

# SUSTAINABILITY REPORT



Connected to tomorrow! Ideas, people and values

# 2017





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# Letter to Stakeholders

Dear Stakeholders

The 2017 Sustainability Report is the ASTM Group's second report on Corporate Social Responsibility (CSR) policies.

The Report is the work of a team of dedicated people, who - with a great passion and professionalism - have reported on all qualitative and quantitative aspects of our Group's activities in the environmental, social and personnel spheres, and with regard to human rights and the fight against active and passive bribery and corruption.

The Report has several new aspects compared to last year's version.

The most evident is that large-scale organisations and entities of public interest, such as the ASTM Group, are now legally required to publish their own Sustainability Report as from the 2017 financial year (according to Legislative Decree no. 254/2016). Besides the Financial Report, the law requires companies to prepare non-financial disclosure (our Sustainability Report) with information on environmental, social and human rights' issues.

This new aspect is extremely important as it endorses the strategic role that CSR issues have in defining business strategy. Although a business must generate financial results to survive, it must not generate wealth at all costs, to the detriment of the local area, employees and the environment. In fact, a sustainable business is a company with a greater inner wealth, that can also create a greater and longer-lasting value over time. To the benefit of all stakeholders.





The Group produced its first Sustainability Report last year, on a voluntary basis, as it is fully aware of the importance of this document and its values of transparency. The feedback received, both from within the Group and from local institutions, the media and financial system has been extremely encouraging and a positive driver for us improve even further, as we are convinced that sustainability and business are two closely related issues that both contribute to a company's success.

The Report also focuses in particular on Halmar International LLC (Halmar), the US company that joined the Group during 2017. Halmar is one of the leading companies in the metropolitan area of New York, involved in the construction of transport infrastructure (roads, motorways, bridges, viaducts, airports, subways). With the acquisition of Halmar, the ASTM Group has taken a further step forwards in its process of growth, internationalisation and geographic diversification, which is also the basis for its Strategic Plan, that will be developed in parallel with the new Sustainability Plan adopted for the first time by the Group, with a view to integrating business and sustainability, and that will enable us to achieve and consolidate important CSR results over the next few years. In this Plan, the Group has set out its commitments to sustainability issues in terms of practicable, concrete results - identifying medium/long term objectives in line with the Strategic Plan.

Lastly, the 2017 Sustainability Report includes an analysis of the impact of the Group's operations and the consequent value created and distributed in local areas. This helps us measure our ability to generate wealth and impact on local areas.

We hope you find the Report interesting and enjoy reading it.

*Alberto Rubegni*

## METHODOLOGICAL NOTE

This Non-Financial Disclosure ("NFD" or "Sustainability Report") of ASTM S.p.A. ("ASTM" or the "Company") and its wholly consolidated subsidiaries ("ASTM Group" or "Group") as at 31 December 2017 describes initiatives and main results in terms of sustainability performance relative to the period from 1 January to 31 December 2017 and complies with provisions in Articles 3 and 4 of Italian Legislative Decree no. 254/16 (the "Decree").

As provided for by Article 5 of Legislative Decree no. 254/16, this document is a separate report, as indicated, referring to Consolidated Non-Financial Disclosure required by law.

Non-financial Disclosure, to the extent necessary to ensure an understanding of a business's activities, its performance, results and the impact it produces, covers environmental, social and personnel issues, respect for human rights, and the fight against active and passive bribery and corruption, which are significant in view of the company's activities and characteristics, and the expectations of its stakeholders, as shown in the materiality matrix in this report.

This Sustainability Report has been prepared in compliance with «GRI Sustainability Reporting Standards», published in 2016 by Global Reporting Initiative (GRI), based on the "in accordance-core" option and with "Construction and Real Estate Sector Disclosures"(2014), also published by Global Reporting Initiative. The "GRI Content Index" is included in the appendix

of this document, with details on contents reported in compliance with GRI.

To prepare the Sustainability Report, reference was made to the "Ten Principles" of the United Nations Global Compact, ISO 26000:2010 and Guidelines on non-financial reporting of the European Commission.

Data and information on non-financial disclosure refer to all subsidiaries consolidated on a line-by-line basis in the Consolidated Financial Statements of the ASTM Group as at 31 December 2017; any exceptions, in addition to information below, are specifically indicated.

As regards main changes to the scope of consolidation, the following is reported:

- on 23 March 2017, the company under Brazilian law, Itinera Construcoes LTDA, was incorporated by the subsidiaries Itinera S.p.A. and Sinelec S.p.A.;
- on 5 July 2017, Itinera S.p.A., through its US subsidiary Itinera USA Corp., purchased a controlling interest in the capital of Halmar International LLC;
- on 29 November 2017, the company Fiera Parking S.p.A. was sold.

As regards the mergers of the company Autostrada Torino Savona S.p.A. with Autostrada dei Fiori S.p.A. and Autocamionale della Cisa with Società Autostrada Ligure Toscana p.A., effective from 1 November 2017, and the merger of Sineco S.p.A. with Sina S.p.A.



on 1 September 2017, no change in the scope of consolidation is reported, as the incorporated companies were already consolidated on a line-by-line basis in the previous year.

As regards the entire scope of consolidation of the ASTM Group, this Report does not cover Halmar International LLC and its subsidiaries, as it was decided to consolidate non-financial information from 1 January 2018 onwards, given the limited time frame since the acquisition. Moreover, data for Itinera S.p.A. do not include information on the international branches of Botswana, Romania, the United Arab Emirates and Abu Dhabi, whose operations began during 2017. Lastly, data for Itinera Costrucoes do not include data of the Consortium Baixada Santista joint operation, which was set up in 2017. However, the above limitations are not considered to affect in any way an adequate understanding of the Group's business activities overall.

The scope of economic/financial information and data is the same as that of the Consolidated Financial Statements, reflecting the actual date of acquisition of the controlling interest in Halmar International LLC, i.e. 5 July 2017.

To compare data and information over time and assess the trend of Group operations, a comparison with the previous year has been made, where possible. Information on actions taken in previous years that still apply to Group operations is also included.

The Group has prepared materiality analysis, as provided for by GRI standards in order to report on the sustainability issues considered most significant by its stakeholders and the organisation. This analysis was conducted following on from last year's actions, and considering the issues and areas indicated in Article 3 of the Decree.

It was also considered appropriate in this analysis to compare sig-

nificant issues identified from the materiality matrix (see the section "Stakeholder map and materiality analysis") with sector best practices in order to have a broad-ranging comparison.

Starting from issues considered significant, and as regards areas covered by the Decree, risks generated or sustained, relative to the Group's operations, services/products, including where relevant and available, supply and subcontractor chains, were analysed. Main inherent risks connected with sustainability issues refer in particular to the following aspects:

- compliance with environmental and occupational safety regulations;
- interruption to the operation of infrastructure;
- ethics and a lack of integrity in doing business;
- the supply and subcontractor chain;
- the empowerment of key positions within the Group;
- Relations with the local area (NIMBY - Not in my backyard - risk).

For more in-depth analysis of this aspect, see the section "Internal audit and risk management system".

All main companies of the Group have adopted a "Compliance Programme" (pursuant to Legislative Decree 231/01) and relative

"Code of Ethics and Conduct", with further details given in this Report.

The ASTM Group has started a process to continually improve sustainability aspects and set out its commitments in the 2017-2021 Sustainability Plan approved by ASTM S.p.A.'s Board of Directors in November 2017. This document maps the strategic sustainability guidelines with a view to creating value for all stakeholders in the medium to long term and considers them in terms of objective, concrete actions, starting from an analysis of the UN's 17 Sustainable Development Goals (SDGs) to be reached by 2030, which are related.

In this framework, sustainability actions planned up to 2021 are summarised below.

## ENVIRONMENT

The ASTM Group is committed to pursuing solutions that can guarantee a responsible use of natural resources, efficient energy consumption, the management of atmospheric emissions and protection of biodiversity. For this reason, its Sustainability Plan covers actions that help protect and safeguard the environment, including:

- i. the development of expertise to design and develop trans-

- port infrastructure and civil and industrial buildings with a low environmental impact and a high LEED (Leadership in Energy and Environmental Design) classification;
- ii.** the promotion of energy saving policies through the use of work sites with a reduced environmental impact and policies that are also adopted by sub-contractors;
  - iii.** efficient lighting systems on motorways, through an increased use of LED;
  - iv.** noise abatement plans for motorway infrastructure;
  - v.** the promotion of recycled materials, as part of activities for the maintenance and modernisation of motorway infrastructure and with a view to supporting a circular economy;
  - vi.** involvement in the CDP Climate Change programme, as from 2018;
  - vii.** the harmonisation of environmental management systems;
  - viii.** involvement in and the promotion of projects to protect the local area, reduce land use and protect biodiversity.

## SOCIAL ASPECTS

Social issues have always been a key value and objective of the ASTM Group, which is committed daily to ensuring the safety of its employees and, through its licensee companies, road safety and

service quality, promoting solutions to improve motorway infrastructure and user satisfaction.

In this context, the Sustainability Plan includes the following actions:

- i.** aligning current quality, safety and environmental management systems to the latest ISO standards, maintaining all existing certification;
- ii.** using the operating standards adopted in Italy for foreign operators, also by extending management systems;
- iii.** promoting responsible driving, by developing and disseminating the "Autostradafacendo" safe driving campaign;
- iv.** being awarded ISO 39001 (Road Safety Management System) certification for all Group licensee companies;
- v.** developing an application ("Infomobilità") to update motorway users in real time;
- vi.** extending the motorway user satisfaction survey system to all Group licensee companies;
- vii.** investing approximately €400 million on road safety, to develop, among others, more than 150 km of new safety barriers and improve safety in tunnels, according to applicable laws.



## PERSONNEL

The ASTM Group has already adopted initiatives to empower its human capital, with a particular focus on employees' health and safety, company welfare, diversity and inclusion. In this framework, the Sustainability Plan covers the following activities:

- i.** harmonising health and safety management systems;
- ii.** adopting a diversity and inclusion policy approved at the same time as this Sustainability Report;
- iii.** developing a talent policy based on an integrated human capital management system and employee training and development programmes, in order to create a shared company culture based on competencies and innovation.

## RESPECT FOR HUMAN RIGHTS

The Group recognises the intrinsic value of each person and endeavours to ensure that human rights are respected along the entire value chain, promoting accessibility without any type of discrimination and encouraging the use of services by persons with reduced mobility. In the next few months, the actions outlined in the Sustainability Plan should be carried out and namely:

- i.** adopting a Code of Conduct for suppliers, approved at the same time as this Sustainability Report;
- ii.** adopting a policy on child labour and human rights, that will be approved at the same time as the 2018 Sustainability Report;



- iii. guaranteeing respect for and the protection of human rights and workers' rights and the protection of minors, within the framework of the SA8000 management system.

## THE FIGHT AGAINST ACTIVE AND PASSIVE BRIBERY AND CORRUPTION

To develop a management strategy that increasingly targets the fight against active and passive bribery and corruption, an Anti-Bribery and Corruption Policy was approved and adopted at the same time as this Sustainability Report, in line with best practices and national and international standards. In particular, the following actions will be taken in this dimension:

- i. implementing training courses on bribery and corruption risk for senior management and for personnel most exposed to these risks, and adopting an audit plan for company activities and processes that are most exposed;
- ii. implementing a Group supplier list and conducting supplier audits;
- iii. setting up a channel for reporting offences or irregularities identified during work activities.

Where possible, the use of estimates in this document has been

limited and if present, estimates are indicated. Estimates are based on the best information available, or on sample surveys.

The reporting on the impact of Group operations on the local area and relative external factors in terms of value created and distributed, contained in the section on "Impact Measurement" is based on GRI reporting standards. In fact the reporting is based on the use of an input-output model with multipliers which, by statistically analysing the interaction between a country's industries, makes it possible to further understand the economic context in which a business operates.

The Board of Directors of ASTM S.p.A. approved this Sustainability Report on 14 March 2018.

This document was reviewed for conformity in a limited assurance engagement (as defined by ISAE 3000 Revised) overseen by Deloitte & Touche S.p.A.. This engagement was carried out according to procedures in the "Report of the Independent Auditors" included at the end of the document.

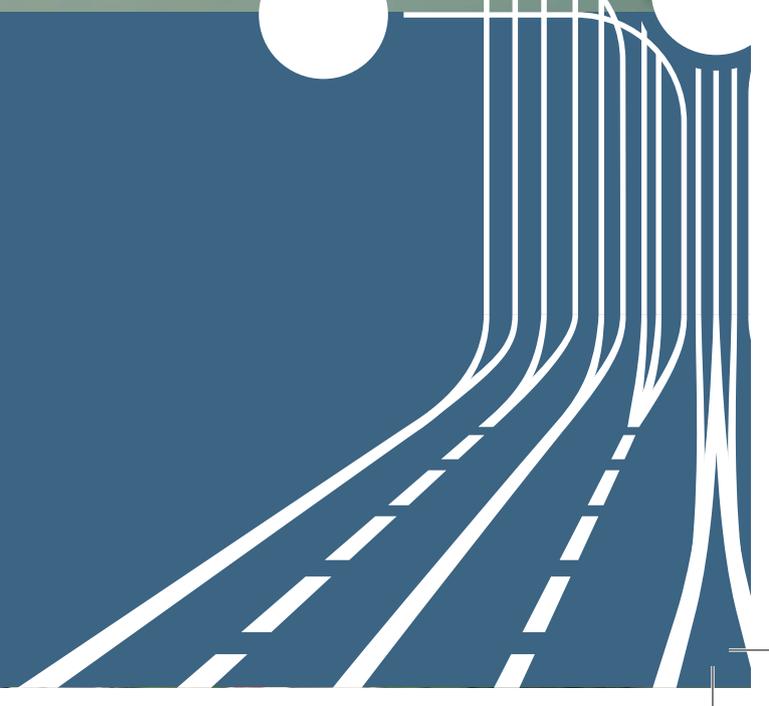
The Sustainability Report of the ASTM Group as at 31 December 2017 is available on the Company's website [www.astm.it](http://www.astm.it) in the section "Sustainability".

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# The ASTM Group and sustainability



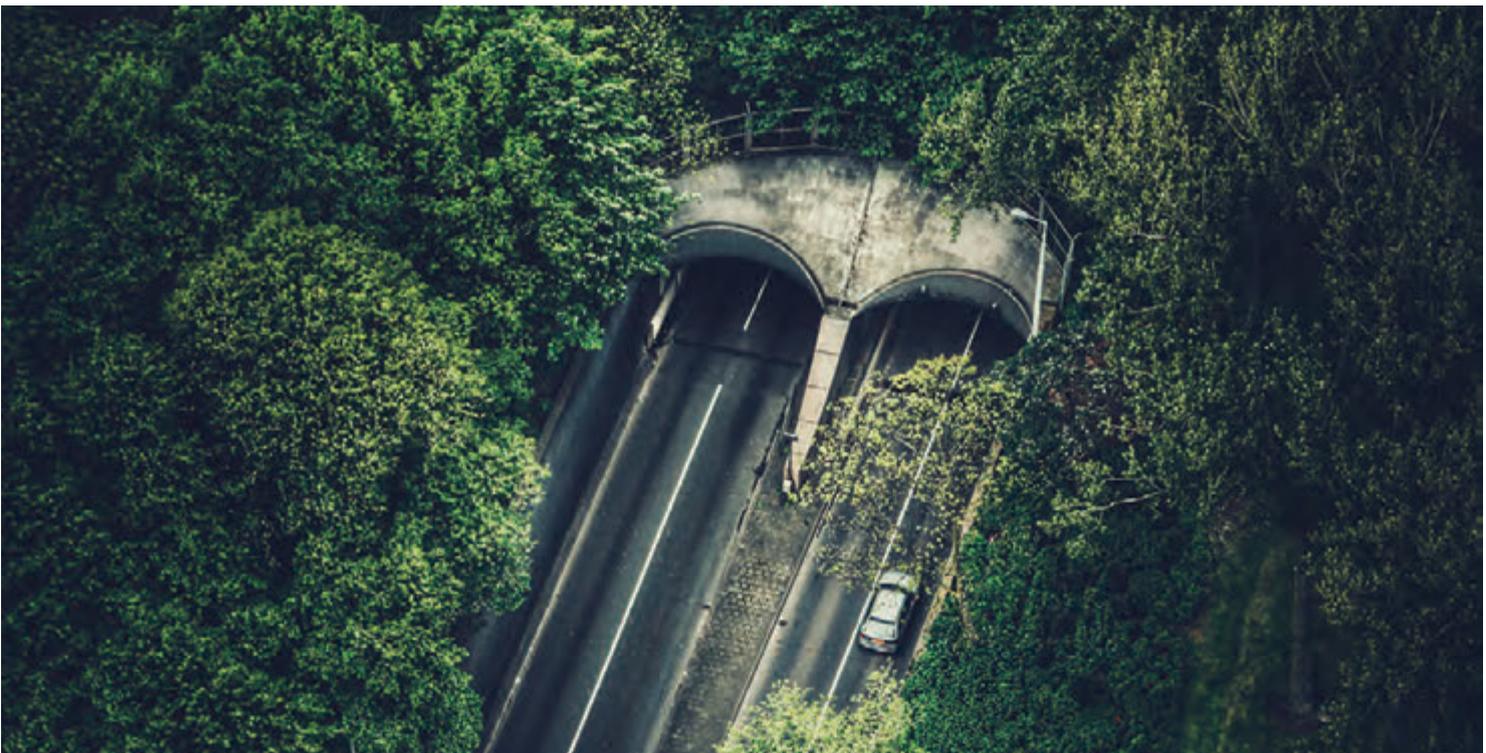


# The ASTM Group and sustainability

**A**STM S.p.A. is an industrial holding, with registered office in Turin, Corso Regina Margherita 165, mainly involved in the management of motorway networks under concession and in the planning and development of major infrastructure, as well as technologies for road and motorway infrastructure.

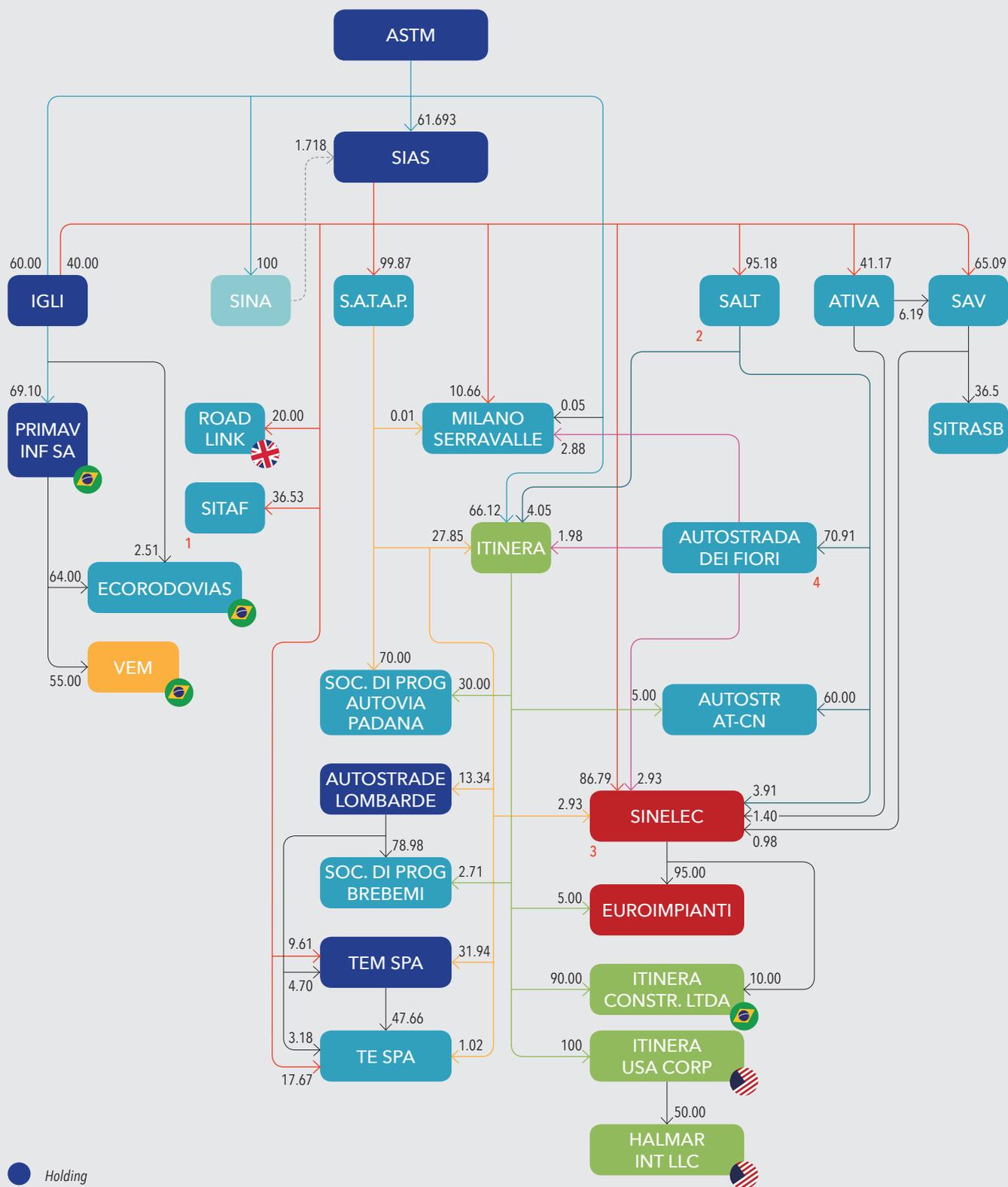
The Group has over 3,300 employees with a high level of expertise and ended the 2017 financial year posting total revenues equal to €1,436 million.

ASTM S.p.A. is a company listed on the Mercato Telematico Azionario (Electronic Stock Exchange) managed by Borsa Italiana S.p.A. and is managed and coordinated by Argo Finanziaria S.p.A. (Gavio Group).



## GROUP STRUCTURE

The equity investments of main companies of the ASTM Group as at 31 December 2017 are indicated below, indicating the business segment.



- Holding
- Motorway licensee companies
- Urban mobility licensee companies
- Construction company
- Technological Services (IT)
- Engineering company

- 1 from Ativa 1.08
- 2 from Sea 0.05
- 3 from Sitaf 1.08
- 4 of which 1.86 from Albenga Garessio Ceva



<sup>1</sup> For further information, see the "Sustainability" section of the Company's website [www.grupposias.it](http://www.grupposias.it)

<sup>2</sup> Through control, joint control or an investee investment

## BUSINESS

### Motorway concessions

Through its subsidiary SIAS S.p.A.<sup>1</sup>, which is listed on the Mercato Telematico Azionario (Electronic Stock Exchange) managed by Borsa Italiana S.p.A., ASTM has considerable experience in the road and motorway concession sector. Today the Group is a leading international player and **the world's fourth-largest toll-motorway operator<sup>2</sup>, managing a network of approximately 4,150 km:**

- in **Italy**, it is the largest motorway operator in the north west, managing a network of approximately **1,423 km**, in one of Europe's wealthiest areas per capita along main European infrastructure corridors and the strategic routes identified by the European Community for the development of passenger and goods' transport;
- in **Brazil** the Group, through the jointly controlled company Gruppo Ecorodovias, which is listed on the Bovespa stock market in São Paulo, is one of the country's most important infrastructure operators, managing a network of approximately **2,640 km**;
- In **the United Kingdom**, the Group holds an investment in the A69 Carlisle - Newcastle (UK) licensee company (**84 km**).

### Construction

ASTM is a player in the construction of major infrastructure through its subsidiary Itinera S.p.A. - a leading Italian company in the sector, in terms of scale, revenues, order book, expertise and know-how.

Roads, motorways, railways, subway systems, bridges, viaducts, dams and civil and industrial building works are all sectors in which the Company operates at an international level, delivering technologically advanced, global solutions to its customers.

Itinera is also a global player in the development of public private partnerships (PPP). The Group is active in Europe, Africa, the Middle East, Latin America, and the US where it operates through its subsidiary Halmar International, a leading developer of transport infrastructure working in the New York area and on the East Coast.

### Engineering

Engineering is key for transport and mobility operators. ASTM is active in the engineering and development of new works through the company SINA.

In particular, SINA oversees the study, design and operation of new infrastructure for major road systems, guaranteeing controls and inspections of infrastructure and environmental monitoring, and is specialised in the surveillance of safety systems and tunnels.

### Technology and plant engineering

ASTM is active in technology applied to mobility mainly through Sinelec and Euroimpianti, leaders in the study, design, installation and maintenance of advanced systems for mobility and transport data management, for motorway operation and enhanced safety. Its main activities concern Intelligent



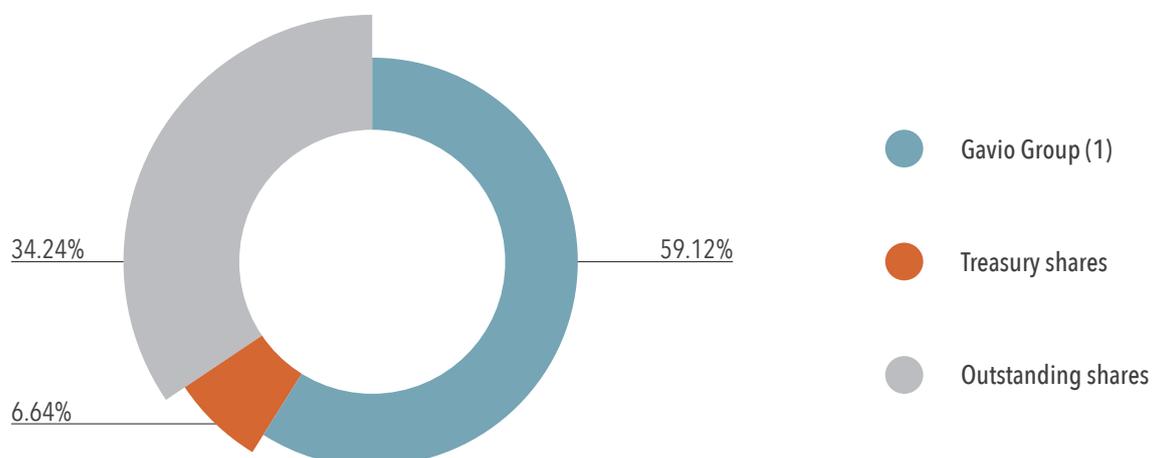
Transport Systems (ITS), advanced toll collection systems in line with European Directives, and electronic systems for monitoring traffic and motorway infrastructure. The Group also owns and operates numerous data centres, besides its own WAN and manages the acquisition and installation of fiber optic cables and any type of instrument related to technological systems for mobility management along the motorway sections it operates.

## SHAREHOLDING STRUCTURE

ASTM S.p.A. is a company with share capital listed on the electronic stock exchange (MTA) managed by Borsa Italiana S.p.A.. Based on available information, holders of ordinary shares amounting to more than 3% of the share capital, as at 31 December 2017, were as follows:

Aurelia Group (1)	59.12%
Treasury shares	6.64%
Outstanding shares	34.24%

(1) Aurelia S.r.l. 0.555%;  
Argo Finanziaria S.p.A. 56.597%,  
Codelfa S.p.A. 1.967%





## GROUP STRUCTURE AND BUSINESS SEGMENTS

as at 31 December 2017

The subsidiaries of ASTM S.p.A. consolidated on a line-by-line basis in the Consolidated Financial Statements of the Group as at 31 December 2017 are listed below.

### Holdings and other minor companies

ASTM S.p.A.  
SIAS S.p.A.  
IGLI S.p.A.  
SISTEMI E SERVIZI S.c.a r.l.  
Autostrada Albenga-Garessio-Ceva S.p.A.  
Finanziaria di Partecipazioni e Investimenti S.p.A. with single member  
Fiori Real Estate S.r.l.  
Logistica Tirrenica S.p.A.  
SIAS Parking S.r.l.

## ASTM GROUP

### MOTORWAY CONCESSIONS

Autostrada Asti-Cuneo S.p.A.

Autostrada dei Fiori S.p.A.

SALT p.A.

S.A.T.A.P. S.p.A.

SAV S.p.A.

Autovia Padana S.p.A.

### CONSTRUCTION

Itinera S.p.A. and its subsidiaries <sup>1</sup>

<sup>1</sup> Halmar International LLC

### ENGINEERING

S.I.N.A. S.p.A.

Siteco Informatica S.r.l

Consorzio SINA

Consorzio SINTEC

Cisa Engineering S.p.A. *in liquidation*

S2 Engineering USA CORP

### PLANT ENGINEERING

Euroimpianti S.p.A.

Brescia Milano Manutenzione S.c.a r.l

Pedemontana Lombarda Manutenzioni S.c.a r.l.

### TECHNOLOGY

SINELEC S.p.A.

<sup>1</sup> Subsidiaries of Itinera S.p.A.: A.C.I. scpa Consorzio Stabile - Argo Costruzioni Infrastrutture, AGOGNATE S.c.a r.l. *in liquidation*, A7 barriere S.c.a r.l., BIANDRATE S.c.a r.l. *in liquidation*, Brescia Miano Impianti Scarl BMI., Carisio S.c.a r.l., CERVIT SCARL, CORNIGLIANO 2009 S.c.a r.l., Crispi S.c.a r.l. *in liquidation with single member*, CRZ01 S.c.ar.l., Diga Alto Cedrino S.c.a r.l., ITINERA GEOSYSTEM S.A.R.L., Lambro S.c.a r.l., Malpensa 2011 S.c.a r.l., MARCALLO S.c.a r.l., MAZZÈ S.c.ar.l., Mortara S.c.ar.l., Ponte Meier S.c.a.r.l., Ramonti S.c.a r.l., S.G.C. S.c.ar.l. *in liquidation*, SINERGIE S.c.a r.l. *in liquidation*, Taranto Logistica S.p.A., Torre di Isola S.c.a.r.l. Urbantech S.p.A., ITINERA CONSTRUOES LTDA, ITINERA USA CORP, Halmar International LLC and its subsidiaries (HIC Insurance Company Inc., Halmar International Trucking Inc, Halmar Transportation System Llc, Adelaide Crystal Holdings Llc, Halmar/A Servidone - B Anthony Llc, Bishop Halmar JV, Atlantic Coast Foundations Llc, Halmar International - LB Electric LLC)

## 2017 HIGHLIGHTS

€ 1,436 million\*  
TOTAL REVENUES

€ 2.4 billion  
MARKET CAPITALISATION  
at 29.12.17

€ 1.60\*  
EARNINGS PER SHARE

€ 719 million\*  
EBITDA

€ 1,476 million  
ECONOMIC VALUE GENERATED  
AND DISTRIBUTED TO  
STAKEHOLDERS

\*Data from the ASTM 2017 Report on  
Operations



### THE ASTM GROUP AND SUSTAINABILITY

3,308  
EMPLOYEES

96%  
EMPLOYEES ON AN OPEN-  
ENDED CONTRACT

20%  
FEMALE EMPLOYEES

Over 50%  
EMPLOYEES IN THE 30-50 AGE  
RANGE



### OUR RESPONSIBILITY TO PEOPLE

- 13%  
ENERGY USE  
compared to 2016

99.7%  
WASTE RECYCLED AND RE-USED

- 28%  
WATER USE  
compared to 2016

Over 80%  
LOCALLY SOURCED PURCHASES



### OUR RESPONSIBILITY TO THE ENVIRONMENT AND LOCAL AREAS

Over 4,000 km  
OF MOTORWAY NETWORK IN  
ITALY AND BRAZIL

€ 190.1 million  
INVESTED IN MOTORWAYS



### OUR BUSINESS SEGMENTS



## MISSION AND VALUES

Creating value for all Group stakeholders and contributing to the economic and social growth of countries where we operate are the guidelines steering our actions.

We believe in market challenges, we believe in people playing a part in our business strategy.

A continual focus on technological innovation, the safety of motorway users and employees, strong support for subsidiaries, an efficient and synergistic management of all activities, and respect for the environment and local areas are all key factors in achieving our goals.



# ETHICS AND INTEGRITY

## THE CODE OF ETHICS

ASTM's Code of Ethics and Conduct ("Code of Ethics") sets out the ethics and behaviour to adopt in relations with personnel and third parties and that shall apply to any entity operating on behalf of the Company or in contact with it, establishing disciplinary and contractual sanctions in the event of any infringements.

The Code of Ethics is distributed to all people and entities that do business and interact with the Company, for any reason whatsoever, and is available on the Company's intranet #agorà and on its website [www.astm.it](http://www.astm.it) in the section "Sustainability".

## The internal audit and risk management system

The Board of Directors is responsible for the internal audit and risk management system, identifying its policies and assessing its suitability and effectiveness at regular intervals, ensuring that main risks are correctly identified and adequately measured, managed and monitored, contributing to a business management that is in line with the business objectives it defines.

The Internal Audit and Risk Management Model adopted by ASTM was defined based on best practices established by COSO's Enterprise Risk Management Integrated Framework (CoSO ERM) and ISO 31000:2009.



## THE SUSTAINABILITY POLICY

To make sure sustainability is a part of all company processes and all operating areas, the Group has developed a sustainability policy, which it adopts along with all directives in force in the countries where it operates and which complements all principles in its Code

of Ethics. The policy sets out the Group's commitments in terms of sustainability, with reference to governance, employees, the environment, the local area, the supply chain, innovation, road safety and occupational health and safety. The purpose of the policy is to provide a concrete overview of all actions adopted to achieve the policy's aims.





The process to manage the Internal Audit and Risk Management System guarantees the oversight of risks connected with pursuing the strategic objectives set out in the Group's 2017-2021 Strategic Plan.

For further information on the Internal Audit and Risk Management System, see ASTM's "Report on Corporate Governance and ownership structure" available on its website.

#### Risks

ASTM S.p.A. endorses the Corporate Governance Code of Borsa Italiana and oversees risk management through the Internal Audit and Risk Management Officer and Audit, Risk and Sustainability Committee. The internal audit and risk management process, with the support of internal functions, guarantees the oversight of risks connected with achieving the company's strategic objectives.

In 2017, the main risks relating to environmental, social and person-

nel issues and to the respect of human rights and fight against active and passive bribery and corruption generated or sustained and arising from business activities were updated.

In particular, the main risks concerning sustainability issues of ASTM S.p.A. and its subsidiaries are reported overleaf.

#### The Group's response to risk

The Group manages and monitors risk determining the extent of its compatibility with a business management that is consistent with the Group's strategic objectives.

Since 2004, ASTM and main Group companies have adopted a "Compliance Programme" and relative "Code of Ethics", defining, among others, procedures, protocols and a disciplinary system to sanction any infringements of the measures and principles in these documents.

Moreover, in 2017 Itinera was



**RISK OF INTERRUPTION TO THE OPERATION OF INFRASTRUCTURE:**

Risks connected with an interruption in the operation of motorway infrastructure and risks related to unforeseeable circumstances beyond the Group's control (natural or man-made disasters) that may affect the safety of motorway traffic.

**RISK RELATED TO ETHICAL BEHAVIOUR:**

Risk related to a lack of integrity of management and employees of Group companies that could result in unethical, unauthorised, unlawful or fraudulent behaviour, with particular reference to active and passive bribery and corruption, bribery and corruption between individuals and human rights.

**RISK RELATED TO THE SUPPLY AND SUBCONTRACTOR CHAIN:**

Risks related to the conduct of suppliers and sub-suppliers and lack of visibility and control over supplier practices, particularly in the construction industry, with particular reference to occupational health and safety issues, respect for human rights, compliance with environmental regulations and bribery and corruption.

**ENVIRONMENTAL AND OCCUPATIONAL SAFETY COMPLIANCE RISK:**

Risks connected to non-compliance with environmental legislation (environmental harm, noise pollution, risks of interference with contaminated areas, risks connected to construction and excavation activities, waste disposal and water management), and non-compliance with occupational health and safety.

**RISK RELATED TO PERSONNEL:**

Risk related to the inadequate management of processes to attract, recruit, develop, motivate and retain key positions within the Group.

**ENVIRONMENTAL COMPLIANCE RISK:**

Risk related to environmental legal and regulatory amendments in countries where the Group operates that may affect the organisation's activities.

**"NIMBY" RISK - RELATIONS WITH THE LOCAL AREA:**

Risks related to "NIMBY" (Not In My Back Yard) events, i.e. events related to the possibility that local communities or trade associations protest against the development of large infrastructure and/or projects to improve road systems undertaken by the Group.



awarded ISO 31000:2009 certification relative to risk analysis.

In keeping with national and international best practices and the Corporate Governance Code, the Group - as part of its Internal Audit and Risk Management System - adopted a system in March 2018 to report irregularities and potential wrongdoings by employees and third parties, in addition to the systems already in place for reporting to the Supervisory Body.

Some Group companies, including Itinera, have decided to adopt an Environmental Management System certified to ISO 14001 and an Occupational Health and Management System certified to OHSAS 18001, ensuring specific management procedures to continually improve company environmental performance. Moreover, Group companies operating in the technology sector and construction industry have developed an integrated management system

(Quality, Safety and Environmental) to guarantee that all applicable safety, health and environmental laws have been identified and evaluated and that all necessary measures to guarantee the legal compliance of all operating units have been taken.

#### **Human rights**

One of ASTM's objectives is to create a working environment which respects people, their dignity and values at all times, avoiding any type of discrimination based on gender, racial or ethnic origin, nationality, age, political opinions, health, sexual orientation and economic/social conditions. The Group, its suppliers and lead partners are subject to laws that protect human rights and prohibit the use of child labour and forced labour. Standard clauses included in contracts require compliance with occupational health and safety laws and labour and welfare laws, with the adoption of collective bargaining agreements. The Group is



#### **THE NEW WHISTLE-BLOWING SYSTEM**

At a national and international level, whistle-blowing is becoming one of the most effective ways to tackle unlawful actions such as bribery, fraud, abuse of power and other serious offences. The whistle-blower is the person who

raises the alarm, alerting attention to potentially hazardous situations by reporting a circumstance.

In this context, the system promotes a culture of ethics and lawfulness within the Group, making whistle-blowing a form of cooperation between the Group and whistle-blowers and encouraging

a climate of transparency and a sense of involvement and belonging to the Group. This helps raise awareness among employees who can help tackle dishonest behaviour.

committed to promoting respect for human rights, using international standards such as the "seven principles" of the UN Guiding Principles Reporting Framework, the UN's Universal Declaration of Human Rights and ILO's Fundamental Conventions as guidelines.

### **The fight against bribery and corruption**

The ASTM embraces ethics, lawfulness, honesty, fairness and transparency as its core values.

An awareness of corruption and bribery risk has led ASTM to take action beyond simple legal compliance - identifying measures to prevent corrupt practices which have become a part of the Group's social responsibility, to protect its organisation and all stakeholders.

In this context - in conjunction with the principles in the Code of Ethics and Conduct and Compliance Programme and based on anti-corruption and anti-bribery best practices and the international standard ISO 37001:2016, ASTM has defined an Anti-Bribery and Corruption Policy to minimise the risk of behaviour that may be attributable to acts of bribery and corruption in all countries where the Group operates.

This Policy was approved by the Board of Directors of ASTM S.p.A. on 14 March 2018, at the same time as this Report.

### **Privacy**

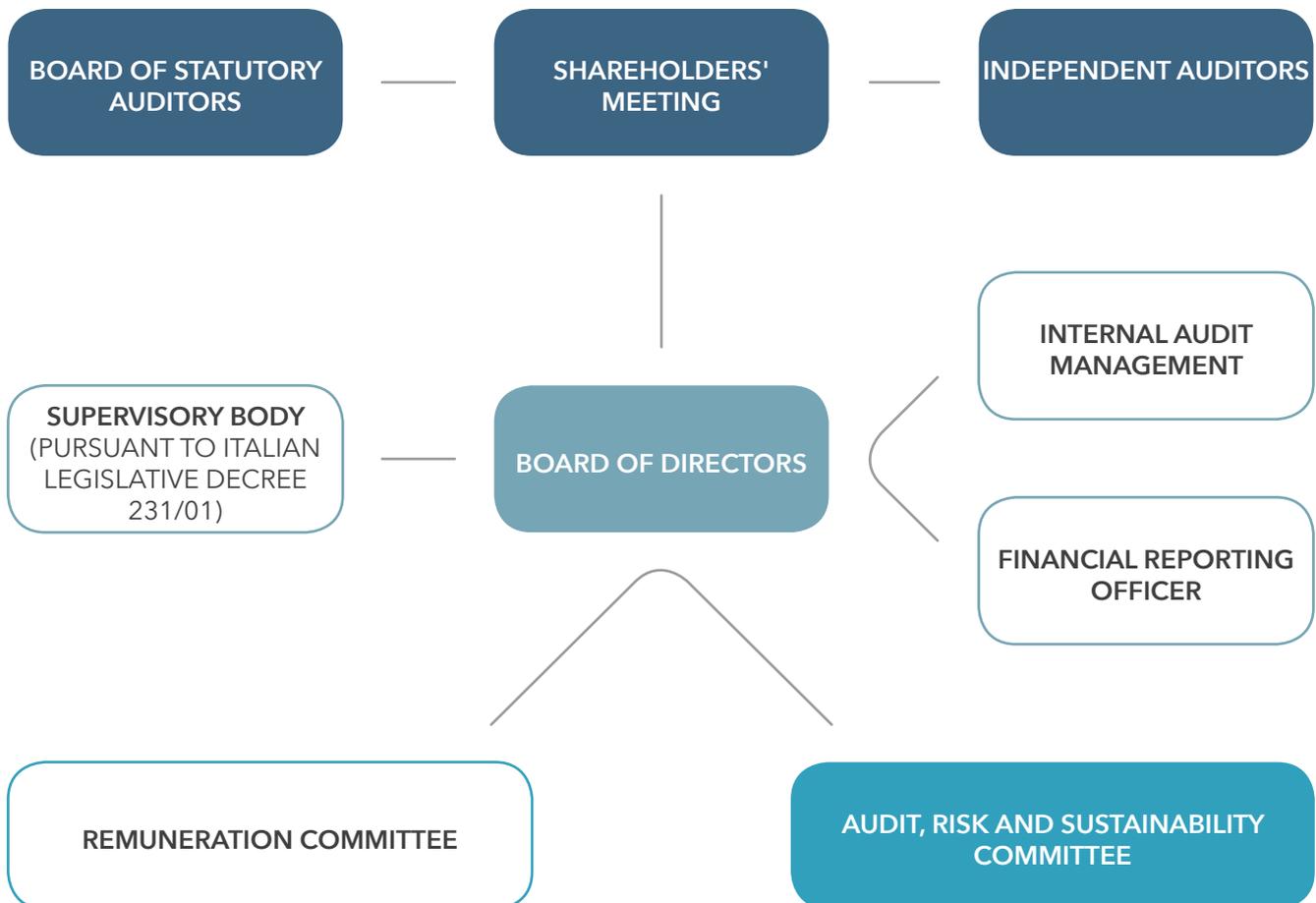
To prevent non-disclosure risk (e.g. the infringement, improper use and accidental destruction or unlawful use of personal data, access or unauthorised amendments to personal or sensitive information processed within a company context) and cyber security risk (i.e. the loss of the integrity, confidentiality and availability of information managed in company information systems and/or on mobile devices), and to adopt a suitable procedure for the management of personal data in the company and in relations with third parties, the Group has established a Group IT Governance Unit and adopted appropriate organisational, operational and technological measures to guarantee compliance with the provisions of the General Data Protection Regulation ( (EU) 2016/679). The process to align with this regulation is ongoing and will guarantee the adoption of appropriate measures before the end of May 2018.



## CORPORATE GOVERNANCE

The Group's Corporate Governance model conforms to applicable laws and is consistent with provisions in the Corporate Governance Code approved by the "Corporate Governance Code" Committee of Borsa Italiana S.p.A. which the Company endorses; the Model considers the size of the company, its ownership structure and business segments. The Company adopts a traditional administration and control system.

For further information on the Corporate Governance system of ASTM S.p.A. and the composition of its internal committees and the Board of Directors, see the "Report on Corporate Governance and Ownership Structure" available on the Company's website [www.astm.it](http://www.astm.it).



\* Also carries out the functions of the Committee for Related-Party Transactions

## ASTM'S ADMINISTRATION AND CONTROL SYSTEM

The Board of Directors currently consists of 15 Directors, of whom 5 women. 3 of the members range in age from 30 to 50, while 12 members are aged over 50. 7 Directors are considered independent pursuant to the Consolidated Law on Finance (TUF) and meet the independent requirements established in the Corporate Governance Code.

### Governance of sustainability

As part of the definition of an organisational structure for sustainability, the Group formalised roles and responsibilities covering sustainability issues during 2017.

In particular, ASTM's Board of Directors establishes strategic sustainability guidelines with a view to creating value for all stakeholders in the medium to long term, and approves the Sustainability Plan, monitors the consistency of business activities with the Code of Ethics and Sustainability Policy and approves the Sustainability Report.

On 9 August 2017, ASTM's Board of Directors appointed the Audit and Risk Committee to supervise sustainability issues relating

to business operations and the dynamics of interaction with all stakeholders.

The Corporate Social Responsibility (CSR) Function was also set up. This Function mainly deals with preparing the Sustainability Report and Sustainability Plan, in keeping with the strategic guidelines defined by the Board of Directors and is assisted by a dedicated work team.

### Management of conflicts of interest

The "Procedure for related-party transactions", approved by the Board of Directors, has been in force since 1 January 2011. This procedure, which was first updated on 9 November 2012, was then revised on 6 March 2014 and 23 January 2017, as part of a three-year periodic review recommended by Consob.

This procedure sets out the rules governing the approval, management and public disclosure of related-party transactions carried out by ASTM, in order to guarantee the transparency and procedural and substantive fairness of such transactions.

The procedure is available on the Company website [www.astm.it](http://www.astm.it) in the section "Governance".



## SUSTAINABILITY FOR THE GROUP

For ASTM, adopting a sustainable strategy means pursuing a balanced, aware approach to doing business, that takes people, the environment and local areas into consideration, in order to create value for all stakeholders in the medium to long term.

The Group uses a number of tools to support its corporate social responsibility model and sustainability strategy, including this document, which is the second version of the Group's Sustainability Report, as well as the sustainability policy, Code of Conduct for suppliers, Anti-Bribery and Corruption Policy and 2017-2021 Sustainability Plan.

### THE SUSTAINABILITY PLAN

In 2017, for the first time in its history, the ASTM Group produced a Sustainability Plan, for the 2017-2021 period. This Plan, which is called *Going Global Sustainably*, sets out the sustainability aspects considered most important by the Group and its stakeholders, and its

commitments - in terms of feasible actions and concrete results.

The Sustainability Plan highlights the Group's commitment to sustainability issues, with a view to continually improving performance and clearly informing all Stakeholders of its strategic policies for sustainability, sharing the objectives, principles and values.

The Plan sets out the measurable qualitative objectives for each area of commitment, over the medium to long term, in line with the Group's values and its Strategic Plan, increasing the sense of responsibility and motivation of key people involved.

The Plan has been prepared by analysing, integrating and developing a number of factors, such as the "Ten Principles" of the United Nations Global Compact, ISO 26000 Guidelines, the Group's materiality analysis and the 17 Sustainable Development Goals (SDGs) to be reached by 2030 and endorsed by the UN.



**THE PLAN INCLUDES  
THE FOLLOWING  
STRATEGIC GUIDELINES**

**Adopt Sustainability Governance  
in line with best practices**

**Create sustainable value in the medium to long term for all  
Stakeholders, protecting and fostering the Group's reputation**

**Promote policies to improve road safety**

**Promote human capital, empowering competencies and  
different cultures**

**Guarantee compliance with environmental laws and promote  
energy efficiency policies**

**Guarantee occupational health and safety**





## THE STAKEHOLDER MAP AND MATERIALITY ANALYSIS

The ASTM Group has always been aware of the importance of promoting a structured process as part of sustainability, aiming for an even greater synergy of environmental and social issues embedded in its business operations.

Aware of the active role it carries out in local areas, overseeing economic, social and environmental development, ASTM recognises the importance of guiding its growth towards achieving company objectives that take into consideration the expectations and needs of all its stakeholders. This means it is fundamental for the Group to foster relations in the short, medium and long term, with a view to consolidating its current commitments and to defining its future actions. These relations are based on the reciprocal exchange of information, that enables the Group to understand what the interests and expectations of its Stakeholders are, and - where possible - to anticipate them through its range of products and services. In this context and continuing its strategy adopted in 2016, the Group held its 2nd stakeholder engagement workshop on the Social Responsibility (CSR) Project, in Tortona, on 20 September 2017.

The event involved representatives from main company functions and its aim was to align everyone with developments in the CSR Project at a Group level and with the Group's materiality matrix, comparing opinions and ideas, in order to pinpoint the most significant reporting issues to include in this document.

For the first time ever, a stakeholder engagement survey of external stakeholders was conducted, involving representatives from institutions, investors, the media, consumer associations, the supply chain and clients.

Representatives of all company functions dealing with sustainability issues were actively involved in the materiality analysis and identification of significant stakeholders, for each segment of Group operations.

The ASTM Group's stakeholder map is shown overleaf.

In compliance with the GRI Standards defined by Global Reporting Initiative in 2016, the Group sees the materiality analysis process as a starting point for reporting significant aspects included in this Report. In particular, materiality analysis has enabled the Group to:

- ensure the Sustainability Report focuses on significant issues;
- assess the significance of each material issue for the Group's strategic priorities and for various business segments, ensuring its own mission and principles are in keeping with the values and expectations of stakeholders;
- identify any future stakeholder engagement initiatives and respond even better to changes in the business context.

Material analysis identifies material aspects, i.e. the aspects which reflect the organisation's significant economic, environmental and social impact and have a consider-



able effect on the evaluations and decisions made by stakeholders. The results of the analysis were processed and summarised in the materiality matrix also considering the contents of Article 3 of Legislative Decree no. 254/16. The results of this analysis are shown overleaf. In particular:

- each point represents a sustainability issue evaluated;
- the issues are divided into 7, colour-coded categories (economic and governance, the fight against bribery and corruption, social, personnel, human rights, environmental and sector-specific);
- these issues are positioned in



the matrix based on the significance for the Group, also considering the sectors in which it operates and its stakeholders;

- the material issues are shown in the two boxes at the top and in the box at the bottom right. For a simpler and clearer presentation, non-material issues have been omitted.

The 2017 materiality matrix was updated based on contributions processed from stakeholder engagement and feedback.

The main results concern:

- issues strictly relating to the business segments in which the Group operates: continuing on from the previous year, road safety is the most significant issue, along with traffic and emergency management, that has become more important following the evaluation made by external stakeholders, as well as the impact of new technologies. The significance of managing relations with the local area and local communities has become more important for the Group;

- social and personnel issues: occupational health and safety, the prevention of child labour and protection of human rights, as well as the adoption of policies to ensure inclusion have all become more important;

- economic issues, governance and the fight against bribery and corruption: the fight against bribery and corruption, economic/financial sustainability and transparency in Governance are all important issues;

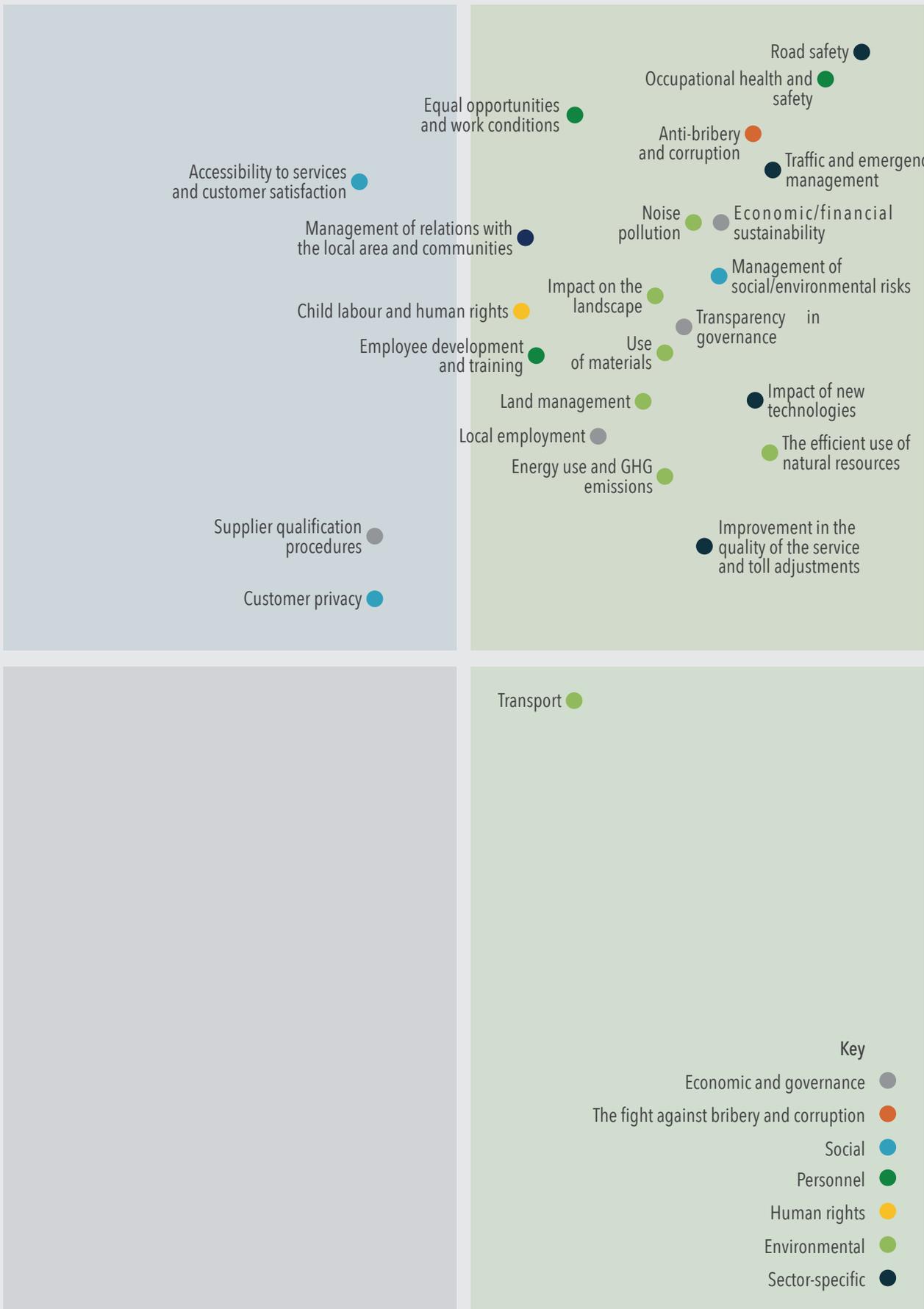
- environmental issues: the use of materials has become more significant, while impact on the landscape and an efficient use of natural resources are particularly important, also as regards the Group's business segments (construction sector).

The aspects considered significant in this matrix were evaluated for reporting purposes in line with GRI standards, and to analyse consistency with the sustainability risks the organisation is exposed to.

More information on this analysis is given in the Annexes to this Report.

# THE ASTM GROUP'S MATERIALITY MATRIX

Significance for Stakeholders >



Significance for ASTM >



# Our economic responsibility





# Our economic responsibility

## ECONOMIC VALUE GENERATED AND DISTRIBUTED

The table showing the breakdown of economic value generated and distributed by the ASTM Group was based on reclassifying items in profit and loss of the Consolidated Financial Statements of ASTM as at 31 December 2017.

In 2017, the Group's net global added value was equal to €1,476 million, increasing by 26% compared to the previous year.

Most of this value, equal to 46%, refers to "Supplier remuneration"; this item mainly consists of costs for services and raw materials.

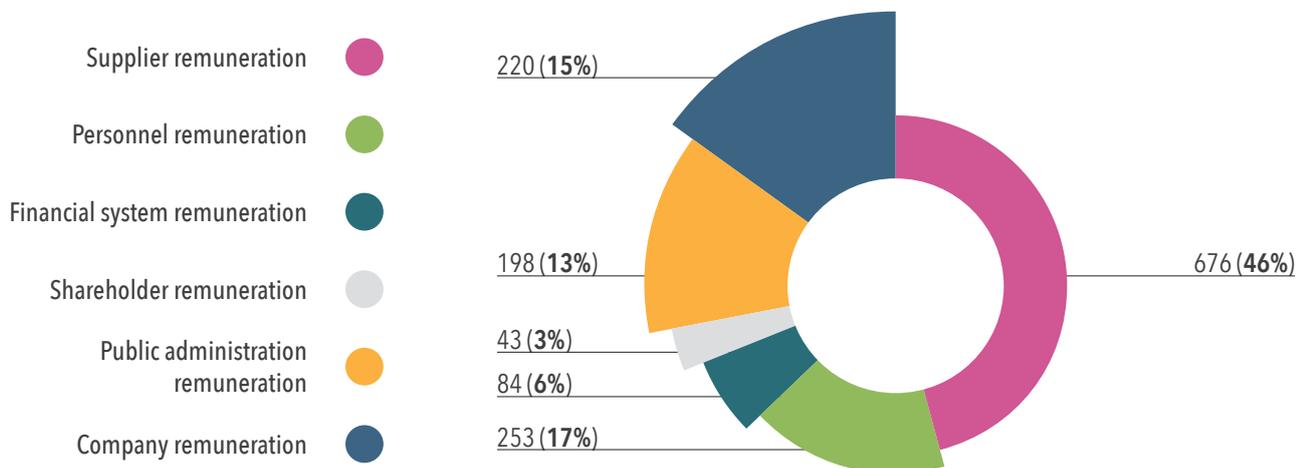
This is followed by "Personnel remuneration" (17%), which mainly refers to salaries and social security contributions.

"Public administration remuneration" accounts for 13% and basically refers to income tax and concession fees.

"Company remuneration", equal to 15%, includes the value retained by ASTM for the Group's future development.

Lastly, "Financial system and shareholder remuneration" accounts for 6% and 3% respectively.

**DISTRIBUTION OF 2017 ECONOMIC VALUE**  
(in millions of euro)



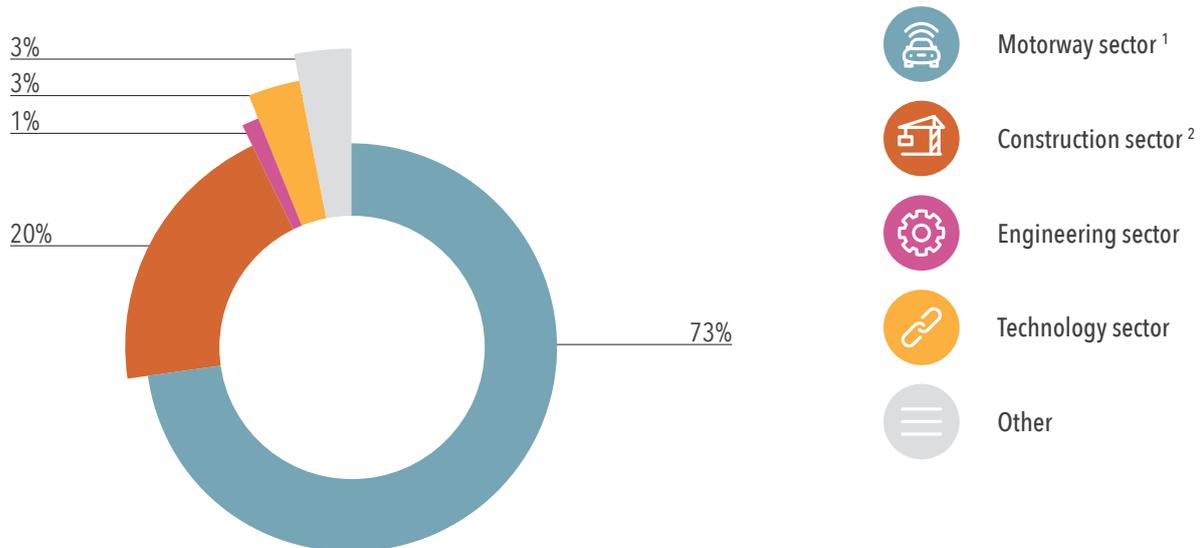
## FOCUS ON REVENUES

In line with 2016, the motorway sector confirmed its leading position within the ASTM Group in 2017 for revenues generated (€1,047 million). This was followed by the construction sector (€287 million), engineering (€8 million), the technological sector (€40 million) and miscellaneous activities (€54 million).

<sup>(1)</sup> net of the fee/additional fee payable to ANAS

<sup>2</sup>As regards motorway licensee companies, IFRIC 12 provides for full recognition in profit and loss of costs and revenues for "construction activities" concerning non-compensated revertible assets; for better representation in the graph, these components have been reversed

## 2017 REVENUES





## IMPACT MEASUREMENT

The business segments in which ASTM operates, particularly concessions and construction, are fundamentally important for the economic system.

As regards motorway concessions, numerous studies have demonstrated the strong correlation between an area's infrastructure and its rate of development. The economic growth of a nation is in fact related to an increase in passenger and goods' mobility in its territory.<sup>1</sup>

Moreover, the construction industry is the driving sector of the domestic economy, purchasing

goods and services from 90% of economic sectors.<sup>2</sup>

The estimate of the economic impact makes it possible to measure the incremental wealth generated by an investment in the relative sector and therefore relate the business activity to other economic variables such as GDP and employment.

For this reason, the ASTM Group, aware of the economic and social impact of its business operations, has developed a calculation model to quantify the direct, indirect and related contributions generated by its own business.

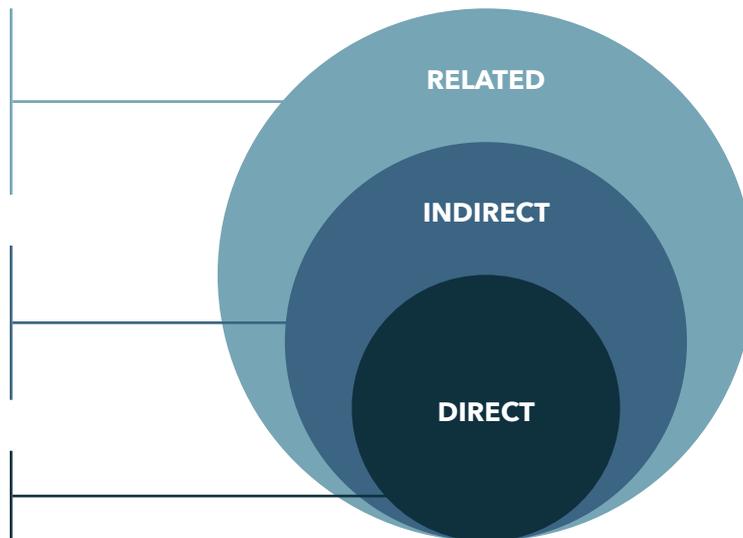
<sup>1</sup> Source: «Processing of an economic impact indicator relative to the development of new linear transport infrastructure», CRMT (Transport and Infrastructure Research Centre) Unioncamere Lombardia

<sup>2</sup> Source: «The construction industry: structure, sector interdependence and economic growth» Economic Affairs and Study Centre, ANCE (National Association of Building Constructors)

Generated through spending and use caused by direct and indirect impact. This refers to the increase in spending in the relative geographic area following an investment

Generated in the economic system through the production chain consisting of suppliers of goods and services for activities directly attributable to the sector in question

Directly related to the analysed sector and relative to the effects on the sector's production chain



The analysis is based on the use of an input-output model <sup>3</sup> which, by statistically analysing the interaction between a country's industries, makes it possible to further understand the economic context in which a business operates.

Basically, an in-put-output model shows all sector interdependences of an area, and is a two-way matrix representing production of and demand for goods and services of a given economic sector.

By using this model, it is possible to estimate "indirect" multipliers, i.e. the multipliers which make it possible to represent the economic value generated by the Group and distributed to the economic system thanks to interaction with other companies in the local area, as well as the "related" multipliers that reflect the effect generated by the spending of households to whom the Group distributes wealth.

<sup>3</sup> Model developed by the world-famous economist and scientist Leontief, winner of the Nobel Prize for economics in 1973 and inventor of the input-output system





OUR ECONOMIC RESPONSIBILITY

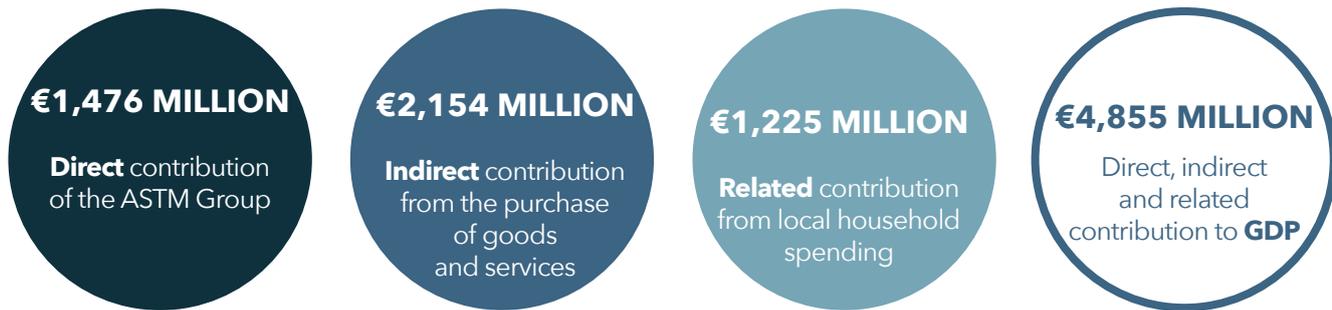
<sup>4</sup> The multipliers have been estimated using the Input-Output methodology for tables with data on resources and uses in Italy, prepared by ISTAT for 2010 (<https://www.istat.it/it/archivio/195028>) referring to 63 production sectors (NACE63)

As regards the ASTM Group, the analysis shows the indirect and related contribution to national GDP and general employment<sup>4</sup>, starting from the economic value generated and distributed in 2017 ("Direct contribution").

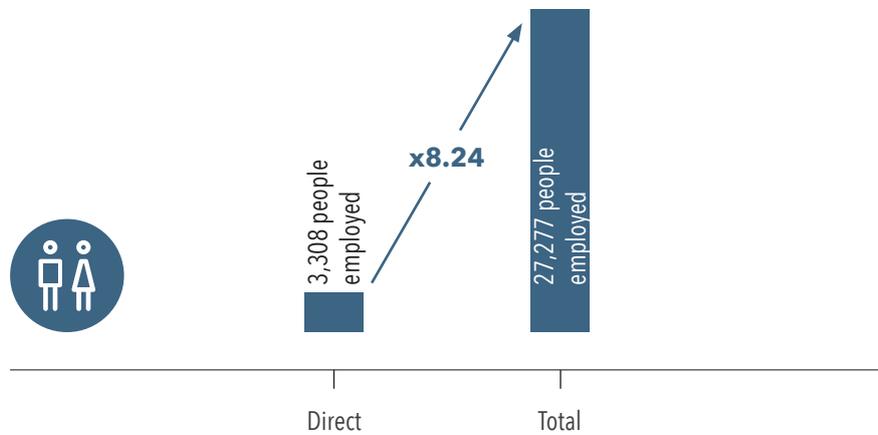
The results show how the ASTM Group and its activities make a significant contribution to creating

economic value and jobs in the area where it operates.

In particular, with an added value of €1,476 million (for more information see the section on Economic value generated and distributed), an overall contribution of around **€5 billion** is made to GDP ("Direct, indirect and related contribution to GDP").



Through the use of an indirect employment multiplier, the overall effect on creating new jobs was estimated as being equal to more than **27 thousand workers**.



By using a related employment multiplier, the overall effect on employment was estimated to be around **90 thousand workers**.



## THE SUPPLY CHAIN

Supplier selection and management are based on impartiality and fairness, avoiding conflicts of interest, which are even potential.

Suppliers' services, even if they vary from the Group's different business segments, must guarantee necessary quality levels and compliance with the highest standards on human rights, work conditions, personnel, ethics and respect for the environment.

Behaviour contrary to these principles which are set out in the Code of Ethics, is considered by the

Company as a serious breach of the supplier' duty based on principles of fairness and good faith in performing the contract, and constitutes just cause for terminating the contract.

During 2017, based on its own sustainability principles and ethics, the Group formalised a Suppliers Code of Conduct, setting out the standards of behaviour that suppliers, partners, business agents and distributors shall adopt, as well as the procedures for disseminating the code and recruiting suppliers.





## SUPPLIERS CODE OF CONDUCT

The ASTM Group has produced a Suppliers Code of Conduct to in-

volve its own suppliers in creating a procurement cycle that is sustainable in social, environmental and economic terms. This Code applies along with all laws in force

in countries where the Group operates and complements all the principles in the Code of Ethics and Conduct and in company procedures in effect.



## CONCESSIONS

Transparency when awarding works for the construction of mo-

torway construction is guaranteed by legal provisions (and in particular the Concession Contract and Public Procurement Code), that li-

censeses companies must observe. For further information see SIAS's Sustainability Report.



## ENGINEERING

As regards SINA, suppliers are sent a questionnaire during the qualification stage requesting evidence of certified Management Systems.

During selection, suppliers are requested to guarantee and declare, within the framework of the contract, compliance with all obligations concerning remuneration, tax, social security contributions, insurance and occupational health and safety as required by employment laws in force, and with the financial and legal terms of agreements, memorandums of understanding and collective bargaining agreements at a national, regional, local and corporate level entered into by trade union organisations, employers and workers, which in comparative terms are most representative at a national level. Workers assigned to perform the contract must be on the Company's payroll and:

- must have appropriate qualifications for the duty assigned to perform the contract;
- must be fit for purpose as provided for by Legislative Decree 81/08;
- must be suitably informed and trained on occupational health and safety issues, and in particular on the general and specific risks connected with the work activities to carry out and relative prevention and protection measures and work procedures to adopt for duties assigned, and on the use of personal protective equipment, work equipment, and hazardous substances and preparations;
- must have necessary, standard personal protective equipment, indicated in the aforesaid annex;
- must have an ID badge with photo and their personal data and details of the employer company.

in compliance with the quality management system certified to ISO 9001, suppliers are evaluated by Management, with the assistance of Technical Managers and the relevant company quality department. This evaluation considers a number of factors, including economic competitiveness, case histories, conditions proposed and, after the completion of activities, the quality and performance of services provided. Suppliers that pass the evaluation are included in the company's register of suppliers.

In 2017, 38% of SINA's suppliers, during their technical/professional evaluation, were assessed based on environmental criteria concerning waste and work procedures.

## SUPPLIER EVALUATION BASED ON CRITERIA CONCERNING WORK CONDITIONS AND ENVIRONMENTAL IMPACT

As regards concessions, service and work contracts include a clause in which the supplier is required to pay a wage that is not below the amount established by collective contracts in force for the relative sector, and shall strictly observe provisions and requirements of national and local collective agreements, and laws and regulations on protection, safety, health, insurance, assistance, welfare contributions, remuneration and taxation and the payment of relative amounts and shall hold harmless the company.

As regards the construction industry, suppliers are screened - as part of criteria concerning work practices - according to whether activities are to be carried out in Italy, the EU or non-EU countries. For Italy and EU countries, documents on personnel to use for activities to carry out are examined beforehand. For non-EU countries, a special focus is also placed on child labour (as regards subcontractors directly at the work site and external manufacturers of materials which are then used at work sites), and on living conditions at base camps (accommodation, board, leisure and recreational facilities, transport to and from the home country). In the case of suppliers operating at external production units, specific audits may be directly conducted at the units concerned. Lastly, companies in the engineering sec-

tor have adopted a supplier evaluation system based on technical/professional requirements of occupational health and safety laws.

Criteria concerning work practices checked during screening:

Italy and the EU:

- insurance contribution payment records available;
- no previous periods when insurance contribution payments were not paid, and any reasons if applicable;
- any sanctions received pursuant to Law Decree no. 12/2002 as amended by the Jobs Act on undeclared employment;
- any suspension from business activities pursuant to Legislative Decree no. 81/2008 Article 14;

Other countries (in addition):

- Observance of the UN convention on the Rights of the Child articles 31 - 40 (for subcontractors directly at the work site and external manufacturers of materials which are then used at work sites)
- an obligation in the contract concerning conditions for personnel at work sites and conditions for personnel working at third-party production units away from the work site.

As regards concessions, an appropriate "environmental" clause is included when stipulating supply contracts, in which the supplier is specifically required to comply with all applicable laws. Where necessary, contracts shall also include provisions on compliance



with environmental regulations and the issue of all certification/qualification required by laws. In the case of specialist environmental suppliers (for example waste disposal operators), certification is obtained and updated as part of Supplier Register management.

With reference to the construction industry, companies carry out activities at civil or infrastructure building work sites. A considerable number of these sites are managed by third parties in a capacity as subcontractors. When recruiting subcontractors, the characteristics of individual companies in relation to the work to carry out and relevance for environmental issues are normally assessed.

The following, for example, are considered:

- excavation and earth moving;

- environmental clean-ups;
- specialist works such as special foundations (piling, jet grouting), waterproofing, road surfacing).

The following environmental criteria are used for screening:

- Environmental certification (ISO 14001 or EMAS registration);
- Inclusion in registers (e.g. environmental operator register).

When awarding contracts in the engineering segment, suppliers are required to guarantee and/or declare they adopt work procedures in compliance with environmental protection, also as regards the management of waste produced during activities.

Lastly, no significant negative environmental impact was reported for the engineering business segment.



### **SIGNIFICANT ASPECTS CONCERNING SUPPLY CHAIN ACTIVITIES AND ACTIONS TAKEN**

As regards the concessions segment, clauses providing for termination in all orders/contracts are applied in the event that any irregularities (for example concerning social security payments) are identified from documents. Companies in the construction sector, particularly in Italy and the EU, but also outside the EU, typically rely

on subcontractors and external suppliers to a considerable extent. Negative impact, both current and potential, from an improper use of personnel in contracts, but also from the manufacture of materials at third-party production units which are then installed at work sites) is evident and

mainly refers to three areas:

- legal (criminal) and administrative (fines and sanctions) if personnel used at the site are not regularly employed;
- disturbance at the work site due to possible disorder and/or uprisings;
- reputation, in the event that subcontractors using personnel without duly employing them (relations with the client) are discovered, or third-party suppliers exploit the workforce (negative publicity).



### **CONSTRUCTION**

All new suppliers are evaluated based on work practice criteria, with screening based on social

security payment records. No payment issues were identified with any new suppliers that were evaluated.



### **THE SUPPLIER REGISTER**

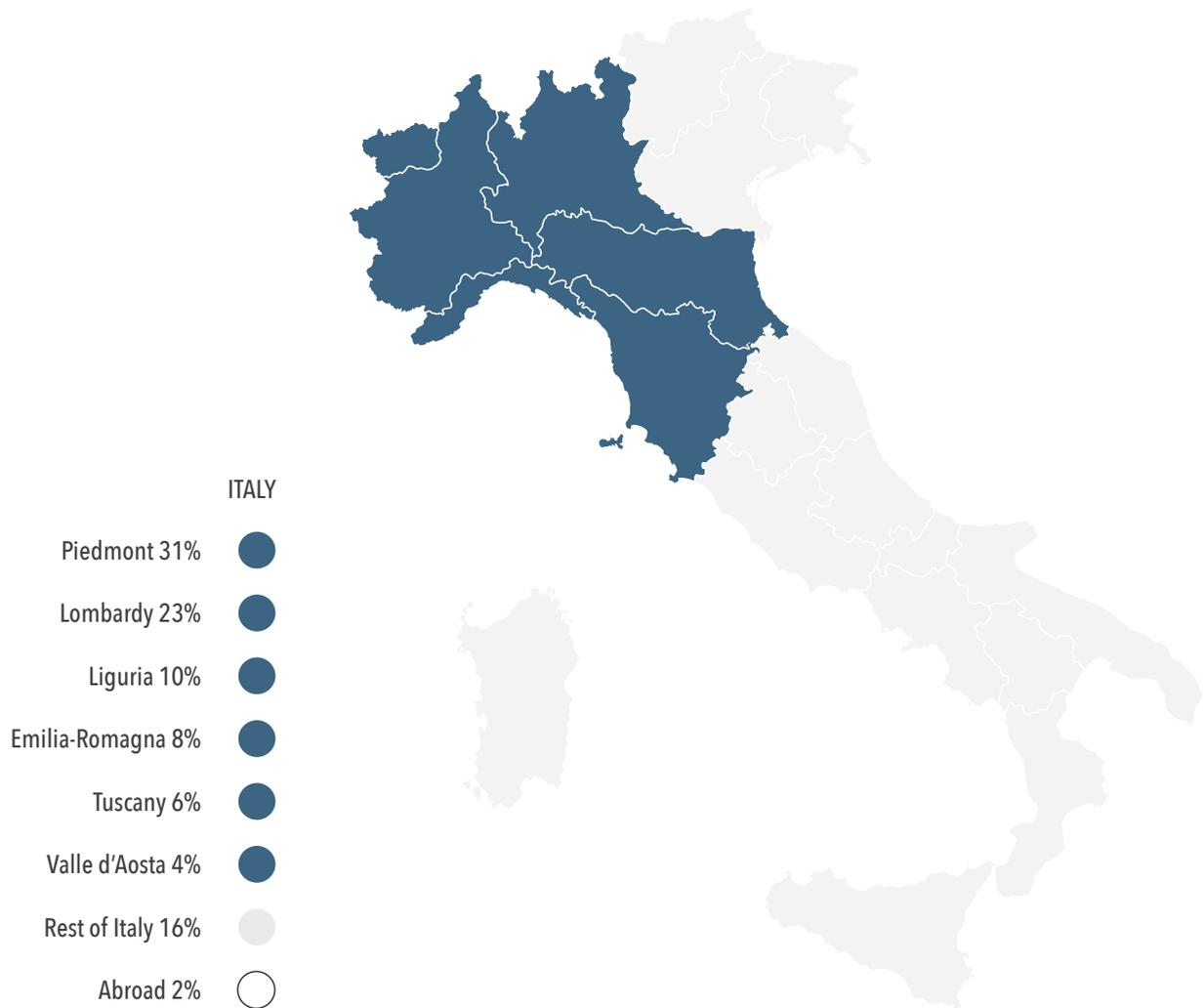
Itinera S.p.A. has set up a Supplier Register on a voluntary basis, to meet a need to have the technical/administrative profiles of its suppliers available before awarding any contracts for supplies, subcontracting, services or professional work. Around one thousand suppliers have been registered, compiling a questionnaire demonstrating that they meet specific requirements (technical suitability, certification, compliance with anti-mafia

regulations, etc.). Itinera S.p.A. has also started a qualitative and quantitative evaluation process and suitable suppliers are "qualified" and included in the Register. The Register also has a section with information on the results of work site activities carried out by qualified suppliers, so in addition to documentary evidence, objective evidence is available with a complete, general overview of the service provided. In line with this initiative adopted for Italy, Itinera S.p.A. has extended the Supplier

Register to cover contracts stipulated abroad. The qualification considers international certification and conventions, and national laws and regulations, depending on the contract.



### GEOGRAPHIC DISTRIBUTION OF SUPPLIERS IN 2017



Over 80% of purchases are sourced from suppliers situated in the area where most of the Group's activities are carried out (north west).

**MAIN COMMODITY CATEGORIES PURCHASED IN 2017**

<b>CONCESSIONS, CONSTRUCTION INDUSTRY AND TECHNOLOGY*</b>	<b>%</b>
Electrical plants	22%
Bituminous mixes	21%
Oil products	19%
Iron and steel	10%
Road barriers	9%
Concrete	5%
Bitumen	4%
Chlorides	4%
Paper and stationery	2%
Cement and other binding agents	2%
Prefabricated cement products	2%

<b>ENGINEERING SECTOR*</b>	<b>%</b>
Raw materials	6%
Engineering consultancy services	42%
Other consultancy services	10%
Other costs	42%



**APPROXIMATELY  
5,000  
SUPPLIERS USED BY THE  
GROUP IN 2017**

\*Some data on purchases are based on estimates made according to the best methodologies available





# Our responsibility to people





# Our responsibility to people

## PEOPLE

« ASTM pays the utmost attention at all times to empowering people. For this reason it considers meritocracy, professional expertise, honesty and fairness as fundamental and key to taking all decisions concerning career development and any other aspects related to its employees »

The Code of Ethics

ASTM considers its employees as the most important resource it has in order to create value within the organisation and lay the foundations for its success.

ASTM's human resources management policies promote stable, long-lasting working relationships, which include part-time and flexible work, that can meet employees' needs for a more flexible, dynamic approach. The Group also sources a minimum number of external staff to support it.



**3,318**

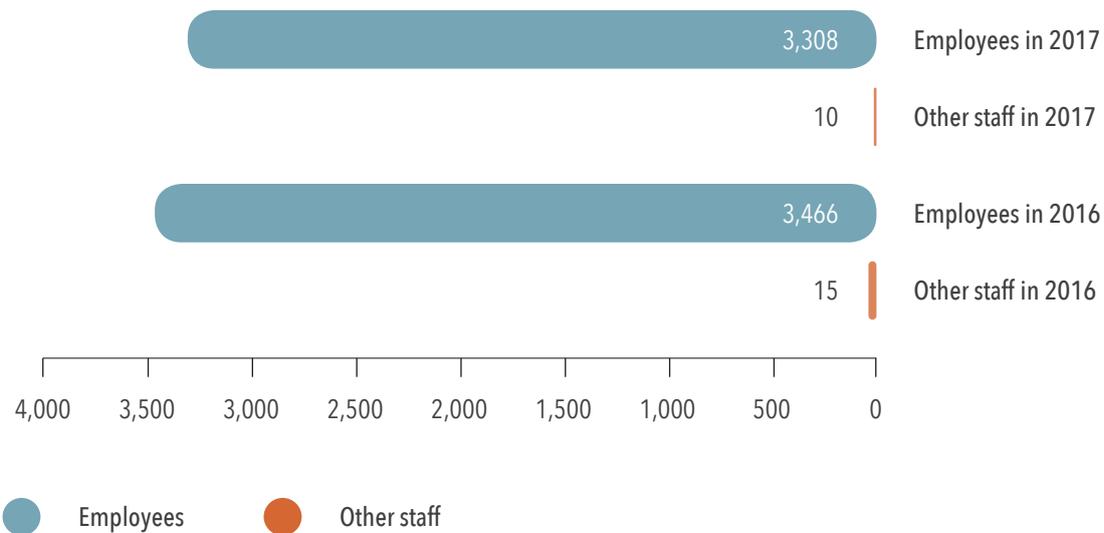
**EMPLOYEES AND EXTERNAL STAFF**



**96%**

**OPEN-ENDED CONTRACTS**

## GROUP PERSONNEL AS AT 31 DECEMBER



## GROUP PERSONNEL AND OUTSOURCED STAFF BY GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Employees	2,780	686	3,466	2,651	657	3,308
Other staff	14	1	15	6	4	10
<b>Total</b>	<b>2,794</b>	<b>687</b>	<b>3,481</b>	<b>2,657</b>	<b>661</b>	<b>3,318</b>

The Group's overall workforce as at 31.12.2017 totalled 3,318 people, of whom 3,308 internal employees, and a small number of external staff, for specialist areas, comprising some 10 people.

The decrease in employees is mainly due to company restructuring plans in the motorway and engineering sectors, net of the increase in employees in the technology sector. See sections below for data on each sector.

In 2017, 80% of employees and 60% of external staff were male.



## GROUP PERSONNEL AS AT 31 DECEMBER

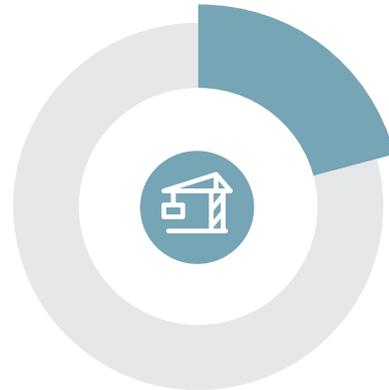
### MOTORWAY CONCESSIONS

59%



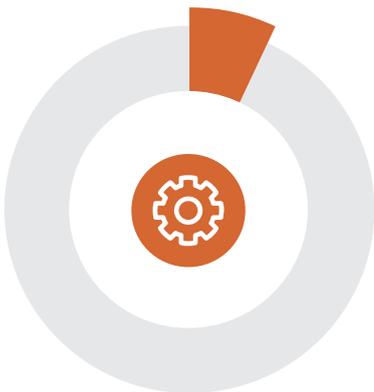
### CONSTRUCTION

21%



### ENGINEERING

7%



### TECHNOLOGY AND OTHERS

13%



Considering the breakdown of personnel by business segment, approximately 59% of personnel work in the motorway concession sector, around 21% in the construction sector, while the remaining 20% are employed in the engineering and technology sectors and other areas.

**GROUP PERSONNEL BY CONTRACT TYPE AND GENDER AS AT 31 DECEMBER**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Fixed-term	122	34	156	105	31	136
Open-ended	2,658	652	3,310	2,546	626	3,172
<b>Total</b>	<b>2,780</b>	<b>686</b>	<b>3,466</b>	<b>2,651</b>	<b>657</b>	<b>3,308</b>

As proof of the Group's commitment to promoting stable, long-lasting working relationships, 96% of employees have an open-ended contract. This percentage is another excellent result as regards the current Italian macro-economic context.

**GROUP PERSONNEL ON AN OPEN-ENDED CONTRACT BY PROFESSIONAL TYPE AND GENDER AS AT 31 DECEMBER**

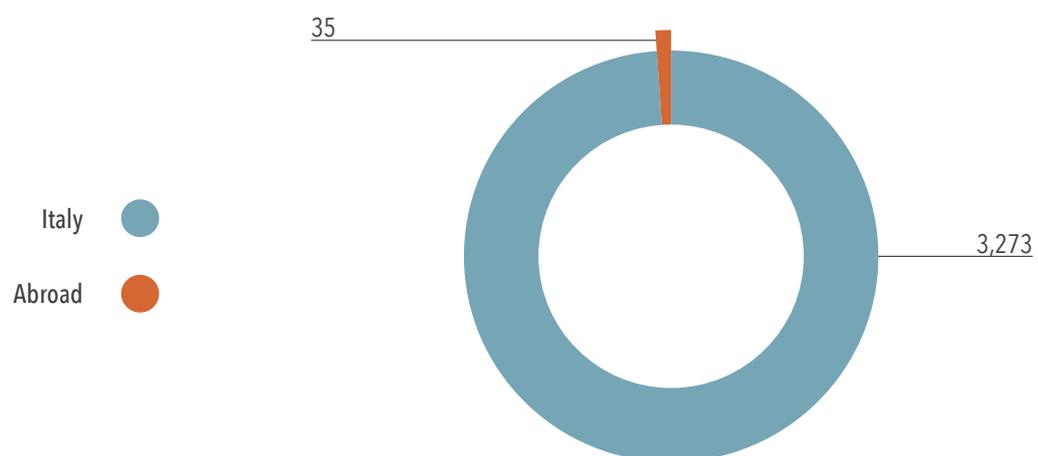
NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Full-time	2,495	457	2,952	2,358	423	2,781
Part-time	285	229	514	293	234	527
<b>Total</b>	<b>2,780</b>	<b>686</b>	<b>3,466</b>	<b>2,651</b>	<b>657</b>	<b>3,308</b>

In 2017, 527 members of staff were on part-time contracts, equal to 16% of employees. The workforce is made up of roughly the same numbers between men and women, with men accounting for a slightly higher figure (56%).



## GROUP PERSONNEL BY GEOGRAPHIC AREA AND CONTRACT TYPE

NO. OF PEOPLE	AS AT 31 DECEMBER 2017		
	Men	Women	Total
Italy	2,617	656	3,273
Abroad	34	1	35
<b>Total</b>	<b>3,172</b>	<b>136</b>	<b>3,308</b>



| In 2017, 99% of Group employees were located in Italy.

**INCOMING GROUP PERSONNEL BY GENDER AND AGE BRACKET**

GENDER	AGE	2016		2017	
		no. of people	Turnover %	no. of people	Turnover %
Women	<30 years	26		27	
	30-50 years	48		55	
	> 50 years	12		21	
<b>Total women</b>		<b>86</b>	<b>12.54%</b>	<b>103</b>	<b>15.68%</b>
Men	<30 years	56		54	
	30-50 years	148		143	
	> 50 years	66		65	
<b>Total men</b>		<b>270</b>	<b>9.71%</b>	<b>262</b>	<b>9.88%</b>
<b>TOTAL</b>		<b>356</b>	<b>10.27%</b>	<b>365</b>	<b>11.03%</b>

In 2017, 365 people joined the ASTM Group, with a turnover rate (incoming staff) equal to 11.03%.

With a view to efficiently using human resources and protecting the environment, the Group tries to recruit candidates from areas where it operates, that preferably meet the professional profiles necessary for it to achieve its objectives.

In 2017, 89% of Group executives were working in their home country.

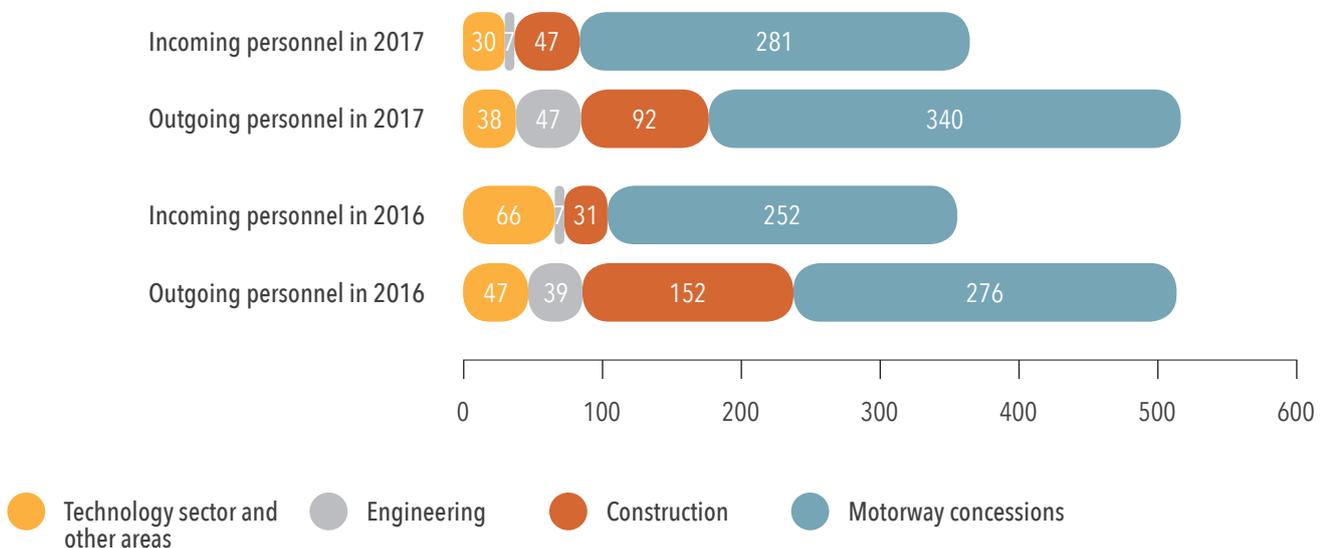
The turnover rate (outgoing staff) as at 31.12.2017 was equal to 15.63%. During the year, a total of 517 people left the company, of whom 129 men and 388 men, mainly in the 30 - 50 years' age bracket.



### OUTGOING GROUP PERSONNEL BY GENDER AND AGE BRACKET

GENDER	AGE	2016		2017	
		no. of people	Turnover %	no. of people	Turnover %
Women	<30 years	24		25	
	30-50 years	56		77	
	> 50 years	18		27	
<b>Total women</b>		<b>98</b>	<b>14.29%</b>	<b>129</b>	<b>19.63%</b>
Men	<30 years	63		44	
	30-50 years	203		175	
	> 50 years	150		169	
<b>Total men</b>		<b>416</b>	<b>14.96%</b>	<b>388</b>	<b>14.64%</b>
<b>TOTAL</b>		<b>514</b>	<b>14.83%</b>	<b>517</b>	<b>15.63%</b>

### INCOMING AND OUTGOING PERSONNEL (TURNOVER) BY BUSINESS SEGMENT



More than 77% of employees and over 66% of outgoing staff refer to the motorway concessions sector, which recorded 281 new recruits and 340 outgoing members of staff in 2017.

Due to some particular aspects of this sector, in particular concerning the manning of motorway toll booths, employee management is highly seasonal.

ASTM and its main subsidiaries have developed a policy to monitor all operating stages concerning personnel employment (also as regards the Compliance Programme): from identifying personal profiles for candidates for specific operating segments to the employment category and salary package.

Personnel are recruited and employed in strict compliance with applicable laws and rules defined by the Company based on criteria of transparency and an assessment of their compliance with requirements of competency, ability and professionalism.

The Group ensures that human resources meet profiles which actually match company needs, avoiding favouritism of any kind, and pursues a policy that recognises merit and ensures inclusion.

## INDUSTRIAL RELATIONS

The operations of ASTM Group companies are extensive, and are covered by a large number of collective bargaining agreements and consequently a considerable

number of second-level company and/or local contracts.

The most representative national collective bargaining agreements, by employee numbers, are:

- the building industry and local-level agreements;
- the engineering industry;
- motorways and road tunnels;
- items manufactured in concrete;
- senior management in industry.

Italian Law 300 / 70 (Workers' Statute) which forms the basis for all labour laws and national and local bargaining agreements, and for all trade union negotiations, is the reference legal framework for companies to manage industrial relations.

Companies acknowledge that the trade union organisations who are signatories of national and local collective bargaining agreements are the "natural" parties to deal and negotiate with as regards financial and legal aspects of redundancy procedures.

Given the high number of contracts in place, industrial relations play an important role in human resources management, also considering the ramifications at a geographic level of the Group's operations in Italy and abroad.

As part of its strategies, which target growth and the optimisation of work including safety and quality levels in human resources management, ASTM Group companies focus first and foremost on empowering work, professional qualifications and improving em-



employee satisfaction levels as part of provisions established by law and by contracts.

The involvement of trade unions in an industrial relations system that is more functional to achieving results for both companies and employees is strategic for achieving objectives.

#### **Motorway concessions**

Without prejudice to the above, the foundations were laid during 2016 to discuss and sign a common industrial relations protocol with national trade union organisations - in line with provisions in the renewed Collective Bargaining Agreement (2016 / 2018 Law) signed by sector companies - that will be based on consolidating respective roles considering developments in the scenario in which companies operate.

Agreements were also signed in the motorway sector to increase and consolidate the work of personnel on part-time contracts, through negotiations agreed on by both parties for a level of flexibility in contracts that is not only beneficial to companies but also to employees.

In December 2017, the national secretariats of the trade unions FIT CISL, FILT CGIL, UilTrasporti, SLA Cisl and UGL Trasporti met in Turin, at the offices of SATAP, to discuss the state of industrial relations for SIAS's licensee companies.

During the occasion, the trade union organisations agreed to start a new round of negotiations on issues already discussed at a com-

pany level such as welfare, supplementary pension schemes and healthcare, introducing the possibility to consolidate joint entities in the motorway sector, in view of upcoming renewals of second-level contracts.

#### **Construction and engineering**

During 2017, the extremely serious market situation and changes to laws concerning public works, that led to considerable lay-offs (above all in the road maintenance sector) were the main issues concerning industrial relations.

Companies in the construction and engineering sectors completed procedures in 2017 which had been started the previous year, to reduce personnel numbers, cutting down considerably on the number of excess staff (most working at temporary sites), relying on a positive outcome from new regulations on public works contracts, with particular reference to in-house works.

Redundancy procedures (for operating units of the company branch active in the infrastructure segment), started by Itinera S.p.A. in February 2017 have concerned a small number of people.

#### **Other sectors**

Second-level company contracts are being renewed for all other sectors. The Group has always had particular regard for this type of contract, which it considers as valid support, in company and trade union relations and in advance negotiations, for managing resources and easing situations, also when potential conflict is possible.

During 2017, actions continued in many sectors, particularly at a company level, to manage, update and align with regulations on welfare, as provided for by the 2016 Stability Law.

This will further encourage parties to find financially sustainable solutions, also at a Group level with trade union organisations, to consolidate and supplement many numerous agreements to further improve the welfare packages already provided for in part by licensee companies in 2017. The above also includes supplementary pension and welfare schemes. Following the signing of supplementary contracts, some companies have adopted company welfare packages with tax benefits above all for personnel, to provide concrete solutions in the context of industrial relations.

Although on a trial basis, some

companies have adopted contracts for smart working, and want to potentially expand this approach, save for technical and operating needs and the response of trade unions.

Industrial relations also cover all bargaining, which is often shared, for the professional training of resources, involving both trade union representatives and workers in order to maintain high professional standards. The Fondimpresa / Fondirigenti / Fonte training fund is a valid tool in preparing training programmes and in providing supplementary funding for training costs.

At a Group level, around 50% of the workforce are trade union members, as regards the motorway segment; take-up among employees for supplementary pension and healthcare schemes is very high.



## DIVERSITY AND INCLUSION

// Empowering human capital based on meritocracy, professional competencies, appropriate behaviour, honesty and trust, and promoting a working environment that is inclusive and open to diversity, are the cornerstones of the ASTM Group's human resources policies. //

Diversity and inclusion policy

### GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND GENDER AS AT 31 DECEMBER

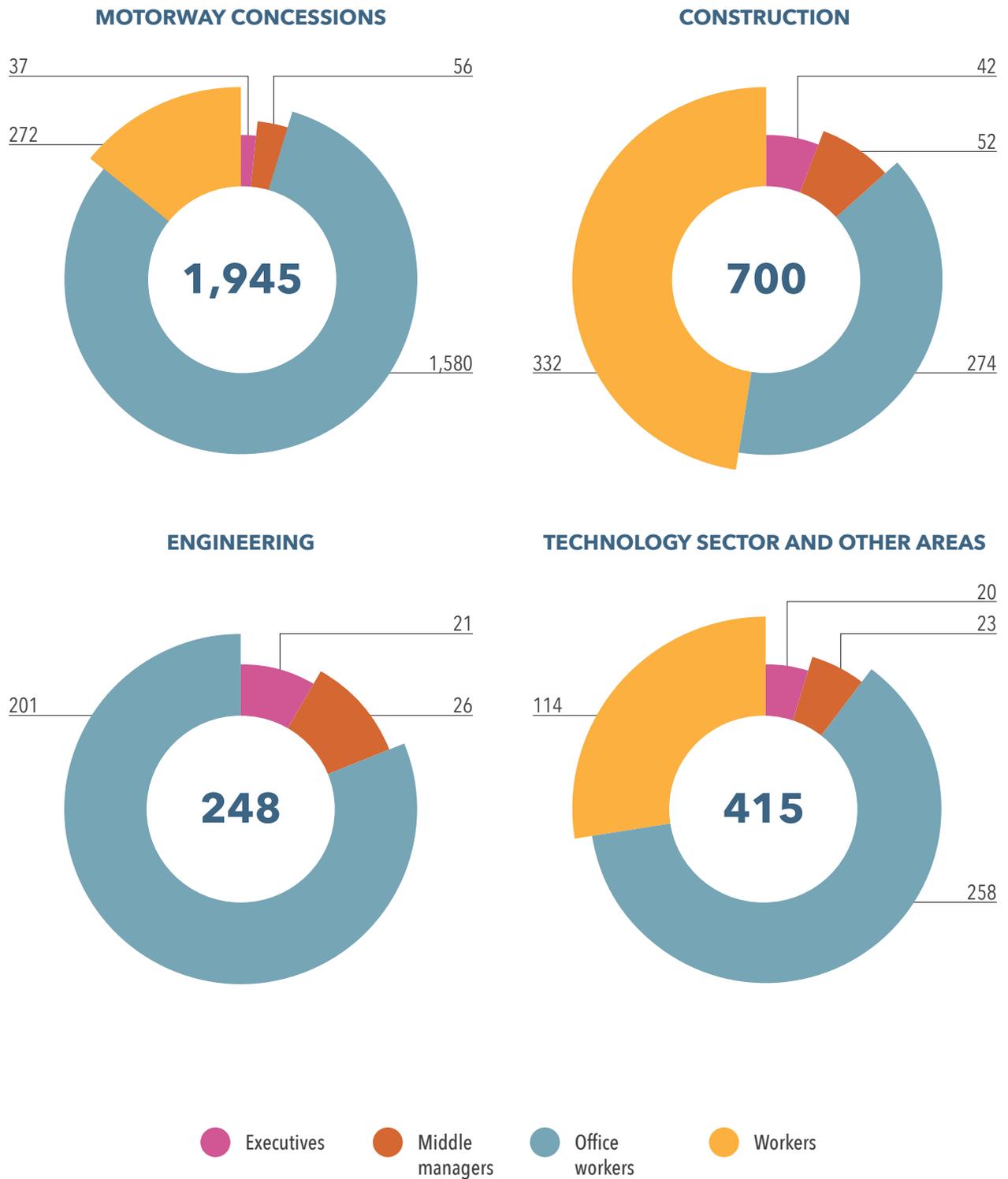
NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	105	17	122	104	16	120
Middle managers	129	20	149	136	21	157
Office workers	1,795	640	2,435	1,702	611	2,313
Workers	751	9	760	709	9	718
<b>Total</b>	<b>2,780</b>	<b>686</b>	<b>3,466</b>	<b>2,651</b>	<b>657</b>	<b>3,308</b>

Employees must adopt a conduct that respects the rights and individual nature of colleagues, staff and third parties, regardless of their hierarchical position within the Group.

70% of Group employees are officer workers, over 20% are workers and the remainder are middle managers and senior executives.

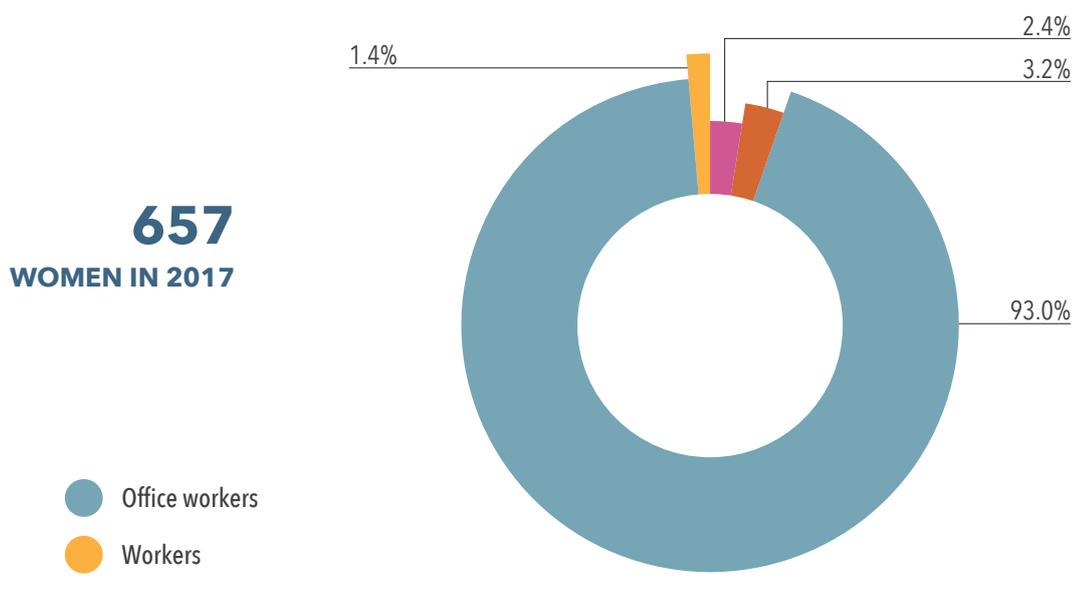
In 2017, 20% of employees were female. Over 90% of female employees are office workers, while 16 women hold managerial positions. Female employees at ASTM are an important factor for the Group's development and growth.

**GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND GENDER AS AT 31 DECEMBER**





### FEMALE GROUP PERSONNEL BY EMPLOYMENT CATEGORY AS AT 31 DECEMBER 2017



### GROUP PERSONNEL BY EMPLOYER CATEGORY AND AGE BRACKET AS AT 31 DECEMBER

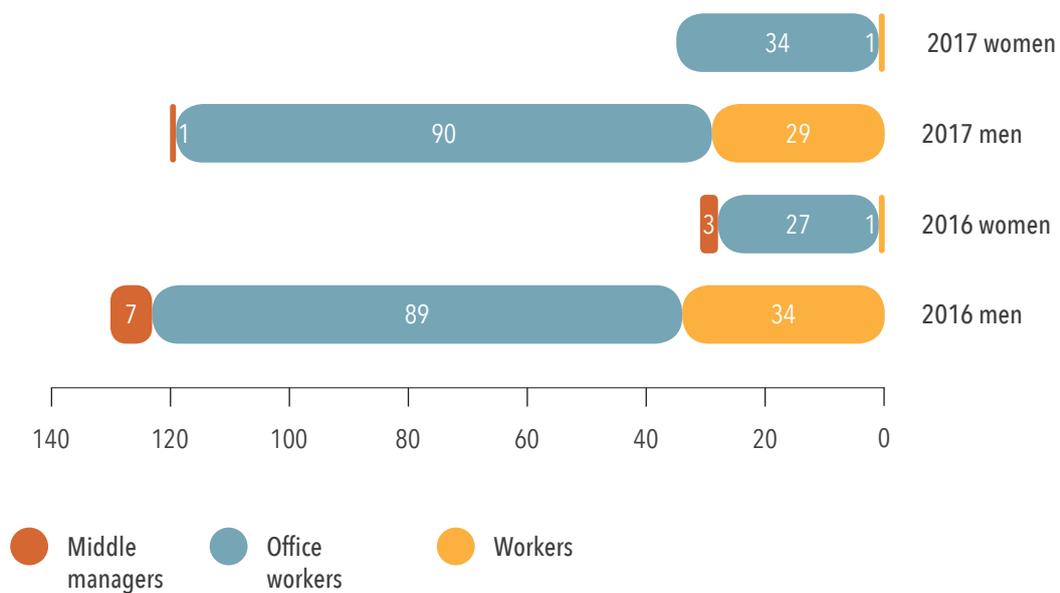
NO. OF PEOPLE	AS AT 31 DECEMBER 2016				AS AT 31 DECEMBER 2017			
	<30	30-50	50>	Total	<30	30-50	50>	Total
Executives	-	42	80	122	-	34	86	120
Middle managers	-	62	87	149	-	72	85	157
Office workers	74	1,331	1,030	2,435	60	1,191	1,062	2,313
Workers	33	405	322	760	27	367	324	718
<b>Total</b>	<b>107</b>	<b>1,840</b>	<b>1,519</b>	<b>3,466</b>	<b>87</b>	<b>1,664</b>	<b>1,557</b>	<b>3,308</b>

In line with last year, over 50% of employees are in the 30 - 50 years' age bracket, and just 3% are under 30 years.

The average age of employees is 46.9 years, in line with the previous year (46.3 years). Employees in the concessions sector have the highest average age (48.6 years), while employees in the engineering segment have the lowest average age (45 years).



**GROUP PERSONNEL IN PROTECTED CATEGORIES AS AT 31 DECEMBER**





## OUR RESPONSIBILITY TO PEOPLE

As at 31 December 2017, the Group had 155 employees in protected categories, of whom 35 women and 120 men.

Moreover, 2,167 people have been with the Group for more than 10 years, 1,728 for between 10 and 29 years and 439 people for more than 30 years.

These figures confirm the Group's commitment to long-lasting, solid relationships and to investing in human resources.

### GROUP PERSONNEL PER YEARS OF SERVICE IN 2017



**82%** OF EMPLOYEES HAVE  
WORKED FOR THE COMPANY FOR  
MORE THAN 5 YEARS



**66%** PEOPLE WORKING FOR  
THE COMPANY FOR MORE THAN 10  
YEARS



**52%** PEOPLE WORKING FOR THE  
COMPANY FOR BETWEEN 10 AND 29  
YEARS



**13%** PEOPLE WORKING FOR  
THE COMPANY FOR MORE THAN 30  
YEARS

As indicated previously, ASTM has adopted a **diversity and inclusion** policy.



## REMUNERATION AND BENEFITS

Special attention is paid to career paths and appropriate contract categories, with some Group companies also using various salary parameters of national collective bargaining agreements, for example in the motorway concessions sector, to achieve and verify employee performance.

In this way, the Group encourages horizontal progress.

Senior management reviews the positions and results of each resource on an annual basis, and consequently, the improvement plans with an impact on contract employment categories and relative changes in salary levels, as part of a wide-ranging, extensive bonus programme.

Since 2017, a variable annual MBO incentive system has been in place. This system establishes objectives to be achieved and rewards individual performance, valuing a sense of belonging to the Group and the contribution of each person in developing its strategy. In

compliance with national collective bargaining agreements adopted by Group companies, supplementary packages are provided that often anticipate welfare regulations in force and supplement provisions recognised by law. The benefits, for full-time employees, include:

- supplementary pension policies, which also replace contractual funds;
- policies reimbursing the medical expenses of employees and their family members, even if not provided for by the relative national collective bargaining agreement;
- long-term care;
- special conditions for company micro-loans, to assist employees with unexpected expenses;
- policies and schemes in addition to law and employment contracts (for example, life and accident insurance policies);
- agreements with trade union organisations for advances/loans to employees at special conditions.



ASTM's salary system recognises the competencies of each person and his/her role and responsibilities within the Group. Salary policies aim to attract and reward new resources with out-

standing professional profiles and talent and are designed to increase employee motivation. A remuneration system must pay its resources based on the role of each person within the organisation

and it must recognise individual merit and contributions.



Data on the basic salary of women and men does not include ITINERA Costrucoes

Some Group companies also have solutions in place such as welfare packages which, when supplementary company agreements expired, were reviewed with a view to optimising employee welfare.

The ratio between the basic salary for women and basic salary for men is equal to or just above one, in particular for executives, middle managers and workers, where the ratio is in favour of women.

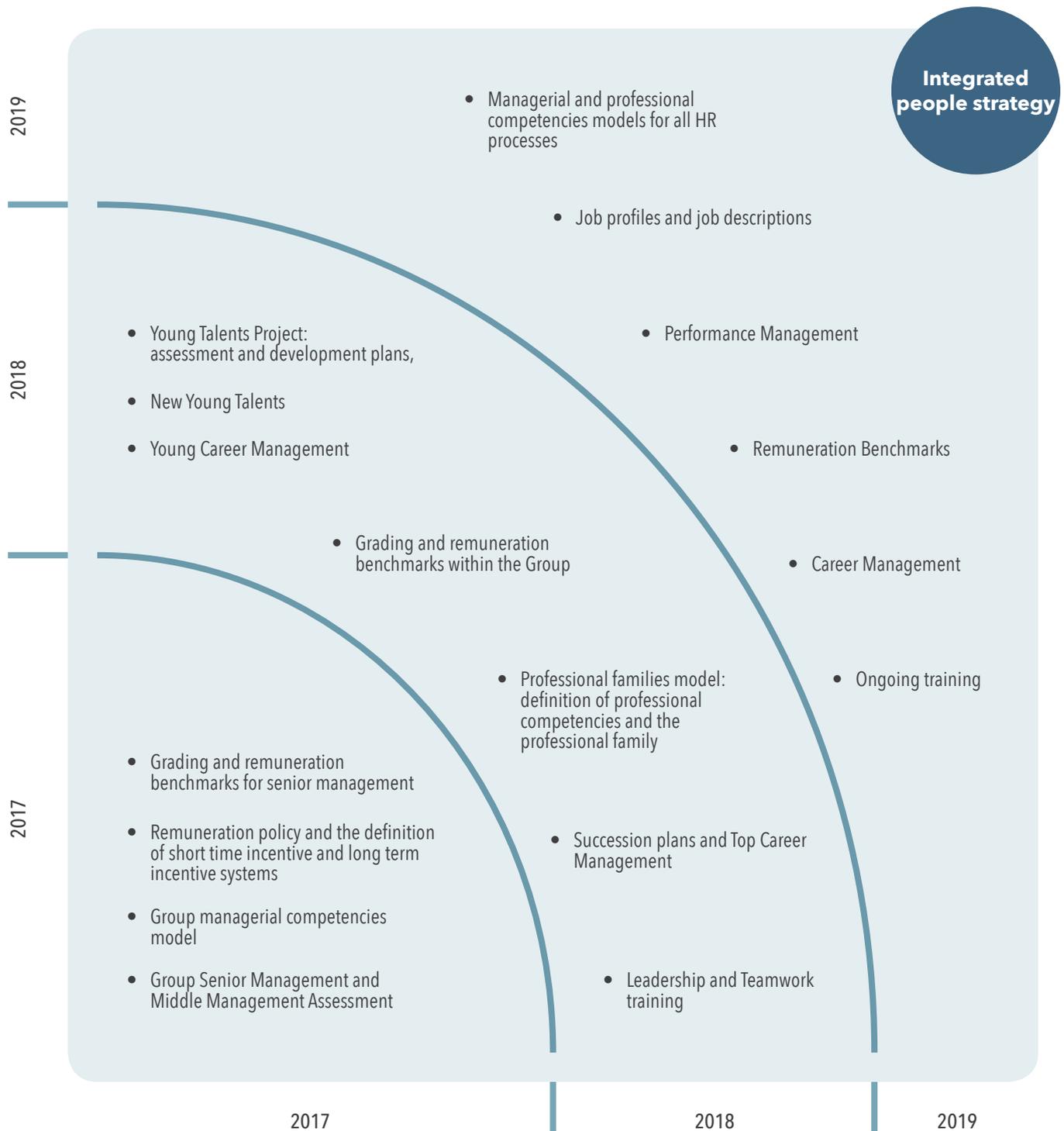
#### RATIO BETWEEN THE BASIC SALARY OF WOMEN AND MEN BY EMPLOYMENT CATEGORY

	2016	2017
	Ratio of women/men	Ratio of women/men
Executives	1.09	1.08
Middle managers	0.96	1.01
Office workers	0.87	0.85
Workers	1.08	1.11
<b>Total</b>	<b>1.03</b>	<b>1.03</b>

The ratio does not consider female employees of Itinera S.p.A., as duties are not comparable

# THE MANAGEMENT OF HUMAN CAPITAL

Data on the basic salary of women and men does not include ITINERA Costrucoes





The I ASTM Group believes strongly in training for personnel growth and is committed to providing training programmes to build up the professional skills and managerial, technical and professional competencies of its employees.

Group companies also adopt programmes for managing competencies. In this framework, each company has already been mapping the competencies of its employees for several years, requesting employees to compile questionnaires on professional skills with reference to their professional background, including training with previous employees and educational background, as well as specific qualifications certified by training organisations. This mapping, which is reviewed at regular intervals, can be used to immediately identify company positions required, within the broader context of the Group.

Training at a Group level differs based on specific activities carried out by various company areas. However, main training courses may be classified as having the following focus:

- quality: training initiatives to give personnel the skills they need to achieve, maintain and improve quality standards defined at a single company and Group level;
- health and safety: training initiatives to optimise the information system to manage occupational safety;
- technical/professional: training initiatives to gain and maintain practical and theoretical technical/professional competencies;
- broad-ranging: training initiatives to gain and maintain competencies shared by various organisational levels and professional categories (foreign language courses, IT skills, legal updates, etc.).



## COMPLIANCE TRAINING

A project was started in 2017 to provide compliance training for the senior management of ASTM Group companies. 7 classroom sessions were planned to update and extend participants'

knowledge of Legislative Decree 231/01. Specifically, the following topics were addressed: the background and amendments to the Compliance Programme, types of offences which are sanctioned, the adoption of the programme within Group Companies, the Superviso-

ry Body and its role in Group Companies, offences with the most risk of being committed and practical case studies.

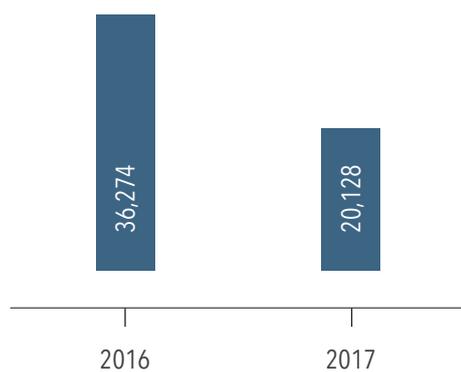
During 2017, the Group organised board induction sessions, to provide directors and statutory auditors with adequate knowledge of issues relating to sustainability, its value and trends in the reference sector.

The Group delivered a total of 20,128 training hours during 2017, of which 6,880 hours for specific health and safety training programmes.

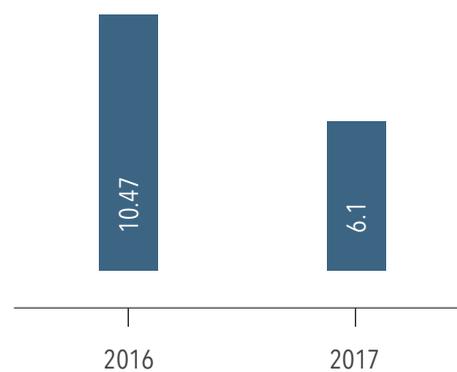
Training hours per capita went down by 42%, from 10.47 in 2016 to 6.1 in 2017. This decrease is mainly due to the following reasons:

- Training hours at S.A.T.A.P. in 2016 included the five-year refresher training for all personnel, pursuant to article 37 of Legislative Decree no. 81/08, for a total of 5,000 hours.
- Training at ADF, with the change referring to safety courses which by law are held every five years. Training on communication was also held during 2016 for all identified personnel and was not held again in 2017. Training hours for the above courses totalled over 2,000 hours.

**TOTAL HOURS OF TRAINING FOR GROUP PERSONNEL**



**HOURS OF TRAINING PER CAPITA FOR GROUP PERSONNEL**





OUR RESPONSIBILITY TO PEOPLE

## PROGRAMMES TO MANAGE COMPETENCIES AND ONGOING TRAINING

Programmes to manage competencies promote gradual and ongoing training to assist employees in their day-to-day activities. In this framework, each company has already been mapping the competencies of its employees for several years, requesting employees to compile questionnaires on professional skills with reference to their professional background, including training with previous employers and educational background, as well as specific qualifications certified by training organisations. This mapping, which is reviewed at regular intervals, can be used to immediately identify company positions required, within the broader context of the Group.

### ITINERA Construction

In the construction sector, Itinera's Management Systems Department reviews the quality, environmental and safety training needs of all its personnel on a regular basis (at least every six months). It then prepares the training plan which is approved by the Human Resources and Organisation Department. The training plan is usu-

ally issued annually and updated based on new needs.

Training may include theoretical, practical, qualification and refresher courses.



## HEALTH AND SAFETY

AS STM Group Companies consider the health and safety of workers as fundamental, and respect laws and commit at all times to improving work conditions. This means policies have been adopted to ensure that each employee of the Group is in a suitable working environment, which does not pose hazards and provides work conditions that respect the individual.

Employees are protected through the dissemination of a culture of safety; responsible behaviour is encouraged and hazardous situations are monitored and assessed.

A considerable number of solutions are adopted in the construction and motorway concession sectors to ensure the health and safety of employees, as they are more exposed to risks and hazards in their day-to-day activities.

In 2017, 77 accidents were recorded, mostly occurring in the work place, with the figure up by 5.5% compared to 2016. The data below refer to the Group's entire workforce, and therefore include external staff such as trainees and outsourcers.

### OCCUPATIONAL ACCIDENTS AND DISEASES OF GROUP PERSONNEL BY GENDER

NO. OF CASES	2016			2017		
	Men	Women	Total	Men	Women	Total
Occupational diseases	6	-	6	2	-	2
Accidents	63	10	73	69	8	77

### TYPE OF ACCIDENTS INVOLVING GROUP PERSONNEL BY GENDER

NO. OF CASES	2016			2017		
	Men	Women	Total	Men	Women	Total
Workplace accidents	53	5	58	58	6	64
Accidents while travelling to and from work	10	5	15	11	2	13
Total	63	10	73	69	8	77



## GROUP PERSONNEL HEALTH AND SAFETY INDICATORS BY GENDER

	2016			2017		
	Men	Women	Total	Men	Women	Total
Severity index <sup>1</sup>	0.37	0.13	<b>0.33</b>	0.48	0.31	<b>0.45</b>
Occupational disease rate <sup>2</sup>	0.26	-	<b>0.21</b>	0.09	-	<b>0.08</b>
Absenteeism rate <sup>3</sup>	4.21	4.82	<b>4.32</b>	4.14	4.21	<b>4.15</b>
Accident rate <sup>4</sup>	13.63	10.44	<b>13.08</b>	15.95	8.67	<b>14.67</b>

<sup>1</sup> The severity index for accidents is the ratio between the total number of days lost through accidents and the total number of hours that could be worked in the same period, multiplied by 1,000

<sup>2</sup> The occupational disease rate is the ratio between the total number of cases of occupational disease and the total of hours worked in the same period, multiplied by 200,000

<sup>3</sup> The absenteeism rate is the ratio between the total number of days' absence and the total number of hours that could be worked in the same period, multiplied by 100

<sup>4</sup> The accident rate is the ratio between the total number of accidents and the total number of hours that could be worked in the same period, multiplied by 1,000,000

The severity index for accidents and the accident rate both went up slightly compared to 2016.

28,479 days of absence were recorded in 2017, while days lost amounted to 2,447.

## DAYS OF ABSENCE OF GROUP PERSONNEL BY GENDER

	2016			2017		
	Men	Women	Total	Men	Women	Total
Absence <sup>1</sup>	25,127	6,305	<b>31,431</b>	23,147	5,333	<b>28,480</b>
Days lost <sup>2</sup>	1,777	134	<b>1,911</b>	2,130	317	<b>2,447</b>

<sup>1</sup> Absence means the days when the worker was absent, not only due to illness or an accident. Days of absence do not include agreed on leave such as holidays, study leave, maternity or paternity leave

<sup>2</sup> Lost days means days when work was not carried out due to the worker not being able to carry out his/her usual work because of an accident in the work place or an occupational disease. Resuming work with limited or alternative duties carried out for the same organisation is not considered as a lost day.



### HEALTH AND SAFETY IN THE CONSTRUCTION SECTOR

In the construction sector, health and safety guarantees for employees and workers in general are mainly ensured through the internal organisation of contracts and production units.

This means:

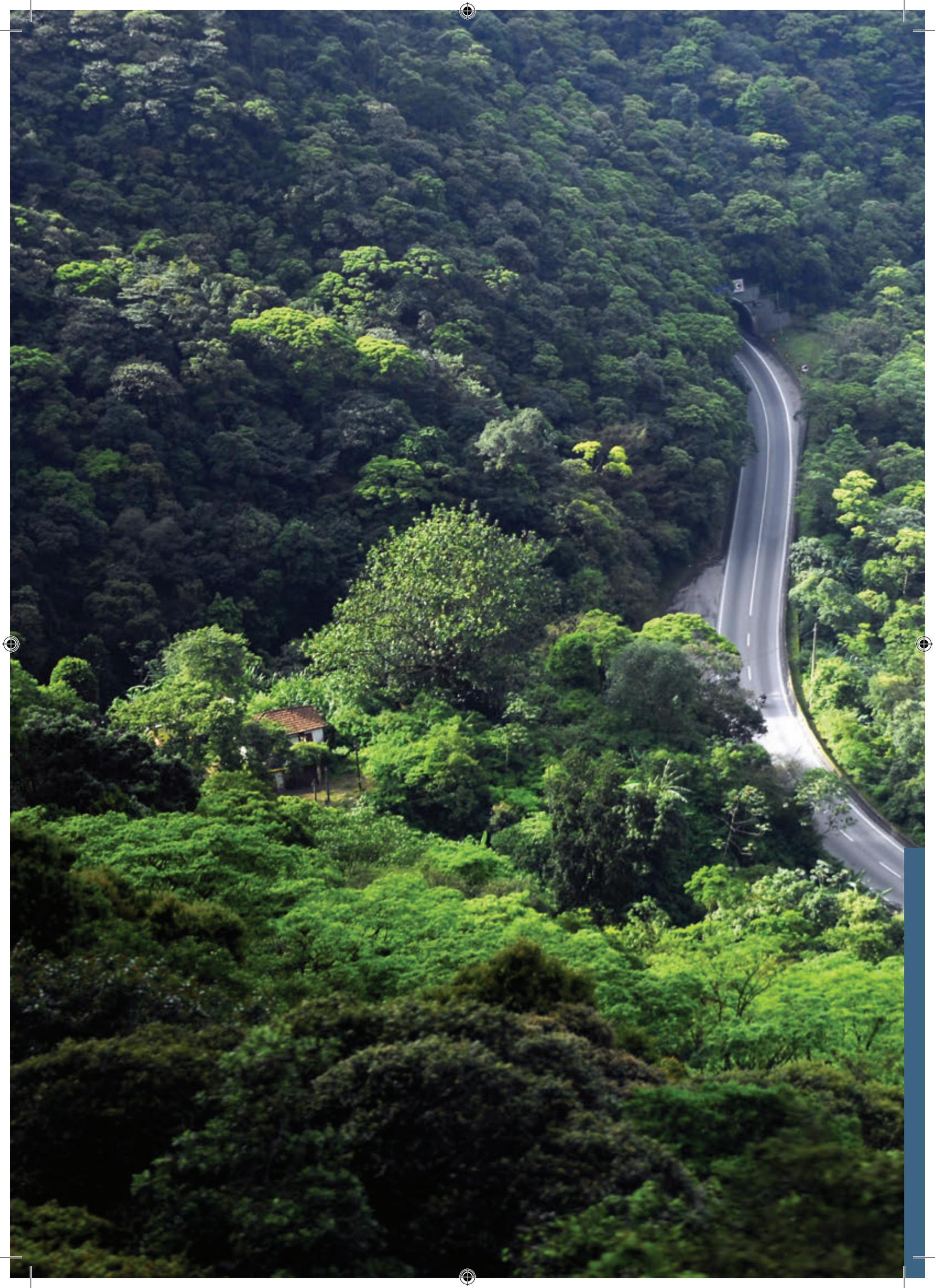
- officers specifically trained in accident prevention are present

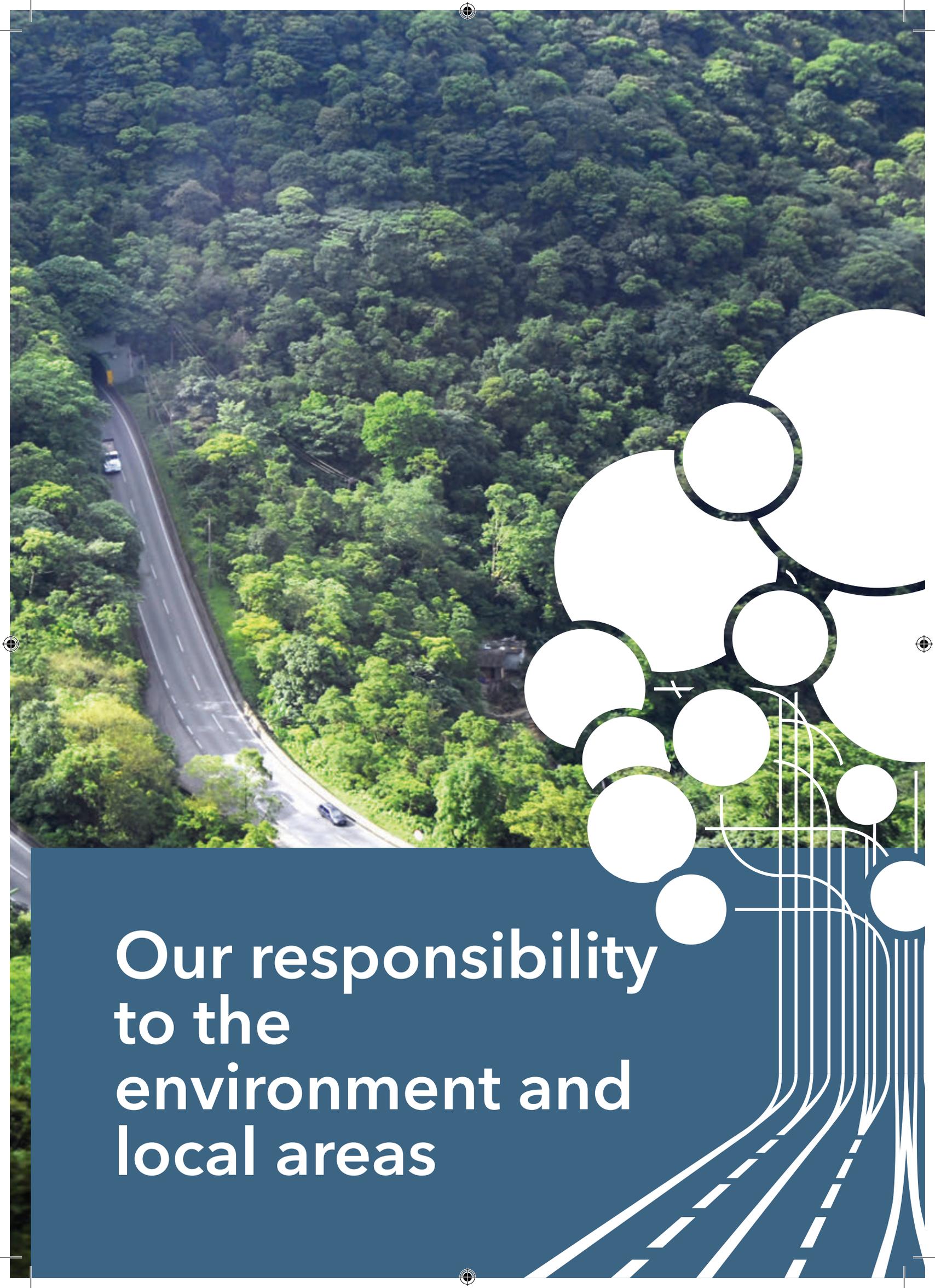
at work sites and production units: Itinera has a Company Safety Department (as required by law), comprising a Safety Manager and Officers who have been specifically trained and are located at offices and work sites, with the specific duty of overseeing health and safety management.

- contract documents (see the Safety and Coordination Plans (PSC) and Risk Assessment Reports (DVR) are reviewed and

implemented, with Safety Operating Plans (POS) being drawn up for direct employees and coordination provided for the POS of subcontractors.

All production units are run by personnel who have been specifically trained and have specific powers of attorney.



An aerial photograph of a winding asphalt road cutting through a vast, dense green forest. The road curves from the bottom left towards the center. A few vehicles are visible on the road. Overlaid on the right side of the image is a graphic design consisting of several large, white, irregular circles of varying sizes, some connected by thin white lines. At the bottom right, a series of white lines form a perspective of a road or path leading into the distance. The bottom portion of the image is a solid dark blue rectangle containing white text.

# Our responsibility to the environment and local areas



OUR RESPONSIBILITY TO THE ENVIRONMENT AND LOCAL AREAS

# Our responsibility to the environment and local areas

ASTM pays particular attention to protecting and monitoring the environment in which it works. Environmental sustainability is a key aspect and part of the Group's strategic plans to reduce its own environmental impact, and respect local areas and communities. For this reason, ASTM is committed to finding adequate solutions with the aim of responsibly using resources, raw materials and reducing its use of water, energy and its atmospheric emissions.



## MANAGEMENT OF ENVIRONMENTAL ISSUES

Most of the Group's major companies (major in terms of activities and personnel) adopt or are developing an "Environmental Management System". This system is essential for identifying the main environmental impact of the Group and developing a process to mitigate this impact. Specifically, S.A.T.A.P. (section A21), Itinera, Sina and Euroimpianti have decided to adopt an Environmental Management System certified to ISO 14001, ensuring the adoption of specific management procedures to continually improve environmental performance. Group companies operating in the technology sector and construction industry have also developed an integrated management system (Quality, Safety and Environment) to guarantee that all applicable safety, health and environmental laws have been identified and evaluated and all necessary measures taken to guarantee the legal compliance of all operating units.



**4**  
COMPANIES CERTIFIED  
TO ISO 14001



**1**  
CLAIM/NONCONFORMITY  
MANAGED AND SOLVED  
DURING 2017

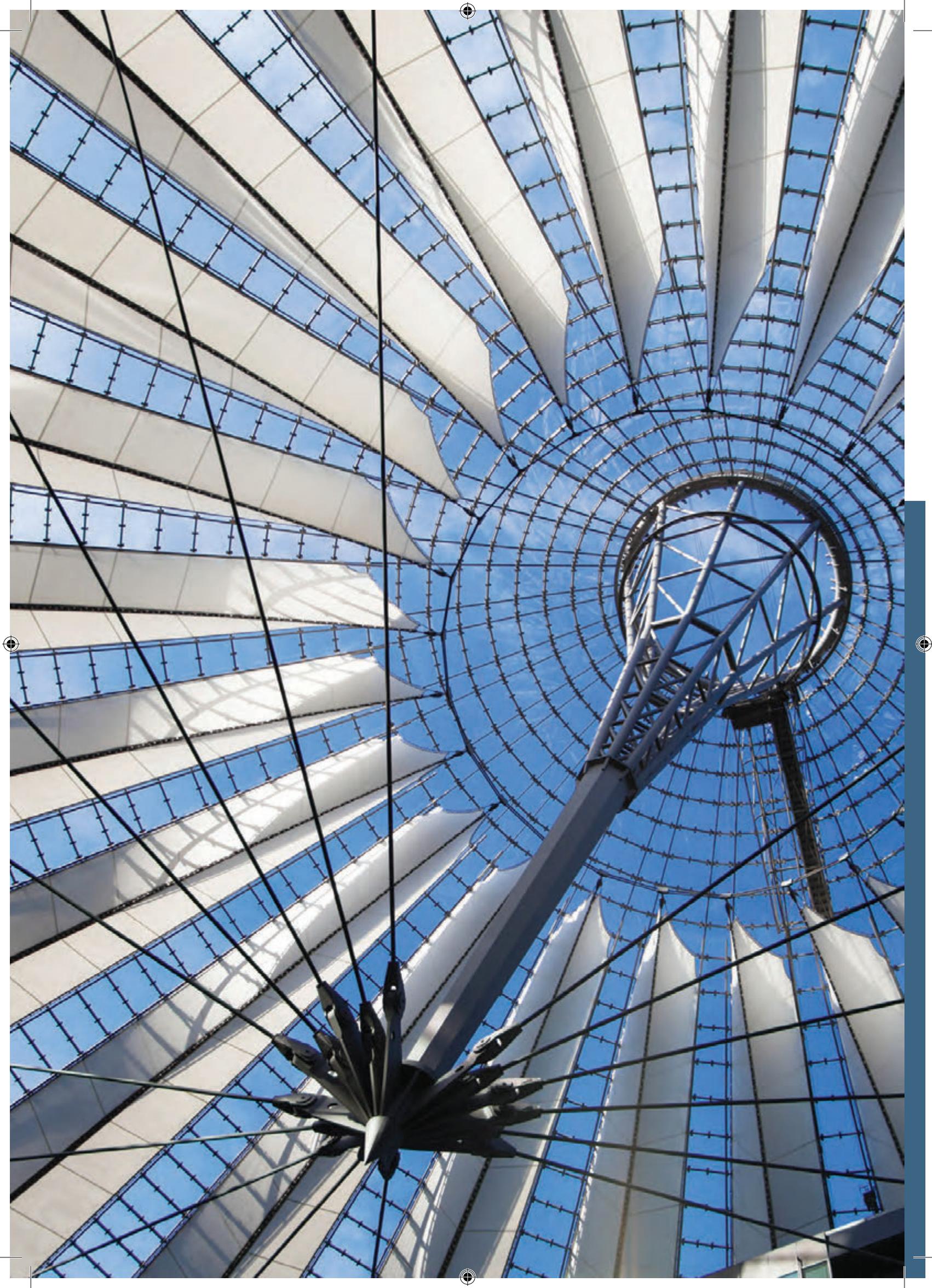
During 2017, Itinera managed and solved 1 claim concerning environmental impact due to the incorrect management of sorted waste at its Tortona site.



**COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS**

No significant sanctions were administered to Group companies during 2017, due to failure to

observe environmental laws and regulations



## USE OF RESOURCES

### ENERGY USE

In 2017, energy use of the ASTM Group totalled 601 thousand GJ, down compared to the previous year (-13.4%).

The development and implementation of monitoring systems are being evaluated, in order to rationalise the energy use of all Group companies.



#### ENERGY SAVING AND LED LIGHTING

Environmental stewardship and protection is also achieved through a rational use of resources and this is why actions to rationalise the energy use of public lighting systems is an important measure. Euroimpianti has devised a number of activities as part of Energy Saving projects to requalify public lighting systems in order to reduce energy use, light pollution and improve performance thanks

to LED lighting. Moreover, actions will include:

- the use of latest technologies applied to public lighting to increase system use through remote management and integration with the network of IT services for users, CCTV and WI-FI (Smart city);
- the development of projects for energy efficiency in ESCO (Energy Service Company) mode, with a consequent decrease in primary energy use with the same volume of final services;

- the development of competencies for the planning and construction of buildings with a reduced primary energy consumption, using low environmental impact technologies, also with LEED (Leadership in Energy and Environmental Design) classification.



#### MOTORWAY CONCESSIONS: ENERGY SAVING INITIATIVES

In 2017, the A10 Savona-Ventimiglia, A6 Turin-Savona and A15 Parma-La Spezia concessions started to use LED lighting systems, for a considerable energy saving. More specifically:

- A10 Savona-Ventimiglia: HPS lamps were replaced with LED

lamps at the Albenga, Borghetto and Taggia junctions, for an overall energy saving of 12%;

- A6 Turin-Savona: LED lights were installed in the DeMatteis and Franco tunnels and at the Mondovì, Ceva and Altare station areas, for an overall energy saving of around 20%;
- A15 Parma-La Spezia: some sodium lamps with replaced with LED lamps at motorway junctions, and sensors were also

installed in offices at the headquarters, for an energy saving of approximately 6%.

HPS lamps were also replaced with LED lamps at Cherasco and Sant'Albano (A33 Asti-Cuneo), and the heating system was requalified with a heat pump installed, to obtain an energy saving that cannot be quantified.



### ENERGY USE OF THE ASTM GROUP\*

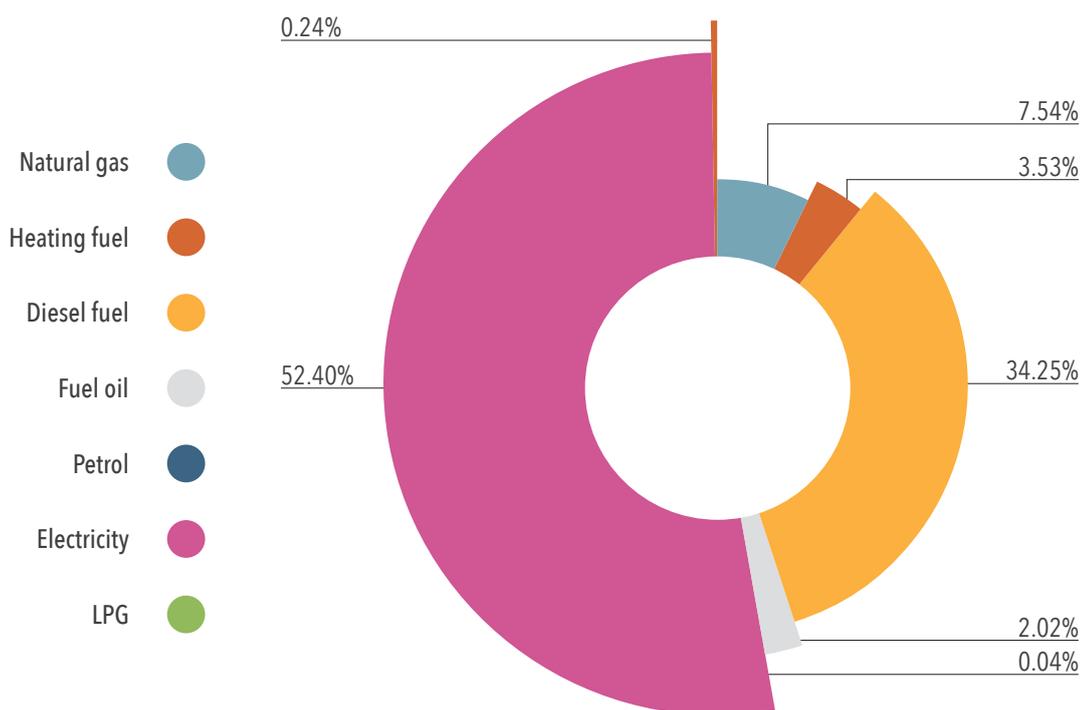
SOURCE	2016	2017
	Total	Total
Natural gas (m <sup>3</sup> /000)**	966	1,162
Heating fuel (l/000)	601	576
Diesel fuel (l/000)	6,928	5,594
Fuel oil (l/000)*	1,134	320
Petrol (l/000)	11	7
Electricity (kWh/000)	92,824	87,561
<i>of which purchased</i>	92,760	87,512
<i>of which from photovoltaics</i>	324	622
<i>put on the photovoltaic network</i>	259	427
LPG (l/000)	65	55

\*Some data on energy use are based on estimates made according to the best methodologies available

\* The figure was restated in relation to the 2016 Sustainability Report following a more specific measurement of data

### ENERGY USE OF THE ASTM GROUP BY SOURCE

(percentages in GJ)



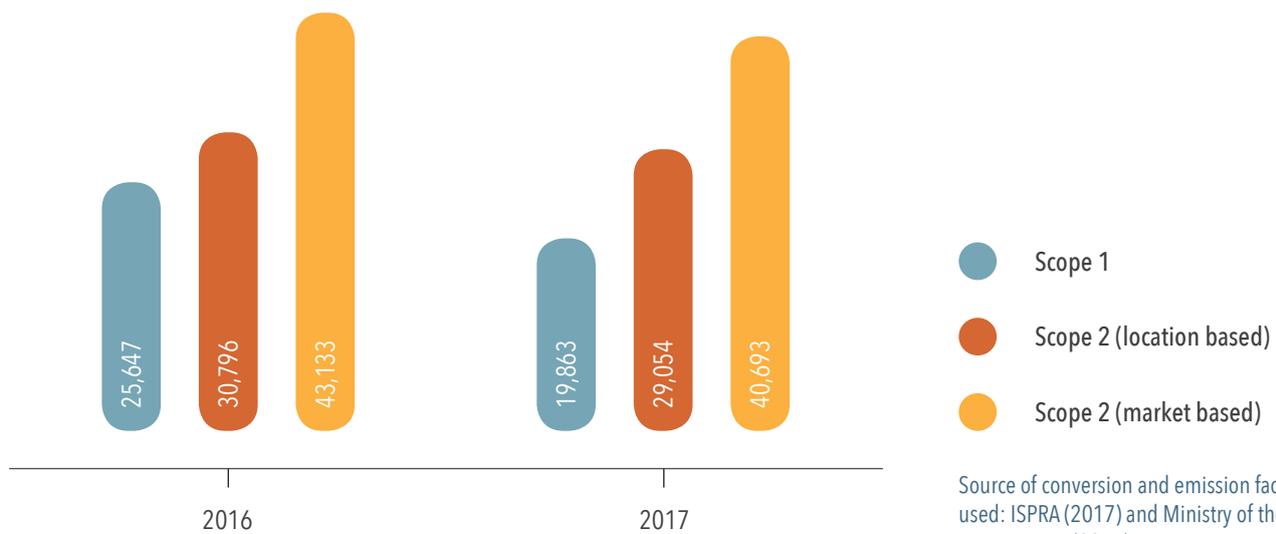
## EMISSIONS

In 2017, direct emissions of CO<sub>2</sub> (Scope 1\*) were equal to 19,839 tons, while indirect emissions (Scope 2\*\*) were equal to 29,054 tons (location based) and 40,693 tons (market based). Emissions were down compared to 2016, and in particular direct emissions decreased by 23%.

\*Scope 1 (direct emissions): this category includes emissions from own sources or sources controlled by the organisation

\*\*Scope 2 (indirect emissions): this category includes emissions inferred from electricity use

### TOTAL DIRECT (SCOPE 1) AND INDIRECT (SCOPE 2) EMISSIONS [T CO<sub>2</sub>]



Source of conversion and emission factors used: ISPRA (2017) and Ministry of the Environment (2017)



Based on recent reports and scientific studies, emissions from vehicles are continually on the decrease and as regards overall emissions in metropolitan areas, most GHGs (greenhouse gases) are from heating and industrial production processes.



## WATER CONSUMPTION

In 2017, ASTM Group companies consumed a total of 147 thousand m<sup>3</sup> of water, down on figures for the previous year (-28%). In particular, 70% of water consumed was withdrawn from the mains, 11% from rivers and 19% from the aquifer.

### WATER CONSUMPTION OF THE ASTM GROUP\*

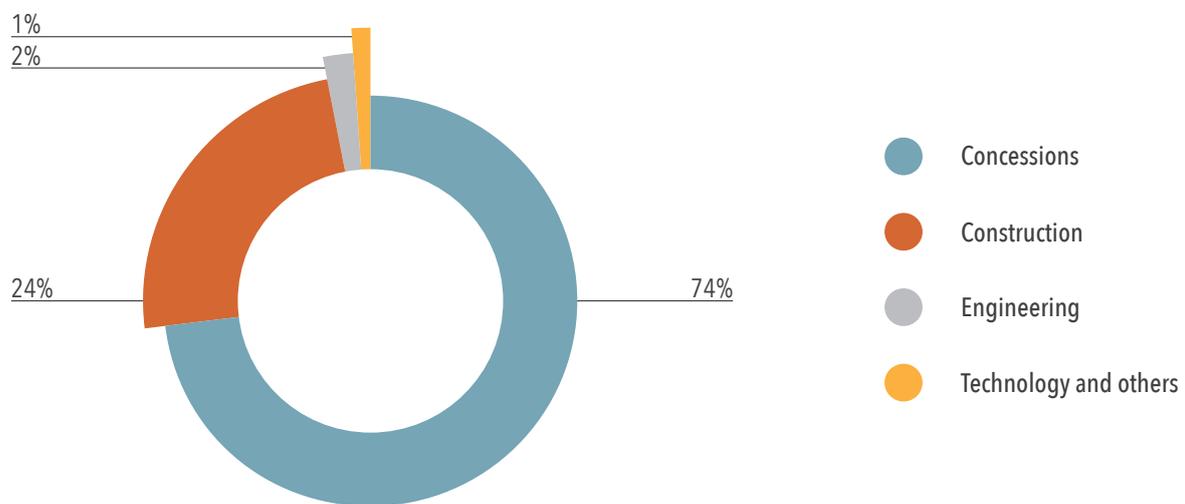
m <sup>3</sup>	Volume	Volume
	2016	2017
Withdrawal from the mains	150,396**	103,887
Withdrawal from rivers	35,576	15,732
Withdrawal from the aquifer	19,861	28,253
Other (specify)	-	-
<b>Total water</b>	<b>205,833</b>	<b>147,872</b>

\*Some data on water consumption are based on estimates made according to the best methodologies available

\* The figure was restated in relation to the 2016 Sustainability Report following a more specific measurement of data



### WATER CONSUMPTION OF THE ASTM GROUP BY BUSINESS SEGMENT (percentages in m<sup>3</sup>)



As regards the concessions sector, water consumption at maintenance work sites was equal to 109,073 m<sup>3</sup>, accounting for approximately 74% of the Group's total consumption.

As shown in the graph, 24% of water consumption refers to the construction sector. In particular, water is mainly used at work sites, with a consumption equal to 35,037 m<sup>3</sup>.

Water consumption in the engineering and technology sectors is far lower: water consumption amounted to 3,762 m<sup>3</sup>, mainly for use at operating sites.



## OPTIMISING TRANSPORT

ASTM's transport management policy limits excess transit as far as possible, and encourages the use of a fleet of company vehicles with a low environmental impact.

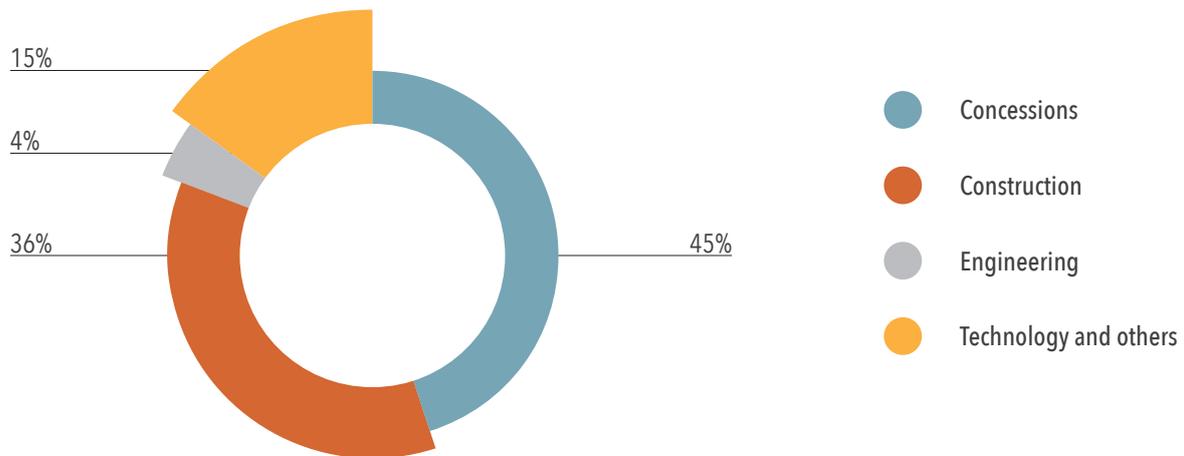
### ASTM GROUP FUEL CONSUMPTION (I)

SOURCE OF THE ENVIRONMENTAL IMPACT	2016		2017	
	Consumption / impact	% of the total	Consumption / impact	% of the total
Construction	1,901,342	39%	2,507,784	45%
Concessions	2,019,862	41%	1,996,563	36%
Engineering	269,297	5%	247,172	4%
Technology sector and other areas	740,162	15%	828,303	15%
<b>Total</b>	<b>4,930,663</b>	<b>100%</b>	<b>5,579,822</b>	<b>100%</b>



## FUEL OF THE ASTM GROUP BY BUSINESS SEGMENT

(percentages in litres)



### CONSTRUCTION SECTOR

Only the impact of fuel consumption relative to CO<sub>2</sub> atmospheric emissions was considered when assessing the most significant en-

vironmental impact for the construction sector. As regards waste and noise emissions, the impact is minimal, as nearly all company vehicles are recent (on average two years' old). Oil leaks due to

failure are minimised by the specific, scheduled maintenance of vehicles.



### ENGINEERING AND TECHNOLOGY

Only fuel consumption is considered in assessing the most significant environmental impact. Companies in the engineering sector have consolidated a strategy

to rationalise the use of and continually renew company vehicles through three-year lease agreements for vehicles which run on fuel with the lowest environmental impact and that conform to the latest regulations on emissions. Moreover, Sina has established an

Environmental Management System with a specific procedure for managing vehicles, which aims to replace the company's fleet with vehicles that have a lower environmental impact.



## WASTE

In line with the Group's policies, waste produced is recycled as far as possible, otherwise it is disposed of at the most suitable sites depending on the type of waste. The Group's policy on waste management aims to guarantee sustainable waste management, while increasing the percentage of recycled waste and ensuring a responsible management of hazardous waste.

In 2017, the Group produced and/or collected through the motorway infrastructure collection service, a total of 310 thousand tonnes of waste, down by 17% compared to 2016 and consisting nearly entirely of non-hazardous waste. The type of waste produced varies, due to the different nature of the Group's business segments. Most waste is produced by the constructions sector (98.8% of the total), followed by the concessions sector which produces 1.1% of waste (3,439 tonnes)

and lastly by the engineering and technology sectors that overall produced just 0.1% of waste for a total of 152 tonnes.

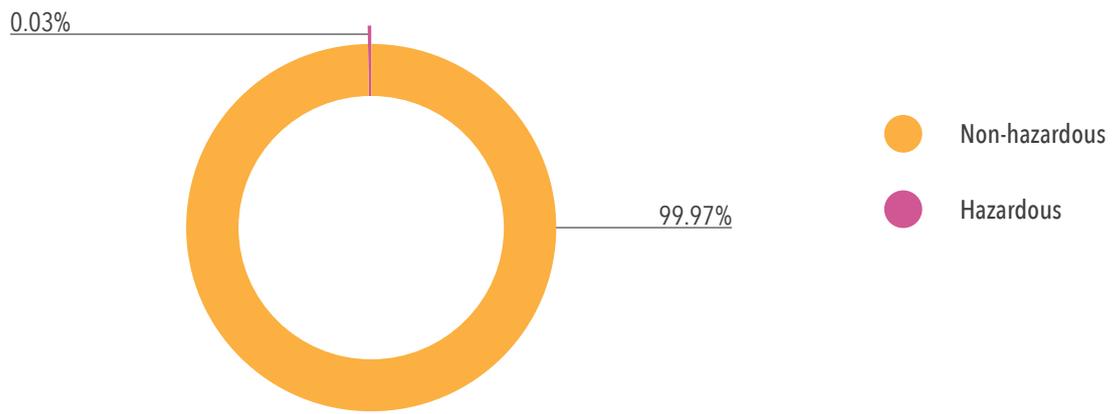
In the construction sector, waste produced typically refers to non-hazardous construction and demolition waste and is mainly recovered, by authorised third parties in most cases and only partially at the Group's plants authorised pursuant to Article 216 of Legislative Decree 152/06 for the treatment of asphalt concrete from road surface ripping and from sludge from the washing of inert material.

In 2017, nearly all waste produced by the Group was recycled and re-used (99.7%), while around 0.30% was sent to landfill, incinerated or disposed of in another way. Waste disposal is managed through municipal service companies and specialist firms.

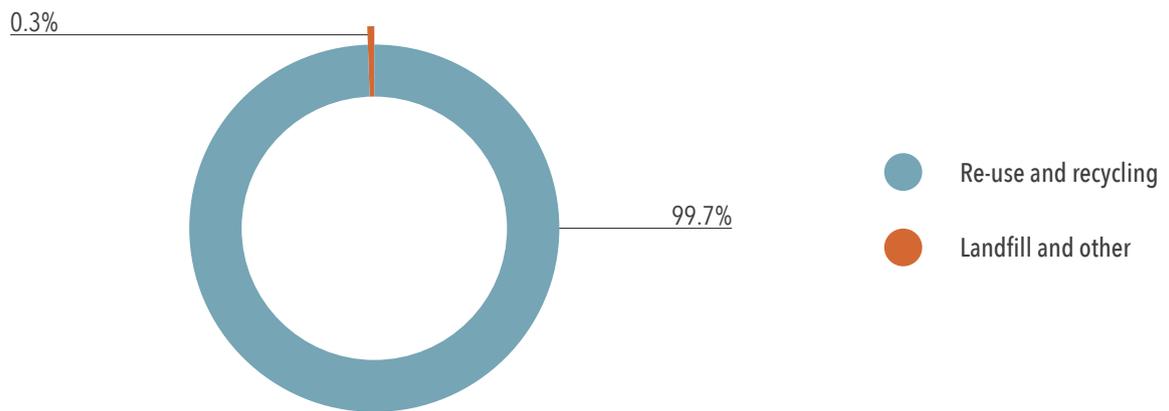
### WASTE OF THE ASTM GROUP BY DISPOSAL METHOD

DISPOSAL METHOD	2016				2017			
	Hazardous	Non-hazardous	Total	Total (%)	Hazardous	Non-hazardous	Total	Total (%)
Re-use [t]	-	246,146	246,146	65.5%	-	46,679	46,679	15.0%
Recycled [t]	105	120,309	120,415	32.0%	27	262,771	262,798	84.7%
Landfill [t]	32	648	680	0.2%	66	746	812	0.3%
Other (specify) [t]	17	8,713	8,730	2.3%	-	59	59	0.0%
<b>Total</b>	<b>155</b>	<b>375,816</b>	<b>375,971</b>	<b>100.0%</b>	<b>93</b>	<b>310,255</b>	<b>310,348</b>	<b>100.0%</b>

### WASTE OF THE ASTM GROUP BY TYPE



### WASTE OF THE ASTM GROUP BY DISPOSAL METHOD





## NOISE MANAGEMENT

Noise management is particularly important in the concessions and construction sectors.

As regards concessions, vehicles in transit on transport infrastructure such as roads and motorways are a widespread source of noise pollution, particularly when infrastructures are near to residential and built-up areas. Aware of the potentially negative impact on communities, the Group has adopted wide-ranging actions, assessing impact and planning and building mitigation works. The Group paved the way for using silent asphalt combining sound-absorbing and draining properties with benefits for safety and ease of driving in the case of rain.

In 2017, investments in noise barriers amounting to some €12 million were made by the licensee companies Autostrada dei Fiori (A10 and A6), Società Autostrada Ligure Toscana - SALT (A12 and A15) and S.A.T.A.P. (A21).

During the 2017-2021 period, the Group will continue with noise abatement plans for its own motorway infrastructure, installing a further 30 km of noise barriers for an investment of around €50 million.

As at 31 December 2017, 95 km of noise barriers were installed along the Group's motorway stretches. Most motorway sections (not in tunnels) have draining surfaces, which use asphalt conglomerate with a high percentage of empty spaces, for a surface that is also sound-absorbing. Overall, approximately 1,370 km of motorway has a draining/sound-absorbing road surface. As regards the construction sector, the noise generated by activities at work sites (excavations, assembly of items, concrete mixers) and the use of operating equipment may cause a disturbance for the local community, mainly in relation to the work site location. This is why studies on the impact of noise or assessments on



### S.A.T.A.P. (A4 Turin - Milan)

Noise abatement actions were planned together with actions to

modernise the motorway section. A number of noise abatement works will be installed, sized based on indicators and national limits.



compliance with noise area limits established by local authorities where the works are to take place, are carried out. For temporary and mobile work sites, a specific application for authorisation is made to the local authority, based on

the complexity of activities and whether local noise area limits are exceeded. In any case, reports of disturbance from noise are carefully evaluated and appropriate measures to minimise impact are then taken.



## NOISE BARRIERS

	(IN KM)
A4 Turin-Milan	25.1
A21 Turin-Piacenza	15.5
A6 Turin - Savona	7.7
A12 Livorno-Sestri Levante	23.4
A15 Parma-La Spezia	3.1
A33 Asti-Cuneo	8.4
A10 Savona-Ventimiglia	9.7
A5 Quincinetto-Aosta Ovest	2.0
<b>Total</b>	<b>94.9</b>



### ITINERA'S PROCEDURE FOR MANAGING NOISE WITH AN EXTERNAL IMPACT

Itinera's Integrated Management System includes an operating procedure for noise management. The aim of this procedure is to establish the operating modes and responsibilities for managing and monitoring sources of noise with an external impact. The procedure, which applies to fixed and mobile sources of noise at temporary and mobile work sites, governs activi-

ties to control noise emissions and ensure that the limits of applicable laws are met, while guaranteeing that environmental objectives and goals are achieved.

In operating terms, a noise survey is the main way to measure acoustic impact at the work site. This survey is carried out by an expert technician to characterise the work site in terms of noise. Measurements are taken at regular intervals while works are being carried out to ensure compliance with

applicable laws and regulations.

Numerous factors have an impact on the sound emissions of a work site (the type of activity, weather conditions, external noise, etc.), and these must be appropriately considered during the survey.

## PROTECTION OF THE LOCAL AREA, REDUCTION IN LAND USE AND PROTECTION OF BIODIVERSITY

The Group carries out its activities with a view to protecting the environment, in terms of an asset to protect and value, while achieving sustainable development. Projects for the maintenance and modernisation of the Group's motorway network, and for new motorway sections, consider the characteristics of the environment alongside the needs of communities and plans of institutions. All activities require a risk assessment of the environmental impact (geomorphological, hydraulic, hydrogeological, acoustic, atmospheric). This assessment guides the planning and definition of projects, as well as environmental monitoring during the construction stage.

### PROTECTION OF THE LOCAL AREA

In order to eliminate or offset negative impact on the environment caused by projects, the Group has taken mitigation/offsetting actions, including the environmental re-qualification of its own areas, with specific, scheduled maintenance of the outdoor areas of its infrastructures. Mitigation actions (in addition to noise abatement

measures in the Noise Abatement Plans of individual licensee companies), include the development of systems for the continual treatment of run-off rain water, using settling tanks and filters. During the construction and operating stages, impact on the local area and mitigation actions adopted are controlled, through the environmental monitoring activities planned in Environmental Monitoring Projects.

### REDUCTION IN LAND USE

The Group is committed to reducing the use of land, eliminating the phenomenon of "left-over" areas during the planning stage, i.e. hard-to-access portions of land that are abandoned by their owners, such as along the Novara - Milan stretch of the A4 motorway, where the Group has tried to requalify some areas giving them a new function. To reduce needs and consumption, the Group adopts processes to reuse land, reduce non-hazardous waste to send to landfill and to recover/recycle waste and encourages the use of local materials.



## PROTECTION OF BIODIVERSITY

The Group is committed to protecting biodiversity and in its environmental mitigation plans it has carefully studied potential vegetation for operating areas and autochthonous flora which, according to laws, meets defined, demonstrable requirements (plant passport). The licensee companies S.A.T.A.P. A4 and A33 Asti-Cuneo have planned to develop a planted area of 507,000 m<sup>2</sup> to mitigate environmental impact as part of the 2.1 and 2.2 modernisation lots of the A4 Turin-Milan motorway. In the next few years, actions will be taken to promote the growth of autochthonous flora specific to impacted areas, as a way to indirectly limit the spread of weeds and allochthonous species, with targeted maintenance at specific times of the year.



### RE-USE OF MATERIALS

To guarantee a sustainable development during motorway modernisation, the Group uses innovative raw materials with a reduced environmental impact. In this sense, the Italian legislator has also made its mark, introducing the concept of sustainabil-

ity in Legislative Decree no. 50 of 18/04/2016 on public procurement. In the light of applicable laws and regulations, strategic planning means sourcing materials while considering aspects such as recyclability, equivalence of performance, economic benefits and availability on the market/in the area/at the work site. In this

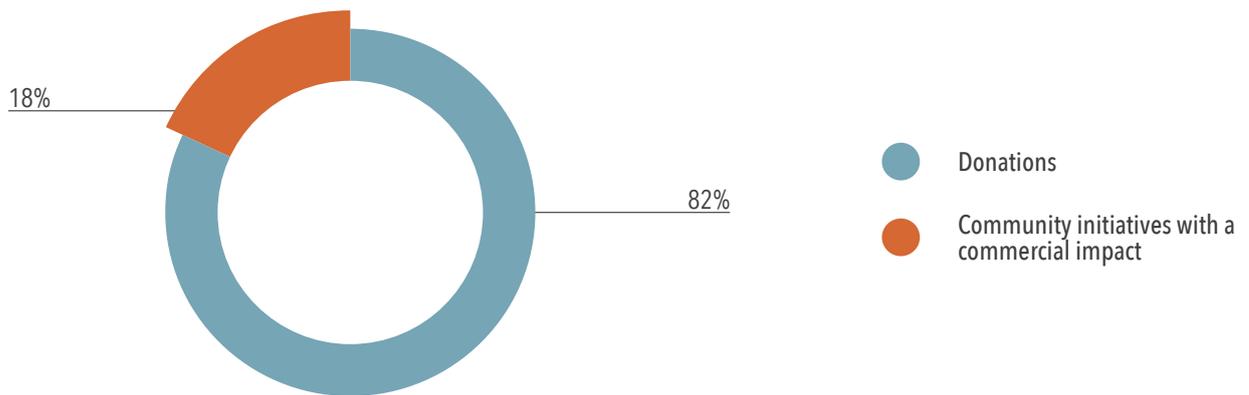
context, minimum environmental criteria have been defined, which go beyond legal requirements, to qualify purchases and procurement in terms of sustainability, also based on the qualification of planners, and the use of recycled or recovered materials for sub-bases and road surfaces.

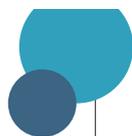


## COMMUNITY INITIATIVES

The ASTM Group is aware that relations with local communities are an important driver in creating value, and involves them in initiatives that help the economic, social and cultural development of the local area. In this context, the Group fosters relationships based on trust and cooperation with local communities, contributing directly or indirectly to supporting and/or funding projects and initiatives with a significant impact on the areas where it operates.

### TYPE OF INITIATIVES





The Group's initiatives for the community include:

- Donations: initiatives to occasionally support social, environmental and community organisations through donations (for beneficial purposes and for non-profit associations).
- Community initiatives with a commercial impact: activities carried out by the commercial sector in the local area with a social impact (e.g. events and other activities for the benefit of the community; initiatives supporting scientific research).

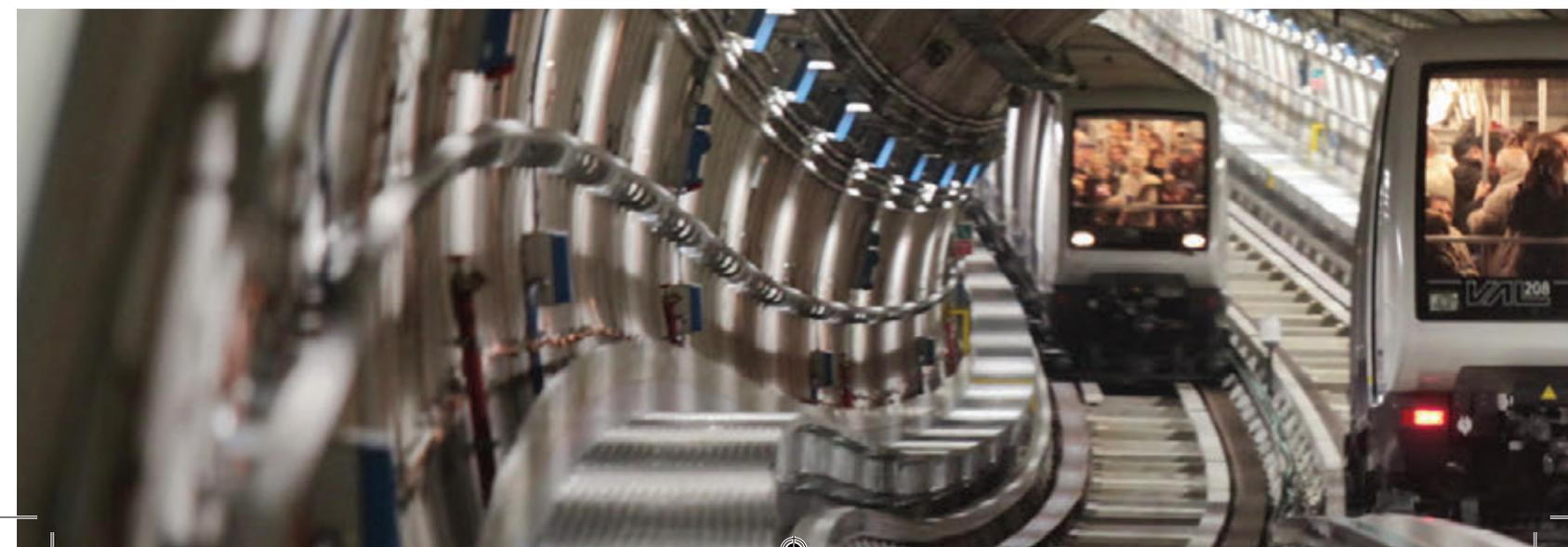
In 2017, the Group made donations and invested in the community for an amount of approximately €415,026, while this figure stood at €177,558 in 2016.

In particular, the ASTM Group funded training provided by the San Giuseppe Training Institute in Tortona; it also funded the Humanitas Foundation in Milan

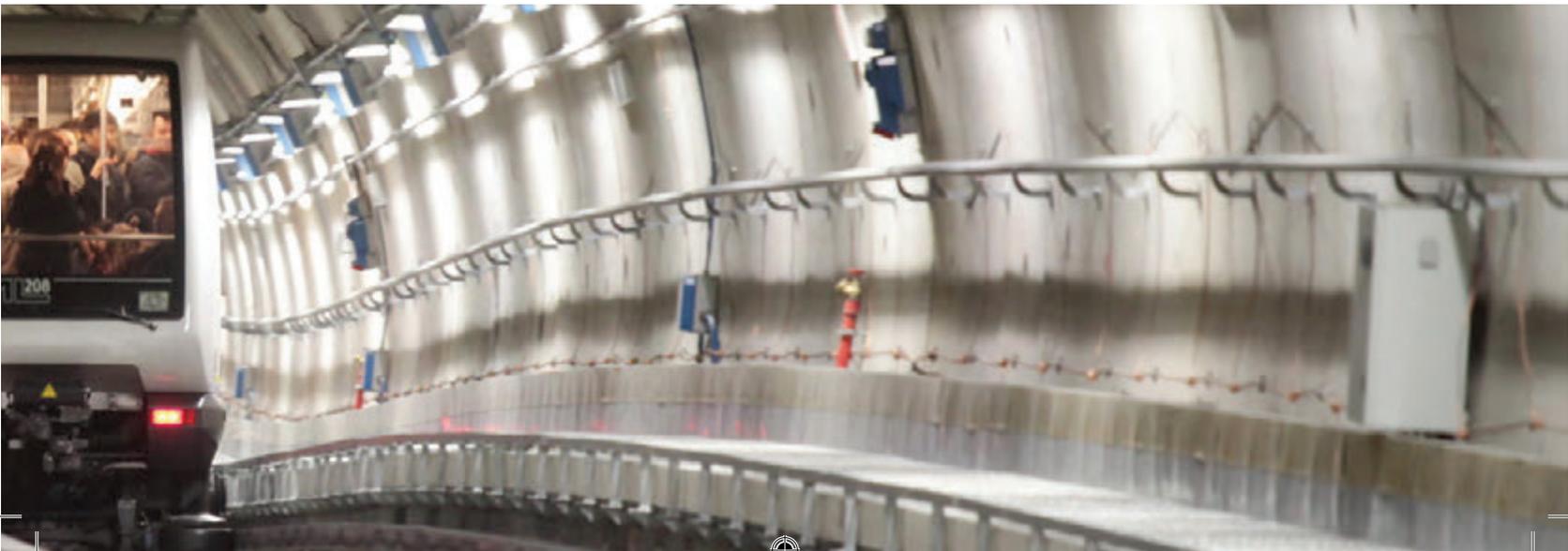
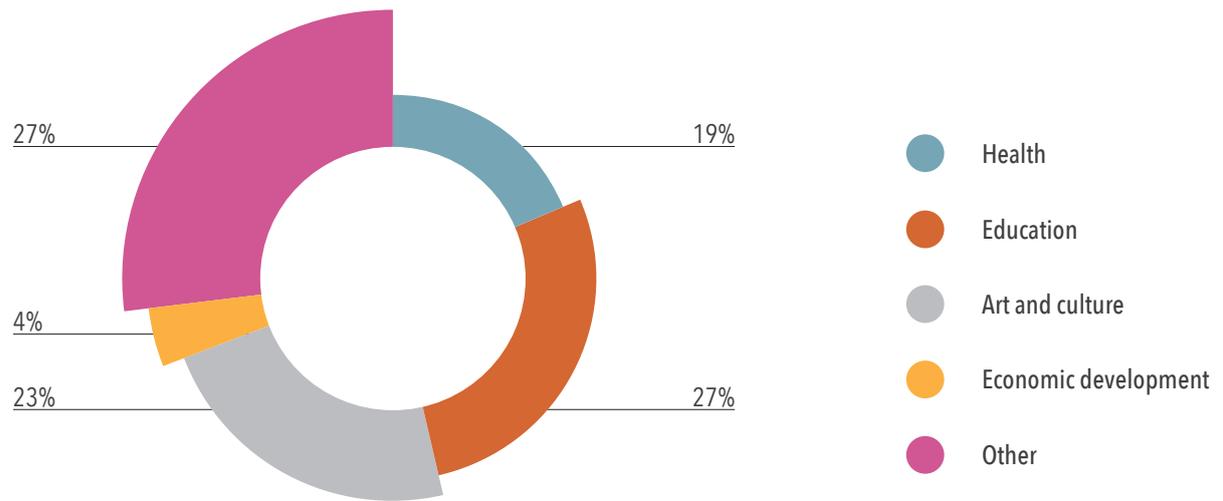
for the medical/scientific research project "Studio Sinodar One" and the Franciscans with two grants as part of its "Ufficio sviluppo progetto periferie nel mondo" (Project for the development of global suburbs).

The ASTM Group considers community relations as a vital part of its business. This is why it establishes long-lasting relations, setting up initiatives and projects that can benefit local areas from both a social and cultural standpoint. In particular, the Group considers sport as an important way to encourage the growth of local communities and the development of young people.

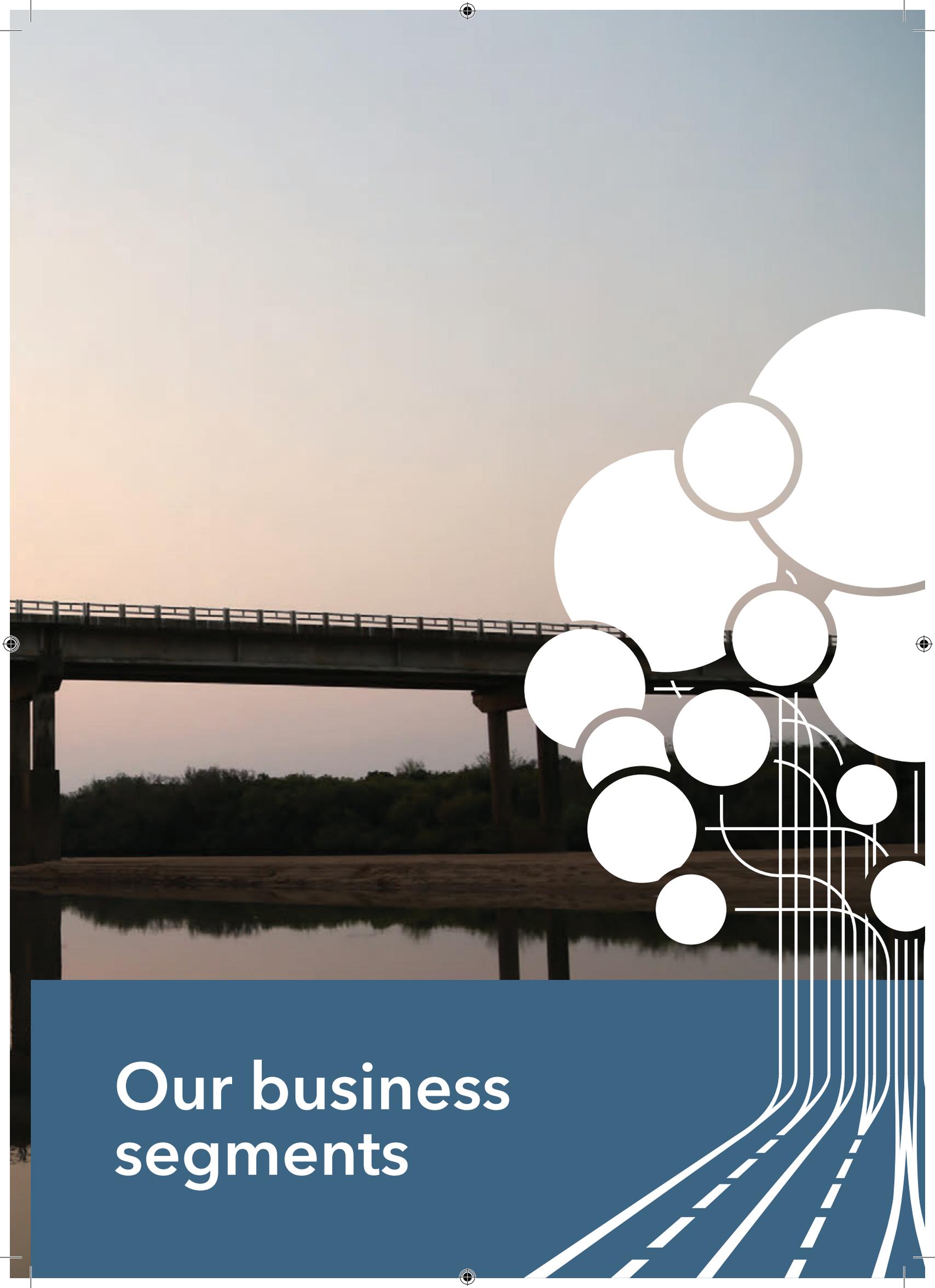
Itinera S.p.a, with funding amounting to €50,000, is the main sponsor of CUS Ad Maiora Rugby, the rugby team of CUS Torino, the university sports centre of Turin, for the 2017/2018 season. CUS Torino has also had a women's rugby team since 2006.



### TARGET SECTOR







# Our business segments



# Our business segments

## CONCESSIONS - SIAS

**FOURTH MOTORWAY**  
OPERATOR IN THE WORLD

**MAIN MOTORWAY**  
**OPERATOR**  
IN NORTH WEST ITALY



**4,150 KM**  
OF NETWORK MANAGED UNDER CONCESSION  
IN ITALY, BRAZIL AND THE UNITED KINGDOM

1,423 KM OF NETWORK IN ITALY  
2,640 KM OF NETWORK IN BRAZIL  
84 KM OF NETWORK IN THE UNITED KINGDOM

**€1.1 BILLION OF**  
**REVENUES IN 2017**



APPROXIMATELY **1,370 KM**  
OF MOTORWAY WITH A DRAINING/  
SOUND-ABSORBING ROAD SURFACE

**-5% ENERGY CONSUMPTION\***

\*electricity



**ONE OF THE LEADING**  
**PRIVATE INVESTORS IN**  
**THE TRANSPORT**  
**INFRASTRUCTURE SECTOR IN ITALY**

The ASTM Group operates in the motorway concessions sector through the subsidiary SIAS S.p.A.





In particular, SIAS controls 9 licensee companies:

A4 Turin-Milan, which is 130 km long, connecting Milan and Turin, the regional capitals of Lombardy and Piedmont respectively

A21 Turin-Piacenza, which is 168 km long and connects western Piedmont with the Autostrada del Sole (the motorway connecting Milan with Naples via Bologna, Florence, and Rome)

A10 Savona-Ventimiglia, which is 113 km long and crosses the region of Liguria from Savona to the French border

A6 Turin-Savona, which is 131 km long and connects Turin with the west of Liguria and the town of Savona

A12 Livorno-Sestri Levante, A11 Viareggio -Lucca, A15 Fornola-La Spezia, for a total of 155 km

A15 Parma - La Spezia (101 km)

A5 Quincinetto-Aosta Ovest (60 km) and the A5-SS27 junction of the Gran San Bernardo road tunnel

A33 Asti-Cuneo, approximately 78 km long (of which 23 km under construction)

A21 Piacenza-Cremona-Brescia, approximately 112 km long

It also has joint control over the following licensee companies:

ATIVA - Tangenziale di Torino (Turin Bypass), Turin-Quincinetto, Ivrea-Santhià and Turin-Pinerolo (156 km)

TE - Tangenziale Esterna di Milano (Milan outer bypass) (32 km)

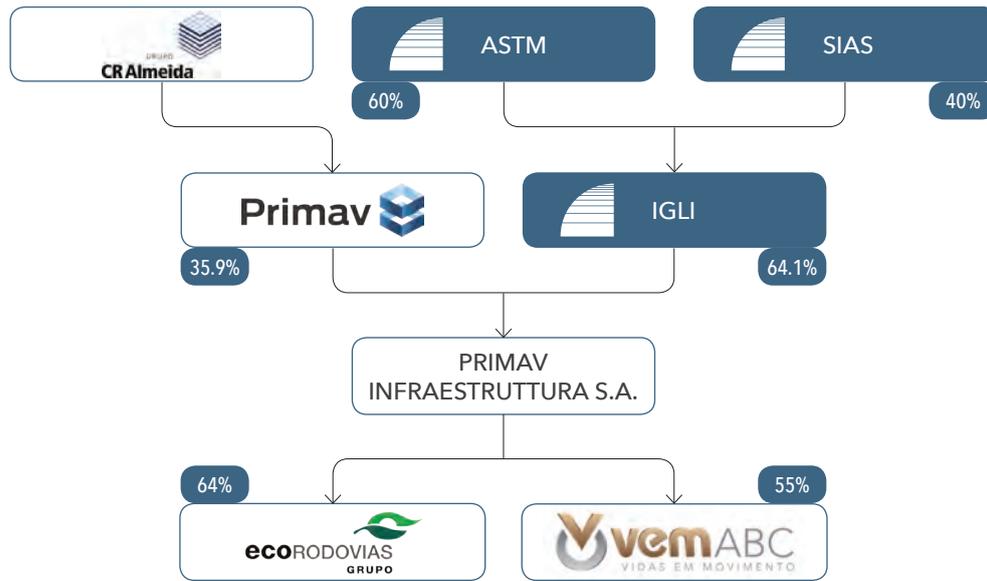
It also holds an interest in the following licensee companies:

SITAF - Turin motorway - Bardonecchia and the Fréjus road tunnel (94 km)

SITRASB - Società Italiana Traforo del Gran San Bernardo (13 km)

A69 Carlisle - Newcastle (UK) (84 km)

\*Concession expired and managed by S.A.T.A.P. S.p.A on an extended terms basis



In Brazil, the Group, through the jointly controlled company Ecorodovias, which is listed on the São Paulo Stock Exchange and is a leading infrastructure operator in the country, manages a motorway network of approximately 2,640 km, along the south-south-east corridor of the country in one of the wealthiest and most industrialised areas with a high population density. Ecorodovias closed 2017 with revenues equal to 2.6 billion Reais.

In the first three months of 2018, Ecorodovias developed its own motorway network, acquiring "Concessionaria de Rodovias Minas Gerais Golas S.A." ("MGO") which has the concession to manage the 437 km BR-050 (GO/MG) motorway, running between the city of Cristalina in Goiás state and the city of Delta in Minas Gerais. Ecorodovias was also awarded two contracts, the first for the concession for the "Rodoanel Norte" motorway, which is 48 km long and is the northern section of the São Paulo ring road, the second for three motorway stretches in Minas Gerais state, comprising the "BR 135-Montes Claros", the "MG-231" and the "LMG-754" for a total of 364 km.



Ecovias controls the following licensee companies:

Ecovias dos Imigrantes which connects São Paulo to Porto di Santos (177 km)

Ecopistas which connects São Paulo to Vale do Rio Paraiba (135 km)

Ecovia Comiho do Mar which connects Curitiba to the port of Paranagua (137 km)

Ecocataratas which connects Parana to the so-called Triple Border of Brazil, Argentina and Paraguay (387 km)

Ecosul which connects Pelotas, Porto Alegre and Porto del Rio Grande (457 km)

ECO101 which connects Macuri and Rio de Janeiro (476 km)

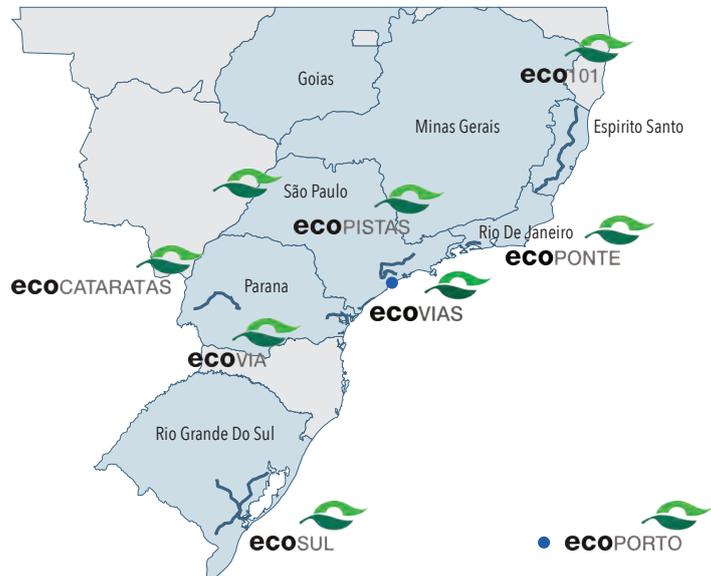
Ecoponte which connects Rio de Janeiro with Niteroi (23 km)

Rodoanel Norte which connects São Paulo and the Northern Ring Road (48 km)\*

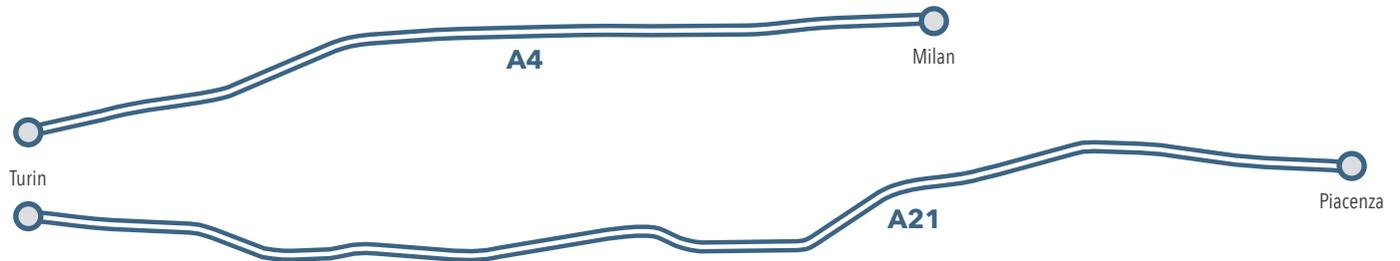
MGO which connects Ctistalina (Goias) to Delta (Minas Gerais) (437 km) \*

BR-135 Montes Claros (Minas Gerais) (364 km)\*

\* Pending authorisation for closing



## INFRASTRUCTURE IN ITALY

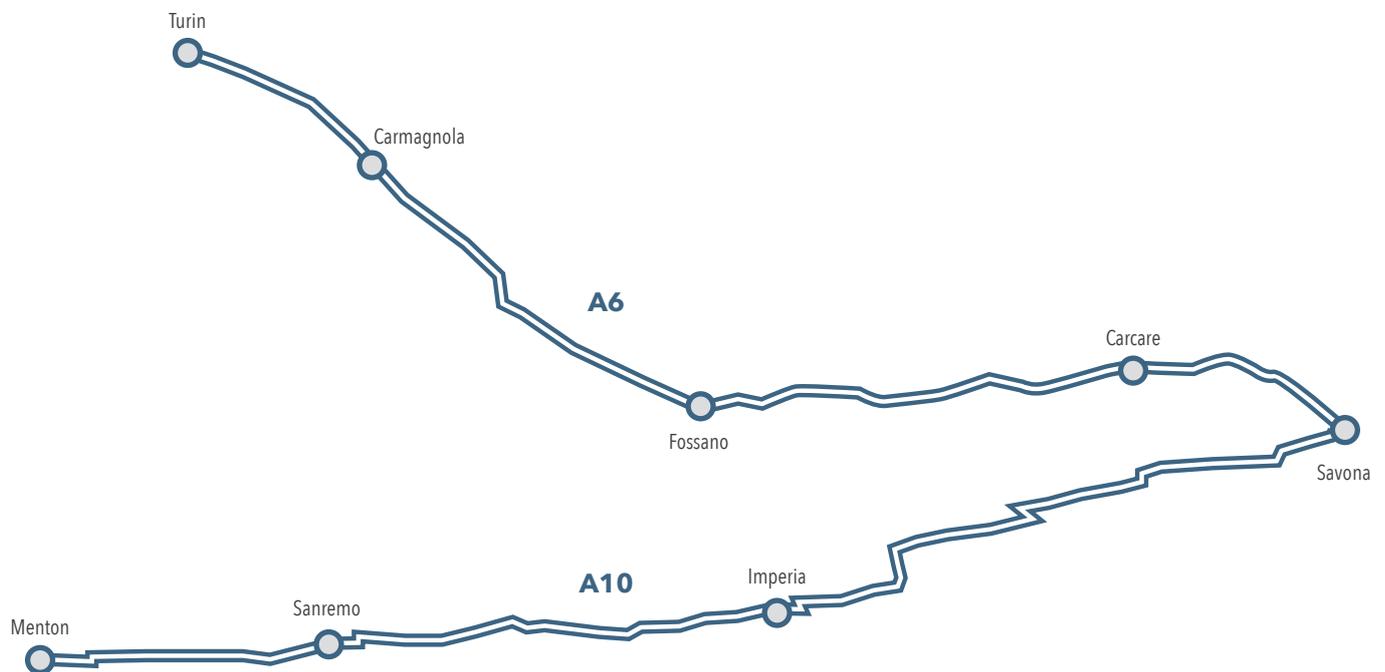


### S.A.T.A.P. S.p.A

The motorway company S.A.T.A.P. has the concession to manage the following motorway stretches:

- A4 from Turin to Milan;
- A21 from Turin to Piacenza.\*

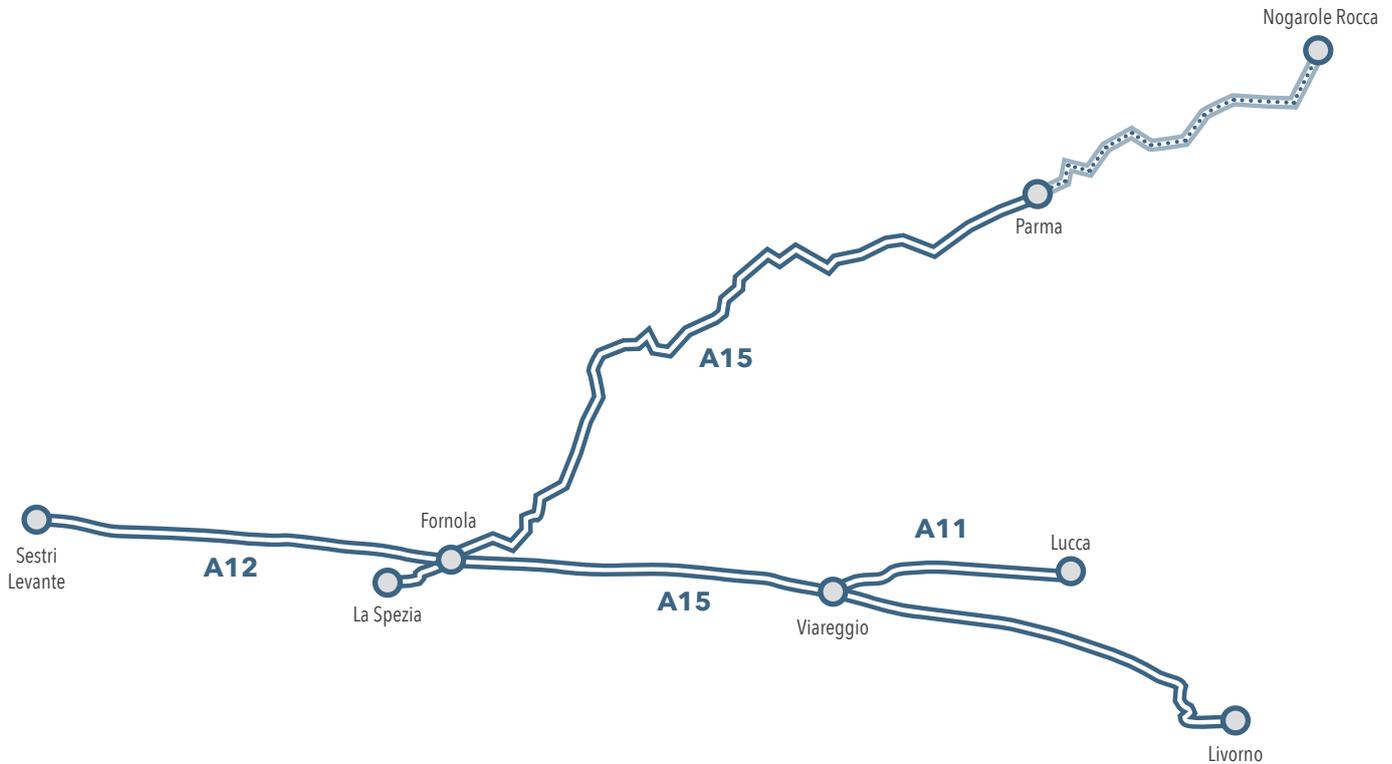
\*Concession expired and managed by S.A.T.A.P. S.p.A on an extended terms basis



### Autostrada dei Fiori S.p.A.

The company Autostrada dei Fiori has the concession to manage the motorway section between Savona and the French border, passing Ventimiglia (A10), and other minor stretches connecting with non-motorway routes.

The company also has the concession to manage the Turin - Savona (A6) motorway stretch, which connects Turin with the west part of Liguria.

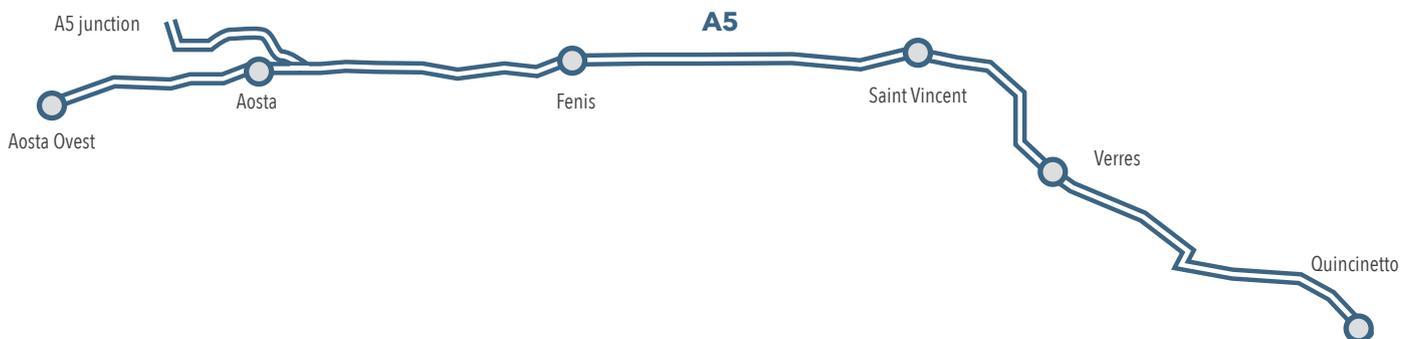


### Società Autostrada Ligure Toscana - SALT p.A.

The motorway company SALT has the concession to manage the following motorway stretches:

- A12 from Livorno to Sestri Levante;
- A11 from Viareggio to Lucca;
- A15 from Fornola to La Spezia.

The company also has the concession to manage the motorway section between La Spezia and Parma (A15), and has started development on the first lot (approximately 12 km) of the junction between Parma and Nogarole Rocca.



### Società Autostrade Valdostane - SAV S.p.A.

The motorway company SAV has the concession to manage the A5 motorway stretch from Quincinetto to Aosta Ovest and the A5-SS27 junction of the Gran San Bernardo road tunnel (A5).



### Autostrada Asti-Cuneo S.p.A.

The company Autostrada Asti Cuneo has the concession to manage the motorway stretch from Asti to Cuneo (A33), connected by a 20 km stretch of the A6 Turin-Savona motorway, from Marene to Massimini.

### MOTORWAY TOLLS

The Group's main source of income is from motorway tolls that customers pay to use the infrastructure. The motorway tolls paid by customers are calculated by multiplying the number of kilometres travelled on the Group's network by the rate, which is specific for each concession.

The rate is governed based on an agreement which each Group licensee company has signed with the Ministry of Infrastructure and Transport (MIT), that awarded the concession. The rates policy of Group licensee companies is therefore subject to compliance with numerous constraints, which therefore rule out any discretionary application by the companies

and guarantee the transparent, uniform adoption of rates for customers. The agreement with the MIT includes an annex with a specific "Financial Economic Plan", which forms the basis for determining increases in tolls rates for individual licensee companies. This calculation is based on costs and revenues permitted for regulatory purposes, as provided for by applicable laws and regulations on the motorway sector as of Rulings no. 39/2007 and 27/2013 of the Interministerial Committee for Economic Planning (CIPE). The final unit rate, for each licensee company, includes three parts: the amount owing to the licensee company, fees to pay to the State and VAT. The last two parts globally represent the rate that directly remunerates the Public Administration.



The amount owing to the licensee company remunerates capital invested in modernising, innovating and increasing safety of the managed network, as agreed in the concession.

### FINAL UNIT RATE PER KM (UNIT RATE OWING TO THE LICENSEE COMPANY + FEES) + VAT

- This depends on the type of vehicle and characteristics of the motorway stretches (flat sections or in the mountains).
- Additional fees are equal to 6 thousandths of a euro/km for A and B type vehicles and 18 thousandths of a euro/km for classes 3, 4 and 5 (Law no. 102/2009 and 122/2010).

### OUR COMMITMENT TO ROAD SAFETY

Road safety is an essential part of the sustainability of any transport system and is traditionally an aspect that identifies and qualifies the role and actions of the motorway licensee company. For the Group's licensee companies, safety is fundamental and a priority commitment in managing motorway stretches.

SIAS Group licensee companies have understood the need for a multi-factor approach to managing road safety, combining aspects that have long been adopted in road safety with other criteria which assess road users, vehicles and infrastructure in an integrated approach, and cover:

- **design and construction choices geared to safety** as part of a cycle of technical and adminis-

trative efficiency, with measures that target the development of or modifications to roads and that are devised to incorporate the human factor in design criteria, in order to prevent accidents or mitigate consequences on people

- **the careful maintenance of the infrastructure:** the inspection technologies and methods adopted tend to establish the conditions and safety of the work and foresee its future deterioration, referring this to the conditions of use of the infrastructure which the work is a part of. Activities comprise inspections of bridges and viaducts, controls and monitoring of underground works and the overall management of road infrastructure
- **a safe management of infrastructure:** with a careful monitoring of feedback about man-

aged motorways

- **notices to the public and the promotion of safety through the Autostradafacendo safe driving campaign.**

In 2017, a total of 2,378 accidents on the network of Group licensee companies were recorded, of which 27 fatal accidents with 1,366 injured persons and 28 deaths.

## A SAFE MANAGEMENT OF INFRASTRUCTURE

A safe management of infrastructure starts from an awareness of conditions of use and information about traffic and accidents: these factors form the basis for a gradual improvement in conditions on the road network. In 2017, the SIAS Group further developed its procedures for collecting, classifying and assessing this information, through a structured system that supports decisions and can integrate different data sources.

The software ADAM® (Accidents Data Analyser Module) is currently used on the Group's entire motor-

way network, to:

- collect information on traffic and road safety in a structured way;
- contextualise data in relation to the type of route and works;
- produce a set of information, preparing all indicators in order to interpret complex phenomena;
- adopt procedures to assess road accidents and consequently manage the motorway network safely as of Legislative Decree no. 35/2011 implementing the directive 2008/96/EC on road infrastructure safety management;
- display all information of interest, according to various criteria.

These actions will provide the means to implement a process to improve operating measures that are adopted during the ordinary cycle to improve road safety, or to choose measures which, based on feedback from operations, objectively aim to reduce the number of accidents on the network.

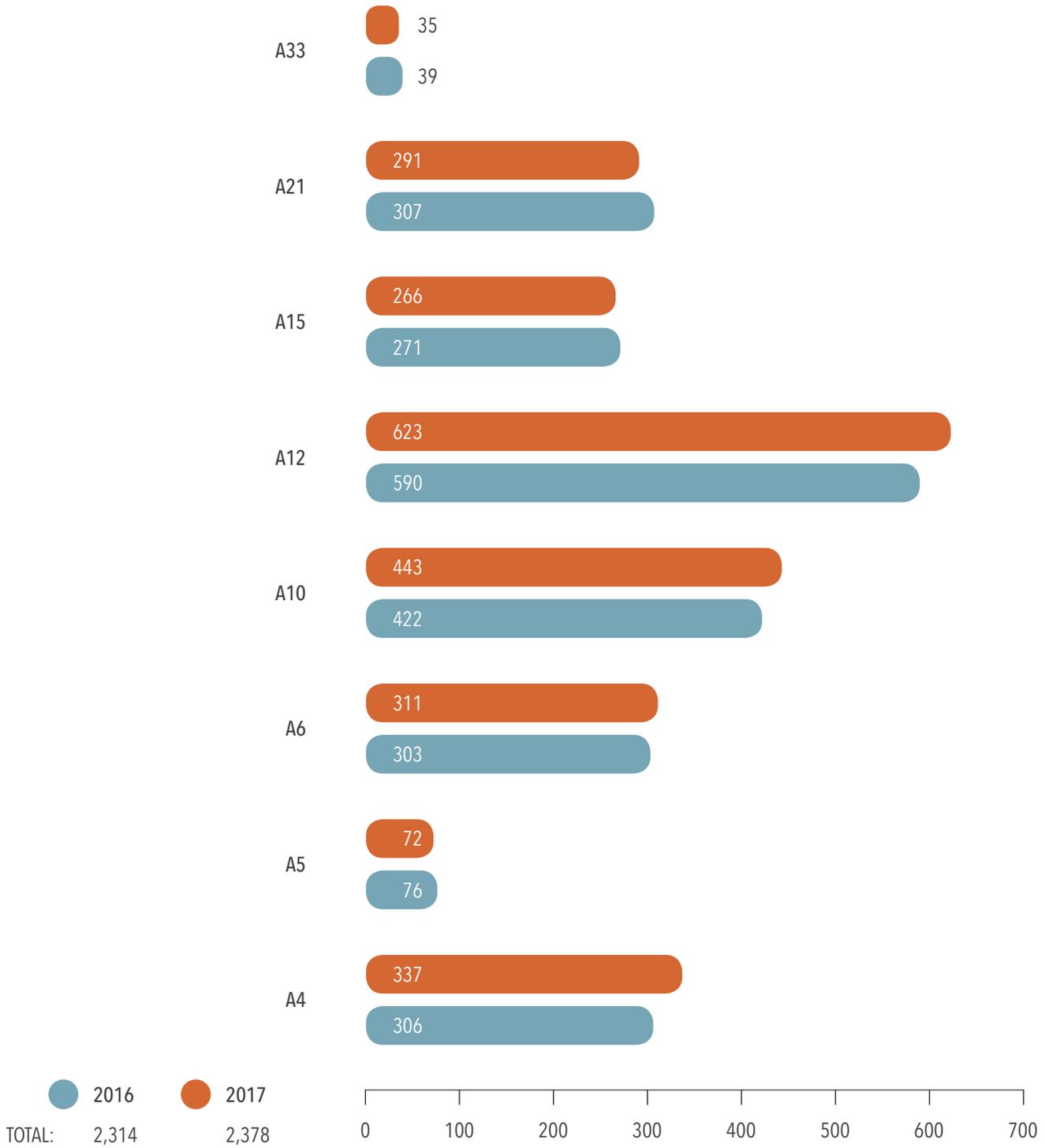


**A5, A15, A33**  
0 FATAL ACCIDENTS IN 2017

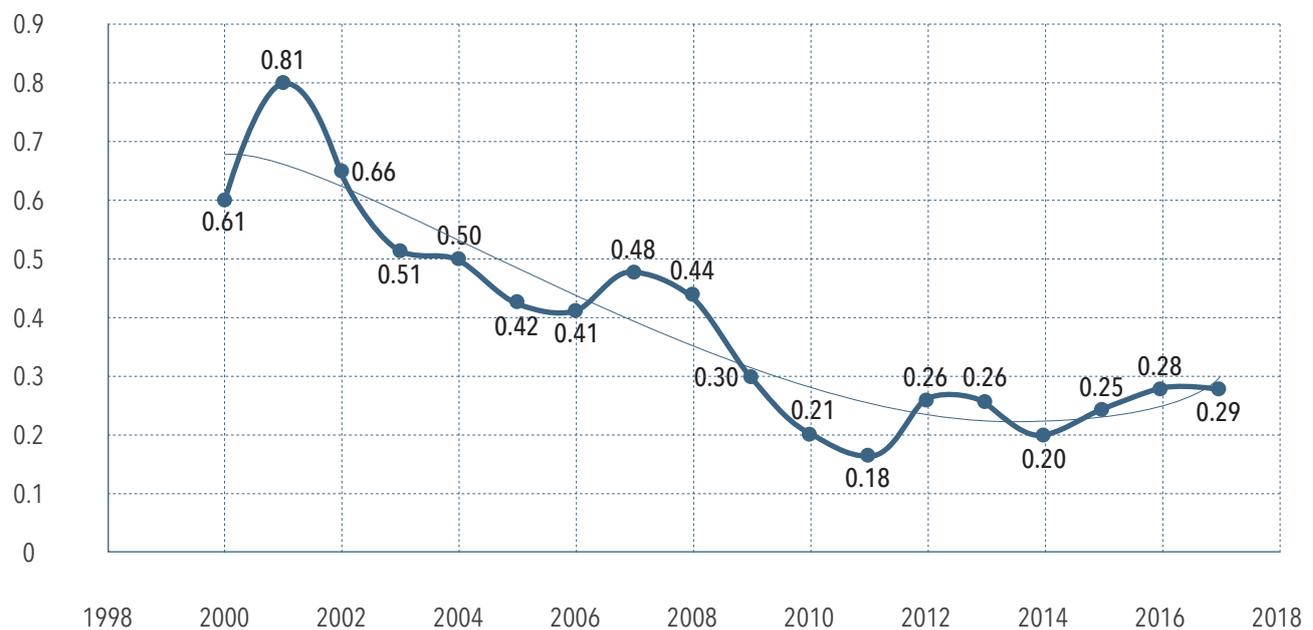


OUR BUSINESS SEGMENTS

NUMBER OF MOTORWAY ACCIDENTS



## DECREASE IN FATAL ACCIDENTS ON THE SIAS NETWORK (rate for 2000-2017)



As regards safety measures on road transport infrastructure of the Trans European Road Network (TERN), in compliance with specific provisions at an EU level (Directive 2004/54/EC) and in Italy (Legisla-

tive Decree 264/2006), the Group has set out its own commitment to guaranteeing an adequate safety level with the adoption of prevention and protection measures before 30 April 2019. Emergency sta-

tions and signs, radio broadcasts and by-passes are the minimum requirements to guarantee before 2019.



### ANALYSIS OF SAFETY BASED ON ACCIDENTS

To improve the process to manage road infrastructure, all Group licensee companies have started

a process to analyse accidents, adopting a common methodological approach.



## OUR BUSINESS SEGMENTS

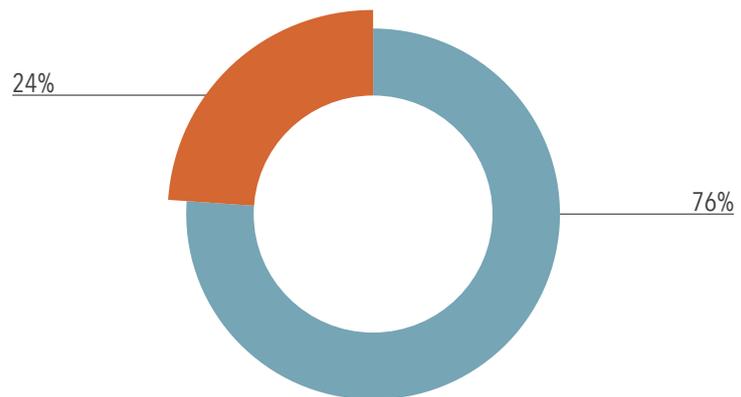
### TRAFFIC DATA

Graphs and data on traffic served daily by the Group's motorway licensee companies are shown below, indicating services provided to the public.

#### PERCENTAGE OF JOURNEYS ASSESSED IN VEHICLES/KM\*

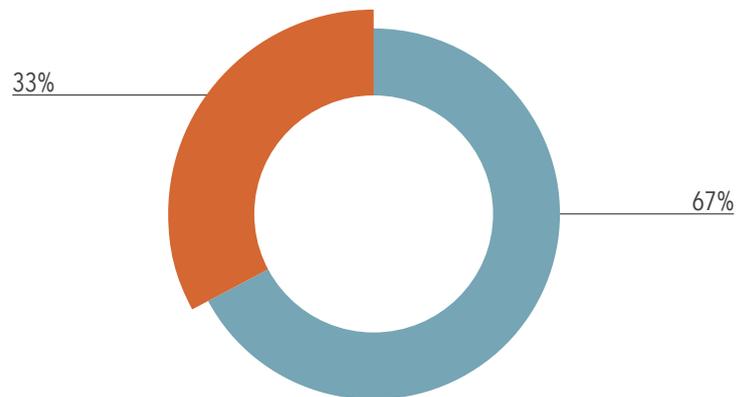
- Light vehicles 
- Heavy vehicles 

\*Includes paying vehicles, vehicles subject to paying and exempt vehicles.



#### ACCIDENTS BY TYPE OF VEHICLE INVOLVED

- Light vehicles 
- Heavy vehicles 





### **PAN-EUROPEAN COOPERATION FOR THE ADOPTION OF NEW TECHNOLOGIES**

The European platform for road technologies (European ITS Platform - EU EIP) is a chance for Ministers, national road authorities, motorway operators and public and private sector partners from nearly all EU member states and neighbouring countries to meet. In this context, operators cooperate to promote, step up, harmonise and optimise current and future de-

velopments in implementing road technologies on the Transeuropean Road Network. The European Platform for ITS (Intelligent Transport Systems) was set up and is co-funded by the European Commission (DG MOVE). It is managed by European institutions through the Innovation and Networks Executive Agency (INEA) with the general coordination of the Italian Ministry for Infrastructure and Transport. It brings together most European stakeholders with the aim of cooperation through an open forum that can provide a

valid contribution to future strategy and recommendations for new European policies designed to improve development and achieve a wider distribution of technological services along European road corridors. Having been awarded a specific European contract, the Group is providing project management services for the initiative up to 2020.



### **ASTM'S EXPERTS WORKING WITH THE WORLD ROAD ASSOCIATION**

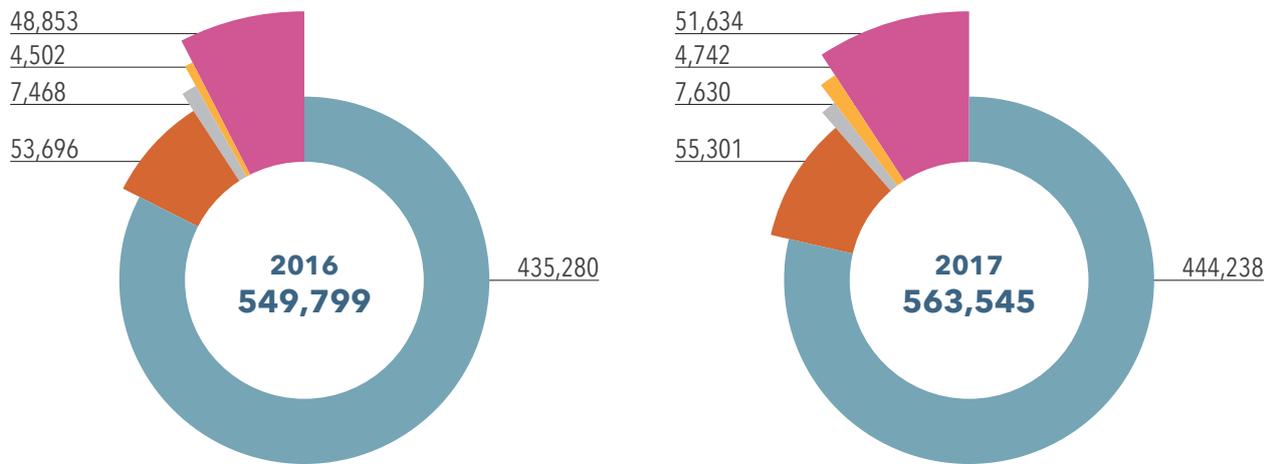
Within the context of the World Road Association (PIARC/AIPCR), as from 1 March 2016 international cooperation has been ongoing for "National policies and programmes for road safety". For the current four-year period, an expert from the Group is the Committee

Chair. The technical committee managing the topic for the World Association is one of the most prestigious bodies of the association which, in the current four-year cycle, has brought together 76 delegated members from the administrations and road operators of some fifty countries from five continents.

On 15 April 2016, the General Assembly of the UN adopted resolution A/70/L.44 on "improving global road safety". The resolution emphasizes the importance of adopting and implementing "sustainable development objectives" as part of road safety, according to the UN's 2030 Agenda for sustainable development.



### AVERAGE ACTUAL DAILY VEHICLES BY TYPE OF VEHICLE\*



- Class A (height ≤ 1.3 m)
- Class B (height > 1.3 m)
- Class 3 (3-axle vehicles)
- Class 4 (4-axle vehicles)
- Class 5 (vehicles with 5 or more axles)

\*Includes paying vehicles, vehicles subject to paying and exempt vehicles

### THE "AUTOSTRADAFACENDO" PROJECT

#### Notices to the public and the promotion of safety through the Autostradafacendo safe driving campaign

The human factor is a fundamental aspect of road safety: errors of calculation, distraction, falling asleep at the wheel, carelessness, driving under the influence of drugs, alcohol and medicines, ... the Group realises the importance of this aspect, and tries to raise awareness

among its customers through the Autostradafacendo safe driving campaign, which has been a success over the last few years. The Group aims to steer the human factor by informing users of how and how not to behave.

In the last year, as in the previous five years, the SIAS Group has taken part in initiatives where the Group's motorway concessions are located - participating in local events, meetings with schools and with national and international organisations and award ceremonies, suggesting actions, making

presentations, distributing material, also supported by its website [www.autostradafacendo.it](http://www.autostradafacendo.it). This site has all material produced over the years during the campaign, and publishes road safety news from national and international sources.

Considering the human factor in motorway network planning and management criteria means pre-

venting accidents or reducing the consequences on people, but this is not the only aspect the Group focuses on in order to improve road safety on its network: initiatives were held in 2017 with the traffic police, who took an active part in the "Blue Bus" project, together with the SIAS Group, to celebrate seventy years of this branch of the police force.



SIAS's 2017 schedule for road safety and the logo of the 70 years of the traffic police





OUR BUSINESS SEGMENTS



Initiatives SIAS is involved in: the "Blue Bus" of the Traffic Police, the Road Safety Wheel. In the centre, the Prefect of the Police, Franco Gabrielli interviewed in front of the Blue Bus

**Edward Project: SIAS takes part in the "European Day Without a Road Death" project promoted by TISPOL**

TISPOL, the European Traffic Police Network, chaired by the Italian Traffic Police this year, is the promoter of the "EDWARD" (European Day Without A Road Death) project in which the 31 member states are committed, through communication initiatives and enhanced monitoring, to ensuring that 21 September is a day with no road deaths throughout Europe.

**Conferenza stampa TISPOL - Roma il 21 settembre alla Scuola superiore di Polizia**

[www.autostradafacendo.it](http://www.autostradafacendo.it)

The speakers with the Prefect Roberto Antonio Sgalla, director of State Police Specialities, the Director of the Traffic Police (Giuseppe Bisogno), the Chairman of Tispol (Paolo Cestra), the Chairman of IBTTA (Emanuela Stocchi) and SIAS representative





The Director of the Traffic Police hands over one of the awards

The initiative, supported by the European Commission, is part of the mobility week (16-22 September 2017) and came about from the target set by the European Commission to reduce the number of road fatalities and serious injuries by 50% by 2020.

To mark the occasion, the Traffic Police have set up numerous services in Italy to reduce the main causes of accidents, and namely high speed, a failure to use safety devices and using mobile phones while driving (the main hazard and source of distraction) and raise the awareness of young people, through the Conference organised at the Police Academy in Rome and attended by experts from TISPOL.

On 21 September 2017, the Police Academy in Rome held a press conference on the Project, with European experts from TISPOL attending, as well as the Director of the Traffic Police and some speakers who are internationally

renowned in the sector such as the Chair of IBTTA, and a representative from the SIAS Group in a capacity as Chair for Road Safety of the World Road Association.

#### **2017: Autostradafacendo, a judge of the National Road Safety awards**

On 11 November 2017, the VI edition of the **Christian Campanelli National Road Safety Awards** was held at the Certosa di Padula.

The awards support road safety information, promotion and prevention measures, recognising the actions and work of people who are committed to road safety on a daily basis. Law enforcement agencies, public organisations, car manufacturers, associations and journalists were all awarded. The SIAS Group was on the jury this year as well, which handed out 7 awards: the "gold" award, the "Banca Monte Pruno" award, an award for public organisations, an award for journalism, an award for car manufacturers, an award for



civil actions, and a special "silver" award.

### **MANAGING EMERGENCIES**

The Group is committed to managing all types of risks and emergencies as efficiently as possible, to ensure transit on its motorway stretches in all situations and in the case of any type of event.

Main emergency situations refer to snow, flooding, fire and landslides. In 2017, a total of 57 events

concerning snow (lasting approximately 760 hours) were managed, using 813 vehicles and around 18,026 tons of fluxing agents (salt and chlorides).

During 2017, 3 flooding events were also managed, using 8 items of equipment.

All Group licensee companies have an operating unit that users may contact in the event of emergencies, and over 1,355 SOS points along the entire motorway network.





APPROXIMATIVELY **1,370 KM**  
OF MOTORWAY WITH A DRAINING/  
SOUND-ABSORBING ROAD SURFACE

#### EMERGENCY SITUATIONS ON GROUP STRETCHES

TYPE OF EVENT	2016	2017	
	no. of events/duration		
Snow events	500	760	Hours of snow
Flooding	21	3	no. of events
Landslides	2	0	no. of events
Fires	21	41	no. of events



#### BLUE BUS

The Police's Blue Bus project, which has been set up thanks to a partnership between the Group and the Ministry for the Interior is a multimedia, travelling "school bus", where traffic police "teach safety" to younger children, getting the safety message of the Autostradafacendo campaign across in areas where Licensee companies operate. The 12-metre long bus has five multimedia stations where young and older children, as well as adults, can play, test and learn about road safety issues: from cycling to alcohol abuse and learning about road signs. The Blue Bus is being used by the Genoa Police Force, and has a new livery that reflects the partnership with the Group.





## QUALITY POLICIES AND MANAGEMENT

Quality management within the Group focuses on bringing together the different competencies of the Group's companies that plan, build and manage infrastructure networks. Behind this approach is a careful definition of the objectives of the Group and its companies, which are pursued through strategic and operational guidelines that cover monitoring plans and indicators controlled by each company on a regular basis. Customer satisfaction and in particular motorway user satisfaction, are flanked by other objectives targeting innovation, technological development, robust and long-lasting relations with stakeholders, the development of side indus-

tries and businesses connected with infrastructure and a careful choice of suppliers and business partners in Italy and abroad. Each company has its own quality management system that is consistent with a common value chain and with regulatory, management and technical standards defined at a Group level, but which also take into account the specific business segments each company operates in. Promoting these diversities represents additional added value for the Group, as does the empowerment of human resources working in the Group's various companies and a focus on occupational health and safety. Particular attention is paid to integrating the quality management system with the compliance programme and other management systems.

## CUSTOMER SATISFACTION PROCEDURES

The Group, in compliance with the objectives of the quality policy adopted, is committed to monitoring quality perceived by users of its own motorway infrastructure. To this end, the Group's licensee companies carry out customer surveys on a regular basis and the results are analysed and used internally to identify strengths and

weaknesses, plan improvement actions and follow them up. These surveys generally consist of questionnaires that are made available on the websites of licensee companies or handed out, by specially trained personnel, at service stations along the motorway section managed. The information obtained from these surveys is used by the Group to better understand changes in users' needs and expectations so that improvement actions may be taken.

## THE GROUP AIMS TO BECOME A LEADER IN MANAGING MOTORWAY CONCESSIONS IN ITALY AND ABROAD



**VISION**

**To be a leading licensee company in the world, excelling at motorway management.**



**MISSION**

**To offer our global customers a stand-out mobility experience, featuring safe, comfortable driving plus a high level of information and effective and efficient management of the infrastructure and emergencies.**



OUR BUSINESS SEGMENTS

# CONSTRUCTION

The ASTM Group operates in the construction sector through Itinera, a national and international developer of major infrastructure and civil and industrial building projects.

**MAJOR  
INFRASTRUCTURE**  
OVER 100 KM OF TUNNELS  
OVER 1,000 KM OF ROADS AND RAILWAYS



**€400 MILLION  
OF REVENUES IN 2017\***

\*Consolidated Financial Statements of Itinera as at 31 December 2017

**€3.5 BILLION  
ORDER BOOK**



**APPROXIMATELY 1,000  
EMPLOYEES\***

\*Source: Consolidated financial statements of the Itinera Group as at 31 December 2017

**-22% OF INDIRECT CO<sub>2</sub>  
EMISSIONS  
COMPARED TO 2016**

## IN THE WORLD

ABU DHABI  
ALGERIA  
SAUDI ARABIA  
ARMENIA  
AUSTRIA  
BOTSWANA  
BRAZIL

DENMARK  
DUBAI  
ITALY  
KENYA  
KUWAIT  
NORWAY  
OMAN

QATAR  
ROMANIA  
SOUTH AFRICA  
SWEDEN  
USA  
ZAMBIA



With a know-how and experience gained in over 75 years of operations in Italy and worldwide, Itinera - a subsidiary of ASTM - is a leading player in Italy in the development of major infrastructure (roads, motorways, railways, undergrounds), and civil and industrial buildings (ports, airports, hospitals, universities, retail centres).

The Itinera Group operates in the United States through its subsidiary Halmar International LLC, a leading transport infrastructure company in the metropolitan area of New York.

#### ITINERA AIMS TO BECOME A LEADER IN INFRASTRUCTURE 4.0



##### VISION

**To be one of the best infrastructure companies in Italy, recognised for our outstanding solutions that deliver a wide range of infrastructure products for the global market (infrastructure 4.0) and to give our customers global tailor-made solutions that target quality and innovation.**



##### MISSION

**Itinera has always pursued ambitious objectives in synergy with the Group.**

**The Group's dimensions and technical and professional skill sets mean the company can guarantee its customers (from both the public and private sectors) prestigious results in terms of quality works and compliance with development times.**

**Itinera is aware that its work contributes to developing the mobility of people and goods and to improving the daily life of everyone.**



## OUR BUSINESS SEGMENTS

### BUSINESS SEGMENTS



**INFRASTRUCTURE  
ROADS AND  
RAILWAYS**



**TUNNELS AND  
UNDERGROUND  
WORKS**



**DAMS AND  
MARITIME  
WORKS**



**CIVIL  
BUILDINGS**



**MOTORWAY  
MAINTENANCE**



**PREFABRICATED  
PRODUCTS**

Management systems are gradually integrated to optimise synergies and since August 2015, Itinera has adopted an integrated Quality, Environment, Health and Safety Policy. In 2017, the Abu Dhabi branch of Itinera has adopted its own Quality Management System conforming to UNI EN ISO 9001:2008, OSHAS 18001:2007 and ISO 14001: 2004.

Company priorities are:

- ensuring the satisfaction of users and all main stakeholders, at all times;

- guarantee the effectiveness and efficiency of all company processes with a view to their continual improvement and product quality;
- protecting workers and contractors, mitigating health and safety risks as far as possible;
- minimising the impact of operations on the environment.

This policy, which is periodically revised to ensure its adequacy, is promoted, disseminated and communicated within the company, to all employees.



## COMMITMENT TO QUALITY, THE ENVIRONMENT, HEALTH AND SAFETY

With the commitment of all its personnel, ITINERA implemented its own Quality Management System conforming to UNI EN ISO 9001 in 2002, which is maintained on an ongoing basis.

ITINERA also considers it of primary importance to safeguard the health and safety of workers, aiming to comply with applicable legal requirements and to take action at all times to continually improve working conditions.

Itinera has adopted an occupational health and safety management system certified to OSHAS 18001:2007.

ITINERA promotes respect for the environment, considering it as a qualifying and rewarding part of each project and targets its own activities to respect these principles, considering the need for a correct use of natural resources.

For this reason, ITINERA pays particular attention to developments in national and European environmental law and has adopted an environmental management system conforming to ISO 14001: 2015.

During 2017, all certification was updated according to the latest editions of standards. Moreover, a specific company organisation chart with powers concerning safety and the environment and a consequent reorganisation of the sector has made it possible to achieve a greater organisational level.





## A FOCUS ON ETHICS AND THE COMPLIANCE PROGRAMME

Itinera has promoted and adopted a policy to raise awareness of ethics in conduct and work activities, considering integrity in external and internal relations as a fundamental criterion underlying all actions.

To clearly and transparently define the values underpinning the company's aims and to guarantee the prevention of offences contemplated by Legislative Decree 231/01, Itinera has established its own Code of Ethics and Compli-

ance Programme, which must be observed to ensure the correct operation, reliability, reputation and image of the company.

## ITINERA AND SAFETY AT WORK SITES

Itinera adopts its Occupational health and safety company management system certified to OH-SAS 18001:2007 at its work sites.

Audits, inspections, surveys and reviews of nonconformities are managed in documented action plans and focus on corrective and preventive measures ("noncon-



## GENERAL PRINCIPLES IN THE COMPANY'S CODE OF ETHICS

Itinera carries out its activities in compliance with national and international laws, and to achieve its objectives, it adopts the following principles:

- compliance with all laws and regulations in force in countries where the company operates;
- honesty, transparency and reliability;
- compliance with the most stringent rules of behaviour in relations with the Public Administration sector, conforming entirely

to institutional functions;

- professionalism, loyalty, fairness and good faith;
- respect for employees and external staff, and people in general;
- environmental protection and safety, also with reference to the work place;
- compliance with procedures for using the IT tools adopted by the Company;
- protecting health and the environment.

In 2017, Itinera was awarded ISO 31000:2009 certification relative to risk analysis.



formities, corrective and preventive management actions").

The Management Systems Department conducts inspections of operating areas, on a regular basis, in order to analyse the implementation and application status of the Management System, as well as the implementation status of actions to manage nonconformities; these inspections are an important opportunity to benchmark and dialogue with various operating scenarios.

The results are recorded in specific reports and system records.

## TRAINING COURSES

Itinera pays the utmost attention to the ongoing training of its employees, at all levels. During 2017, approximately 5,594 training hours were delivered. In addition to mandatory training courses, the company selected a group of employees to receive training in order to become safety information and safety officers, to raise awareness of safety issues and increase safety-related skills in the company.





## THE ABU DHABI MALL

In November 2017, Itinera was awarded a contract to build the "Reem Mall" in Abu Dhabi, one of the country's largest retail centres.

The project will develop a shopping mall on Reem Island, Abu Dhabi, with a total useful surface of nearly 600,000 m<sup>2</sup>, and will also have a snow park, food areas, cinema and office areas.

The mall will have around 400 retail outlets and 6,000 parking spaces.

The project includes, among others, the movement of sub-services and development of transport services such as bridges, access roads, etc...

The management of environmental aspects is considered a priority by the Client and joint venture which Itinera is a partner in. Hence a structured system has been adopted to guarantee compliance with legal and contractual requirements and with ISO 14001, seeing that Itinera has this environmental quality certification.

Monitoring will take place through periodic meetings, before the start of activities at the work site and on a regular basis (weekly) and through Tool Box Talks. The Committee Meeting, which is held monthly with the Client attending, summarises activities.

To achieve expected results, the involvement of all personnel, who receive regular training, is extremely important.

In this regard, the HSE Department together with the Project Manager has prepared a programme to inspect work site activities of both the joint venture and subcontractors. To guarantee effective monitoring the work site is independently audited every six months.

Nonconformities are managed using an IT tool called "Yellow Jacket".

Environmental risks are analysed based on a Risk Management method in accordance with requirements in ISO 31000\*. The purpose of the analysis is to protect the project during all stages from the harmful effects of events that could impact it.

The analysis comprises the following stages:

- identify risks;
- monitor project development to identify possible new risks;
- identify who and what could be damaged by the event;
- analyse and assess the risk;
- adopt additional control measures to minimise the impact of these events on the project;
- establish a priority for taking action;
- adopt the measures identified;
- monitor the outcome;
- if the outcome is not satisfactory, repeat the process.

To guarantee total project control, before the start of any type of

works, the Project Manager, Construction Manager and HSEQ Manager prepare a Method Statement for the specific activity. This document sets out the procedures for carrying out activities and actions to take to limit/eliminate risks, including environmental risks (Risk Assessment).

The contents of the Method Statement and Risk Assessment are explained to people involved in activities, including workers. A Work Permit is then prepared, which contains the instructions in the Method Statement.

All waste produced is identified, sorted, collected in areas marked by appropriate signs, also indicating the telephone numbers of emergency services, and emergency procedures to adopt if necessary, and stored in containers specifically for the type of waste. These areas are frequently inspected to guarantee correct storage and handling.

The waste is transported by companies authorised to handle the specific type of waste.

In the case of spills/leaks, specific procedures are put in place, and actions identified to limit the damage and assist operations, including emergency actions, of specialist third parties.

The work sites also have water monitoring stations installed for the previous work site. Monitoring is on a weekly basis.

\*Itinera is certified to ISO 31000:2009



## ENGINEERING

**GUARANTEEING THE  
BEST SERVICE TO  
CUSTOMERS**



**ENGINEERING**

**A KEY FACTOR FOR  
MOBILITY**

**€42 MILLION  
OF REVENUES IN 2017\***

\*IAS IFRS data as at 31.12.2017 including intercompany relations

**SINA**



**GUARANTEEING A MORE EFFICIENT INFRASTRUCTURE  
LIFECYCLE**

**ENGINEERING IS KEY FOR MOBILITY AND MOBILITY  
OPERATORS**

For this reason, the ASTM Group is active in promoting, designing and developing new works for transport and communication, and in engineering for roadwork maintenance and control, through its subsidiary SINA.

These companies have a considerable track record at an international level and specific competencies to guarantee customers the best service and a more efficient infrastructure lifecycle.

SINA has consolidated its know-how since the 1960's, through the engineering and full-scale testing of its own-design safety barriers, partnering the most important and qualified research centres and testing laboratories/sites over the years including: Milan Polytechnic's Transport Systems Research Laboratory (LAST), the CSI-IMQ Centre at Bollate-Milan and TRANSPOLIS (formerly LIER) based in Lyons.

The company manages the study, promotion, design and supervision during the construction stage of new works in the major transport infrastructure sector. It is also specialised in the engineering of active and passive safety systems (safety barriers, tunnel systems). In this context, it uses specific procedures and operating procedures to study the most appropriate and advanced technical and design solutions for restraint systems, which are then tested using calculation and numerical simulation models.

The operation process culminates in crash tests on the device prototype, which are carried out according to applicable national and European standards (EN 1317), at authorised testing sites/laboratories. The purpose of these tests is to certify the designed system, so it may receive CE marking from a Notified Body.

On this basis, fifteen SINA restraint products/systems have been developed and are currently available, all with CE marking. Moreover these products/systems have a different performance class (up to maximum restraint levels), depending on the intended use, and also include solutions combining safety barriers with sound-absorbing panels for bridges/viaducts.

The close link between the study and design of restraint systems and design of systems to replace/modernise safety barriers has generated a virtuous cycle that can optimise devices based on needs identified during the design and development of new installations, and generate know-how and tools for the simulations typically carried out during the study stage, also to certify the compliance of some specific installations with regulations and good practices.

Other trials are carried out with both static and dynamic testing in the field on single barrier piles which are underground (or secured at the edge of viaducts) using MARTE mobile testing equip-



## OUR BUSINESS SEGMENTS

ment, specifically designed and already patented in Italy and Europe, for testing during the development stage or prior to the design of activities to modernise existing barriers.



As regards environmental protection, SINA has technologically advanced equipment and a laboratory for environmental

testing.

The company has gained significant experience in determining pollutants caused by road, rail-

way and airport traffic, in noise pollution and in air, water and ground quality.



SINA manages its studies and the design and supervision of measures for an optimal installation of its infrastructures and relative systems, to protect the environment during the construction and operating stages.

In particular, it is specialised in:

- environmental studies and planning;
- clean-ups and waste management;
- environmental monitoring;

- work site audits;
- archaeological studies and surveys;
- specialist studies on noise pollution.

## SINA AIMS TO CONTINUE AS A CENTRE OF EXCELLENCE FOR THE GROUP AND AT THE SAME TIME TO COMPETE ON THE MARKET IN ITALY AND ABROAD



### VISION

**To be a leading engineering company in Italy, recognised for the excellence of our solutions developed for the market in Italy and abroad.**



### MISSION

**To give our global customers the highest quality engineering and cost-effective technical solutions for roads, tunnels and bridges worldwide.**

## TECHNOLOGY AND PLANT ENGINEERING



**€92 MILLION  
OF REVENUES IN 2017\***

\*IAS IFRS data as at 31 December 2017 including intercompany relations

**357 EMPLOYEES  
IN 2017**

**SINELEC**

**EUROIMPIANTI**

**THE DESIGN AND  
DEVELOPMENT OF  
COMPLETE TOLL  
COLLECTION  
SYSTEMS**





## OUR BUSINESS SEGMENTS

The Group is active in telecommunications and traffic management systems, mainly through Euroimpianti and Sinelec, a company specialised in the study, design, installation and maintenance of advanced systems for mobility and transport data management, for motorway operation and enhanced safety.

Main activities include:

- the design, development and maintenance of toll collection systems;
- the design, development and maintenance of user information systems through variable message signs, the detection of weather and traffic data, remote emergency service provision,



### SINELEC

With strong ties in the road infrastructure technologies sector, Sinelec designs, develops, installs and maintains advanced systems for transport mobility. In the recent past, the company invested considerably in IT outsourcing services and in IT systems for the strategic and industrial management of transport company processes. Sinelec operates with all smart transport systems, such as technological systems for European motorway network system traffic monitoring, advance systems for toll collection, remote systems for infomobility and systems to aid driving and increase safety.

The company also has a telecommunications operator licence for Italy issued by the Ministry for Economic Development and since 2001 its own quality management system has been certified to UNI EN ISO 9001:2008, supplemented by recent certification to UNI CEI ISO/IEC 27001:2014 (information security)..

With the aim of meeting new user needs and in line with developments on the automotive market, Sinelec is evaluating partnerships with sector companies and with some Italian licensee companies for the installation of electric vehicle charging stations. As regards travel experience and with a view to increasing customer satisfac-

tion, a mobile app has been developed to send and receive updates in real time on motorway roadworks, accidents and traffic. The aim is to increasingly use smart road systems, developing innovative solutions for a more efficient, safer travel experience.



advanced video surveillance and access control systems, iso-frequency radio networks, fiber optic communication systems, copper backbones and remote control and technological systems in general;

- the design, development and maintenance of control and operating systems and supervision systems;
- the management of motorway systems that are open closed and interconnected in plant engineering terms and in terms of data acquisition, control and processing;
- the development of specialised applications for mobility systems, with the provision of housing and hosting services;
- data processing services as an outsourced provider;
- toll management systems (hardware and software) for tunnels and bridges (e.g. the Fréjus road tunnel, the Gran San Bernardo road tunnel, the Vasco de Gama and XXV Abril bridges in Lisbon);
- electrical, thermal, mechanical and special systems.

## TOLL COLLECTION SYSTEMS

Since 2011, Sinelec has been active in the design and development of complete toll collection systems.

Installed at 900 points throughout Italy, Sinelec's toll collection system has been designed to manage users of the European Electronic Toll System (EETS), which

will shortly be introduced on the motorway network, as it has been formally certified by notified bodies to ETSI EN 200674-1. As regards data processing, the Company developed a more "open" platform from the 1990's onwards, to record and process motorway tolls, which is still successfully used by 12 Italian licensee companies and managed on a "Software as a Service" basis at the Data Centre in Tortona (Alessandria). This system developed by Sinelec is an outstanding Italian product in the sector and this is why

Italy's national association of motorway licensee companies (AIS-CAT) awarded Sinelec, in a joint venture with Autostrade Tech, a contract in 2013 for the design, development and three-year op-





cutting-edge equipment and can use laboratories at all operating sites with the latest instruments to measure, control and carry out simulations on operated systems.

Consolidated experience in the sector enables the company to efficiently run systems covering 1,500 km of motorway, combining a cost-effective, quality service.

During 2017, Sinelec began activities to develop an Integrated Remote Control System for Tunnels (STIG) for ANAS, having been awarded the relative contract for supply and installation in a joint venture with Tecnositaf. Sinelec was also awarded an important contract by ANAS for the development and installation of a system to detect and fine average speed, to be installed on ANAS's national network over the next few years.

eration of the Segment Central System for processing motorway toll data based on actual mileage and the integration of future suppliers of EETS services with the Italian toll collection system, as required by the Commission Decision 2009/750/EC of 6 October 2009.

Sinelec has also gained long-term experience in the maintenance of toll collection systems, operating on a daily basis with its own systems, recently installed at numerous Italian sites, and with systems supplied by the company Autostrade per l'Italia S.p.A.

The service is provided through teams of highly specialist engineers working at various sites, who guarantee a 24/7 service continuity. The maintenance teams have

## REMOTE CONTROL SYSTEM FOR TUNNELS

Over the last few years, ANAS has increased its focus on the type of technologies installed in road tunnels and on the need for correct management during ordinary operations and in possible emergency stages. In this context, the three-year STIG project (for an Integrated Remote Control System for Tunnels) is being developed by Sinelec in partnership with Tecnositaf. The development of this systems will harmonise and integrate all standalone SCADA (Supervisory Control And Data Acquisition) systems to display and manage alarm signals of departmental operating rooms. This configuration, which is preliminary to plant maintenance activities, will become a part of the functions of modern, efficient Operating Rooms, in order to guarantee a centralised

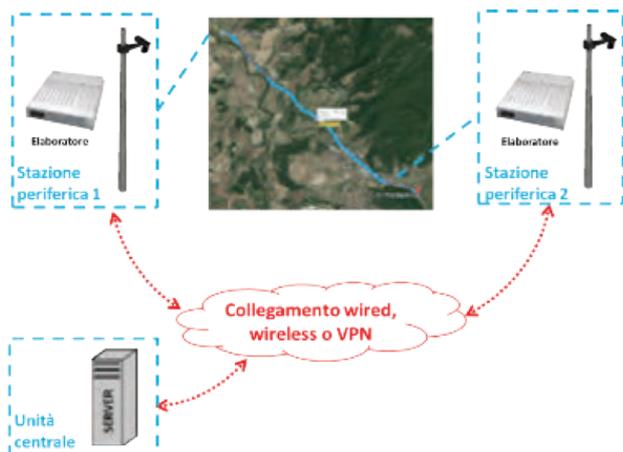
management of several road networks and provide ongoing support for decisions. The main technological systems monitored will be:

- Data networks;
- SOS points, emergency telephones and sound diffusion;
- Light and motive power (average and low voltage);
- Fire detection;
- Ventilation;
- Permanent lighting, pickets and reinforcements;
- Variable message signs;
- Sensors/cameras and traffic analysis;
- Traffic light systems;
- Protection and access control.

## VERGIUS PLUS FINE SYSTEM

Sinelec was recently awarded a three-year public contract based





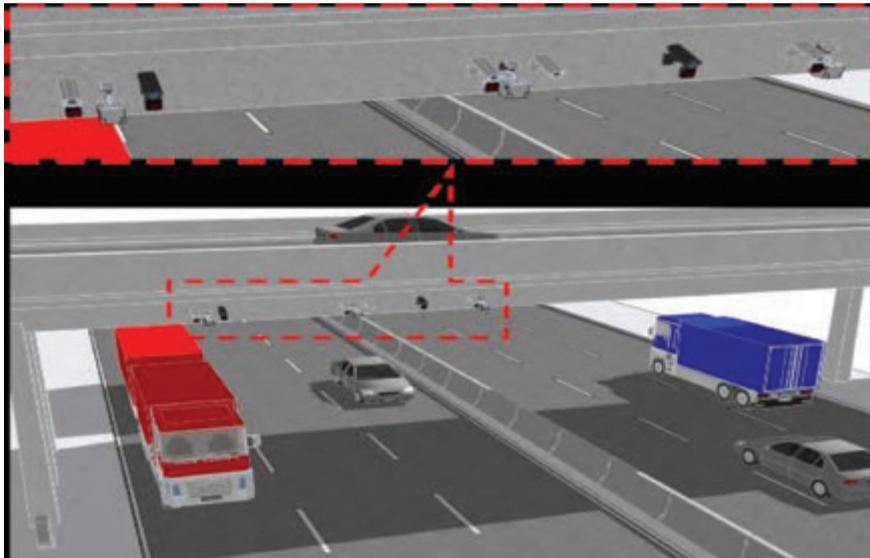
on a framework agreement for the acquisition of ANAS's Vergilius Plus system to install on the entire Italian network. "VERGILIUS Plus", which was developed in partnership by ANAS and the Traffic Police, will be used to identify the average speed of all vehicles on a specific road stretch, in all weather conditions, with the aim of increasing road and motorway safety.

## TECHNOLOGY FOR TOLL COLLECTION

Sinelec's experience gained recently in the development of an innovative toll collection system based on the latest industrial technologies and designed to meet the needs of a market increasingly geared towards interoperable services at a European level, is particularly important. The system is technologically advanced and represents a major step forwards compared to solutions currently available on the market. Special attention has been paid to developing parts of the system affected by new processes and new needs (e.g. the EETS), and eliminating some obsolete components. The new architecture is based on some



Example of an installation



essential aspects and namely:

- the use of industry-standard and market technologies;
- the migration of communication protocols from a serial to an IP network technology, with consequent increase in speed and transmission efficiency and simplification of control processes;
- the replacement of proprietary control boards with other, equivalent boards, designed with an open architecture and market components;
- the simplification of the configuration architecture, remote control and technical monitoring, with the introduction of a centralised, multifunction control centre.



### **FREE FLOW MULTILANE TOLL COLLECTION**

Sinelec has partnered with Autostrade Tech to develop Italy's first open toll collection system in Free Flow Multilane mode, installed on the Pedemontana Lombarda Motorway and Como and Varese Bypasses, which enable users to pay tolls without having to pass through a toll collection station and prevents queues forming.

The toll collection points which are located in the direction of travel have:

- a vehicle classification system,
- a DSRC (Dedicated Short Range Communications) detection system conforming to ETSI EN 2006741,
- a photo tolling system recording the vehicle number plate and transit context.





# Focus





# ECORODOVIAS

Source: Ecorodovias Group 2016 Sustainability Report (excluding EBITDA, revenues and market capitalisation)

ASTM S.p.A. and SIAS S.p.A. jointly hold Ecorodovias Infrastruttura e Logistica S.A. ("Ecorodovias"), a company that operates in the motorway infrastructure sector and manages a motorway network of approximately 2,640 km in Brazil.



**R\$6.9 BILLION\***  
MARKET CAPITALISATION AT  
29.12.2017

\*Equal to €1.7 billion



**21,563**  
SUPPLY CHAIN COMPANIES



**4,500**  
EMPLOYEES



**64%**  
OF EMPLOYEES COVERED BY  
THE PERFORMANCE REVIEW  
PROGRAMME



**83,233**  
HOURS OF TRAINING



MORE THAN  
**R\$14 MILLION\***  
INVESTED IN ENVIRONMENTAL  
PROJECTS AND INITIATIVES

\*Equal to €3.5 billion



**5,057**  
MILLION KWH  
LESS COMPARED TO 2016



**R\$ 9.1 MILLION\***  
INVESTED IN COMMUNITY  
PROJECTS

\*Equal to €2.3 billion



**100%**  
OF BUSINESS UNITS COVERED  
BY THE ANTI-BRIBERY AND  
CORRUPTION REVIEW

With over 20 years of experience, the Ecorodovias Group is a leading motorway licensee company in Brazil, with over 4,500 employees, 21,563 active suppliers and 10\* motorways managed in 6 Brazilian states. Ecorodovias is also listed on the Bovespa stock exchange of São Paulo, and closed 2017 with revenues equal to 2.6 billion Reais\*\* and a pro forma EBITDA equal to approximately 1.7 billion Reais\*\*.

More information is available on the company's website [www.ecorodovias.com.br](http://www.ecorodovias.com.br)

\* Of which 3 pending authorisation for closing

\*\*From a company press release



### ECORODOVIAS - PROMOTING ETHICS AND INTEGRITY

The Ecorodovias Group's activities are based on ethical principles of responsibility, transparency and integrity. To promote this commitment, the Group has decided to set up a programme to improve stakeholder

transparency. For this reason, Ecorodovias publishes the following on its website:

- its anti-bribery and corruption policy which clarifies practices considered unlawful, and explains why such practices are unacceptable and how they can be avoided;
- its Code of Conduct which explains the behaviour that employees must adopt and their rights in the company;
- the Anti-bribery and corruption manual which informs stakeholders about legislation;
- the document regulating the operation of the Group's Ethics Committee.



### ITALY FOR SÃO PAULO

In 2017, the Itinera Group started

a project in Brazil (the Italy Project for São Paulo) for the conservative maintenance and requalification

of Piazza Ramos de Azevedo - a meet-up place loved by locals.



In the first three months of 2018, Ecorodovias developed its own motorway network, acquiring "Concessionaria de Rodovias Minas Gerais Golas S.A." ("MGO") which has the concession to manage the 437 km BR-050 (GO/MG) motorway, running between the

city of Cristalina in Goiás state and the city of Delta in Minas Gerais. Ecorodovias was also awarded two contracts, the first for the concession for the "Rodoanel Norte" motorway, which is 48 km long and is the northern section of the São Paulo ring road, the second

for three motorway stretches in Minas Gerais state, comprising the "BR 135-Montes Claros", the "MG-231" and the "LMG-754" for a total of 364 km.



FOCUS

## HALMAR INTERNATIONAL LCC

In July 2017, Itinera acquired a controlling interest in Halmar International LLC, one of the top five companies in the metropolitan area of New York and operative in the engineering and development of transport infrastructure (roads, motorways, airports, railways, subways, bridges and viaducts).

The acquisition of Halmar has made it possible for the Group to become operative on the US market in the major works sector - with its massive investments for the modernisation of existing roads and bridges and projects for the construction of new infrastructure.

In this context, Itinera and Halmar will work as EPC (Engineering, Procurement & Construction) Contractors and as promoters of new PPP (Private Public Partnerships) which many US states are launch-

ing to support planned infrastructure programmes.

Some of Halmar's most significant projects include:

- the expansion of JFK International Airport in New York;
- the construction of the Times Square and Yankee Stadium
- subway stations in New York;
- the South Ferry in New York.

The acquisition of the controlling equity in Halmar marks the début by Itinera - already active today in Europa, the Middle East, Africa and Latin America - on the US infrastructure market, making it possible to create a larger and more structured group capable of responding successfully to the enormous investments envisaged in the USA, especially in the transport sector.

### PRESENCE IN THE US: HALMAR INTERNATIONAL

Leader in the development of  
Design-Build projects

One of the top 5 construction  
companies in the metropolitan  
area of New York



Airports



Subways



Railways



Motorways



Bridges



~\$500  
MILLION ORDER  
BOOK



+50 YEARS  
OF OPERATIONS





**Annexes**





# Annexes

## MATERIAL ANALYSIS - DEFINITION OF MATERIAL ISSUES

MATERIAL ISSUE	AREA	MAIN STAKEHOLDER CONCERNED	BOUNDARY
Road safety	Sector-specific	Customers	All companies in the perimeter
Occupational health and safety	Personnel	Employees and trade union organisations	All companies in the perimeter
Anti-bribery and corruption	The fight against bribery and corruption	All	All companies in the perimeter
Traffic and emergency management	Sector-specific	Customers	All companies in the perimeter
Equal opportunities and work conditions	Personnel	Employees and trade union organisations	All companies in the perimeter
Noise pollution	Environmental	The local community, environment and local area	All companies in the perimeter
Economic/financial sustainability	Economic and governance	Shareholders and lenders	All companies in the perimeter
Management of social/ environmental risks	Capital	The local community, environment and local area	All companies in the perimeter
Impact on the landscape	Environmental	The local community, environment and local area	All companies in the perimeter
Transparency in governance	Economic and governance	All	All companies in the perimeter
Accessibility to services and customer satisfaction	Social	Customers	All companies in the perimeter
Management of relations with the local area and communities	Sector-specific	The local community, environment and local area	All companies in the perimeter
Child labour and human rights	Human rights	All	All companies in the perimeter / suppliers, business partners

<b>MATERIAL ISSUE</b>	<b>AREA</b>	<b>MAIN STAKEHOLDER CONCERNED</b>	<b>BOUNDARY</b>
Employee development and training	Personnel	Employees and trade union organisations	All companies in the perimeter
Use of materials	Environmental	Local communities, the environment and local area	All companies in the perimeter
Land management	Environmental	Local communities, the environment and local area	All companies in the perimeter
The impact of new technologies	Sector-specific	Customers, universities and research centres	All companies in the perimeter
The efficient use of natural resources	Environmental	Local communities, the environment and local area	All companies in the perimeter
Energy use and GHG emissions	Environmental	Suppliers, business partners and contractors, regulatory authorities, institutions and the PA	All companies in the perimeter
Improvement in the quality of the service and toll adjustments	Sector-specific	Customers	All companies in the perimeter
Supplier qualification procedures	Economic and governance	Suppliers, business partners and contractors	All companies in the perimeter / suppliers, business partners
Customer privacy	Capital	Customers	All companies in the perimeter
Transport	Environmental	Local communities, the environment and local area	All companies in the perimeter



## THE CONCESSIONS SECTOR - OUR RESPONSIBILITY TO PEOPLE

### BREAKDOWN OF PERSONNEL BY TYPE OF CONTRACT (OPEN-ENDED VERSUS FIXED-TERM) AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Fixed-term	77	27	104	70	28	98
Open-ended	1,456	439	1,895	1,411	436	1,847
<b>Total</b>	<b>1,533</b>	<b>466</b>	<b>1,999</b>	<b>1,481</b>	<b>464</b>	<b>1,945</b>

### BREAKDOWN OF PERSONNEL BY PROFESSION (FULL TIME VS. PART TIME) AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Full time	1,253	253	1,506	1,195	247	1,442
Part time	280	213	493	286	217	503
<b>Total</b>	<b>1,533</b>	<b>466</b>	<b>1,999</b>	<b>1,481</b>	<b>464</b>	<b>1,945</b>

### PERSONNEL AND OUTSOURCED STAFF BY GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Employees	1,533	466	1,999	1,481	464	1,945
Other staff	4	1	5	3	1	4
<b>Total</b>	<b>1,537</b>	<b>467</b>	<b>2,004</b>	<b>1,484</b>	<b>465</b>	<b>1,949</b>

**GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND GENDER**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	29	6	35	31	6	37
Middle managers	44	11	55	43	13	56
Office workers	1,189	441	1,630	1,143	437	1,580
Workers	271	8	279	264	8	272
<b>Total</b>	<b>1,533</b>	<b>466</b>	<b>1,999</b>	<b>1,481</b>	<b>464</b>	<b>1,945</b>

**PROTECTED CATEGORIES**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	-	-	-	-	-	-
Middle managers	1	-	1	1	-	1
Office workers	66	17	83	72	25	97
Workers	11	1	12	10	1	11
<b>Total</b>	<b>78</b>	<b>18</b>	<b>96</b>	<b>83</b>	<b>26</b>	<b>109</b>

**OCCUPATIONAL ACCIDENTS AND DISEASES**

NO. OF CASES	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Occupational diseases	1	-	1	-	-	-
Accidents	33	8	41	31	8	39
<i>of which fatal</i>	-	-	-	-	-	-

**TYPE OF ACCIDENTS INVOLVING GROUP PERSONNEL BY GENDER**

NO. OF CASES	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Workplace accidents	25	5	30	29	6	35
Accidents while travelling to and from work	8	3	11	2	2	4

**HEALTH AND SAFETY INDEXES**

	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Severity index	0.33	0.17	0.29	0.36	0.43	0.38
Occupational disease rate	0.09	-	0.07	-	-	-
Absenteeism rate	4.26	5.02	4.42	4.02	4.93	4.22
Accident rate	14.21	13.15	13.99	13.68	13.01	13.53

**DAYS' ABSENCE**

NO. OF DAYS	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Absences	13,010	4,107	17,117	12,128	4,184	16,312
Days lost	796	112	908	874	291	1,165

**GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND AGE BRACKET**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016				AS AT 31 DECEMBER 2017			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Executives	-	9	26	35	-	6	31	37
Middle managers	-	16	39	55	-	16	40	56
Office workers	40	753	837	1,630	35	685	860	1,580
Workers	16	161	102	279	11	153	108	272
<b>Total</b>	<b>56</b>	<b>939</b>	<b>1,004</b>	<b>1,999</b>	<b>46</b>	<b>860</b>	<b>1,039</b>	<b>1,945</b>

**INFLOWS**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016					AS AT 31 DECEMBER 2017				
	<30	30-50	>50	Total	Turnover %	<30	30-50	>50	Total	Turnover %
Men	48	94	30	172	11.22%	46	102	36	184	12.42%
Women	25	44	11	80	17.17%	26	53	18	97	20.91%
<b>Total</b>	<b>73</b>	<b>138</b>	<b>41</b>	<b>252</b>	<b>12.61%</b>	<b>72</b>	<b>155</b>	<b>54</b>	<b>281</b>	<b>14.45%</b>

**OUTFLOWS**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016					AS AT 31 DECEMBER 2017				
	<30	30-50	>50	Total	Turnover %	<30	30-50	>50	Total	Turnover %
Men	46	95	56	197	12.85%	38	103	99	240	16.21%
Women	24	42	13	79	16.95%	24	55	21	100	21.55%
<b>Total</b>	<b>70</b>	<b>137</b>	<b>69</b>	<b>276</b>	<b>13.81%</b>	<b>62</b>	<b>158</b>	<b>120</b>	<b>340</b>	<b>17.48%</b>

**RATIO BETWEEN THE BASIC SALARY OF WOMEN AND MEN BY EMPLOYMENT CATEGORY**

AVERAGE BASIC SALARY	AS AT 31 DECEMBER 2016		AS AT 31 DECEMBER 2017	
	Ratio of women/men		Ratio of women/men	
Executives	1.03		0.91	
Middle managers	0.95		0.94	
Office workers	0.78		0.85	
Workers	0.87		0.93	
<b>Total</b>	<b>0.95</b>		<b>0.91</b>	

**HOURS OF TRAINING**

NO. OF HOURS	AS AT 31 DECEMBER 2016		AS AT 31 DECEMBER 2017	
	no. of hours	hours per capita	no. of hours	hours per capita
<b>Total</b>	<b>22,847</b>	<b>11</b>	<b>10,294</b>	<b>5</b>

## CONCESSIONS - OUR RESPONSIBILITY TO THE ENVIRONMENT AND LOCAL AREAS

### ENERGY USE

	2016	2017
	Total	Total
Natural gas (m <sup>3</sup> /000)	625	1,000
Heating fuel (l/000)	601	576
Diesel fuel (l/000)	2,157	1,984
Petrol (l/000)	3	2
Electricity (kWh/000)	87,737	83,452
<i>of which purchased</i>	87,414	82,978
<i>of which from photovoltaics</i>	324	622
<i>Put on the photovoltaic network</i>	259	427
LPG (l)	65	55

### EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 1

SOURCE	2016	2017
Natural gas (m <sup>3</sup> )	1,227,28	1,963,42
Heating fuel (l)	1,578,97	1,512,57
Diesel fuel (l)	5,777,40	5,314,39
Petrol (l)	7.30	4.22
Biomasses	-	-
LPG (l)	98.87	83.89
<b>Total</b>	<b>8,689,83</b>	<b>8,878,49</b>

**EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 2 LOCATION BASED**

	2016	2017
Total	29,021,29	27,548,64

**EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 2 MARKET BASED**

	2016	2017
Total	40,647,29	38,584,68

**WITHDRAWAL OF WATER [m<sup>3</sup>]**

	Unit of measurement	2016 Volume	2017 Volume
Withdrawal from the mains	m <sup>3</sup>	101,305	84,408
Withdrawal from rivers	m <sup>3</sup>	4,076	732
Withdrawal from the aquifer	m <sup>3</sup>	13,485	23,933
Other (specify)	m <sup>3</sup>	-	-
<b>Total water</b>	<b>m<sup>3</sup></b>	<b>118,866</b>	<b>109,073</b>

**WASTE BY DISPOSAL METHOD**

DISPOSAL METHOD	AS AT 31 DECEMBER 2016				2017			
	Hazardous	Non-hazardous	Total	Total (%)	Hazardous	Non-hazardous	Total	Total (%)
Re-use [t]	-	-	-	-	-	-	-	-
Recycled [t]	25	1,119	<b>1,144</b>	<b>41%</b>	13	2,926	<b>2,939</b>	<b>85%</b>
Energy recovery [t]	-	-	-	-	-	-	-	-
Incineration [t]	-	-	-	-	-	-	-	-
Landfill [t]	10	469	<b>479</b>	<b>17%</b>	22	449	<b>471</b>	<b>14%</b>
Other (specify) [t]	17	1,183	<b>1,200</b>	<b>43%</b>	-	29	<b>29</b>	<b>1%</b>
<b>Total</b>	<b>52</b>	<b>2,770</b>	<b>2,822</b>	<b>100%</b>	<b>35</b>	<b>3,403</b>	<b>3,439</b>	<b>100%</b>

**IMPACT OF TRANSPORT**

SOURCE OF THE ENVIRONMENTAL IMPACT	2016		2017	
	Unit of measurement	Use	Unit of measurement	Use
Use of fuel	litres	2,019,862	litres	1,996,563



# THE CONSTRUCTION INDUSTRY - OUR RESPONSIBILITY TO PEOPLE

## BREAKDOWN OF PERSONNEL BY TYPE OF CONTRACT (OPEN-ENDED VERSUS FIXED-TERM) AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Fixed-term	14	3	17	7	1	8
Open-ended	665	71	736	619	73	692
<b>Total</b>	<b>679</b>	<b>74</b>	<b>753</b>	<b>626</b>	<b>74</b>	<b>700</b>

## BREAKDOWN OF PERSONNEL BY PROFESSION (FULL TIME VS. PART TIME) AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Full time	676	64	740	622	63	685
Part time	3	10	13	4	11	15
<b>Total</b>	<b>679</b>	<b>74</b>	<b>753</b>	<b>626</b>	<b>74</b>	<b>700</b>

## PERSONNEL AND OUTSOURCED STAFF BY GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Employees	679	74	753	626	74	700
Other staff	4	-	4	-	-	-
<b>Total</b>	<b>683</b>	<b>74</b>	<b>757</b>	<b>626</b>	<b>74</b>	<b>700</b>

**GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND GENDER**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	42	3	45	39	3	42
Middle managers	41	3	44	48	4	52
Office workers	232	67	293	208	66	274
Workers	364	1	365	331	1	332
<b>Total</b>	<b>679</b>	<b>74</b>	<b>753</b>	<b>626</b>	<b>74</b>	<b>700</b>

**PROTECTED CATEGORIES**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	-	-	-	-	-	-
Middle managers	-	-	-	-	-	-
Office workers	5	4	9	3	4	7
Workers	18	-	18	14	-	14
<b>Total</b>	<b>23</b>	<b>4</b>	<b>27</b>	<b>17</b>	<b>4</b>	<b>21</b>

**OCCUPATIONAL ACCIDENTS AND DISEASES**

NO. OF CASES	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Occupational diseases	5	-	5	2	-	2
Accidents	21	-	21	30	-	30
<i>of which fatal</i>	-	-	-	-	-	-

**TYPE OF ACCIDENTS INVOLVING GROUP PERSONNEL BY GENDER**

NO. OF CASES	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Workplace accidents	21	-	21	24	-	24
Accidents while travelling to and from work	-	-	-	6	-	6

**HEALTH AND SAFETY INDEXES**

	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Severity index	0.52	-	0.47	0.81	0.22	0.76
Occupational disease rate	0.77	-	0.71	0.36	-	0.33
Absenteeism rate	5.16	1.43	4.83	5.80	1.34	5.37
Accident rate	16.25	-	14.87	27.34	-	24.72

**DAYS' ABSENCE**

NO. OF DAYS	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Absences	8,616	231	8,847	8,048	198	8,246
Days lost	695	-	695	902	27	929

**GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND AGE BRACKET**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016				AS AT 31 DECEMBER 2017			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Executives	-	14	31	45	-	11	31	42
Middle managers	-	19	25	44	-	26	26	52
Office workers	7	203	89	299	2	176	96	274
Workers	2	161	202	365	3	132	197	332
<b>Total</b>	<b>9</b>	<b>397</b>	<b>347</b>	<b>753</b>	<b>5</b>	<b>345</b>	<b>350</b>	<b>700</b>

**INFLOWS**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016					AS AT 31 DECEMBER 2017				
	<30	30-50	>50	Total	Turnover %	<30	30-50	>50	Total	Turnover %
Men	1	11	17	29	4.27%	1	23	21	45	7.19%
Women	-	2	-	2	2.70%	-	1	1	2	2.70%
<b>Total</b>	<b>1</b>	<b>13</b>	<b>17</b>	<b>31</b>	<b>4.12%</b>	<b>1</b>	<b>24</b>	<b>22</b>	<b>47</b>	<b>6.71%</b>

**OUTFLOWS**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016					AS AT 31 DECEMBER 2017				
	<30	30-50	>50	Total	Turnover %	<30	30-50	>50	Total	Turnover %
Men	9	62	74	145	21.35%	2	35	53	90	14.38%
Women	-	4	3	7	9.46%	-	1	1	2	2.70%
<b>Total</b>	<b>9</b>	<b>66</b>	<b>77</b>	<b>152</b>	<b>20.19%</b>	<b>2</b>	<b>36</b>	<b>54</b>	<b>92</b>	<b>13.14%</b>

**RATIO BETWEEN THE BASIC SALARY OF WOMEN AND MEN BY EMPLOYMENT CATEGORY**

AVERAGE BASIC SALARY	AS AT 31 DECEMBER 2016		AS AT 31 DECEMBER 2017	
	Ratio of women/men		Ratio of women/men	
Executives	1.79		2.00	
Middle managers	0.95		0.96	
Office workers	0.71		0.71	
Workers	-		-	
<b>Total</b>	<b>1.76</b>		<b>1.76</b>	

**HOURS OF TRAINING**

NO. OF HOURS	AS AT 31 DECEMBER 2016		AS AT 31 DECEMBER 2017	
	no. of hours	hours per capita	no. of hours	hours per capita
<b>Total</b>	<b>3,236</b>	<b>4</b>	<b>5,594</b>	<b>8.0</b>

# THE CONSTRUCTION INDUSTRY - OUR RESPONSIBILITY TO THE ENVIRONMENT AND LOCAL AREAS

## ENERGY USE

	2016	2017
	Total	Total
Natural gas (m <sup>3</sup> /000)*	312	125
Heating fuel (l/000)	-	-
Diesel fuel (l/000)	3,716	2,499
Fuel oil (l/000)*	1,134	320
Petrol (l/000)	7	5
Electricity (kWh/000)	3,807	2,986
<i>of which purchased</i>	3,807	2,985
<i>of which from photovoltaics</i>	-	-
Biomasses	-	-

\* The figure was restated in relation to the 2016 Sustainability Report following a more specific measurement of data

## EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 1

SOURCE	2016	2017
Natural gas (m <sup>3</sup> )	612.15	245.36
Diesel fuel (l)	9,952.12	6,692.62
Fuel oil (l)	3,492.91	987.10
Petrol (l)	16.41	10.29
<b>Total</b>	<b>14,073.60</b>	<b>7,935.38</b>

**EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 2 LOCATION BASED**

	2016	2017
Total	1,263.90	990.97

**EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 2 MARKET BASED**

	2016	2017
Total	1,770.22	1,387.95

**WITHDRAWAL OF WATER [m<sup>3</sup>]**

	Unit of measurement	2016 Volume	2017 Volume
Withdrawal from the mains	m <sup>3</sup>	46,538	15,717
Withdrawal from rivers	m <sup>3</sup>	31,500	15,000
Withdrawal from the aquifer	m <sup>3</sup>	6,376	4,320
<b>Total water</b>	<b>m<sup>3</sup></b>	<b>84,414</b>	<b>35,037</b>

**WASTE BY DISPOSAL METHOD**

DISPOSAL METHOD	2016				2017			
	Hazardous	Non-hazardous	Total	Total (%)	Hazardous	Non-hazardous	Total	Total (%)
Re-use [t]	-	246,146	246,146	65.99%	-	46,679	46,679	15.20%
Recycled [t]	71	119,140	119,210	31.96%	10	259,774	259,784	84.70%
Energy recovery [t]	-	-	-	-	-	-	-	-
Incineration [t]	-	-	-	-	-	-	-	-
Landfill [t]	21	146	167	0.04%	31	263	294	0.10%
Other (specify) [t]	-	7,509	7,509	2.01%	-	-	-	-
<b>Total</b>	<b>92</b>	<b>372,940</b>	<b>373,032</b>	<b>100%</b>	<b>41</b>	<b>306,716</b>	<b>306,757</b>	<b>100%</b>

**IMPACT OF TRANSPORT**

SOURCE OF THE ENVIRONMENTAL IMPACT	2016		2017	
	Unit of measurement	Use	Unit of measurement	Use
Use of fuel	litres	1,901.342	litres	2,507,784



## THE ENGINEERING SECTOR - OUR RESPONSIBILITY TO PEOPLE

### BREAKDOWN OF PERSONNEL BY TYPE OF CONTRACT (OPEN-ENDED VERSUS FIXED-TERM) AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Fixed-term	5	1	6	3	1	4
Open-ended	189	92	281	174	70	244
<b>Total</b>	<b>194</b>	<b>93</b>	<b>287</b>	<b>177</b>	<b>71</b>	<b>248</b>

### BREAKDOWN OF PERSONNEL BY PROFESSION (FULL TIME VS. PART TIME) AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Full time	194	91	285	176	69	245
Part time	-	2	2	1	2	3
<b>Total</b>	<b>194</b>	<b>93</b>	<b>287</b>	<b>177</b>	<b>71</b>	<b>248</b>

### PERSONNEL AND OUTSOURCED STAFF BY GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Employees	194	93	287	177	71	248
Other staff	-	-	-	-	-	-
<b>Total</b>	<b>194</b>	<b>93</b>	<b>287</b>	<b>177</b>	<b>71</b>	<b>248</b>

**GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND GENDER**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	20	4	24	18	3	21
Middle managers	27	3	30	24	2	26
Office workers	147	86	233	135	66	201
Workers	-	-	-	-	-	-
<b>Total</b>	<b>194</b>	<b>93</b>	<b>287</b>	<b>177</b>	<b>71</b>	<b>248</b>

**PROTECTED CATEGORIES**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	-	-	-	-	-	-
Middle managers	1	-	1	-	-	-
Office workers	13	3	16	11	3	14
Workers	-	-	-	-	-	-
<b>Total</b>	<b>14</b>	<b>3</b>	<b>17</b>	<b>11</b>	<b>3</b>	<b>14</b>

**OCCUPATIONAL ACCIDENTS AND DISEASES**

NO. OF CASES	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Occupational diseases	-	-	-	-	-	-
Accidents	2	2	4	1	-	1
<i>of which fatal</i>	-	-	-	-	-	-

**TYPE OF ACCIDENTS INVOLVING GROUP PERSONNEL BY GENDER**

NO. OF CASES	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Workplace accidents	2	-	2	1	-	1
Accidents while travelling to and from work	-	2	2	-	-	-

**HEALTH AND SAFETY INDEXES**

	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Severity index	0.11	0.13	0.12	0.03	-	0.02
Occupational disease rate	-	-	-	-	-	-
Absenteeism rate	3.77	7.68	5.03	3.99	4.01	4.00
Accident rate	5.96	13.80	8.32	3.29	-	2.37

**DAYS' ABSENCE**

NO. OF DAYS	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Absences	1,704	1,666	3,370	1,589	688	2,277
Days lost	41	22	63	8	-	8

**GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND AGE BRACKET**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016				AS AT 31 DECEMBER 2017			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Executives	-	10	14	24	-	9	12	21
Middle managers	-	19	11	30	-	17	9	26
Office workers	8	180	45	233	9	153	39	201
Workers	-	-	-	-	-	-	-	-
<b>Total</b>	<b>8</b>	<b>209</b>	<b>70</b>	<b>287</b>	<b>9</b>	<b>179</b>	<b>60</b>	<b>248</b>

**INFLOWS**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016					AS AT 31 DECEMBER 2017				
	<30	30-50	>50	Total	Turnover %	<30	30-50	>50	Total	Turnover %
Men	2	3	1	6	3.09%	3	3	-	6	3.39%
Women	-	-	1	1	1.08%	1	-	-	1	1.41%
<b>Total</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>7</b>	<b>2.44%</b>	<b>4</b>	<b>3</b>	<b>-</b>	<b>7</b>	<b>2.82%</b>

**OUTFLOWS**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016					AS AT 31 DECEMBER 2017				
	<30	30-50	>50	Total	Turnover %	<30	30-50	>50	Total	Turnover %
Men	4	17	9	30	15.46%	1	17	7	25	14.12%
Women	-	8	1	9	9.68%	-	18	4	22	30.99%
<b>Total</b>	<b>4</b>	<b>25</b>	<b>10</b>	<b>39</b>	<b>13.59%</b>	<b>1</b>	<b>35</b>	<b>11</b>	<b>47</b>	<b>18.95%</b>

**RATIO BETWEEN THE BASIC SALARY OF WOMEN AND MEN BY EMPLOYMENT CATEGORY**

AVERAGE BASIC SALARY	AS AT 31 DECEMBER 2016		AS AT 31 DECEMBER 2017	
	Ratio of women/men		Ratio of women/men	
Executives	0.87		0.99	
Middle managers	0.96		1.10	
Office workers	1.19		1.00	
Workers	-		-	
<b>Total</b>	<b>0.95</b>		<b>0.59</b>	

**HOURS OF TRAINING**

NO. OF HOURS	AS AT 31 DECEMBER 2016		AS AT 31 DECEMBER 2017	
	no. of hours	hours per capita	no. of hours	hours per capita
<b>Total</b>	<b>4,504</b>	<b>16</b>	<b>1,279</b>	<b>5</b>

# THE ENGINEERING INDUSTRY - OUR RESPONSIBILITY TO THE ENVIRONMENT AND LOCAL AREAS

## ENERGY USE

	2016	2017
	Total	Total
Natural gas (m <sup>3</sup> /000)	12	8
Diesel fuel (l/000)	269	247
Electricity (kWh/000)	956	878
<i>of which purchased</i>	956	878

## EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 1

SOURCE	2016	2017
Natural gas (m <sup>3</sup> )	24.09	15.85
Diesel fuel (l)	721.27	662.01
<b>Total</b>	<b>745.36</b>	<b>677.86</b>

## EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 2 LOCATION BASED

	2016	2017
<b>Total</b>	<b>317.43</b>	<b>291.61</b>

## EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 2 MARKET BASED

	2016	2017
<b>Total</b>	<b>444.60</b>	<b>408.43</b>



### WITHDRAWAL OF WATER [m<sup>3</sup>]

	Unit of measurement	2016	2017
		Volume	Volume
Withdrawal from the mains	m <sup>3</sup>	2,274	2,478
<b>Total water</b>	<b>m<sup>3</sup></b>	<b>2,274</b>	<b>2,478</b>

### WASTE BY DISPOSAL METHOD

DISPOSAL METHOD	2016				2017			
	Hazardous	Non-hazardous	Total	Total (%)	Hazardous	Non-hazardous	Total	Total (%)
Re-use [t]	-	-	-	-	-	-	-	-
Recycled [t]	-	-	-	-	-	-	-	-
Energy recovery [t]	-	-	-	-	-	-	-	-
Incineration [t]	-	-	-	-	-	-	-	-
Landfill [t]	1	29	30	59%	-	24	24	45%
Other (specify) [t]	-	21	21	41%	-	30	30	55%
<b>Total</b>	<b>1</b>	<b>51</b>	<b>51</b>	<b>100%</b>	<b>-</b>	<b>54</b>	<b>54</b>	<b>100%</b>

### IMPACT OF TRANSPORT

SOURCE OF THE ENVIRONMENTAL IMPACT	2016		2017	
	Unit of measurement	Use	Unit of measurement	Use
Use of fuel	litres	269,297	litres	247,172

## THE TECHNOLOGY AND PLANT ENGINEERING SECTOR - OUR RESPONSIBILITY TO PEOPLE

### BREAKDOWN OF PERSONNEL BY TYPE OF CONTRACT (OPEN-ENDED VERSUS FIXED-TERM) AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Fixed-term	26	3	296	25	1	26
Open-ended	348	50	398	342	47	389
<b>Total</b>	<b>374</b>	<b>53</b>	<b>427</b>	<b>367</b>	<b>48</b>	<b>415</b>

### BREAKDOWN OF PERSONNEL BY PROFESSION (FULL TIME VS. PART TIME) AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Full time	372	49	421	365	44	409
Part time	2	4	6	2	4	6
<b>Total</b>	<b>374</b>	<b>53</b>	<b>427</b>	<b>367</b>	<b>48</b>	<b>415</b>

### PERSONNEL AND OUTSOURCED STAFF BY GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Employees	374	53	427	367	48	415
Other staff	6	-	6	3	3	6
<b>Total</b>	<b>380</b>	<b>53</b>	<b>433</b>	<b>370</b>	<b>51</b>	<b>421</b>

**GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND GENDER**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	14	4	18	16	4	20
Middle managers	17	3	20	21	2	23
Office workers	227	46	273	216	42	258
Workers	116	-	116	114	-	114
<b>Total</b>	<b>374</b>	<b>53</b>	<b>427</b>	<b>367</b>	<b>48</b>	<b>415</b>

**PROTECTED CATEGORIES**

NO. OF PEOPLE	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Executives	-	-	-	-	-	-
Middle managers	5	3	8	-	-	-
Office workers	5	3	8	4	2	6
Workers	5	-	5	5	-	5
<b>Total</b>	<b>10</b>	<b>3</b>	<b>13</b>	<b>9</b>	<b>2</b>	<b>11</b>

**OCCUPATIONAL ACCIDENTS AND DISEASES**

NO. OF CASES	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Occupational diseases	-	-	-	-	-	-
Accidents	7	-	7	7	-	7
<i>of which fatal</i>	-	-	-	-	-	-

**TYPE OF ACCIDENTS INVOLVING GROUP PERSONNEL BY GENDER**

NO. OF CASES	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Workplace accidents	5	-	5	4	-	4
Accidents while travelling to and from work	2	-	2	3	-	3

**HEALTH AND SAFETY INDEXES**

	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Severity index	0.38	-	0.33	0.55	-	0.49
Occupational disease rate	-	-	-	-	-	-
Absenteeism rate	2.24	2.73	2.30	1.75	2.60	1.85
Accident rate	10.41	-	9.24	10.64	-	9.57

**DAYS' ABSENCE**

NO. OF DAYS	AS AT 31 DECEMBER 2016			AS AT 31 DECEMBER 2017		
	Men	Women	Total	Men	Women	Total
Absences	1,797	301	2,097	1,382	263	1,646
Days lost	245	-	245	345	-	345



## GROUP PERSONNEL BY EMPLOYMENT CATEGORY AND AGE BRACKET

NO. OF PEOPLE	AS AT 31 DECEMBER 2016				AS AT 31 DECEMBER 2017			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Executives	-	9	9	18	-	8	12	20
Middle managers	-	8	12	20	-	13	10	23
Office workers	19	195	59	273	14	177	67	258
Workers	15	83	18	116	13	82	19	114
<b>Total</b>	<b>34</b>	<b>295</b>	<b>98</b>	<b>427</b>	<b>27</b>	<b>280</b>	<b>108</b>	<b>415</b>

## INFLOWS

NO. OF PEOPLE	AS AT 31 DECEMBER 2016					AS AT 31 DECEMBER 2017				
	<30	30-50	>50	Total	Turnover %	<30	30-50	>50	Total	Turnover %
Men	5	40	18	63	16.84%	4	15	8	27	7.36%
Women	1	2	-	3	5.66%	-	1	2	3	6.25%
<b>Total</b>	<b>6</b>	<b>42</b>	<b>18</b>	<b>66</b>	<b>15.46%</b>	<b>4</b>	<b>16</b>	<b>10</b>	<b>30</b>	<b>7.23%</b>

## OUTFLOWS

NO. OF PEOPLE	AS AT 31 DECEMBER 2016					AS AT 31 DECEMBER 2017				
	<30	30-50	>50	Total	Turnover %	<30	30-50	>50	Total	Turnover %
Men	4	29	11	44	11.76%	3	20	10	33	8.99%
Women	-	2	1	3	5.66%	1	3	1	5	10.42%
<b>Total</b>	<b>4</b>	<b>31</b>	<b>12</b>	<b>47</b>	<b>11.01%</b>	<b>4</b>	<b>23</b>	<b>11</b>	<b>38</b>	<b>9.16%</b>

**RATIO BETWEEN THE BASIC SALARY OF WOMEN AND MEN BY EMPLOYMENT CATEGORY**

AVERAGE BASIC SALARY	AS AT 31 DECEMBER 2016		AS AT 31 DECEMBER 2017	
	Ratio of women/men		Ratio of women/men	
Executives	0.53		0.54	
Middle managers	1.00		1.06	
Office workers	0.86		0.89	
Workers	-		-	
<b>Total</b>	<b>0.84</b>		<b>0.88</b>	

**HOURS OF TRAINING**

NO. OF HOURS	AS AT 31 DECEMBER 2016		AS AT 31 DECEMBER 2017	
	no. of hours	Hours per capita	no. of hours	Hours per capita
<b>Total</b>	<b>5,687</b>	<b>13</b>	<b>2,961</b>	<b>7</b>



# THE TECHNOLOGY AND PLANT ENGINEERING INDUSTRY - OUR RESPONSIBILITY TO THE ENVIRONMENT AND LOCAL AREAS

## ENERGY USE

	2016	2017
	Total	Total
Natural gas (m <sup>3</sup> /000)	17	29
Diesel fuel (l/000)	786	864
Electricity (kWh/000)	583	671
<i>of which purchased</i>	583	671

## EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 1

SOURCE	2016	2017
Natural gas (m <sup>3</sup> )	33.11	57.71
Diesel fuel (l)	2,105,21	2,313.55
<b>Total</b>	<b>2,138.31</b>	<b>2,371.26</b>

## EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 2 LOCATION BASED

	2016	2017
<b>Total</b>	<b>193.59</b>	<b>222.93</b>

## EMISSIONS CO<sub>2</sub> [T CO<sub>2</sub>] - SCOPE 2 MARKET BASED

	2016	2017
<b>Total</b>	<b>271.14</b>	<b>312.24</b>

**WITHDRAWAL OF WATER [m<sup>3</sup>]**

	Unit of measurement	2016	2017
		Volume	Volume
Withdrawal from the mains	m <sup>3</sup>	279	1,284
<b>Total water</b>	<b>m<sup>3</sup></b>	<b>279</b>	<b>1,284</b>

**WASTE BY DISPOSAL METHOD**

DISPOSAL METHOD	2016				2017			
	Hazardous	Non-hazardous	Total	Total (%)	Hazardous	Non-hazardous	Total	Total (%)
Re-use [t]	-	-	-	-	-	-	-	-
Recycled [t]	11	51	62	94%	4	72	76	78%
Energy recovery [t]	-	-	-	-	-	-	-	-
Incineration [t]	-	-	-	-	-	-	-	-
Landfill [t]	-	4	4	6%	12	11	23	22%
Other (specify) [t]	-	-	-	-	-	-	-	-
<b>Total</b>	<b>11</b>	<b>55</b>	<b>66</b>	<b>1</b>	<b>16</b>	<b>83</b>	<b>99</b>	<b>1</b>

**IMPACT OF TRANSPORT**

SOURCE OF THE ENVIRONMENTAL IMPACT	2016		2017	
	Unit of measurement	Use	Unit of measurement	Use
Use of fuel	litres	740,162	litres	828,303





# GRI CONTENT INDEX





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GRI STANDARD	DISCLOSURE	PAGE / LINK	NOTES / REASONS FOR OMISSION
<b>GRI 102: GENERAL DISCLOSURES (2017)</b>			
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102-42	Identifying and selecting stakeholders	28-30	
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102-46	Defining report content and topic boundaries	28-30	
102-47	List of material topics	31	
102-48	Restatements of information	78, 79, 80	
102-49	Changes in reporting	28-31	
102-50	Reporting period	4	
102-51	Date of most recent report		This Sustainability Report is the second report identifying and reporting sustainability information and data of companies belonging to the Group comprising ASTM S.p.A. and its subsidiaries.
102-52	Reporting cycle		The Sustainability Report is published annually.
102-53	Contact point for questions regarding the report	9	
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<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>PAGE / LINK</b>	<b>NOTES / REASONS FOR OMISSION</b>
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<b>GRI-201: Economic performance (2017)</b>			
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<b>GRI-103: Management approach (2017)</b>			
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103-3	Evaluation of the management approach	53	
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<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	36-37	
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103-3	Evaluation of the management approach	36-37	
<b>GRI-203: Indirect economic impacts (2017)</b>			
203-1	Infrastructure investments	17, 118	
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Topic: Procurement practices			
<b>GRI-103: Management approach (2017)</b>			
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GRI STANDARD	DISCLOSURE	PAGE / LINK	NOTES / REASONS FOR OMISSION
<b>GRI-204: Procurement practices (2017)</b>			
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Topic: The fight against corruption			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	9, 23	
103-2	The management approach and its components	9, 23	
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<b>GRI-205: Anti-corruption (2017)</b>			
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<b>GRI 300: ENVIRONMENTAL SERIES (2017)</b>			
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<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	77-78	
103-2	The management approach and its components	77-78	
103-3	Evaluation of the management approach	77-78	
<b>GRI-302: Energy (2017)</b>			
302-1	Energy consumption within the organization	77-78	
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<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	81	
103-2	The management approach and its components	81	
103-3	Evaluation of the management approach	81	
<b>GRI-303: Water (2017)</b>			
303-1	Water withdrawal by source	80-81	
Topic: Emissions			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	79	
103-2	The management approach and its components	79	
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<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>PAGE / LINK</b>	<b>NOTES / REASONS FOR OMISSION</b>
<b>GRI-305: Emissions (2017)</b>			
305-1	Direct (Scope 1) GHG emissions	79	
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Topic: Effluents and waste			
<b>GRI-103: Management approach (2017)</b>			
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<b>GRI-306: Effluents and waste (2017)</b>			
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<b>RI-103: Management approach (2017)</b>			
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307-1	Non-compliance with environmental laws and regulations	75	
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GRI STANDARD	DISCLOSURE	PAGE / LINK	NOTES / REASONS FOR OMISSION
<b>GRI-308: Supplier environmental assessment (2017)</b>			
308-1	New suppliers that were screened using environmental criteria	41-42	
<b>GRI 400: SOCIAL SERIES (2017)</b>			
Topic: Employment			
<b>GRI-103: Management approach (2017)</b>			
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103-2	The management approach and its components	49-64	
103-3	Evaluation of the management approach	49-64	
<b>GRI-401: Employment (2017)</b>			
401-1	New employee hires and employee turnover	53-55	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	63-64	
Topic: Labour/management relations			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	55-57	
103-2	The management approach and its components	55-57	
103-3	Evaluation of the management approach	55-57	
<b>GRI-402: Labour/management relations (2017)</b>			
402-1	Minimum notice periods regarding operational changes		The minimum notice period for workers and their representatives regarding organisational changes that could significantly impact them is established in compliance with the National Collective Bargaining Agreement.
Topic: Occupational health and safety			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	69-71	
103-2	The management approach and its components	69-71	
103-3	Evaluation of the management approach	69-71	



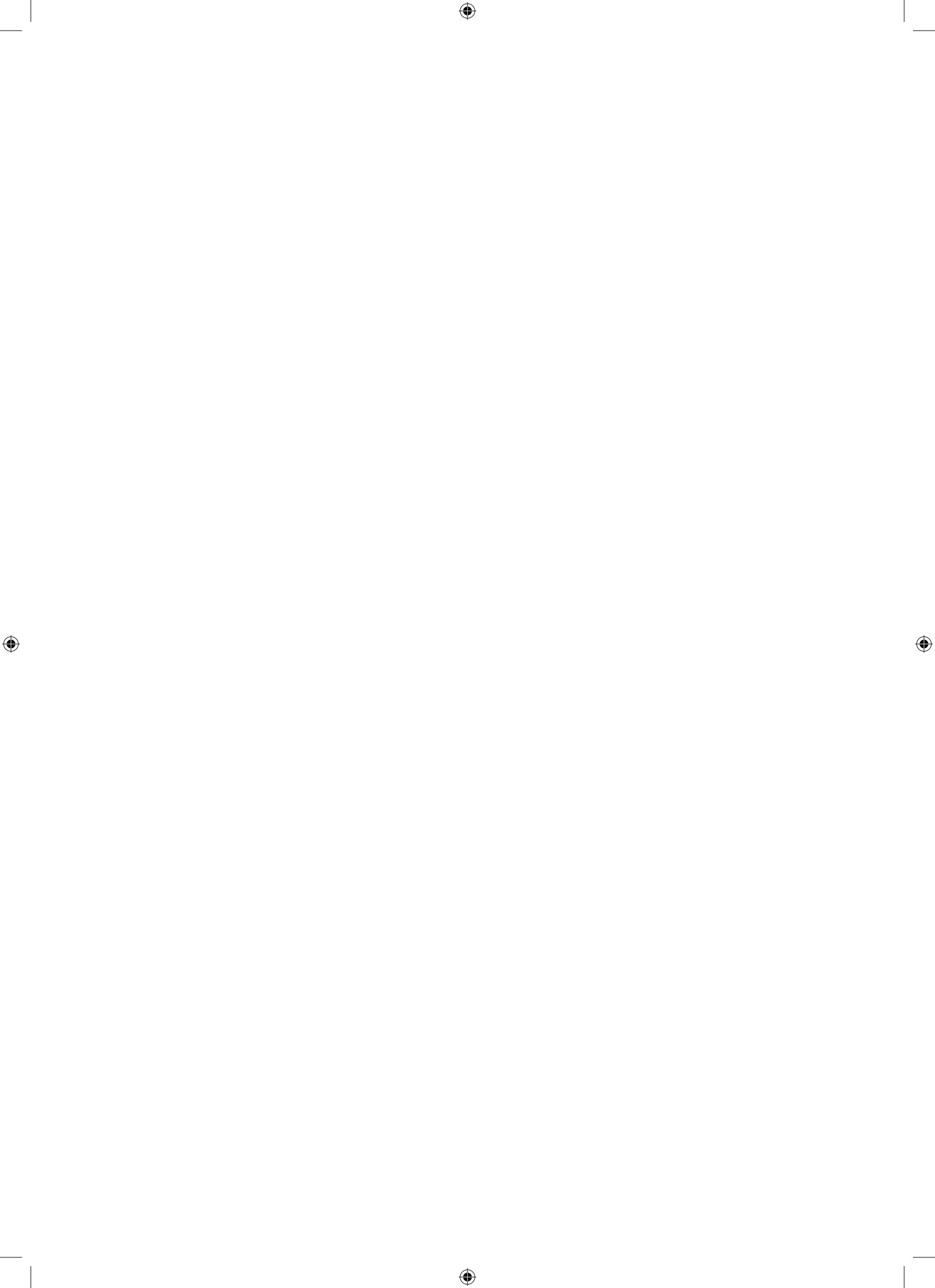
GRI STANDARD	DISCLOSURE	PAGE / LINK	NOTES / REASONS FOR OMISSION
<b>GRI-403: Occupational health and safety (2017)</b>			
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	69-71	
Topic: Training and education			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	65-68	
103-2	The management approach and its components	65-68	
103-3	Evaluation of the management approach	65-68	
<b>GRI-404: Training and education (2017)</b>			
404-1	Average hours of training per year per employee	65-68	A system for recording data on training is currently being implemented, to extra data by professional category and gender.
Topic: Diversity and equal opportunities			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	58-64	
103-2	The management approach and its components	58-64	
103-3	Evaluation of the management approach	58-64	
<b>GRI-405: Diversity and equal opportunity (2017)</b>			
405-1	Diversity of governance bodies and employees	25, 58	
405-2	Ratio of basic salary and remuneration of women to men	64	
Topic: Non-discrimination			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	22	
103-2	The management approach and its components	22	
103-3	Evaluation of the management approach	22	

GRI STANDARD	DISCLOSURE	PAGE / LINK	NOTES / REASONS FOR OMISSION
<b>GRI-406: Non-discrimination (2017)</b>			
406-1	Incidents of discrimination and corrective actions taken		No cases of discrimination were reported in 2017
Topic: Child labour			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	23, 41	
103-2	The management approach and its components	23, 41	
103-3	Evaluation of the management approach	23, 41	
<b>GRI-408: Child labour (2017)</b>			
408-1	Operations and suppliers at significant risk for incidents of child labour	23, 41	
Topic: Forced labour			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	23	
103-2	The management approach and its components	23	
103-3	Evaluation of the management approach	23	
<b>GRI-409: Forced labour (2017)</b>			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	23	
Topic: Human rights assessment			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	8-9	
103-2	The management approach and its components	8-10	
103-3	Evaluation of the management approach	8-11	
<b>GRI-412: Human rights assessment (2017)</b>			
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	39-45	



GRI STANDARD	DISCLOSURE	PAGE / LINK	NOTES / REASONS FOR OMISSION
Topic: Local communities			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	91-93	
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103-3	Evaluation of the management approach	91-93	
<b>GRI-413: Local communities (2017)</b>			
413-1	Operations with local community engagement, impact assessments, and development programs	91-93	
Topic: Operations with significant actual and potential negative impacts on local communities			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	39-43	
103-2	The management approach and its components	39-43	
103-3	Evaluation of the management approach	39-43	
<b>GRI-414: Supplier social assessment (2017)</b>			
414-1	New suppliers that were screened using social criteria	39-43	
414-2	Negative social impacts in the supply chain and actions taken	39-43	
Topic: Customer health and safety			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	116-117	
103-2	The management approach and its components	116-117	
103-3	Evaluation of the management approach	116-117	
<b>GRI-416: Customer health and safety (2017)</b>			
416-1	Assessment of the health and safety impacts of product and service categories	104-107, 114-117	

GRI STANDARD	DISCLOSURE	PAGE / LINK	NOTES / REASONS FOR OMISSION
Topic: Customer privacy			
<b>GRI-103: Management approach (2017)</b>			
103-1	Explanation of the material topic and its boundary	23	
103-2	The management approach and its components	23	
103-3	Evaluation of the management approach	23	
<b>GRI-418: Customer privacy (2017)</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		During 2017, no complaints were received concerning breaches or the loss of customer data.
Sector Specific			
<b>G4-CRE5: Land Degradation, Contamination, and Remediation (2017)</b>			
G4-CRE5	Land remediated and in need of remediation for the existing or intended land use, according to applicable land designations		During the reporting period, no land remediation due to accidental contamination caused by the Group, according to applicable legal designations, was carried out.



**INDEPENDENT AUDITOR'S REPORT  
ON THE CONSOLIDATED NON-FINANCIAL STATEMENT PURSUANT TO ARTICLE 3,  
PARAGRAPH 10 OF LEGISLATIVE DECREE No. 254 OF DECEMBER 30, 2016 AND  
ART. 5 OF CONSOB REGULATION N. 20267**

**To the Board of Directors of  
ASTM S.p.A.**

Pursuant to article 3, paragraph 10, of the Legislative Decree no. 254 of December 30, 2016 (hereinafter the "Decree") and to article 5 of the CONSOB Regulation n. 20267, we have carried out a limited assurance engagement on the Consolidated Non-Financial Statement of ASTM S.p.A. and its subsidiaries (hereinafter the "ASTM Group") as of December 31, 2017 prepared on the basis of art. 4 of the Decree, and approved by the Board of Directors on March 14, 2018 (hereinafter the "NFS" or "Sustainability Report").

**Responsibility of the Directors and the Board of Statutory Auditors for the NFS**

The Directors are responsible for the preparation of the NFS in accordance with articles 3 and 4 of the Decree and the "*Global Reporting Initiative Sustainability Reporting Standards*" established in 2016 by GRI – Global Reporting Initiative (hereinafter "GRI Standards"), which they have identified as reporting framework.

The Directors are also responsible, within the terms established by law, for such internal control as they determine is necessary to enable the preparation of NFS that is free from material misstatement, whether due to fraud or error.

The Directors are moreover responsible for defining the contents of the NFS, within the topics specified in article 3, paragraph 1, of the Decree, taking into account the activities and characteristics of the ASTM Group, and to the extent necessary in order to ensure the understanding of the ASTM Group's activities, its trends, performance and the related impacts.

Finally, the Directors are responsible for defining the business management model and the organisation of the ASTM Group's activities as well as, with reference to the topics detected and reported in the NFS, for the policies pursued by the ASTM Group and for identifying and managing the risks generated or undertaken by the ASTM Group.

The Board of Statutory Auditors is responsible for overseeing, within the terms established by law, the compliance with the provisions set out in the Decree.

**Auditor's Independence and quality control**

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our auditing firm applies International Standard on Quality Control 1 (ISQC Italia 1) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### Auditor's responsibility

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the NFS with the Decree and the GRI *Standards*. We conducted our work in accordance with the criteria established in the "*International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereinafter "ISAE 3000 Revised"), issued by the *International Auditing and Assurance Standards Board (IAASB)* for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the NFS is free from material misstatement. Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on NFS are based on our professional judgement and included inquiries, primarily with company personnel responsible for the preparation of information included in the NFS, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically we carried out the following procedures:

1. Analysis of relevant topics with reference to the ASTM Group's activities and characteristics disclosed in the NFS, in order to assess the reasonableness of the selection process in place in light of the provisions of art. 3 of the Decree and taking into account the adopted reporting standard.
2. Analysis and assessment of the identification criteria of the consolidation area, in order to assess its compliance with the Decree.
3. Comparison between the financial data and information included in the NFS with those included in the consolidated financial statements of the ASTM Group.
4. Understanding of the following matters:
  - business management model of the ASTM Group's activities, with reference to the management of the topics specified by article 3 of the Decree;
  - policies adopted by the entity in connection with the topics specified by article 3 of the Decree, achieved results and related fundamental performance indicators;
  - main risks, generated and/or undertaken, in connection with the topics specified by article 3 of the Decree.

Moreover, with reference to these matters, we carried out a comparison with the information contained in the NFS and the verifications described in the subsequent point 5, letter a).

5. Understanding of the processes underlying the origination, recording and management of qualitative and quantitative material information included in the NFS.

In particular, we carried out interviews and discussions with the management of ASTM S.p.A. and with the employees of the main companies of ASTM Group, and we carried out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, elaboration and transmittal of non-financial data and information to the department responsible for the preparation of the NFS.

In addition, for material information, taking into consideration the ASTM Group's activities and characteristics:

- at the parent company's and subsidiaries' level:
  - a) with regards to qualitative information included in the NFS, and specifically with reference to the business management model, policies applied and main risks, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
  - b) with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data.
- for the following companies, Itinera S.p.A., S.A.T.A.P. S.p.A., SALT p.A., Autostrada dei Fiori S.p.A., SINELEC S.p.A., SINA S.p.A., which we selected based on their activities, their contribution to the performance indicators at the consolidated level and their location, we carried out site visits, during which we have met their management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

### **Conclusion**

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of the ASTM Group as of December 31, 2017 is not prepared, in all material aspects, in accordance with article 3 and 4 of the Decree and the GRI Standards.

### **Other Matter**

With reference to the year ended December 31, 2016, the ASTM Group prepared the Sustainability Report 2016, whose data were used for comparative purposes within the NFS. The above-mentioned Sustainability Report has not been subject to assurance in accordance with ISAE 3000.

DELOITTE & TOUCHE S.p.A.

Signed by  
**Franco Amelio**  
Partner

Milan, Italy  
March 29, 2018





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