

HUMAN CAPITAL

Main results related to the Group's Human Capital

Table 18. Highlights of results obtained related to the Group's Human Capital

10,364 employees at December 31, 2020	622 new hires during 2020	190,676 hours of training provided
6% incoming turnover	5.1% outgoing turnover	
101% Ratio of remuneration of women to men for managers in Italy	-25% work-related injuries	

What is Human Capital?

Human capital is made up of the people who contribute to the Group's activities every day, through their know-how, their expertise, loyalty and commitment to creating a collaborative atmosphere that optimizes organizational processes.

Material Topics related to Human Capital

Energy consumption and environmental impacts	Responsible management of resources and waste	Intermodality and integration of services	
Quality and accessibility of services	Security & safety	Community relations and local development	
Economic and financial performance	Noise and vibration mitigation	Diversity, inclusion and welfare	
Training and professional development	Protection of employee health and safety	Ethics, integrity and compliance	Responsible management of the supply chain



The following table shows the main inputs, outputs and outcomes as well as the main business activities pertaining to the Human Capital, as provided for by the International <IR> Framework for the preparation of the Integrated Report.




INPUT	BUSINESS ACTIVITIES	OUTPUT	OUTCOME
<ul style="list-style-type: none"> • The know-how of each person in the Group • Investment in training • Welfare and worklife balance projects 	<ul style="list-style-type: none"> • Staff selection and management • Continuous training of staff at all levels • Management of employee health and safety • Employee career path management processes • Assessment of skills • Internal Climate analysis 	<ul style="list-style-type: none"> • Staff hired • Training hours provided • Turnover • Accidents • Support for employees' personal needs • Employee's health e wellbeing 	<ul style="list-style-type: none"> • Motivation and satisfaction of ATM's people • Enhancement of skills • Consolidation of the culture of safety • Internal cohesion and empowerment • Employment • Social inclusion

Sustainability objectives related to the Group's Human Capital

The table below shows the main sustainability objectives pertaining to the Group's Human Capital and the progress made in relation to those objectives as of December 31, 2020.

Table 19. Sustainability objectives related to the Group's Human Capital

Objectives	Status at December 31, 2020
<ul style="list-style-type: none"> • Progressive development and extension of the current diversity management policies 	 <p>In 2020, two "pink" bathrooms were created, reaching 61 bathrooms, spanning warehouses, the underground network and all over the city. A communication campaign is planned for the first semester of 2021 along with the handover of the "pink keys".</p> <p>In 2020, two coaching projects were completed remotely, due to the pandemic.</p>
<ul style="list-style-type: none"> • Gradual creation of co-working stations in the corporate offices and experimentation in the use of smart working 	 <p>After the pilot project carried out in September 2019 and in the context of Covid-19 emergency, smart working was introduced as a work modality for over 1,200 employees until the 31st of July, and until the 14th of September for parents of children under 14 years of age to allow more flexibility and better work-life balance. Then, it was reintroduced from December 2020 due to new movement restrictions.</p> <p>In the Zara, Monte Rosa and San Donato headquarters, 4 new coworking sites were created to allow employees to work from there so as to attend meetings or other work-related activities, reducing home-work commutes and maximising time.</p>

<ul style="list-style-type: none"> • Development and implementation of age management policies 		<p>In the context of active aging, a Report of skills was created as a project on employability and self-branding.</p> <p>It supports people in developing their own skills and abilities to efficiently and proactively face present and future challenges.</p> <p>Offering employees and companies the support to comprehend and come to terms with changes and necessities that may emerge and encourage self-awareness: skills possessed and put in practice, their potential and possible career paths.</p> <p>19 operative managers were involved.</p>
<ul style="list-style-type: none"> • Employee counseling service for support from a multidisciplinary team in both critical personal and business situations 		<p>327 cases addressed in 2020 with more than 2,200 interviews.</p>
<ul style="list-style-type: none"> • Financial Support and Development Committee 		<p>In 2020, 839 scholarships were awarded for employees and deserving children of employees and TFR requests were processed.</p>

The Group's Human Capital

The growth and development of ATM's people have always been fundamental to achieving the Group's objectives. The Group is committed to offering its employees a work environment that favours inclusiveness and creates a sense of belonging to a large community of professionals. The Group realizes this commitment through implementation of procedures and policies in favour of meritocracy, leadership and inclusion, which effectively involve all levels of the Group's management in the development and management of human resources.

Public health emergency impacts on human capital

ATM Group immediately addressed the new complications created by the pandemic, ensuring continuity of services from the beginning of the first phase, until the "the new" normality. This was made possible thanks to the efforts of its employees at all levels of the Group, from organisational aspects of managing the emergency to those operational of employees in the field. Thanks to the undertaking of various measures and initiatives, ATM ensured the operativity of its services during 2020, protecting and supporting its employees in several aspects. Other than the measures primarily related to employees' safety and security, like sanitisation of working environments and the distribution of personal protection kits, even when they were scarce (further information is available in the paragraph "Protecting Employee Health and Safety") ATM promptly enhanced remote working options and offered workers psychological help desks and interactive webinars on smart working, health, wellbeing and parenthood. Considering that social distancing represented one of the most important measures established by the authorities to counter the risk of contagion, the Group reviewed the means of execution of work, adaptation of employee workstations, rescheduling of hours of operation and the implementation of measures to limit the pandemic. In order to reduce the physical presence of employees in corporate places, "Agile work", a pilot project that was started in 2019 with 12 people, was extended to 1,200 workers, depending on the type of activity to be performed. The starting time for administrative workers was stretched by up to 3 hours in the morning to improve flexibility, according to the level of emergency. Work management and planning of shifts for maintenance workers were adapted to reduce interpersonal contact.

People in ATM

As of December 31, 2020, ATM's workforce consisted of 10,364 people, an increase of around 1% compared to that of 2019. Of these, 9,782 reside in Italy and 582 in Denmark¹⁷. In Copenhagen, the number of employees increased by about 5% compared to the previous year. Nearly all the employees have established a stable working relationship with the Group. In fact, roughly 97% of the workforce is employed with open-ended contracts, slightly up on the previous year. The company population is made up as follows:

Table 20. Number of ATM Group employees at December 31, by gender and contract type (fixed-term/ open-ended)

Region	Contract Type	31.12.2020			31.12.2019 ¹⁸			31.12.2018		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
ATM GROUP (WORLD)	Open-ended contract	9,114	909	10,023	8,978	847	9,825	8,849	804	9,653
	Fixed-term contract	294	47	341	385	65	450	210	21	231
	TOTAL	9,408	956	10,364	9,363	912	10,275	9,059	825	9,884
in ITALY	Open-ended contract	8,681	776	9,457	8,561	725	9,287	8,525	708	9,233
	Fixed-term contract	282	43	325	377	60	436	210	21	231
	Sub-total Italy	8,963	819	9,782	8,938	785	9,723	8,735	729	9,464
Abroad ¹⁹	Open-ended contract	433	133	566	417	122	539	324	96	420
	Fixed-term contract	12	4	16	8	5	13	0	0	0
	Sub-total Abroad	445	137	582	425	127	552	324	96	420

Table 21. Number of ATM Group employees at December 31, by gender and contract (full-time/part-time)

ATM GROUP	31.12.2020			31.12.2019			31.12.2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time employees	8,976	797	9,773	9,121	776	9,897	8,827	694	9,521
Part-time employees	432	159	591	242	136	378	232	131	363
TOTAL	9,408	956	10,364	9,363	912	10,275	9,059	825	9,884

With reference to full-time and part-time contracts, there was a significant increase in employees with part-time contracts, + 56% compared to 2019 (representing almost 6% of ATM's workforce). The increased number of part-time contracts was intended to allow employees to meet their needs in terms of work-life balance as well as the need for greater organisational flexibility and optimal coverage of planned services, especially during the phase of employee onboarding.

The large growth in ATM's workforce is due to 622 new hires which took place in 2020, of which 100 were women and 522 men, compared to 533 outgoing employees (478 men and 55 women). The incoming turnover rate for the entire Group is equal to 6% in 2020 while the outgoing turnover is 5.1%.

¹⁷ The data refers only to Group employees (expressed in head count). External collaborators represent a residual component in relation to the total number of employees.

¹⁸ In line with the continuous improvement of the monitoring and data collection systems, the values as at 31.12.2019 have been updated with respect to what is reported in the 2019 NFS in order to reflect the identification of an employee of the company Gesam S.r.l. with a fixed-term contract, previously categorized as having a permanent contract. The application of this improvement does not involve significant changes.

¹⁹ The figure includes two male employees of the company ATM S.p.A. posted at Metro Service A / S.

Table 22. Number of new hires and incoming employee turnover rates, divided by age range and gender

Age Range	2020				2019				2018			
	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate
<30	216	32	248	33.1%	246	38	284	38.2%	188	21	209	32.1%
30-50	294	60	354	6.1%	396	82	478	8.2%	285	37	322	5.7%
>50	12	8	20	0.5%	45	9	54	1.5%	34	13	47	1.3%
TOTAL	522	100	622	6.0%	687	129	816	7.9%	507	71	578	5.9%
Incoming turnover rate	10.5%	5.5%	6.0%		7.3%	14.1%	7.9%		5.6%	8.6%	5.9%	

Table 23. Number of terminations and outgoing turnover, divided by age range and gender

Age Range	2020				2019				2018			
	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate
<30	55	14	69	9.2%	47	4	51	6.9%	38	1	39	6.0%
30-50	111	23	134	2.3%	123	25	148	2.5%	122	16	138	2.4%
>50	312	18	330	8.8%	215	18	233	6.3%	305	10	315	8.9%
TOTAL	478	55	533	5.1%	385	47	432	4.2%	465	27	492	5.0%
Outgoing Turnover rate	5.1%	5.8%	5.1%		4.1%	5.2%	4.2%		5.1%	3.3%	5.0%	

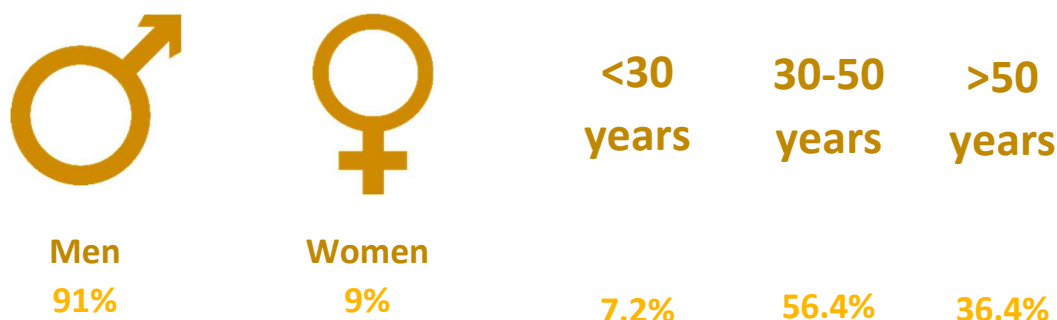
The Diversity of ATM's People

For ATM Group, the diversity of its employees represents is an element of strength. The Group works to promote employee diversity and inclusion, establishing a sense of belonging and organizational cohesion and a corporate culture in which the different individual experiences are enhanced.

The Group hosts managerial workshops covering diversity management and has appointed a Diversity Manager, in charge of supervising, coordinating and monitoring projects that promote these issues. In addition, ATM is a signatory of the *Charter of Equal Opportunities and Equality in the workplace* promoted by Assolombarda and the Sodalitas Foundation.

The Group's composition is predominantly male workers, in line with previous years (approximately 90.8%). The female presence in professional areas is overall constant compared to last year, though it increased in the area of mobility operations (5.5% in 2020 compared to 5.0% in 2019) and among the administration and services (33.2% in 2020 compared to 32.1% in 2019). Employees aged between 30 and 50 represent the majority of the company population, approximately 56.4%, followed by those over 50 (approximately 36.4%) and finally by under 30, approximately 7.2%, in line with 2019.

Percentage Composition of the workforce at December 31, 2020, divided by gender and age range



As of December 31st, the Group's composition was made up as follows, divided by gender, professional category and age Group:

Table 24. *Percentage Composition of the workforce, divided per professional category and gender²⁰*

ATM GROUP	at 31.12.2020			at 31.12.2019			at 31.12.2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Line Management	75.7 %	24.3 %	0.4 %	75.7%	24.3%	0.4%	77.1%	22.9%	0.4%
Functional Management	78.1 %	21.9 %	3.5 %	78.5%	21.5%	3.4%	79.7%	20.3%	3.6%
Mobility operations	94.5 %	5.5 %	59.6 %	95.0%	5.0%	59.0%	95.5%	4.5%	58.5%
Administration and services	66.8 %	33.2 %	8.8 %	67.9%	32.1%	8.9%	68.0%	32.0%	8.7%
Maintenance and repair	99.7 %	0.3 %	18.7 %	99.7%	0.3%	19.4%	99.7%	0.3%	19.9%
Auxiliary mobility services	76.3 %	23.7 %	9.0 %	75.2%	24.8%	8.9%	77.2%	22.8%	8.9%

Table 25. *Percentage Composition of the workforce, divided by professional category and age range²¹*

ATM GROUP	at 31.12.2020				at 31.12.2019				at 31.12.2018			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Top Line Management	0.0%	40.5 %	59.5 %	0.4 %	0.0%	43.2 %	56.8 %	0.4%	0.0%	37.1 %	62.9 %	0.4%
Functional Management	0.3 %	46.0 %	53.7 %	3.5 %	0.3%	45.9 %	53.8 %	3.4%	0.3%	46.9 %	52.9 %	3.6%
Mobility operations	7.8 %	61.5 %	30.7 %	59.6 %	7.7%	62.1 %	30.1 %	59.0 %	7.0%	63.5 %	29.5 %	58.5 %
Administration and services	6.6 %	48.5 %	45.0 %	8.8 %	6.5%	48.2 %	45.3 %	8.9%	5.7%	48.6 %	45.8 %	8.7%
Maintenance and repair	8.0 %	51.1 %	40.9 %	18.7 %	7.8%	50.8 %	41.5 %	19.4 %	7.5%	51.4 %	41.0 %	19.9 %

²⁰ With a view to continuous improvement, to offer a more accurate representation, the percentages relating to the composition of the workforce by professional category, gender and age Group have been calculated in relation to the total by professional category to which they belong, replacing the total by gender. For this reason, a display of the data referring to 2018 and 2019 is offered in accordance with the previously reported calculation method.

²¹ See the previous note.

Auxiliary mobility services	5.8 %	46.2 %	48.0 %	9.0 %	6.7%	45.5 %	47.9 %	8.9%	5.3%	45.1 %	49.6 %	8.9%
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The Group pays particular attention to the needs of people with disabilities and other special needs, in addition to the legal requirements. In 2020, the number of people with disabilities and/or legally protected in the Group reached 219 people, of which 36 women e 183 men. Through continuous investments in its buildings, ATM seeks to give everyone access to the workplace, whether they are ATM workers or any visitors, regardless of any motor disability.

Moreover, even in absence of uncovered positions, in 2020 an agreement was reached with the competent offices of Metropolitan City of Milan for hiring 12 workers with disabilities by 2027.

Table 26. Number of legally protected employees and employees with disabilities

ATM GROUP	31.12.2020			31.12.2019			31.12.2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Legally protected employees	8	3	11	6	3	9	7	4	11
Disabled employees	175	33	208	174	33	207	166	30	196
TOTAL	183	36	219	180	36	216	173	34	207

Employee Retribution

The Group pays attention to aspects of diversity also in terms of remuneration. ATM Group implements a management policy for guaranteeing that the remuneration system is sustainable, aligned to business goals, market context, and stakeholders' interests in the long run.

Means and measures of remuneration are constantly monitored according to norms and contracts. Through these, the company is able to:

- Guarantee a fair remuneration for all workers, in relation to the everyday skills expressed in reaching professional goals;
- Attract, retain and motivate highly skilled employees, and able to offer relevant support to the maintenance and improvement of operative standards;
- Ensure sustainable performance in the long run;
- Create an inclusive working environment for all people, able to foster the expression of individual potential.

It follows the rate of remuneration of women over men by professional areas and relevant operational sites, those in Italy and abroad.

Table 27. Ratio of the basic salary of women to men for each professional area, by significant location of operation.²²

ATM GROUP	2020		
	Italy	Abroad	Group ²³
Top Line Management	101%	80%	96%
Functional Management	89%	101%	90%

²² The processes underlying the data collection made it possible to collect only the data relating to the reporting year 2020 since it is the first year of application.

²³ The Group ratio between basic annual salary for men / women by professional areas was calculated as a weighted average on the number of employees by professional area of the operating offices.

<i>Mobility operations</i>	79%	89%	80%
<i>Administration and services</i>	91%	94%	91%
<i>Maintenance and repair</i>	97%	105%	98%
<i>Auxiliary mobility services</i>	89%	n.a.	89%

Table 28. Ratio of the average remuneration of women to men for each professional area, by significant location of operation.²⁴

ATM GROUP	2020		
	Italy	Abroad	Group²⁵
<i>Top Line Management</i>	101%	72%	95%
<i>Functional Management</i>	87%	101%	88%
<i>Mobility operations</i>	71%	86%	72%
<i>Administration and services</i>	85%	95%	86%
<i>Maintenance and repair</i>	96%	104%	97%
<i>Auxiliary mobility services</i>	80%	n.a.	80%

Welfare Programs

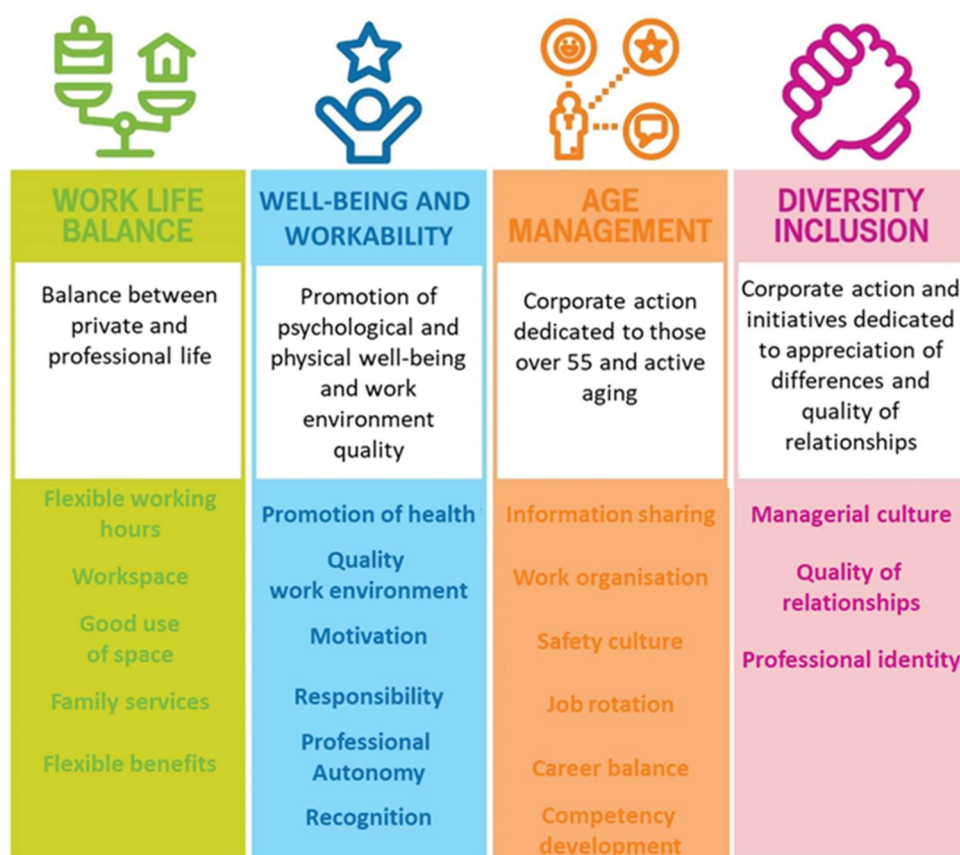
The Group has always been committed to investing in welfare programs that promote a good quality of life and work environment. In fact, ATM activated a welfare system to promote employee satisfaction and establish a peaceful and participatory "internal climate". There are many dimensions: motivation, collaboration, involvement, participation, circulation of information, flexibility and trust between people, conflict and dispute prevention, and health prevention.

The ATM Welfare system is for all employees with the goal of promoting their mental, physical and social well-being. The mission is to improve their quality of life and, in parallel, the quality of the environment in which they work. This system, promoted by the Welfare Function of the Human Resources Department, offers concrete answers to the needs of its employees who guarantee the quality and safety of the service provided by ATM every day.

²⁴ The processes underlying the data collection made it possible to collect only the data relating to the reporting year 2020 since it is the first year of application.

²⁵ The Group ratio between overall annual remuneration for men / women by professional areas was calculated as a weighted average on the number of employees by professional area of the operating offices.

Structured in synergy with the ATM Foundation, the Welfare system works in four areas:



In the course of 2020, 812²⁶ employees requested parental leave. Of these, 83.6% were men and 16.4% were women. During 2020, in addition to traditional parental leave other measures were added to assist parents during the pandemic, especially during the interruption of the activities in schools and in case of children's quarantine. Overall, parental leave (ordinary/ extraordinary) increased by 83% compared to 2019.

Moreover, after the introduction of smart working for 1,200 employees until July 2020, this work option was extended until the 14th of September to parents with children aged 14 year or younger to improve flexibility and work-life balance. This option was restored in December 2020 due to the new restrictions to mobility.

The main welfare activities and projects offered to employees and their families are listed below:

- employee counseling service, offering support through a multidisciplinary team on both personal and work issues. There were **327 employees** that took part in 2020, making more than **2,200 projects and interviews** conducted by the specialized corporate welfare team.
- activation of two specific help desks to support employees for the management of the COVID-19 emergency: ProntoWelfare online for personal and social needs and Psychological Helpdesk (EMDR) for post-traumatic rehabilitation from COVID-19, for employees and family members; a total of **105 people were helped**, 95 by the ProntoWelfare and 10 by the EMDR psychological help desk

²⁶ The value includes paid and unpaid parental leave with full and split day use. The data refers to the companies ATM S.p.A., ATM Servizi Diversificati S.r.l. and NET S.r.l.

- Parenting support through the Parent School via Teams and maternity coaching, carried out remotely one-to-one, with the **participation of 20 people**.
- Disability support in the COVID-19 era, through coaching for employees registered in protected categories, their manager and colleagues (peers) with the activation of **2 coaching projects**.
- Creation of a new area on the Group’s intranet called “Wellbeing and Smart working” with weekly publication of e-learning sessions and podcasts on the topics: psychological wellbeing, dietary wellbeing, physical activity and sport, parenting and family, smart working and work life balance; in total **77 e-learning sessions** were published.
- Launch of 2 cycles of webinars, visible in live and record versions (intranet area “Wellness and Smart working”). The first cycle covered health and wellbeing: emotions, resilience, digital wellbeing, sleep, sport, nutrition, caregivers, parenting. The second, from December 2020 onwards, on work and a healthy brain. In total, **687 people attended the webinars**.
- “Skills balance” course dedicated to **19 managers** over 50 with the aim of empowering and reinvigorating skills.
- Opening of company nurseries as summer centers at our facilities in the months of July and August, hosting **19 children**.
- Regular reopening of company nurseries for 70 children and grandchildren of employees, reorganized into “bubbles”, according to specific Covid-19 procedures.
- Granting of scholarships for children and student employees through a Financial Support and Development Committee, which in 2020 recognized **839 scholarships and 15 employee severance indemnity advances**. The latter concerned socio-economic situations which, with the provision of severance pay, allowed a rebalancing of the financial situation of the personnel who made the request.
- Training on "nutrition, posture and lifestyles" within the worker safety refresher courses according to Italian Decree 81, carried out online with the participation of **396 workers and 25 supervisors**.

Each year, the Group publishes all the welfare policies adopted, the quantitative and qualitative data of the projects and activities performed, and analysis of emerging needs in the WELFARE Report, intended for Group managers who manage relations with employee families in ATM.

Protecting Employee Health and Safety

The protection of the health and safety of its employees is of fundamental importance for ATM. In the year of the pandemic emergency more than ever, to protect the wellbeing of its employees, the Group is committed to spreading a culture of prevention in its workplaces and to increasing the quality of life at work, not only to comply with the increasingly numerous legal obligations. Full compliance with current regulations on safety and hygiene at work is an essential social commitment towards ATM workers and the territory in which the Group operates.

In 2020, the evolution of the pandemic linked to the spread of COVID-19 led to new health and safety needs for workers. Since Phase 1 of the emergency, ATM Group established an Internal Crisis Committee (pursuant to Article 13 of the Memorandum of Understanding of 14 March 2020), which implemented rules to ensure the health and safety of employees, collaborators and clients, as well as the regular performance of the public transportation service. There was constant dialogue with the trade unions through meetings with the RSU Coordination and with the RLS, in compliance with the provisions issued by the authorities. The Committee promptly analyzed the provisions of the authorities and put emergency measures in place on two main levels: the protection of passengers and the safety of employees.

Since the beginning of the health emergency, to protect the health of their people, the Italian companies that manage local public transport implemented numerous measures in the following areas:

- **Internal coordination:** management of working Groups aimed at minimizing the possibility of contagion;
- **Protection in the workplace:** cleaning and sanitizing of buildings and vehicles, prohibiting access to the front doors of surface vehicles, in order to guarantee the distancing for the drivers of the vehicles and supply to the latter of kits containing the individual protection aimed at minimizing the possibility of contagion;
- **Remote working:** promotion of smart working methods for all employees whose activities can be managed remotely, in order to reduce physical presence and consequently hinder the spread of the infection, and provide flexibility of access to services for employees at the company premises;
- **Guarantee insurance coverage:** stipulation of additional insurance coverage for all employees;
- **Support in management of out of the ordinary conditions:** implementation of emergency support services, such as psychological support desks, distance learning via e-learning and interactive webinars on topics such as health, parenting, physical activity and nutrition.

With the evolution of the emergency situation, ATM adapted these measures according to the emerging needs of workers and other Group stakeholders. Within the 2020 annual financial report and on the Group's website²⁷, all the measures taken by the Group and by the individual companies are reported, step by step, throughout the year.

As every year, with regard to the services provided and integrated mobility in the area, ATM wants to be a point of reference, ensuring a quality, safety and competitiveness of service for all. The Group acts to constantly prevent accidents and occupational diseases of its staff and to guarantee efficiency and effectiveness in its monitoring processes. Therefore, the adequacy of management of risks and opportunities in this regard is fundamental for ATM.

ATM pays constant attention to identifying health and safety hazards, assessing any residual risks and implementing adequate prevention measures. Prior to the deadlines set by the responsible bodies, ATM S.p.A. decided to anticipate the transition from the BS OHSAS 18001 standard to ISO 45001, obtaining the new certification of the health and safety management system during the year. The ISO45001 standard covers approximately 94% of the ATM Group staff²⁸.

Certification is a significant determining factor, which highlights the priority of pursuing defined objectives, placing attention to all interested parties in the foreground, including the performance of its suppliers.

The processes available to workers to report issues relating to safety in the workplace are defined by a specific procedure. The various channels such as the "Whistleblowing" IT tool or the e-mail addresses of the Supervisory Body guarantee the confidentiality of the parties involved in various capacities.

During 2020, the Group continued the activities confirming the state of compliance with the voluntary international standards ISO 9001:2015, ISO 14001:2015. The audits carried out by the certification body found that ATM was able to respond to the requests of the context and of the interested parties, as well as on the occasion of all the extraordinary events in corollary, implementing strategic planning, timely monitoring and guaranteeing the quality parameters planned. The third-party certification body has verified the substantial alignment of the organization, processes and work environments with the requirements of the standards.

The protection of employee health and safety and attention to environmental sustainability are in fact the focal point in the identification, design and implementation of each process or project carried out during the 2020 financial year, in continuity with previous years. In general terms, in the face of

²⁷ https://www.atm.it/it/AtmNews/AtmInforma/Pagine/ATM_emergenza.aspx

²⁸ The Group will further the analysis with respect to the significant non-employees, in order to assess the need to collect data from the employers of external collaborators and suppliers who operate at the Group's construction sites and/or under the control of the Group, evaluating the quality and accuracy of the data over which it does not exercise direct control.

situations that are dangerous for the health and safety of workers, highlighted by injuries or accidents, ATM provides an analysis based on four categories:

- Organization (e.g. working methods, shifts, operational sequences, etc.)
- Personnel (e.g. information, education and training)
- Environment (work environment, workstation layout, etc.)
- Equipment (equipment for personnel, departments, etc.)

In line with these principles and with attention to corporate responsibility for workplace and environmental safety offenses covered by Legislative Decree 231/2001, in 2020 ATM continued the process of continuous improvement of its quality, environmental and safety management systems, maintaining a high degree of environmental and social responsibility.

This was implemented in 2020, through the complex set of activities aimed at:

- identifying any health and safety hazards at work by assessing their degree of risk and related prevention and protection measures to be taken to mitigate their potential impact;
- strengthening safety training programs, with the involvement of all staff, from each of the various organizational levels, ensuring that responsibilities and operating procedures are precisely defined, and communicated appropriately and correctly applied;
- guaranteeing the constant and correct flow of information regarding health, safety at work and the environment, to internal and external stakeholders.

Metro Service has developed its own "health policy", based on a model prescribed by the Danish National Health Service "Sundhedsstyrelsen". The model consists of five phases that focus on the following topics: diet, smoking, alcohol, exercise and stress.

Accidents, occupational diseases and injury are just some of the outcomes of incomplete or inadequate assessments of health and safety risks. The Group pays the utmost attention to monitoring these risks, setting the reduction of the number of accidents and illnesses as its constant objective. This objective is achieved through the provision of training to personnel, guaranteeing a healthy and safe working environment. The company health service, guaranteed to all Group staff, is a fundamental element to ensure the achievement of the objective through management of health surveillance activities. A special contract, stipulated with structures of the Italian National Health Service, provides all the services of Occupational Medicine and the activities of Doctors required by the relevant legislation. Furthermore, the Group considers legislative compliance, the fulfillment of the requirements issued by the control bodies (such as ATS) and the succession/rotation of the figures or roles required by the OHS regulations to be fundamental.

BOX: Policy on Quality, Safety and the Environment

The Group's Policy on Quality, Safety and the Environment confirms its commitment to becoming a reference point for integrated mobility, guaranteeing quality, safety and competitiveness of services, in full respect of the environment and sustainability.

During 2020, the ATM Group recorded 167 accident reports, 157 relating to male employees and 10 to female employees. Among the events recorded, the main types of accidents found were cases of aggression, road accidents and falls, slips and trips, all decreasing compared to the previous year, and 5 cases of contagion from Covid-19 recognized by INAIL. In 2020, the number of accidents decreased by about 25% compared to 2019, not only due to the different working context due to the health emergency, but also as a demonstration of the continuous commitment to the protection of workers. The Group is committed to preventing accidents at all levels and in all Group companies, through the multiple forms of prevention and protection implemented in the last five years, with a significant

“profit” in terms of availability, productivity and efficiency of the resources involved in the various processes.

the accident rate at work is equal to 2.25 (2.28 for men and 1.82 for women), down from the rate recorded last year, 2.61. As there have been no cases of death due to accidents and serious injuries (resulting in more than 180 days of absence) throughout the year, the rate of deaths due to accidents at work and the rate of injuries with serious consequences are equal to zero, down compared to 2019 (0.02, resulting from 2 injuries with serious consequences). For the two-year period 2020-2019, no fatal accidents in the workplace were recorded ²⁹.

With regard to occupational diseases, in 2020 the Group received two reports of deaths due to occupational diseases (malignant pleural mesothelioma) and one report of occupational disease due to a tendinopathy in the shoulders. These cases have been indicated as events for which ATM has filed a complaint with INAIL at the request of the authority itself³⁰. The Group is not given evidence of any acceptances or other actions taken by the entity or of any other information relating to the state of the employee.

As for those working in particularly tiresome and cumbersome positions - the so-called demanding jobs - in the work carried out by ATM Group, vehicle drivers with a total capacity of not less than 9 places used for public transport and night workers, as regulated by the Legislative Decree 67/2011 fall into this category. In addition, as part of the recognition of the benefit that most favors the accrual of the pension right, the INPS circular no. 99 of 16/6/2017 includes train drivers among the figures conducting particularly "onerous" activities. The positions of metropolitan train driver and tram driver were excluded (Inter-ministerial Decree 5 February 2018).

In terms of health and safety in the workplace, the involvement of staff at all levels in promotion of a health and safety culture, centered around the issues of prevention and protection from risks and increasing awareness of the influence their own behavior plays on their health and safety, resulted in a decrease in the number of accidents. Despite the health emergency, during the year, the Group continued with safety training for newly hired personnel, defined according to the job role of the individual employee. In addition, the provision of the five-year training update on workplace safety continued, lasting 6 hours, in which didactic modules relating to lifestyles, healthy eating, addictions and environmental sustainability were integrated. In addition to the regulatory update to the corporate safety organization, it was decided to address technical issues in the workplace and on the equipment supplied (Noise / Vibration Risk, Electromagnetic Fields (EMF) Risk, Artificial Optical Radiation Risk - ROA) and to invest in training sessions (correct use of protective equipment, risk from confined environments).

The Prevention and Protection Service, in addition to staff training and the necessary support for the various corporate functions, conducted various improvement initiatives, such as:

- Drafting new work procedures and operating instructions for the safe performance of the activities carried out in company and citizen contexts;
- Verification of workplaces, with particular reference to VDT environments and workstations;
- Update of specific risk assessments.

²⁹ Starting from this year, the reporting of employee injury data was carried out in line with the new GRI 403 standard, published by the Global Reporting Initiative (GRI) in 2018, replacing the version published in 2016. For this reason, the data for 2019 have been restated with respect to what is required by the new indicator. The injury rates are calculated as follows:

- Rate of deaths resulting from accidents at work: number of deaths resulting from accidents at work / number of hours worked * 200,000;

- Rate of accidents at work with serious consequences (excluding deaths): (number of accidents at work with serious consequences (excluding deaths) / number of hours worked * 200,000;

- Recordable workplace injury rate: number of recordable workplace injuries / number of hours worked * 200,000.

³⁰ The data on cases of occupational disease does not include the Metro Service Company as it is not available.

Training Initiatives

ATM has always been committed to supporting the continuous improvement of the quality of customer service through numerous training initiatives for each professional role.

The training is provided daily to enrich and enhance the skills of people both at a technical, behavioral and managerial level, as well as to fulfill obligations deriving from national regulations, contracts and/or company agreements. In addition, the development levers are managed with the aim of ensuring that people are empowered to fully express their potential by optimizing performance.

In order to ensure maximum transparency in training and development of its human capital, ATM has developed a site dedicated to training and has laid out specific internal procedures published on its corporate site.

The activities are carried out in the training center, the ATM Campus, accredited by the Region of Lombardy for its design and delivery of training and orientation activities. The campus is ISO 9001 certified and has recently been renovated with the most modern digital teaching tools.

In 2020, the Group provided approximately 190,676 hours of training, recording a decrease of approximately 36% compared to 2019. This difference in the number of hours of training, which still stands above the overall targets established for company personnel, is mainly due to the suspension of activities imposed by the various national and local regulatory interventions aimed at containing the pandemic. The passage of a large part of the training to Distance Learning only partially compensated for this trend, given that it was necessary to redesign all the contents to adapt them to the new training format and the training modules for online training are shorter (about 25%) and distributed over time, thus also requiring a greater organizational burden for the management of individual courses.

In a second phase of management of the pandemic, in-person training was resumed for some training activities, for example concerning professional qualifications and safety, albeit with extensive limitations on the use of space due to social distancing regulations. All the activities for technical and managerial training were continued via Distance Learning.

In May 2020, the first distance learning catalog in the history of the company was published, with 20 course options including relational, managerial and technical-specialist training. The catalogue also contains several novel works such as a Public speaking for webinar program or a workshop dedicated to the effective management of their personal and work resources with respect to the Covid-19 emergency.

In June, an innovative eLearning platform atm.goodlearning.it was also introduced, which significantly expanded the potential participation of all company personnel, both in remote work and in the remote connection of various classrooms and company offices. This allowed ATM to experiment with formats such as the virtual Escape Room, new courses dedicated to Trust and Effective Delegation, remote management events and cross-cutting courses for New Managers, induction course for new graduates "Leader of the Future in ATM", a course for the role of Personnel Manager and one for Security Coordinators.

Thanks to the introduction of the platform, important training courses have also been launched on the subject of Ethics and updates on 231, anti-corruption and transparency. These courses constituted the initial activity of a three-year training program dedicated to these issues, and in 2020, 154 people, from functional managers and Contract Execution Directors (DEC) participated in the "ATC and Transparency, 231 and Ethics" training. A workshop on the development of the culture of integrity was also proposed for the first time, for 88 employees operating in the commercial areas and in direct and indirect sales channels.

Furthermore, compulsory and non-compulsory training on health and safety at work continued throughout the year in compliance with current regulations. An online mandatory refresher course on safety for workers and supervisors (Legislative Decree 81/2008) was introduced, making it possible to

maintain a constant level of training in this area also for people continuously employed in remote activities.

The use of inter-professional training funds, "Fonservizi" and "Fondirigenti", through a rigorous internal discipline in the administrative field provided for the coverage of training costs also in 2020.

Table 29. Average hours of training provided per employee Group, divided by professional category and gender

ATM GROUP	2020			2019			2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Average Training Hours	17.6	25.8	18.4	28.0	38.1	28.9	35.4	30.0	34.9
<i>Top Line Management</i>	12.7	26.1	16.0	20.2	36.1	24.0	28.0	23.8	27.0
<i>Functional Management</i>	22.6	23.7	22.9	33.2	29.8	32.5	35.6	31.6	34.8
<i>Mobility Operations</i>	21.2	51.0	22.9	30.9	81.1	33.4	46.7	65.9	47.6
<i>Administration and Services</i>	9.6	11.8	10.3	27.0	15.8	23.4	16.9	15.7	16.5
<i>Maintenance and Repair</i>	12.8	30.9	12.8	25.4	14.5	25.3	17.3	10.0	17.3
<i>Auxiliary Mobility Services</i>	6.8	6.9	6.8	11.1	13.4	11.7	11.6	3.1	9.7

BOX: TRAINING FOR RELATIONS WITH THE CUSTOMER AND DISABILITY

In 2020, despite the limitations posed by the health emergency, training continued for front-line ATM staff regarding the correct and effective relationship with customers. In particular, 342 employees were involved including security personnel, station operators, automatic metro line agents, line tutors, operating staff, service operators, ATM Point employees, train drivers and emergency response operators.

Issues such as anger/aggression management, and more generally the management of potentially critical situations, were also addressed. The staff in the classroom were also trained on managing relations with disabled clients, also through informational brochures and an app with further information and videos.

Finally, during the year, an initiative was introduced that involved 136 volunteers, including executives, functional managers and staff to operate within the metro stations, in support of Customer Assistance activities. This project has saw 987 hours of coaching, offering a useful contribution in terms of customer service, but also serving as testament to the people who are committed to guaranteeing the provision of public transportation services even in the most difficult moments of the year, all the proximity and support of every member of the ATM team.

Metro Service also provides education, training and requalification courses on safety-related activities and the specific work performed. The employees in Copenhagen are also supported in conducting

further studies not directly related to the job they currently hold, but which may be relevant for future work and personal development.

In Copenhagen, requirements were established to ensure compliance with the railway safety certification required by the Danish Transport, Building and Construction Agency. This requires that employees performing safety-related activities undergo training programs with periodic tests to ensure that relevant skills are maintained. To promote further professional and personal development of employees, Metro Service manages all administrative work in connection to education relevant to the business, including government training grants, and offering flexible working hours. In addition, the Company established three education committees, representing stewards, technicians and control room personnel. The purpose of the committees is to promote the development and training of this Group of employees.

Finally, highlighting the central role that safety training plays for Metro Service, the Company dedicated a total of 30,660 hours to training in 2020. This represents a slight decrease compared to the hours spent in 2019, which is the result of hiring fewer new employees between 2019 and 2020 and the optimization of the use of the training simulator activated in 2019 for stewards. The hours devoted to safety training vary from year to year due to retraining intervals.

Professional Development

ATM works with the constant objective of creating a work environment made up of valuable people, aware of their own value and role, who are motivated to contribute to the quality of the service and to the satisfaction of the clients.

Actions to achieve this goal are pursued at every stage of the career cycle and accompany ATM people as they move within the Group.

Such actions therefore start right from the selection process: the company works to ensure effective coverage of external turnover and the strengthening of key competence areas.

Great attention is paid to mapping the skills necessary for each individual role, which are then used to identify the best candidates. This is achieved through a well-structured selection process, which uses a set of integrated tools - from interviews, tests, assessment courses, and technical-practical tests, etc. These tools are used according to the specific characteristics desired.

In 2020 this process led to the selection and onboarding of 617 people in Italy. The search was conducted mainly for professionals to be inserted in operations: namely drivers of buses, trams and trolleybuses, station agents, security staff, other support figures for operational management. These hires were made both with full-time contracts and - in specific areas of the organization - with part-time contracts, due to the need for organizational flexibility and optimal coverage of the scheduled services.

In parallel, new hires were added to the maintenance departments, in the Information Technology area, and specific staff roles.

Once they were inserted into the company structures, ATM made efforts to demonstrate appreciation of these resources. This was done through an integrated model of development initiatives: performance evaluation, skill evaluation, position weighing, benchmark and remuneration management, development of substitution tables, as well as appropriate management of organizational changes and individual career paths.

To better target the company's development programs and enhance the self-development capacity of individuals, a program was launched to analyse professional and personality profiles of a wide range of Group resources, based on the use of advanced assessment tools and one-to-one return meetings.