordance with the UNI 37001 standard in April 2019.

On the subject of anti-corruption, it should be noted that 78% of employees received specific training in 2020.

## Whistleblowing and the new whistleblowing management process

A new Group Whistleblowing management process characterised by the following elements was adopted in 2020:

- decentralisation of the management of reports through the establishment of special multidisciplinary Whistleblowing Teams;
- attribution to the Internal Audit function of the role of process owner, benefitting the timeliness of analyses and the integration of all aspects relating to the Internal Control and Risk Management System (ICRMS), also in line with the mission and the characteristics of this function's specific role;
- integration of information flows with other players in the ICRMS (Control and Risk Committee, Supervisory Bodies, Boards of Statutory Auditors, Anti-Corruption Officer) insofar as they are responsible.

On 12 November 2020, Autostrade per l'Italia's Board of Directors established the Group Ethics Officer - Whistleblowing Team, responsible for assessing the grounds of the reports received and defining and monitoring any ensuing improvement actions, suggesting possible improvements to the whistleblowing management process to the Board of Directors, promoting the necessary information and training on whistleblowing and ensuring adequate information flows on the activities carried out.

The table below provides a summary of the reports received in 2020, broken down by Company and type (relevant<sup>27</sup>/not relevant<sup>28</sup>).

(27) "Relevant" reports are reports concerning facts which it is deemed may be: unlawful conduct or irregularities; violations of regulations; actions likely to damage the assets or image of the Company; violations of the Code of Ethics; violations of the Anti-Corruption Policy; violations of 231 Model; violations of Company procedures and regulations.

(28) "Not relevant" reports are communications concerning, by way of example but not limited to, commercial complaints, marketing activities, etc.

| Total reports           |              |           |           |
|-------------------------|--------------|-----------|-----------|
| Company                 | Not relevant | Relevant  | Total     |
| Autostrade per l'Italia | 7            | 19        | 26        |
| Essediesse              | -            | 1         | 1         |
| Giove Clear             | -            | 1         | 1         |
| SAM                     | -            | 4         | 4         |
| SITMB                   | 1            | 1         | 2         |
| <b>Total</b>            | <b>8</b>     | <b>26</b> | <b>34</b> |

## Internal control and risk management system

The Internal Control and Risk Management System is represented by the set of tools, rules, procedures and corporate organisational structures aimed at allowing, through an adequate process of identifying, measuring, managing and monitoring the main risks, sound and fair Company management consistent with the business objectives defined by the Board of Directors.

To reinforce the risk culture and strengthen the Internal Control System, Autostrade per l'Italia has defined a Framework consisting of four elements that, when appropriately monitored, provide the top management with reasonable assurance of achieving business objectives in compliance with laws and regulations while also guaranteeing data integrity and reliability.

**System of powers.** Powers must be limited, consistent and public. Autostrade per l'Italia has therefore adopted a guideline establishing the control principles and rules for granting powers to sign on behalf of and represent the Company in dealings with third parties.

**Risk Management.** Autostrade per l'Italia implements a systematic Enterprise Risk Management process for detecting and assessing risks that could compromise the achievement of Business Plan targets.

**Rules.** Autostrade per l'Italia's Corpus of Internal Rules is made up of various internal regulatory documents organised according to a defined hierarchy.

**Values.** Autostrade per l'Italia has identified the fundamental values of its corporate culture that guide the application of rules through good example, the absence of compromise and the balance between performance and compliance.

The system is monitored at the following levels: Management (level I), Risk & Compliance functions (level II), Internal Audit Department (level III) and through continuous monitoring activities (level IV). In particular, as part of the Digital Transformation Plan, automatic and continuous monitoring has been launched of potential risky and fraudulent events relating to the “power of attorney to pay” process (from the management of supplier master data to the payment of suppliers).

For a detailed description of the Internal Control and Risk Management System, as well as the risk controls, please refer to paragraphs 2.8.3 and 2.10 of the 2020 Annual Report published on the Company's website (<https://www.autostrade.it/it/investor-relations/bilanci>)

Objectives and initiatives

Material topic

Business Ethics and Integrity

Target 2023

100%

% monitoring of relevant transactions/day\*

SDG



20h/years RUP\*\* e 12h/years Executives

Average annual hours of advanced training in legality and anti-corruption

\* Daily transactions referred to processes such as procurement, payments

\*\* Responsabile Unico del Procedimento according to D.Lgs. 50/2016 e s.m.i.

In July 2021, Autostrade per l'Italia approved and issued the Company's new 231 Model. By the end of 2021, the redrafting of the special parts of the 231 Models of the Group Companies will be completed, following the same approach.

In June 2021, Autostrade per l'Italia also obtained annual confirmation of its ISO 37001 Certification.

As far as prevention and control activities are concerned, the commitment is to carry out monitoring on relevant transactions across all business processes by the end of 2023 and to strengthen the control on respect for human rights, as a prerequisite to prevent corrupt behaviour, in accordance with international best practices.

Prevention will also extend to the supply chain: to this end, initiatives will be carried out in the area of third party risk management and due diligence and an initial pilot project will be launched on 3 suppliers to define an Integrity Pact.

# Privacy and Cybersecurity

2020  
Highlights

**Privacy** .....  
No sanctions  
imposed by the  
Authority

**Information  
Security** .....  
No loss or theft  
of customer data

**Cybersecurity** .....  
**6,000**  
events managed

**ISO 27001**  
Extension of scope  
to secure software  
development

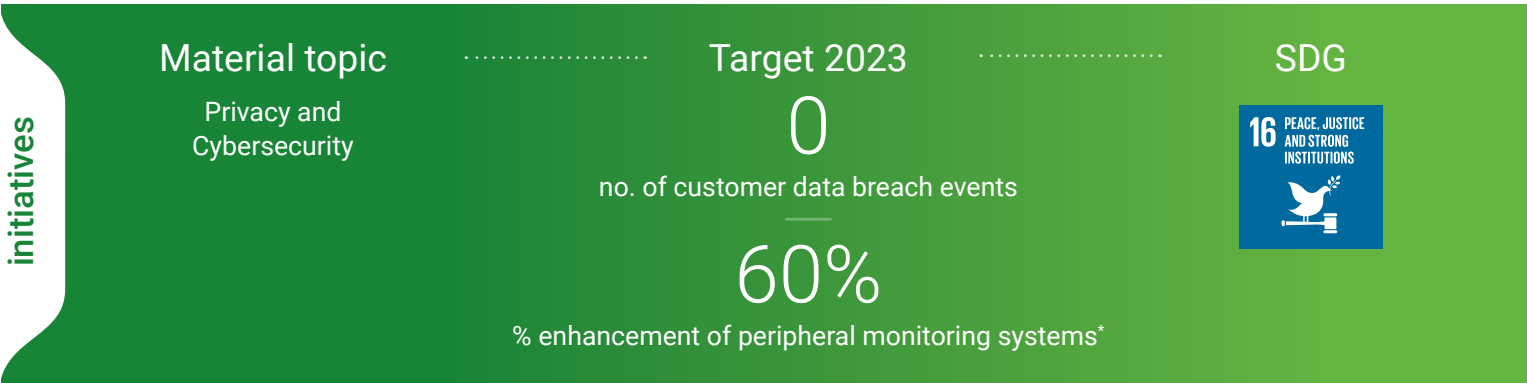
The Group pays particular attention to the application of the European General Data Protection Regulation (GDPR), with the awareness that it represents a path of growth, including cultural, conducted together with customers in relation to the data processed.

In order to protect data and information security and privacy, we have committed to implementing a system of rules, by means of procedures and guidelines, which comply with the General Data Protection Regulation (e.g. Internal Privacy Rules Procedure, Data Protection Impact Assessment (DPIA) Procedure, Data Protection Risk Analysis (DPRA) Procedure, Personal Data Breach Event Management Procedure, etc.). In 2020, there were no substantiated complaints regarding breaches of customer privacy, nor was there any loss or theft of customer data.

The Group uses a proprietary network (peripheral data network and central systems) to manage the main business processes: mobility management, toll collection, intranet and management applications, safety, Service Areas, etc.

The network extends for about 3,000 km and connects the central and regional offices of the Group companies, 270 toll stations, more than 100 customer service centres (Punto Blu) and 210 Service Areas. The central system is organised around primary and secondary data centres.

For the management of this IT infrastructure, the Group has adopted a governance model and process and technology solutions, with a focus on security-by-design and the continuous improvement of Company cybersecurity, aimed at guaranteeing the confidentiality, integrity and availability of data and infrastructure in accordance with national and international standards and best practices. The information security management system adopted is ISO 27001 certified and, in 2020, its scope was extended to include secure software development as well. Thanks to the measures put into place, the Company has adequately managed 6,000 events attributable to attempted cyber attacks.



\* These are advanced cybersecurity monitoring systems applied to the Company's assets, such as tunnels and toll stations on the network managed by Autostrade per l'Italia

### Privacy protection: 0 customer data breach events

Specific projects are currently under way to reduce Privacy and Cyber risk, with a view to increasing IT security and personal data protection levels. In particular, with regard to Privacy:

- training on specific topics such as privacy in the cloud, IoT and other emerging technologies;
- Authority inspection simulation activities;
- the activation of a centralised platform for the management of GDPR processes for all Group companies;
- the definition of Privacy control standards on business processes, also obtaining the ISO 27701 certification.

### Protection against cyber attacks: enhancement of monitoring tools

As far as initiatives and projects aimed at mitigating the risk of cyber attacks are concerned, the following should be mentioned:

- The "Raising Cybersecurity Controls" project, which includes the "Mobile Device Management" stream, aimed at strengthening cybersecurity controls for the management of IT risks relating to mobile devices, and the "Patching Management" stream, designed to mitigate certain infrastructural vulnerabilities by implementing a dedicated patching plan;
- "Evolution of IT security architecture", which includes a series of initiatives aimed at enhancing the security of IT architecture against cyber attacks.

The objective for 2023, in particular, relates to the enhancement of advanced tools for the continuous monitoring of the cybersecurity posture applied to Company assets, such as tunnels equipped with PLC (Programmable Logic Controller) and SCADA (Supervisory Control And Data Acquisition) systems and tolling stations, with respect to which the Company aims to achieve 60% coverage.



# Sustainable supply chain

The Group's supply chain management policy is based on the criteria of fairness, transparency and good faith. The Company operates as a Contracting Authority pursuant to Legislative Decree 50/2016. Therefore, in the procurement of goods and services it makes use of private procedures, public procedures below threshold and public procedures above threshold, depending on the amount of the supplies, with increasing levels of constraints imposed by the applicable public procurement rules.

All suppliers are required to comply with the ethical and behavioural principles of the Group's Code of Ethics and Conduct and meet environmental and occupational health and safety requirements. The path towards a sustainable supply chain now sees the Group committed to reviewing all phases of its relationship with suppliers from an ESG perspective: the purchase of goods and services, the protection of health and safety at construction sites and the use and proper disposal of materials in construction projects.

ESG  
1,151  
suppliers assessed  
according to ESG criteria

Audit  
26  
carried out on ESG  
criteria

2020  
Highlights

In 2020, Autostrade per l'Italia introduced, within the limits of and in compliance with the current provisions of the Procurement Code on public tenders, criteria to ensure the adoption of ESG principles by the Group's entire supply chain. Autostrade per l'Italia is one of the country's major contracting authorities and therefore believes it can promote and inspire the adoption of sustainability principles throughout its supply chain.

## Raising supplier awareness through the sustainability questionnaire

To this end, it has submitted an optional questionnaire to all operators registered to use Autostrade per l'Italia's procurement portal, divided into three sections structured on the basis of reference principles such as:

- consumption (water, diesel, electricity, etc.), reporting of negative events in the area of environmental protection, membership of associations on environmental matters (E Criteria);

- workplace accident frequency trends, relations with trade unions, membership of associations that promote social initiatives, staff composition, salary policies (S Criteria);
- adoption of a Code of Ethics, preparation of a Sustainability Report, possession of environmental and social certifications, possible sanctions for corruption offences, level of control exercised over the sub-supply chain and the relative guarantees (G Criteria).

During 2020, more than 1,151 suppliers were assessed against ESG criteria. In addition, 26 document audits were carried out on the same number of suppliers that play a strategic role because they are not easily replaceable in Autostrade per l'Italia's supply chain.

### Inclusion of ESG award criteria

Autostrade per l'Italia has included in all public tenders, and in any case where applicable, the most appropriate certification (e.g. ISO 45001 - ISO 14001 - ISO 9001) or, alternatively, the requirement for its suppliers to comply with certain environmental and ethical-social requirements. For the procurement of services and supplies not subject to public tenders, specific award criteria linked to compliance with ESG parameters have been introduced.

Objectives and initiatives

#### Material topic

Supply chain

#### Target 2022

100%

% of suppliers assessed according to ESG criteria (excluding open tenders)\*

#### SDG



\* This refers to open tenders for supplies, services and works above threshold (€200k for supplies and services; €5m for works). The scope of the objective refers to Autostrade per l'Italia

### The new guidelines

In managing its supply chain, Autostrade per l'Italia has set itself the objective of redefining the contract lifecycle by 2023 so as to systematically consider the environmental and social impacts that may arise from the purchase of goods and services and the execution of works.

Autostrade per l'Italia will issue new guidelines during 2022 containing rules for the preparation of tender documentation.

The new award requirements that will be requested in the bidding phase will aim to enhance the ESG content of the service requested, based on the different activities covered by the contract, and to remunerate the value of the service, with a consistent definition of the tender starting price.

With the adoption of the new guidelines, Autostrade per l'Italia will include ESG parameters and indicators within its award criteria, while in any event ensuring that the inclusion of these criteria is not discriminatory or anti-competitive.

## A new approach to the supply chain: ESG Vendor Rating

In the course of 2022, Autostrade per l'Italia intends to set up a certified platform to assess the ESG parameters of suppliers selected for private tenders. Through this platform, it intends to encourage not only compliance with ESG criteria, but also dialogue and collaboration with its suppliers throughout the contract lifecycle, so as to promote the spread of a culture and ways of operating inspired by sustainability criteria. The aim is to create a long-term link between the Group and its suppliers and to develop a shared wealth of knowledge on ESG issues. The platform will initially be adopted by Autostrade per l'Italia and gradually extended to its Subsidiaries as well.

## Tenders and technical specifications

In compliance with the current Procurement Code, Autostrade per l'Italia will ensure that objectives are differentiated according to the type of procedure adopted. For private tenders, the minimum ESG criteria to be met by participants will be defined, while for public tenders, the score quota to be assigned to the ESG award criteria to be applied in all tenders will be defined.

The Company is conducting the necessary technical and market checks on the technical requirements to be included in specifications, in line with sustainability objectives (e.g. MEC<sup>29</sup> analysis).

## Advocacy and supplier engagement on ESG issues

With a program of over €20 billion in investments and maintenance largely concentrated over the next 4 years, Autostrade per l'Italia is one of the main contracting authorities in the country, already counting over 3,500 companies in its supply chain. Aware of this role, it intends to become an active player in encouraging the increasingly widespread adoption of sustainability criteria and practices by its suppliers, also by promoting legislation based on compliance with ESG criteria, so that they can play a leading role in relations between customers and suppliers.

(29) Minimum Environmental Criteria (MEC) are the environmental and ecological requirements defined by the Ministry of Ecological Transition aimed at directing Public Administrations towards a streamlining of consumption and purchases by providing instructions for the identification of more environmentally friendly design solutions, products or services








# 7

## **Innovation and digitalisation**

Integrating technological innovation, digitalisation and sustainability is a global challenge, with all industries and service sectors engaged in designing products and services for a more resilient and sustainable world over the long term.

The Group has also embarked on this path, placing sustainability at the centre of value creation; innovation and digital transformation are therefore two of the main enabling factors, which in the future will enable the Group to combine operational excellence and sustainability objectives, throughout the entire scope of material topics.

Ongoing innovation and digitalisation initiatives related to material topics

|   | Material topic                         | Examples of innovation and digitalisation initiatives   |
|---|--|---|
| <br>Environment  | <b>Climate change</b>                  | <ul style="list-style-type: none"> <li>• Research and development projects on alternative energies</li> <li>• Migration to the Cloud and reduction in server consumption</li> </ul>                   |
|   | <b>Protection of natural resources</b> | <ul style="list-style-type: none"> <li>• Research and development projects for the re-use of asphalt</li> <li>• Document dematerialisation and paperless solutions</li> </ul>                         |
| <br>Social     | <b>Infrastructure safety</b>           | <ul style="list-style-type: none"> <li>• Infrastructure monitoring platform (ARGO)</li> <li>• Development of methods to improve knowledge of the health of tunnels</li> </ul>                         |
|   | <b>Traffic safety</b>                  | <ul style="list-style-type: none"> <li>• Development of forecasting models based on traffic data</li> <li>• Monitoring systems for the transport of hazardous goods</li> </ul>                        |
|   | <b>Occupational safety</b>             | <ul style="list-style-type: none"> <li>• Digitalisation of HSE reporting to monitor information and KPIs defined for the Group (HSE Dashboard)</li> </ul>   |
|   | <b>Customer satisfaction</b>           | <ul style="list-style-type: none"> <li>• FreeToX App development</li> <li>• Experiments for vehicle-infrastructure information exchange</li> </ul>  |
|   | <b>Resource development</b>            | <ul style="list-style-type: none"> <li>• New performance management system</li> <li>• Digital solutions for recruiting and on-boarding processes</li> </ul>   |
|   | <b>Supporting local communities</b>    | <ul style="list-style-type: none"> <li>• Innovation projects carried out in collaboration with Universities, Research Centres and incubators</li> </ul>   |
| <br>Governance | <b>Business ethics and integrity</b>   | <ul style="list-style-type: none"> <li>• Development of a platform for integrated follow-up on gaps emerging during internal controls</li> <li>• Predictive compliance for risk management</li> </ul> |
|   | <b>Privacy and Cybersecurity</b>       | <ul style="list-style-type: none"> <li>• Initiatives to increase cybersecurity oversight in IT infrastructure and mobile devices</li> </ul>   |
|   | <b>Supply chain</b>                    | <ul style="list-style-type: none"> <li>• Smart procurement</li> <li>• Digitalisation of Contract Management</li> </ul>  |

## Digital Transformation

Starting in 2020, Autostrade per l'Italia has embarked on an accelerated process of adopting new digital technologies in the Company's systems and processes ("digital transformation"). Digital transformation projects involve all functional areas of the organisation with the aim of fostering business governance based on greater transparency of information flows and increasingly "data driven" decision-making processes. It is a profound transformation of how we work, in order to optimise, simplify, accelerate and make all business

activities more agile. The digital transformation is in line with the environmental sustainability objectives pursued by the Group as it favours progressive process dematerialisation, remote working and energy efficiency by relying on the cloud.

The planned investment for the digitalisation process is about €0.2 billion by 2024.

The Digital Transformation develops along three main lines:

**Customers:** implementation of new technological solutions and development of new services with the aim of improving the travel experience (e.g. Smart Service Areas, Free To X App).

**Operations:** implementation of new technological solutions and development of new tools to optimise infrastructure management (e.g. infrastructure monitoring solutions, forecasting models for construction site management, tools to support the activities of operational staff).

**Corporate:** adoption of new tools to support the corporate area and for personnel management (simplification and automation of Finance processes, simplification of administrative activities, customisation of personnel growth and training paths)

|  |   |  |                            |
|--|---|--|----------------------------|
| <p>Material topic</p> <p>Innovation and Digitalisation</p> | <p>Target 2023</p> <p>2<sup>nd</sup> quartile</p> <p>Digital Acceleration Index* quartile</p> | <p>SDG</p>  | Objectives and initiatives |
|--|---|--|----------------------------|

\* The Boston Consulting Group's Digital Acceleration Index is a survey designed to assess an organisation's digital maturity and environment by defining an overall score that can be attributed to 4 levels of digital maturity (i.e., quartiles, where 1st quartile is "leader" and 4th quartile is "beginner")

In order to develop all digital transformation projects, operational sessions were created involving all organisational areas, identifying, by July 2021, around 70 initiatives (Use Cases), assessed and prioritised on the basis of their expected impact on the business and their feasibility/complexity. For each use case, one or more digital rooms were created where working groups develop projects taking an "agile" approach.

## Innovation

The Transformation Plan assigns a key role to innovation, the governance and strategic guidelines of which are ensured by the innovation, research and development managerial committee.

In 2020, Autostrade per l'Italia, relying on its subsidiary MOVYON, launched a series of innovative initiatives ranging from research into alternative energies and the re-use of materials to the design of solutions for the mobility of the future (e.g. "smart roads"), infrastructure monitoring and traffic management.

In particular, Movyon's Research and Development activities are developed along 4 lines:

- **Energy saving and environment**, which includes research and development projects aimed at optimising the use of electricity, the production from alternative sources and the development of new technologies supporting the e-mobility.



### Research project for the generation of electricity from vehicular traffic

The research project called KEHV (Kinetic Energy Harvesting from passing Vehicles) aims to harness the energy of the vehicle flow at points where the vehicle naturally slows down or must slow down for safety reasons (e.g. when entering Service Areas, accessing electronic toll lanes). In particular, the research focuses on the development of a new system of alternative generation that transforms kinetic energy, which would be lost in heat, into electricity.

The technology behind the production of energy from traffic offers clear advantages over solar energy (such as the use of a small surface area and independence from weather conditions) and is also suitable for integration within smart cities. Due to its specific characteristics, it lends itself perfectly to integration with existing and future photovoltaic production systems to create an energy generation mix that is as stable and constant as possible.

- **Data management, artificial intelligence, Smart Mobility**, which includes research and development projects in the field of data management, solutions employing data analytics and artificial intelligence algorithms aimed at the development of innovative services for customers.



### Tunnel sensor predictive maintenance research project

This research project aims to develop models and algorithms capable of predicting the operational degradation of sensors whose data are used to calculate tunnel service levels. A lowering of these levels leads to the implementation of actions with a high impact on traffic (e.g. lane closures), which have a range of implications: queues and therefore more pollution, increased accident risk, more workers in the field and therefore a greater risk of workplace accidents.

The work focuses on the analysis of data communicated by different types and different models of sensors, the study of possible correlations and the development of algorithms that anticipate failures, allowing for preventive rather than reactive intervention. A further objective is the modelling and implementation of a dynamic risk index calculation function associated with each specific tunnel and integrated with traffic in real time.



- **Pavements and materials**, which includes research and development projects in the field of innovative materials for pavements, rationale usage of materials and monitoring systems for the predictive management and optimisation of maintenance.



### Research project on the environmental impact of the asphalt lifecycle

The production, use and removal of asphalt involves environmental impacts in terms of emissions, resource consumption, waste generated and its management.

Movyon's R&D group has created the Environmental Asphalt Rating (EAR) index, which will allow the environmental impact of bitumen proposed by companies to be assessed during the tender process. This index is based on the assessment of three key categories: emissions, resource consumption (materials and energy) and waste re-use. The three categories apply to all phases of the asphalt lifecycle: transport, use, end-of-life and potential for re-use/recycling.

The EAR index will be integrated into the proprietary platform that Autostrade per l'Italia and Movyon are developing for the management of pavement work, known as the Pavement Management System. The index will become one of the tools Autostrade per l'Italia will use to choose asphalt suppliers and will also indicate to suppliers or group companies in which phases of the lifecycle they should intervene to reduce environmental impacts.

- **Infrastructure monitoring**, which includes research and development projects in the field of infrastructure monitoring systems and the development of models for assessing risks and estimating the residual life of works.



### Research project for the use of drones in inspections

The project aims to innovate inspection processes carried out through the use of drones. Drones allow periodic inspections of works to be carried out remotely and play a primary role in generating the digital twin of the work, while minimising risks for operators and users. Each piece of information acquired is geolocated and integrated within the asset management system, to then be easily used by the manager. The same drones are also used for the automatic detection of defects in works, exploiting all the potential of innovative artificial intelligence algorithms that make it possible to highly reliably recognise and classify different types of defects.

In order for these initiatives to generate value for communities and all stakeholders involved, innovation projects are managed with an Open Innovation approach in collaboration with universities, research centres, technology incubators and start-ups.





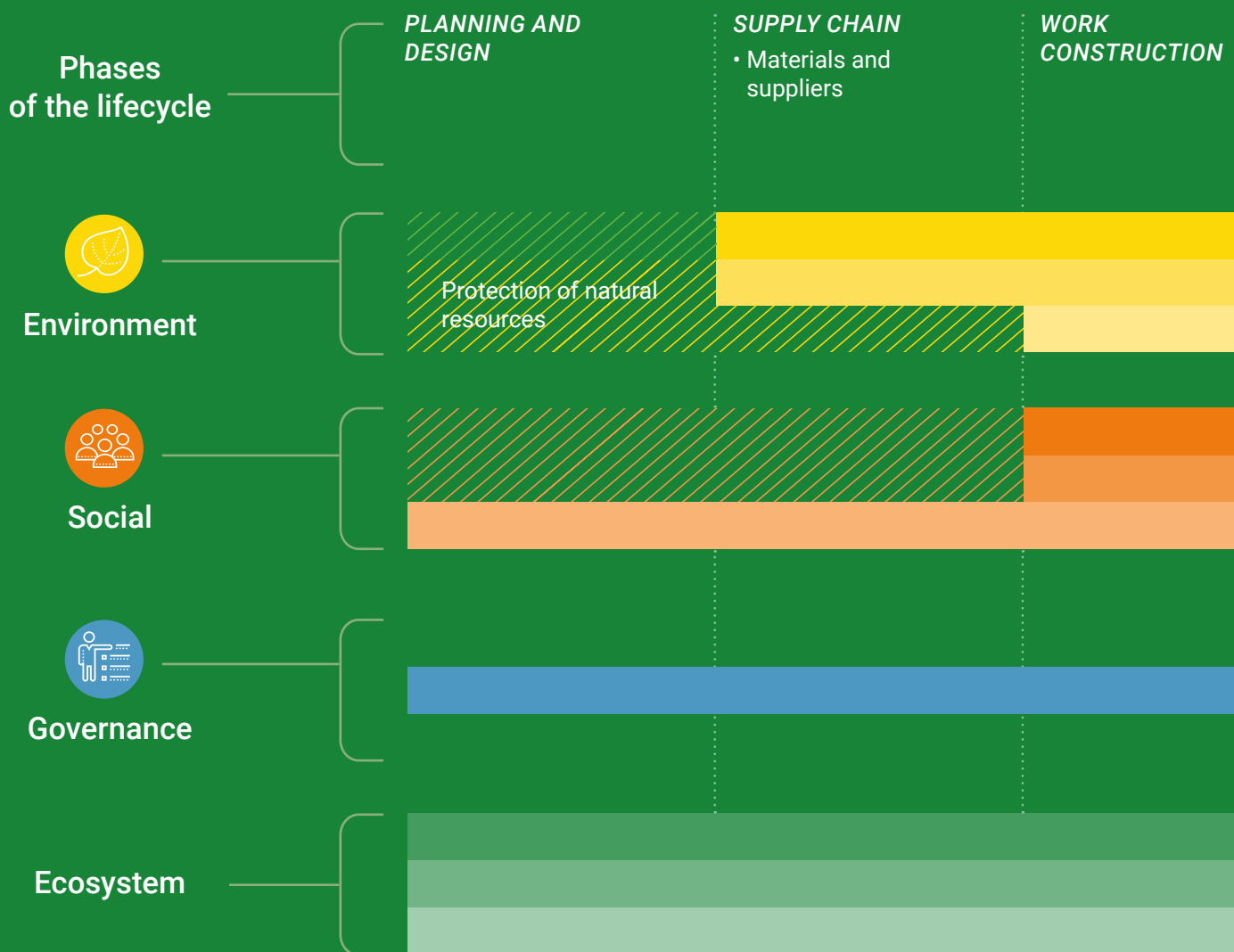
# 8



## **The sustainable Infrastructure model**

Designing, building and managing sustainable infrastructure means managing complex processes that involve numerous internal and external players, with the goal of pursuing a balance between environmental protection and local social and economic development.

## The Group's Sustainable Infrastructure Framework



Autostrade per l'Italia has developed a specific framework for sustainable infrastructure, with the aim of guiding the Company in the management of each phase of its lifecycle, in compliance with the objectives of asset sustainability and durability, while also ensuring an improved quality of life for communities.

The unitary vision underlying this framework identifies as a key factor for the achievement of these objectives the process of integrating ESG issues within operational aspects (from design to construction work and structure management) and within relations with all stakeholders.

Obtaining certifications attesting to infrastructure sustainability, access to sources of financing linked to the Company's commitment to ESG aspects and stakeholder communication and engagement initiatives support and enable the continuous improvement of this integration process.

Infrastructure sustainability and durability and an improved quality of life for communities

**NETWORK MANAGEMENT**

- Maintenance
- Energy consumption
- Roads
- Toll collection

**ANCILLARY SERVICES**

- Service Areas
- Sustainable mobility
- ...

**USE OF INFRASTRUCTURE**

- Circulation of vehicles

**DECONSTRUCTION AND DISPOSAL (at end-of-life)**

Climate change

Circularity

Biodiversity and land use

Infrastructure and traffic safety

Occupational health and safety

Support local communities

Innovation and digitalisation

Communication and stakeholder engagement

"Sustainable Infrastructure" certifications

Access to sources of financing

Among the different phases of the infrastructure lifecycle, the planning and design phase is of strategic importance, since through it the work is “thought out and designed” in all its aspects, including those relating to the construction phase. Therefore, the evaluation of projects according to this framework allows for continuous improvement in the implementation of ESG aspects (e.g., definition of integrative measures for the reduction of CO<sub>2</sub> emissions and other pollution factors, development of local revitalisation and community projects, etc.).

Autostrade per l'Italia has planned an impressive investment plan consisting of activities to upgrade and modernise the network and building a number of major infrastructure projects such as the Bologna Bypass and the Gronda di Genova. The adoption of an approach oriented towards sustainable design, starting with these two key works in terms of complexity and value (they make up about 40% of the total amount of investments), represents a fundamental factor in making these projects compatible with stakeholder needs and the objective of protecting the environment and local areas that must accompany their implementation.

In particular, the application of the framework to the “Bologna Bypass” has led to the identification of further improvement initiatives with respect to those already present in the project.

The “Bologna Bypass” project is the result of a long and constructive dialogue with local communities. Also thanks to its integration within the planning of local requirements, the project is already characterised by a significant focus on social and environmental issues, establishing a series of interventions such as:

- of a soundproof tunnel integrated with the urban space through a dedicated park and cycling paths;
- design oriented towards minimising land use and hydraulic invariance on the entire roadbed;
- other initiatives to protect local environments and areas adjacent to the motorway.

The application of the framework has therefore made it possible to identify a series of additional actions currently being evaluated, such as: award criteria linked to the re-use of concrete from demolition and the use of recycled steel, the creation of a platform for monitoring construction sites in urban and motorway areas featuring an interface with navigation systems.

The planning performed with the new criteria will be subject to Envision® certification, the first rating system for sustainable infrastructure.

The **Envision® protocol** was born in 2012 from the collaboration between ISI, Institute for Sustainable Infrastructure and the Zofnass Program for Sustainable Infrastructure at Harvard University. In Italy, ICMQ and Stantec carry out third party assessments, through auditors qualified directly by ISI, assigning the final certification level to the project under evaluation. To date about 90 certifications have been issued worldwide.

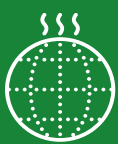
The Envision protocol is based on the assignment of credits grouped into 5 macro-categories, which constitute the macro-areas according to which project sustainability is assessed (quality of life, leadership, resource allocation, natural world, climate and risk).

Autostrade per l'Italia, supported by the TECNE Group Company, which has a qualified team of Envision-certified professionals, has started the Envision certification process for the Bologna Bypass and plans to certify the Gronda di Genova by the end of 2023.

## Main initiatives planned for the Bologna Bypass



### Main initiatives on environmental matters



#### Climate change

##### **GREEN INTERVENTIONS**

to partially neutralise emissions

##### **PHOTOVOLTAIC SYSTEMS**

for the production of energy from renewable sources

##### **CHARGING INFRASTRUCTURE**

in the surrounding area, to support the penetration of electric mobility



#### Circularity

##### **RE-USE OF MILLED MATERIAL**

in line with recent R&D results

##### ★ **RE-USE OF CONCRETE FROM DEMOLITION**

for the base of the road embankment (award criterion in the tender phase)

##### ★ **USE OF RECYCLED STEEL**

for reinforcements and structural uses (award criterion in the tender phase)



#### Land use and biodiversity

##### **MINIMISATION OF LAND USE**

Vs other design solutions

##### **HYDRAULIC INVARIANCE**

obtained on the entire roadbed



### Main initiatives on social matters



- SOUNDPROOF TUNNEL**  
integrated with urban space through a dedicated park
- REDEVELOPMENT OF CROSSINGS**  
including underpasses, flyovers and roundabouts in the surrounding area
- CYCLING PATHS**  
either in dedicated areas, or inside parks
- LISTENING PROGRAMS**  
and implementation of relative project modification
- ★ **COMMUNICATION PLAN**  
to minimise the impact of construction sites



Support for local communities

- TECHNOLOGIES SUPPORTING ROAD SAFETY**  
e.g., monitoring video cameras, speed detection
- MAXIMISATION OF CONSTRUCTION SITE SAFETY**  
through support for a culture of safety and use of new technologies



Road safety

★ Additional initiatives identified beyond those already planned, without impacting the approval process





# 9

## **Sustainable finance**

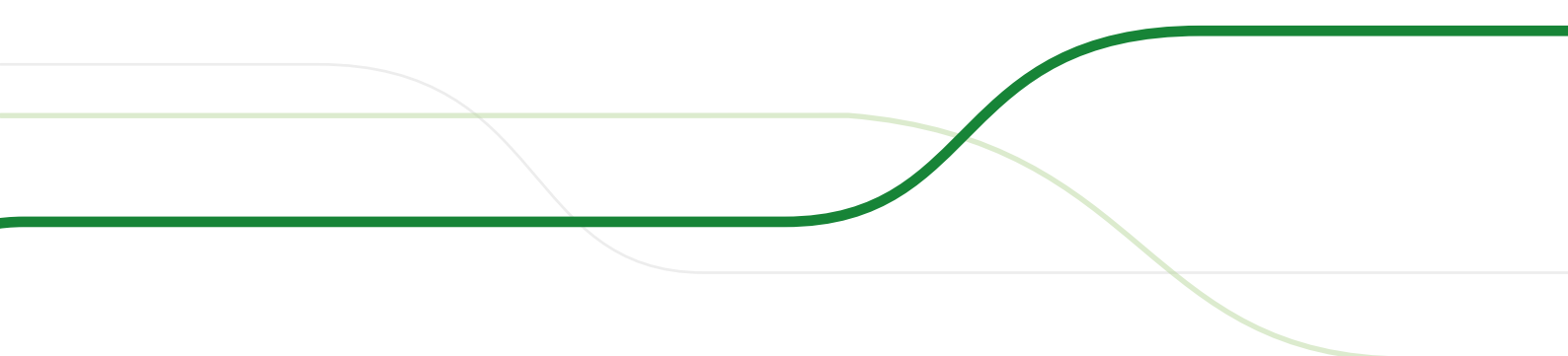
In recent years, financial markets have seen progressive growth in transactions serving projects and investments directly linked to environmental issues (green bonds) and increasingly strong growth in financial instruments and products indexed to the achievement of certain sustainability targets (Sustainability-linked bonds and Sustainability-linked loans).

Autostrade per l'Italia is aware that an operator that is a leader in its sector and has a strong presence in the financial markets must favour ever greater integration of sustainability objectives in policies for covering its financial requirements.

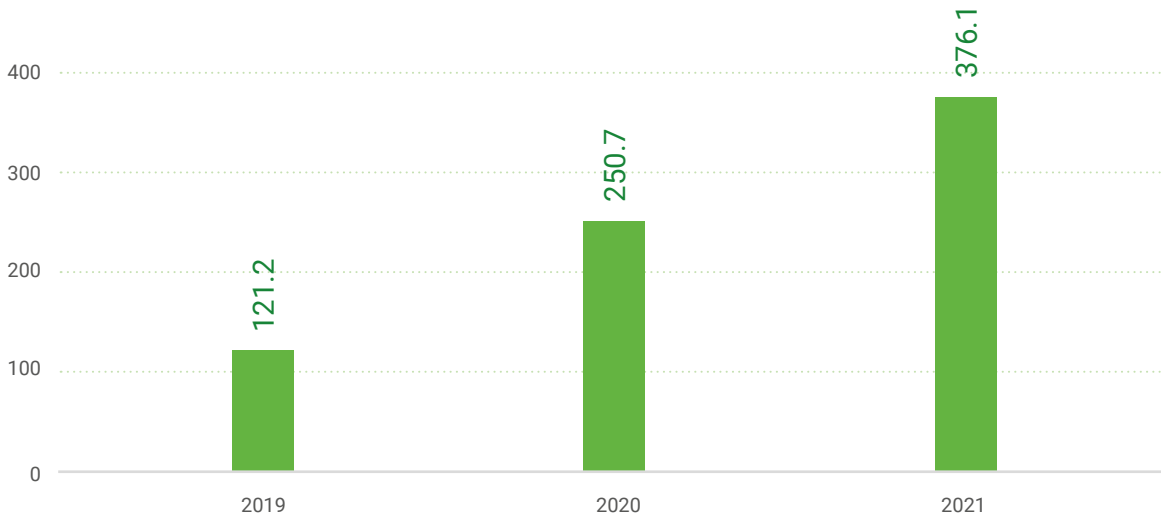
In line with its ESG strategy, Autostrade per l'Italia has decided to link part of its funding to sustainability objectives and has accordingly taken out a revolving 5-year loan for a total of €750 million specifically to support the plan to upgrade and modernise the motorway network under concession. Sustainability KPIs and targets are currently being defined with the lending banks in relation to this credit line. Once these parameters are agreed upon, the line will be converted into a Sustainability-linked Revolving Credit Facility. The parameters (KPIs and annual targets to be achieved) that have been used and will be subject to periodic certification by an independent auditor include traffic safety, contrasting climate change and the gender gap.

In the meantime, Autostrade per l'Italia has begun a process of certifying its ESG objectives with some of the industry's leading rating agencies so as to be able to access the sustainable finance market with the necessary credentials in the near future. In this area, the possibility of issuing a Green Bond to finance exclusively investments earmarked for decarbonisation and circular economy projects is also being assessed.

Also with the aim of fostering dialogue with lenders that are more mindful of social and environmental issues, the Company has launched a science-based certification process for its targets concerning the fight against climate change (SBTi).

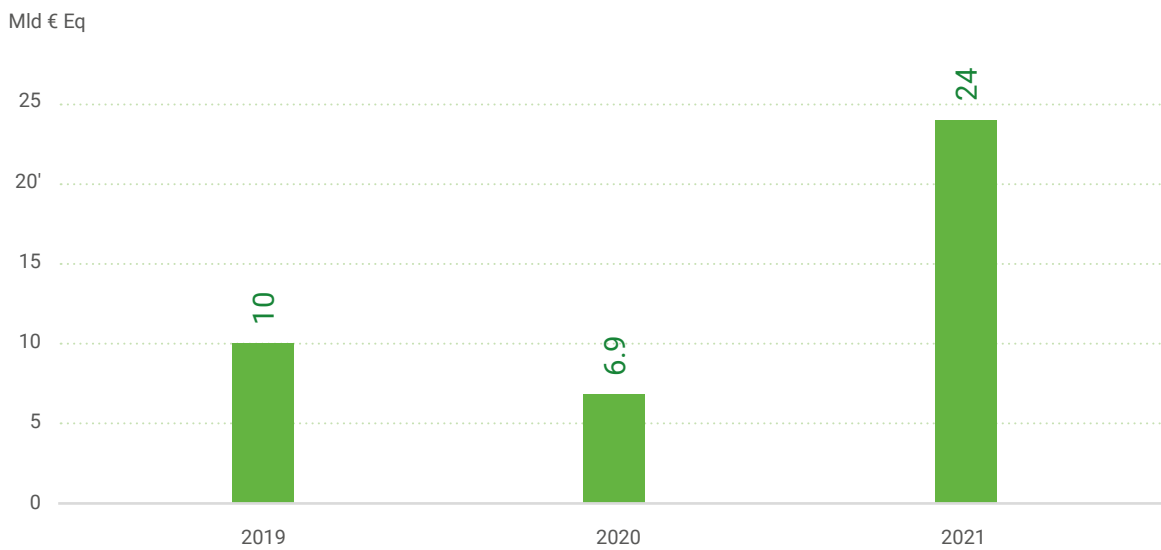


## Quarterly EMEA (Europe, Middle East, Africa) ESG bond issue



Source: Company calculations

## Quarterly Italy ESG bond issues



Source: Company calculations



# Appendix

|                     |     |
|---------------------|-----|
| Methodological note | 120 |
| GRI Content Index   | 121 |

This report has been prepared in accordance with the “GRI Sustainability Reporting Standards” (GRI Standards) published by the Global Reporting Initiative (GRI), according to the “core” reporting option, which is currently the international benchmark in ESG reporting.

In order to allow for the comparability of data and information over time and to assess the performance of the Group's activities, the data are shown, unless otherwise required by the GRI indicators, with reference to the 2019 and 2020 financial years. The data included in this document have already been consolidated by the Parent Company in the Atlantia Group's non-financial statement and are taken from the Company's management information system.

The aspects reported within the document were identified on the basis of the materiality analysis process carried out in 2021, as explained in the report, and aimed at identifying the material topics for the Group based on their impact on the business as well as their importance for stakeholders.

The materiality analysis was also developed considering the instructions provided by the SASB (Sustainability Accounting Standards Board) and in particular the Materiality Map specific to the infrastructure sector (Infrastructure - Engineering & Construction Services).

It should be noted that the data reported in this document refer to the following 2020 scope: Autostrade per l'Italia S.p.A., the Group motorway concessionaire companies (Tangenziale di Napoli, Autostrade Meridionali, Raccordo Autostradale Valle d'Aosta, Società Autostrada Tirrenica, Traforo del Monte Bianco), as well as the subsidiaries: MOVYON (Autostrade Tech), Essediesse, GioveClear and Ad Moving. Tecne (which joined the Group in December 2020), Pavimental and Free to X (which joined the Group in 2021) are excluded.



# GRI Content Index

| GRI Indicator                 | Indicator Description  | SR Paragraph/page  | Direct Answer   |
|-------------------------------|--|--|---|
| <b>Organisational profile</b> |  |  |   |
| 102-1                         | Name of organisation   | The Group page 10  | Autostrade per l'Italia S.p.A.                                |
| 102-2                         | Activities, brands, products and services                    | The Group page 10  |   |
| 102-3                         | Location of headquarters                                     |  | Via A. Bergamini, 50, Rome                                    |
| 102-4                         | Location of operations                                       | The Group page 13  |   |
| 102-5                         | Ownership and legal form                                     | The Group page 15  |   |
| 102-6                         | Markets served   | The Group page 13  |   |
| 102-7                         | Scale of the organisation                                    | The Group pages 10-15<br>Focus on and development of resources page 67                                       |   |
| 102-8                         | Information on employees and other workers                   | Focus on and development of resources page 67-69   |   |
| 102-9                         | Supply chain   | Sustainable supply chain page 97   |   |
| 102-10                        | Significant changes to the organisation and its supply chain |  | There have been no significant changes in the supply chain    |
| 102-11                        | Precautionary principle or approach                          | Business ethics and integrity page 90  |   |
| 102-12                        | External initiatives   | Dialogue with the community and local areas pages 62-66  |   |
| <b>Strategy</b>               |  |  |   |
| 102-14                        | Statement from senior decision-maker                         | Letter to stakeholders   |   |
| <b>Ethics and integrity</b>   |  |  |   |
| 102-16                        | Values, principles, standards and norms of behaviour         | Sustainable growth: the Ambition of Autostrade per l'Italia page 23<br>Business ethics and integrity page 90 |   |
| <b>Governance</b>             |  |  |   |
| 102-18                        | Governance structure   | Governance page 87-90  |   |
| <b>Stakeholder engagement</b> |  |  |   |
| 102-41                        | % of employees covered by a collective bargaining agreement  |  | All employees are covered by collective bargaining agreements |
| <b>Reporting practice</b>     |  |  |   |
| 102-45                        | Entities included in the consolidated financial statements   | Methodological note page 20  |   |
| 102-46                        | Defining report content and topic boundaries                 | Methodological note page 120   |   |
| 102-47                        | List of material topics                                      | Materiality analysis page 17   |   |

| GRI Indicator                      | Indicator Description                                    | SR Paragraph/page  | Direct Answer  |
|------------------------------------|--|--|--|
| 102-48                             | Restatements of information                              |  | No restatement has been made, as this is the Autostrade per l'Italia Group's first sustainability report |
| 102-49                             | Changes in material topics and relative scope            | Methodological note page 120   |  |
| 102-50                             | Reporting period   | Methodological note page 120   |  |
| 102-51                             | Date of most recent report                               |  | This is Autostrade per l'Italia's first sustainability report  |
| 102-52                             | Periodicità di rendicontazione                           | Methodological note page 120   |  |
| 102-53                             | Contact point for questions regarding the report         |  | sostenibilita@autostrade.it  |
| 102-54                             | Claims of reporting in accordance with the GRI Standards | Methodological note page 120   |  |
| 102-55                             | GRI Content Index  | GRI Content Index page 121   |  |
| 102-56                             | External assurance                                       |  | The document in question was not subject to external assurance   |
| <b>GRI 103 Management approach</b> |  |  |  |
| 103-1                              | Explanation of the material topic and its boundary       | Materiality analysis page 17   |  |
| 103-2                              | The management approach and its components               | Climate change page 30<br>Protection of natural resources page 37<br>Infrastructure safety page 48<br>Traffic safety page 52<br>Occupational safety page 57<br>Support for local communities page 62<br>Focus on and development of resources page 67<br>Diversity and inclusion page 74<br>Customer satisfaction page 79<br>Business ethics and integrity page 90<br>Privacy and cybersecurity page 95<br>Sustainable supply chain page 97<br>Innovation and digitalisation page 101  |  |
| 103-3                              | Evaluation of the management approach                    | Climate change pages 30-36<br>Protection of natural resources pages 37-44<br>Infrastructure safety pages 48-51<br>Traffic safety pages 52-56<br>Occupational safety pages 57-61<br>Support for local communities pages 62-66, 107-113<br>Focus on and development of resources pages 67-73<br>Diversity and Inclusion pages 74-79<br>Customer satisfaction pages 79-85<br>Business ethics and integrity pages 90-94<br>Privacy and cybersecurity pages 95, 96<br>Sustainable supply chain pages 97-99<br>Innovation and digitalisation pages 101-105 |  |

| GRI Indicator                                    | Indicator Description   | SR Paragraph/page  | Direct Answer |
|--|---|--|---------------|
| <b>GRI 203 Indirect economic impacts</b>         |   |  |               |
| 203-1  | Infrastructure investments and service                        | Autostrade per l'Italia's contribution to sustainable growth page 14<br>The sustainable works model page 107 |               |
| <b>GRI 204 Procurement practices</b>             |   |  |               |
| 204-1  | Proportion of spending on local suppliers                     |  | 98%           |
| <b>GRI 205 Anti-corruption</b>                   |   |  |               |
| 205-3  | Confirmed incidents of corruption and actions taken           | Whistleblowing and the new whistleblowing management process page 92   |               |
| <b>GRI 302 Energy</b>                            |   |  |               |
| 302-1  | Energy consumption within the organisation                    | Climate change page 31   |               |
| <b>GRI 303 Water</b>                             |   |  |               |
| 303-3  | Water withdrawal  | Focus on the protection and management of water resources page 39  |               |
| 303-4  | Water discharge   | Focus on the protection and management of water resources page 39  |               |
| <b>GRI 305 Emissions</b>                         |   |  |               |
| 305-1  | Direct (Scope 1) GHG emissions                                | Climate change page 32   |               |
| 305-2  | Energy indirect (Scope 2) GHG emissions                       | Climate change page 32   |               |
| 305-3  | Other indirect (Scope 3) GHG emissions                        | Climate change page 32   |               |
| <b>GRI 306 Waste</b>                             |   |  |               |
| 306-2  | Waste by type and disposal method                             | Protection of natural resources page 37  |               |
| <b>GRI 301 Materials</b>                         |   |  |               |
| 301-1  | Materials used by weight or volume                            | Protection of natural resources page 38  |               |
| <b>GRI 308 Supplier environmental assessment</b> |   |  |               |
| 308-1  | New suppliers that were screened using environmental criteria | Sustainable supply chain page 97   |               |
| <b>GRI 401 Employment</b>                        |   |  |               |
| 401-1  | New employee hires and employee turnover                      | Focus on and development of resources page 67  |               |
| <b>GRI 403 Occupational health and safety</b>    |   |  |               |
| 403-9  | Work-related injuries   | Occupational safety page 57  |               |
| <b>GRI 404 Training and education</b>            |   |  |               |
| 404-1  | Average hours of training per year per employee               | Management of key competencies page 70   |               |
| <b>GRI 405 Diversity and equal opportunity</b>   |   |  |               |
| 405-1  | Diversity of governance bodies and employees                  | Diversity and inclusion page 74<br>Governance page 88  |               |

| <b>GRI Indicator</b>                      | <b>Indicator Description</b>   | <b>SR Paragraph/page</b>               | <b>Direct Answer</b> |
|---|--|--|----------------------|
| <b>GRI 414 Supplier social assessment</b> |  |  |                      |
| 414-1                                     | New suppliers that were screened using social criteria                                       | Sustainable supply chain page 97       |                      |
| <b>GRI 412 Human rights assessment</b>    |  |  |                      |
| 412-2                                     | Employee training on human rights policies or procedures                                     | Management of key competencies page 71 |                      |
| <b>GRI 418 Customer privacy</b>           |  |  |                      |
| 418-1                                     | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Privacy and cybersecurity page 95      |                      |





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