

HUMAN CAPITAL

Main results related to human capital

Table 18. Summary of results related to the human capital of the ATM Group

<p>10,473 employees to December 31, 2022</p>	<p>750 new hires during 2022</p>	<p>319,168 training hours paid in the year</p>
<p>7.2% incoming turnover</p>		<p>7.1% <i>outgoing turnover</i></p>

What is human capital

Human capital is represented by the people who make their contribution to the Group's activities every day, through their own know-how, their competence, loyalty and commitment to a collaborative climate aimed at optimizing organizational processes.

Material themes related to human capital

Climate change, energy consumption and environmental impacts	Responsible management of resources and waste	Intermodality and integration of services	
Quality and accessibility of services	Security & safety	Relations with the territory and local development	
Creation and distribution of economic value	Noise and vibration mitigation	Diversity, inclusion and welfare	
Training and professional development	Protection of health and safety at work	Ethics, integrity and compliance	Responsible supply chain management





As foreseen by the *International <IR> Framework* for the drafting of the Integrated Report, the following table shows the main inputs, outputs and outcomes as well as the main business activities that act with reference to human capital.

INPUT	BUSINESS ACTIVITIES	OUTPUT	OUTCOME
<ul style="list-style-type: none"> • Know how to make people of the Group • Investments in training plans • <i>Welfare and worklife balance projects</i> and positive internal climate 	<ul style="list-style-type: none"> • Personnel selection and management • Continuous training of staff at all levels • Management of the health and safety of employees • Employee career path management processes • Skills assessment • Climate analysis 	<ul style="list-style-type: none"> • Support the personal needs of employees • Hours of training provided • Health and safety at work 	<ul style="list-style-type: none"> • Strengthening the culture of health and safety • Employment • Motivation and satisfaction of people

The main sustainability objectives

The table below shows the main sustainability objectives and their level of achievement as at December 31, 2022 with reference to the human capital of the ATM Group

Table 19. Sustainability objectives related to the human capital of the ATM Group

Objectives	Status as of December 31, 2022	
<ul style="list-style-type: none"> Progressive widening and expansion of existing <i>diversity management policies</i>. 		<p>In 2022, 10 new pink baths were built, thus reaching 76 bathrooms distributed in the warehouses, in the metro network and over the city.</p> <p>In 2022, 5 coaching paths were activated for maternity support and 3 for disability support.</p>
<ul style="list-style-type: none"> Gradual creation of <i>co-working workstations</i> in the various company offices and for the use of <i>smart working</i>. 		<p>After the experience of the pilot project started in September 2019 and given the covid-19 emergency, <i>smart working</i> was introduced as a working tool for more than 1200 <i>staff employees</i> and continued throughout 2021 in accordance with the state of emergency. The agile working mode continued also in 2022 and was maintained even after the end of the pandemic phase through a specific contract.</p> <p>The first 4 <i>co-working sites</i> have been built at some <i>management locations</i>, Zadar, Monte Rosa and San Donato to allow employees who need to stay at these locations for meetings or other work commitments, to reduce the movement of home work and maximize your time.</p> <p>Also in other places work stations have been made available for those who want to work in presence on Friday (closing day of some places in the perspective of energy saving).</p>
<ul style="list-style-type: none"> Development and implementation of <i>age management policies</i>. 		<p>In the context of active aging, the skills balance, a work on <i>employability</i> and <i>self-branding</i>, was realized in 2021.</p> <p>In 2022, <i>Age Management activities</i> were incorporated into <i>Diversity & inclusion policies</i>.</p>
<ul style="list-style-type: none"> <i>Employee counseling service</i> to support them with a multidisciplinary team in both personal and work issues. 		<p>320 cases dealt with in 2022 with 2,240 talks and interventions.</p>

The Group's human capital

ATM works with the constant objective of promoting an organizational context made up of people of value, aware of themselves and of their role, motivated to make their contribution to the quality of the service and to the satisfaction of the internal and external customer.

The growth and development of ATM people has always been a fundamental element in achieving the Group's objectives. Therefore, the Group is committed to providing its employees with a working environment that favors inclusiveness and a sense of belonging to the large community of professionals within the Organization. This commitment is realized through the implementation of procedures and

policies in favor of the principles of meritocracy, leadership and inclusion, as well as the effective involvement of all levels of management in the development and management of human resources.

The people of ATM

In 2022, in the face of a new complexity that emerged in the labor market at a global level, with the emergence of the phenomenon of “great resignation” and the concomitant continuation of the trend, started in 2021, which led to a decline in candidatures for all the profiles sought, the ATM Group has implemented new actions aimed at increasing the number of candidates, while continuing to invest energy in the care of its people. The year was characterized, therefore, by a substantial program of recruitment and selection, aimed at guaranteeing the relay of the internal structures thanks also to the new projects implemented, among which are mentioned as an example: CQC Project (i.e. the achievement of the Driver Qualification Card subsidized by ATM), Technical Academy of Maintainers, New Career Site, increase in advertising dedicated to the Recruitment campaign, involvement of ethnic communities present in the territory, significant increase in all Employer Branding activities.

New resources have been included in the maintenance departments and strategic structures such as the Information Technology area, activities aimed at participating in international competitions in the public transport sector or the scope of Smart Mobility projects have been strengthened.

The recruitment was also necessary to cope with the number of exits that have particularly affected the figures of the automotive and metropolitan area, which represent respectively about 48% and 13% of the total exits. The latter, unlike in the past, see a significant increase in voluntary resignation, which accounts for almost half of the total expenditures exceeding the exit from access to retirement.

From the viewpoint of gender balance, the activities and professions carried out in the ATM Group are among the sectors in Italy with a high percentage of gender inequality. The employment of women in Italy accounted for about 20% of the entries recorded in 2022, a substantial number in relation to the company's strength. The assumptions and policies undertaken have helped to improve the gender balance with positive results evident in the distribution of force.

Most of the entries, Italy side, took place with fixed-term contracts (slightly less than 70%) to a lesser extent than in previous years, with the aim of increasing the number of fixed-term contracts. Moreover, even in the complex phase of progressive exit from the pandemic phase, no. 380 employment contracts. Finally, for 2022, the ATM Group did not use the sector's bilateral fund to deal with the market crisis.

As of December 31, 2022, the ATM Group's strength consisted of 10,473 people, of which 9,875 in Italy and 598 in Denmark²². In particular, in Copenhagen, the resources used increased by around 2% compared to last year. Almost all employees have established a stable working relationship with the Group. In fact, about 97% of the workforce is employed on an indefinite contract, slightly increasing compared to the previous year.

The company's population as of December 31, 2022 is composed as follows:

²² These figures refer only to the employees of the Group (expressed in *Head Count*). It should be noted that external collaborators are a residual component in relation to the total number of employees.

Table 20. Number of employees of the ATM Group at December 31, by contract type and type (determined/ indeterminate)

Region	Type of contract	12.31.2022			12.31.2021			12.31.2020		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
ATM GROUP (WORLD)	Indeterminate time	9.156	954	10.110	9.108	937	10.045	9.114	909	10.023
	Determined time	275	88	363	389	34	423	294	47	341
	TOTAL	9.431	1.042	10.473	9.497	971	10.468	9.408	956	10.364
Of which in ITALY	Indeterminate time	8.703	827	9.530	8.664	806	9.470	8.681	776	9.457
	Determined time	262	83	345	378	31	409	282	43	325
	Sub-total Italy	8.965	910	9.875	9.042	837	9.879	8.963	819	9.782
Of which ABROAD ²³	Indeterminate time	453	127	580	444	131	575	433	133	566
	Determined time	13	5	18	11	3	14	12	4	16
	Sub-total abroad	466	132	598	455	134	589	445	137	582

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

ATM GROUP	12.31.2022			12.31.2021			12.31.2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time employees	9.096	891	9.987	9.034	825	9.859	8.976	797	9.773
Part-time employees	335	151	486	463	146	609	432	159	591
TOTAL	9.431	1.042	10.473	9.497	971	10.468	9.408	956	10.364

In the same way as in previous years, in order to reconcile the working life times of the staff, most of the requests received from workers to transform their contract from full-time to part-time were accepted.

There is a reduction in part-time contracts in the LPT companies of the ATM Group, since full-time contracts were used during the recruitment phase and were considered to be more stable, by reducing the partial contracts necessary for greater organizational flexibility and optimal coverage of the scheduled services.

As of 12.31.2022, the ATM Group²⁴ also has 12 external collaborators: 8 interns who have an internship contract and 4 people who work with a collaboration contract.

The activities carried out by these people depend on the needs of the Group. Interns generally support staff functions while external collaborators are usually professionals of which the ATM Group uses for project and/or legal activities.

²³ The data includes three male employees of ATM S.p.A. posted to Metro Service A/S.

²⁴ During 2022, the ATM Group began to collect information on the number of external workers. The data does not include Rail Diagnostics Spa, Gesam Srl and City Link Srl.

In the ATM Group there is in fact a decrease of employees with *part-time contracts*, - 20% compared to 2021 of the ATM force (which represent about 5% of the total).

The increase in ATM's strength was due to the 750 recruits in 2022, of which 154 women and 596 men, compared to 745 exemptions (660 men and 85 women). The Group's turnover rate in 2022 was 7.2%, while the turnover rate in the year 2000 was 7.1%.

Table 22. Number of revenue and turnover, by age group and gender

Age group	2022				2021				2020			
	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate
<30	221	64	285	35.3%	257	38	295	36.7%	216	32	248	33.1%
30-50	330	80	410	7.1%	346	42	388	6.7%	294	60	354	6.1%
>50	45	10	55	1.4%	48	6	54	1.4%	12	8	20	0.5%
TOTAL	596	154	750	7.2%	651	86	737	7.0%	522	100	622	6.0%
Incoming turnover rate	6.3%	14.8%	7.2%		6.9%	8.9%	7.0%		10.5%	5.5%	6.0%	

Table 23. Number of outgoing and turnover outgoing, by age group and gender

Age group	2022				2021				2020			
	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate	Men	Women	Total	Rate Turnover
<30	73	13	86	10.6%	64	10	74	9.2%	55	14	69	9.2%
30-50	269	38	307	5.3%	189	27	216	3.7%	111	23	134	2.3%
>50	318	34	352	9.1%	309	34	343	8.9%	312	18	330	8.8%
TOTAL	660	85	745	7.1%	562	71	633	6.0%	478	55	533	5.1%
Rate Outgoing turnover	7.0%	8.2%	7.1%		5.9%	7.3%	6.0%		5.1%	5.8%	5.1%	

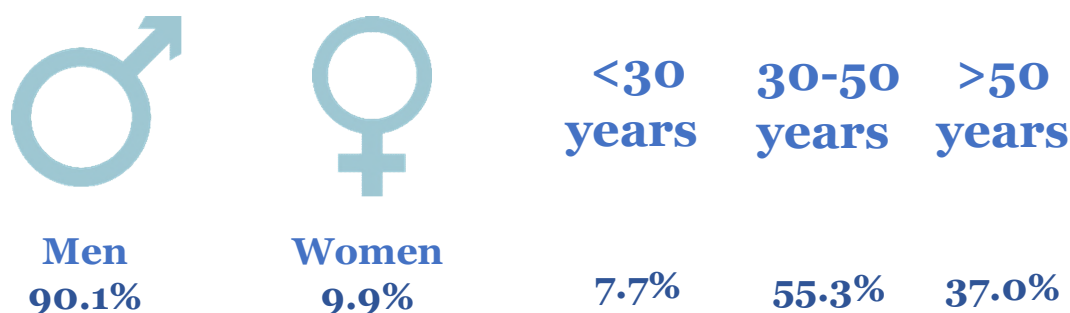
The diversity of ATM people

For the ATM Group, the diversity of its employees is a strong element. Therefore, the Group works to promote the diversity and inclusion of employees, creating a sense of organizational cohesion and a corporate culture in which the different individual experiences are valued.

Specifically, the Group has appointed a Diversity Manager, in charge of monitoring, coordination and monitoring of projects and actions activated with the aim of promoting these issues.

Analysis of the figures relating to the composition of the Group's strength confirms the prevalence of male workers in analogy with previous years (about 90.1%). The female presence for professional areas is on average constant compared to last year. However, there was a slight increase in management (28.6% in 2022 compared to 28.2% in 2021). Employees aged between 30 and 50 represent the majority of the corporate population, about 55.3%, followed by over 50 (about 37%) and finally under 30, about 7.7%, in line with 2021.

Composition % of the workforce at December 31, 2022, by gender and age groups



As of December 31, 2022, the Group is composed by gender, professional category and age group:

Table 24. Composition % of the Group's staff, by professional category and gender²⁵

ATM GROUP	to 12.31.2022			to 12.31.2021			to 12.31.2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Management area	71.4%	28.6%	0.3%	71.8%	28.2%	0.4%	75.7 %	24.3 %	0.4 %
Officials area	75.3%	24.7%	3.7%	78.1%	21.9%	4.0%	78.1 %	21.9 %	3.5 %
Exercise area	93.8%	6.2%	58.6%	94.5%	5.5%	59.3%	94.5 %	5.5 %	59.6 %
Administration and Services area	65.7%	34.3%	9.4%	66.2%	33.8%	9.0%	66.8 %	33.2 %	8.8 %
Plant and workshop maintenance area	99.7%	0.3%	19.2%	99.6%	0.4%	18.7%	99.7 %	0.3 %	18.7 %
Auxiliary services area for mobility	77.0%	23.0%	8.8%	77.7%	22.3%	8.6%	76.3 %	23.7 %	9.0 %

Table 25. Composition % of the Group's staff, by professional category and age group²⁶

ATM GROUP	to 12.31.2022				to 12.31.2021				to 12.31.2020			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Management area	0.0%	34.3%	65.7%	0.3%	0.0%	38.5%	61.5%	0.4%	0.0%	40.5 %	59.5 %	0.4 %
Officials area	0.3%	47.7%	52.0%	3.7%	0.7%	50.0%	49.3%	4.0%	0.3 %	46.0 %	53.7 %	3.5 %
Exercise area	6.4%	59.9%	33.6%	58.6%	7.5%	60.1%	32.4%	59.3%	7.8 %	61.5 %	30.7 %	59.6 %
Administration and Services area	11.2%	50.4%	38.4%	9.4%	9.7%	50.2%	40.0%	9.0%	6.6 %	48.5 %	45.0 %	8.8 %
Plant and workshop maintenance area	12.6%	49.5%	37.9%	19.2%	10.4%	50.1%	39.6%	18.7%	8.0 %	51.1 %	40.9 %	18.7 %
Auxiliary services area for mobility	5.3%	46.0%	48.7%	8.8%	4.6%	46.3%	49.2%	8.6%	5.8 %	46.2 %	48.0 %	9.0 %

The Group pays particular attention to the needs of persons belonging to protected and disabled categories, in addition to what is required by the reference regulations. In 2022, there were 241 people with disabilities and/or protected categories in the Group, of which 38 women and 203 men. ATM, moreover, through continuous investments on its own structures, wants to allow more and more access to the workplaces to all, be they ATM workers or possible visitors with mobility disabilities. Moreover, in 2020 an agreement was drawn up with the competent offices of the Metropolitan City of Milan, which provides for the acquisition of no. 12 disabled workers by 2027.

²⁵ The percentage of the staff composition by professional category, gender and age group were calculated in relation to the total by professional category.

²⁶ See previous note.

Table 26. Number of employees belonging to protected and disabled categories

ATM GROUP	12.31.2022			12.31.2021			12.31.2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees belonging to protected categories	8	3	11	4	3	7	8	3	11
Disabled employees	195	35	230	179	33	212	175	33	208
TOTAL	203	38	241	183	36	219	183	36	219

Employee remuneration

The Group undertakes to pay particular attention to the issue of diversity. In fact, management policies are implemented to ensure that the compensation system is sustainable, aligned with the business objectives, the market situation and the long-term interests of stakeholders. The remuneration instruments and methods are constantly updated in relation to the regulations and time-by-time reference contracts. Through them the Company intends:

- ensure a fair remuneration of all employees, in relation to the skills expressed daily in the achievement of their respective professional objectives;
- attracting, retaining and motivating highly qualified employees who can provide decisive support to maintaining and improving the group's operating standards;
- ensure long-term sustainable performance;
- create an inclusive working environment of all forms of diversity that can foster the expression of individual potential.

Below is the ratio of remuneration between women and men employees by professional area and significant operating locations, i.e. those present in Italy and abroad.

Table 27. Annual basic salary ratio for women and men for significant professional areas and operations²⁷

ATM GROUP	2022			2021			2020		
	Italy	Abroad	Group	Italy	Abroad	Group	Italy	Abroad	Group
Management area	100%	66%	92%	88%	71%	84%	101%	80%	96%
Officials area	91%	89%	91%	91%	93%	91%	89%	101%	90%
Exercise area	83%	100%	84%	85%	98%	86%	79%	89%	80%
Administration and Services area	94%	88%	93%	93%	92%	93%	91%	94%	91%
Plant and workshop maintenance area	102%	97%	101%	93%	98%	94%	97%	105%	98%
Auxiliary services area for mobility	87%	N/A.	N/A.	89%	N/A.	89%	89%	N/A.	89%

²⁷ The Group's ratio of man/woman's annual basic salary per professional area was calculated as a weighted average on the number of employees per professional area of the operating locations.

Table 28. Overall average remuneration ratio for women/men for significant professional areas and operating locations²⁸

ATM GROUP	2022			2021			2020		
	Italy	Abroad	Group	Italy	Abroad	Group	Italy	Abroad	Group
Management area	100%	59%	91%	88%	65%	83%	101%	72%	95%
Officials area	86%	89%	86%	87%	93%	89%	87%	101%	88%
Exercise area	77%	96%	78%	77%	97%	78%	71%	86%	72%
Administration and Services area	90%	90%	90%	89%	94%	90%	85%	95%	86%
Plant and workshop maintenance area	93%	87%	93%	82%	93%	83%	96%	104%	97%
Auxiliary services area for mobility	82%	N/A.	N/A.	83%	N/A.	83%	80%	N/A.	80%

As regards the ATM Group²⁹, new information required by the GRI on the remuneration³⁰ aspect was reported.

There are two new elements:

- The ratio of the total annual salary of the person most paid to the median total annual salary of all employees (excluding the person most paid) equal to 14.72.
- The ratio of the percentage change in the total annual salary of the person most paid to the percentage change in the median value of the total annual salary of all employees (excluding the person most paid) equal to 2.12.

Welfare Diversity & inclusion Programs

For several years, the company Welfare in the ATM Group has played a crucial role, since, in addition to its employees, it also generates benefits for their families and reference communities. The challenges posed by the Fourth Industrial Revolution, and exacerbated by the pandemic, are disrupting all organizational and management processes. According to the latest research, well-being is the biggest global challenge for organizations. Therefore, in addition to implementing new working methods, "new ways of working" has begun to be envisaged, for which personal skills and cross-functional skills will be essential in addition to technical skills. The theme will be to redesign the working experience of people, inside and outside the company, in order to create working environments capable of favoring inclusion and mental, emotional and relational well-being.

The European Union's objectives for 2030 also include a number of targets linked to diversity and inclusion. The European Union is committed to promoting diversity in the world of work and to ensuring

²⁸ The Group's ratio of overall annual remuneration for men and women for professional areas was calculated as a weighted average of the number of employees per professional area of the operating premises.

²⁹ The data does not include Rail Diagnostics Spa, Gesam Srl and City Link Srl.

³⁰ The salaries of employees who entered and left between 2021 and 2022 were removed from the count. This practice is equivalent to equating remuneration over the two years for those individuals for whom the total variation would be 0.

equal opportunities for all workers. In this sense, ATM has been active in significantly reducing wage inequality between men and women and in promoting gender equality.

In addition, awareness of diversity and inclusion has been initiated in the company to promote an inclusive and diversity-friendly work environment. To this end, various forms of “online” training have been developed, which can be used by all workers, so that the needs of the various social communities, including those of public transport customers, can be understood and respected.

The new trusted advisor was created in 2022, which is an open and transparent communication channel to enable employees to report concerns or concerns about harassment. Stalking and all forms of violence in the workplace consistent with ATM's diversity and inclusion policies, in order to receive timely and competent listening and response.

In 2022, the Care Manager was also established with the aim of addressing, in a structured and organized way, the increasing complexity resulting from aggression or serious accidents on the part of the staff in service. A choice that responds to the company's will to have a dedicated professional, on the net with all services, and able to provide support in overcoming conditions of need and psycho-emotional discomfort following the extraordinary event. ATM has also created a cross-functional team that meets periodically to evaluate the actions to be taken. Created in October 2022, the care manager has allowed 23 cases to be managed during the last 3 months of the year.

Finally, with the participation in the Milan Municipality's work Pact, a collaboration with external organizations (the municipality's associated companies) has begun to promote diversity and inclusion, as well as within the company, also in the city community, through various actions, among which, for example, the sharing of welfare initiatives.

The Welfare ATM system is based on many dimensions and is aimed at promoting employee satisfaction in order to establish a participatory and responsible “internal climate”. This system, realized in synergy with the ATM Foundation, and with the whole network of services of the city, is divided into three areas of work:



The following are the main actions and projects of *Welfare*, Diversity and inclusion that are offered across the board to all professional families:

- **Counseling service** (within which the 2020 #ready-to-make service was integrated) to employees to support them with a multidisciplinary team in personal and working criticalities. The number of employees targeted in 2022 was around 2,240 interventions and interviews carried out by the company welfare team;
- **Coaching disability** addressed to employees enrolled in the protected categories, their manager and colleagues (peers) with the activation of 3 coaching;
- **Support for motherhood** through the coaching process that was opened for the first time also to women of operation, for a total of 5 coaching in 2022;
- **Prevention of harassment and stalking:** 2022 was a very important year for the issue of preventing harassment at work because, in accordance with the regulatory obligations introduced by ILO Convention No. 190 received with L. 4/2021, the figure of the trusted advisor, expert criminal lawyer for mediation, has been introduced, who has been dealing since July with all reports of discrimination, harassment and stalking. In January 2022, the first group, whose functions are impacted by the subject, participated in training on the prevention of harassment at the workplace.
- New “**Diversity & inclusion**” webinar cycle, which saw live participation by 78 people, then made available to all employees on demand;
- Management **of company nests** for 89 children and grandchildren of employees
- Grants for children and student employees are awarded through a Support and Financial Development Committee which in 2022 recognized 969 study awards and 22 advances in TFR. The latter concerned socio-economic situations which, with the disbursement of the FT, enabled a rebalancing of the financial exposure of staff;
- Activation of a **Marketplace platform** for the purchase of goods at agreed prices dedicated to all employees and their families with more than 250 items of expenditure;
- **Housing for new hires and employees** in situations of temporary need: Arrangement of accommodation at agreed prices with 3 structures to facilitate the insertion of new hires and of those who have temporary difficulties. There are 9 locations, distributed in Milan and hinterland with options of single, double, shared or self-contained rooms.
- **Time care:** realization of ad hoc times dedicated to the staff of surface exercise with specific family situations. In detail, time care is offered to single parents (exclusive entrustment or widowed) with minors under the age of 15 and allows to make shifts with start between 8:00 and 9:00 and end by 17:00, with fixed rest on Sunday. In 2022 there are 10 time-care.
- **Complex cases:** for the management of situations particularly multi-problematic at personal and family level, and also in a preventive perspective, 6 teams have been established composed of line managers, management, occupational medicine and welfare that meet periodically for monitoring. Currently, the teams are: Surface operation, metro operation, maintenance of buildings and fixed installations, security GPG and security guards;
- **Training of complex cases:** ad hoc training for no. 25 line managers and management on the topic of complex cases provided by Prof. Rabboni, psychiatrist and primary psychiatry in Bergamo;
- **Complex cases Desk** Italian Center for mediation: Specific support paths have been activated for ad hoc situations of psychological intervention on the subject of trauma and management of aggressiveness. In 2022, 10 support paths were activated;

- **Service to accompany the achievement of civil disability and disability;**
- **Pink keys:** in 2022 10 new pink baths were built for a total of 76 bathrooms;
- **4WEEKS 4 INCLUSION initiative (4W4I):** An initiative involving more than 200 companies, which, during 4 weeks, presented a program of content-rich webinars, particularly exploring issues related to “diversity” and “inclusion” at 360 grade. These events were opened to the 70,000 employees of the partners of the initiative.

Every year, the Group publishes all the policies of Welfare, Diversity & inclusion in the report for the Group managers who manage all professional families in ATM.

In 2022, 770 employees applied for parental leave, of which 86% were men and 14% were women. Moreover, although the tools for managing children in the pandemic context have been completed, there has been a significant increase in the use of parental leave days (+40%) due to the regulatory changes introduced with Legislative Decree no. 105/2022 which have extended the limits of the use of leave.

The agile working mode has been maintained even after the end of the pandemic phase as an effective tool of organizational flexibility and environmental sustainability, since it has been found able to contribute to the reduction of home-work movements. In view of the environmental sustainability objectives, and in view of the macro-economic context, extraordinary measures have been taken to save energy. Among the measures envisaged, in line with the interventions foreseen by the Municipality of Milan, the organization of the work has been redefined, also through a greater and concentrated use of the agile work on Friday for the staff of some company offices. Given the need to ensure the closure of the premises, the agile working days were redefined for the eight-day staff. Moreover, co-working stations have been arranged in another seat not subject to closure. Overall, compared to these measures, agile working days were more than 69,037 more concentrated on Fridays (25.3%).

Protection of the health and safety of employees

The protection of the health and safety of its employees is always a priority for the ATM Group. In order to ensure and guarantee the well-being of its employees, the Group has committed itself to spreading a culture of promotion and prevention in its working environments and to increasing the quality of working life, not only to comply with regulatory obligations. Full compliance with current legislation on safety and hygiene at work constitutes an indispensable social commitment to ATM workers and all interested parties in the territory in which the Group operates.

ATM, in compliance with its mission and in line with its own values, during 2022, despite the prolonged emergency situation, continued to implement actions aimed at protecting the environment, health and safety of its employees, Also with reference to corporate responsibility for safety at work and environmental offenses covered by D. 231/2001, having as its main objectives the continuous improvement of its management systems and that of raising the level of environmental and social responsibility.

In 2022, the evolution of the pandemic linked to the spread of COVID-19 led to the constant and timely updating of the prevention protocols by the Internal crisis Committee, established since the first pandemic phase. with the constant aim of defining and implementing rules to guarantee the protection of passengers and the safety of employees, collaborators and also the regular performance of the public transport service. Discussions with trade union organizations were continued through meetings with the

coordination of the RSUs and with the RLS, also in compliance with the regulations issued by the authorities.

As the emerging situation evolves, ATM has adapted its Covid-19 infection Prevention Guidelines. During the financial year, the “indications for Prevention from Covid-19 infection” were formalized on March 30, 2022, and subsequently updated on July 7, 2022, in continuity with the guidelines until now in force.

In view of the improvement of the general situation, the above mentioned prevention protocols ended in force on November 30, 2022, replaced by recommendations in line with mandatory legislation.

In continuity with the past exercise, in order to protect the health of its own people, the ATM Group in the area of local public transport management has put in place all the actions foreseen by the protocols of prevention time by time issued. In particular:

- **Internal coordination:** Shift work management aimed at minimizing the possibility of contagion;
- **Workplace protection:** cleaning and sanitizing of structures and means, prohibition of access from the front doors on surface means, so as to ensure distance for drivers of the means and supply to them of kits containing the personal protective devices suitable to minimize the possibility of infection;
- **Remote work:** Promotion of the working mode in smart working for all employees whose activities are managed remotely, in order to reduce the physical presence and consequently hinder the spread of the infection, and flexibility of access to services for employees in the company premises;
- **Support for the management of extraordinary conditions:** Implementation of emergency support services such as psychological support desks, e-learning distance training and interactive webinars on topics such as health, parenting, physical activity and nutrition.

During the exercise, consistent with the functional organization charts in place, the necessary powers were assigned in the field of the protection of the health and safety of the workplace, in accordance with Art. 2 D. Lgs. April 9, 2008 no. 81. The new positions of environmental manager have also been defined in compliance with the provisions of the current legislation on environmental protection, including the obligations laid down by Decree no. Lgs. 152/2006.

During 2022 activities continued to confirm compliance with international voluntary standards ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018. The audits carried out by the certification body found that the ATM group was able to respond to the requests of the context and the interested parties, as well as at all the extraordinary corollary events, implementing strategic planning, timely monitoring and guaranteeing the planned quality parameters. The Certification Authority has verified the substantial alignment of the organization, processes and working environments with the requirements of the standards.

Certification is a decisive and significant factor, which highlights the priority of pursuing the defined objectives, focusing attention on all interested parties, including the performance of its suppliers.

ATM constantly pays attention to identifying health and safety hazards, assessing residual risks, and implementing appropriate prevention measures.

The ISO 45001 standard covers about 98% of the ATM Group's staff (ATM Spa, Rail Diagnostics Spa and NET Srl).

Fire-fighting adjustments for some company locations have also continued.

The Group acts to prevent accidents and occupational diseases of its personnel constantly and to ensure the effectiveness and efficiency of the process control. Therefore, the adequacy of risk management and opportunities in this regard is crucial for ATM.

The catalog of enterprise protection devices is constantly updated according to the needs of the departments, taken from the respective risk assessment documents and according to the technological progress offered by the suppliers.

The protection of the safety and health of employees and the attention to environmental sustainability are in fact a focal point in the identification, design and implementation of each process or work carried out during the financial year 2022, in continuity with the previous years. In general terms, in the face of situations that are dangerous for the health and safety of workers, which are identified by accidents or accidents, an analysis is carried out based on four types of intervention:

- Organization (e.g. working modes, shifts, operating sequences, etc.);
- Staff (e.g. information, training and training);
- Environment (work environment, desk lay-out, etc.);
- Equipment (equipment for personnel, departments, etc.).

The ATM Group places the utmost attention on the monitoring of these risks, setting itself as a constant objective the reduction of the number of accidents and occupational diseases. This goal is achieved through a constant delivery of training sessions, so as to guarantee awareness and knowledge.

In line with these principles and with attention to corporate responsibility for safety at work and environmental offenses covered by D. 231/2001, in 2021 ATM continued the process of continuous improvement of its environmental and safety quality management systems, maintaining a high degree of social responsibility and committed to ensuring all interested parties.

This has been implemented, also in 2022, as a whole a set of activities aimed at:

- identify any hazards to health and safety at work by assessing their degree of risk and the related prevention and protection measures to be taken to mitigate their potential impact;
- strengthen safety training programs, with the involvement of all staff, at different organizational levels, ensuring that operational responsibilities and procedures are accurately defined, communicated appropriately and correctly applied;
- ensure the constant and correct flow of information on health, safety at work and the environment, internal and external stakeholders;

Metro Service, in turn, has developed its own "*health policy*" based on a model recommended by the Danish National Health Service " Sundhedsstirelsen". The model is composed of five phases that focus on the following topics: Diet, smoking, alcohol, exercise and stress.

The Corporate Health Service, through the management of the health surveillance activity, guaranteed to all the Group personnel, is also a fundamental element of prevention. A special contract, signed with structures of the National Health Service, provides all the services of Occupational Medicine and the activities of the Doctors provided for by the reference regulations. In addition, the Group considers that

legislative compliance, the fulfillment of the requirements issued by the control bodies (such as ATS) and the succession/succession of figures or roles required by SSL regulations are essential.

The processes available to workers to report on issues related to safety at work are defined by a specific procedure. The various channels such as the computer tool “*Whistleblowing*” or the e-mail addresses of the SB guarantee the confidentiality of the subjects in various ways involved.

During 2022, the Group recorded 257 accidents (of which 2 were serious) for employees, with an increase of about 32% and there were no cases of a request to open an accident at work from Covid-19. With regard to the pandemic, the summary of the entire emergency period ended with 190 requests for injury opening, of which only 40 are recognized.³¹

The rate of accidents at the workplace recorded is 15.63 (16.04 for men and 11.23 for women). For the two-year period 2021-2022, no fatal injuries were recorded in the workplace.

In the case of occupational diseases, five applications were received during 2022 for the practical opening of occupational diseases. These cases have been indicated as events for which ATM has produced a complaint to INAIL at the request of the Authority itself³². The Group is not given evidence of any acceptance or other action taken by the Institution or of any other information regarding the employee's status.

As for the previous year, in 2022, the Group offered staff the opportunity to vaccinate against “seasonal” influence. Just under 400 employees of the Group have benefited from this possibility.

As regards the workers to particularly tiring and heavy work - the so-called arduous work - in relation to the characteristics of the operations carried out by the ATM Group, the case studies concerning the drivers of vehicles with a total capacity not less than 9 seats used for public service are of particular importance Collective transport and night workers, as regulated by Legislative Decree no. 67/2011. In addition, in the context of the recognition of the best benefit for the maturation of the pension right, the INPS circular no. 99 of 16/6/2017 identifies the figures of particularly “arduous” activities, among which the railway convoy operator. The professional figures of metropolitan driver and transviary convoy conductor (Interministerial Decree of February 5, 2018) were excluded.

In the area of health and safety at work, the involvement of staff at every level is constant as an action to promote culture on the issues of prevention and protection from risks and useful tool for increasing awareness in individuals of their behavior on accidental events. Despite the health emergency, during the year the Group continued with safety training for all personnel. Training plans have been regularly carried out for workers, managers, safety officers and first intervention team members.

The Prevention and Protection Service, in addition to staff training and the necessary support for the various functions of the company, has committed itself to various improvement initiatives, such as:

³¹ All reported events of at least 1 day were considered for the injuries related to the employees of the Italian companies of the Group, excluding the events in itinere, at the date of publication of this document; further refoulations by INAIL are not excluded. The data does not include any cases of infection at work with COVID-19. The main types of injuries that have occurred in the Group are related to: Aggressions or collisions, falls/slips or incisions and road accidents.

³² Data on occupational disease cases do not include Metro Service A/S as they are not available. The types of diseases at work are related to mesothelioma, disc hernia and bladder cancer. It is pointed out that no occupational diseases related to possible deaths occurred in 2021/2022.

- drafting of new working procedures and operating instructions for the safe carrying out of the activities carried out in the corporate and citizen contexts;
- verification of workplaces;
- updating specific risk assessments;
- Improvement projects on PPE, chemicals, clothing.

Health surveillance was carried out in accordance with the programs established by the competent doctors and in implementation of their indications, which were also conditioned in 2022 by the emergency health situation.

Training initiatives

ATM has always been committed to supporting the continuous improvement of the quality of the service to the customer through numerous training initiatives aimed at the different professional roles present.

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

Training is considered a strategic lever: The lines of direction and management are developed both at the central level by the Parent Company ATM S.p.A. through a dedicated structure, and at the local level by the subsidiaries. In 2022, in view of the high number of recruits, one of the most significant activities was the training and training of personnel entering the company, with diversified interventions according to the role held.

A second activity of particular importance, in coherence with the regulations in force and the company policies on this subject, has been training for safety at work, both through periodic updates and through interventions aimed at specific categories of workers (workers, managers, managers, users of personal protective equipment or equipment, emergency teams). The aim of the work is to make every worker more and more aware that the level of safety of the vehicles, the activities and the services offered to the city depends mainly on their actions. In addition, the staff of front line of recent hiring has been able to take advantage of specific training related to an increasingly effective relationship with the customers, while the managers have been involved in training activities aimed at supporting the collaborators, also in the management of the complexities related to the period addressed: Leadership Program, complexity Management, the Challenge of Trust, the emotional Management Gym are just some of the proposals put in place, among others, in support of leaders and collaborators.

Compared to 2021, despite the continuing limitations imposed by the health rules on distance, all activities continued and increased both the participants and the overall volume of training.

In order to ensure maximum transparency regarding training and resource development, ATM has optimized the training site, as well as laying out specific internal procedures.

The activities are carried out in the training center, the ATM Campus, accredited to the Lombardy Region for the design and delivery of training and orientation activities. The Campus is certified ISO 9001, ISO 45001 and ISO 14001 and has been recently renovated with the most modern digital teaching tools.

An important role is the e-Learning training, which has partly made it possible to mitigate the effect of the limitations of distance and has progressively involved a growing number of people remotely. Several courses are now offered permanently in mixed mode, combining synchronous training in presence and distance, in order to optimize the opportunities for participation and to minimize the impact, including energy, due to movements and crowding in the company premises.

In 2022, the ATM Group provided 319,168 hours of training, a slight increase of about 3.4% compared to 2021.

Among the many new features introduced in 2022 we would like to mention:

- **Leadership to Women:** a path entirely dedicated to women and to the development of the potential of those who, in the company, already carry out coordination and *management activities* and can grow and represent a model of the new *paradigm of leadership* for the entire ATM Group. The activity, enriched by moments of deepening also personal, work in subgroups and plenary sessions, has also realized the objective of creating a women's business-network and, together, to form women Ambassadors who will be agents of change continuing *the inspiration journey* in the course of 2023.
- **Management of complexity:** in a scenario in sudden and continuous change, it is necessary not only to reflect on the elements that characterize the precariousness of our private and working life, but above all to take awareness of our being an active part in the constant transformation. The goal of the path is to develop the ability to govern our resources to navigate the complexity that surrounds us by training anti-fragile behaviors.
- **Empowerment Summit Team:** an intervention that, starting from individual instances in this period of great challenges and sudden organizational changes, aims to strengthen the cohesion and functionality of the Summit Team, sharing modalities and initiatives deemed necessary for the empowerment of the entire ATM team.
- **Course with crime, team building on-line:** an interactive course designed to develop the sense of belonging to the team, once again with new ways and taking advantage of the opportunities offered by technology, in the Wake of a line in which the ATM Campus has started several successful experiments over the years. The "crime Course" engages each participant in a highly engaging gaming experience, where information, roles and strategies are essential to the success of the whole team, reaching out through puzzles and a gripping storyline to the final mystery.

Throughout 2022, compulsory technical training continued on health and safety at work in compliance with the current regulations and in support of technical skills, both for newly hired personnel and for personnel already in force.

In particular, the figure of the person in charge has been worked on, which, following a regulatory update of TU 81/08, has seen a reduction in the training update intervals. This, together with an internal re-evaluation of the personnel responsible, has led to an important training program dedicated to this central figure for health and safety at work.

There was the continuation in 2022 of a route, started in 2021, aimed at all maintenance personnel operating by metro during the suspension of the service. The aim of the course is to train the staff to perform the operational role and, with a further training module, to enable the staff to accompany third companies in the metropolitan area during the suspension of the service.

Another important project, started in 2021 and consolidated in 2022, was the start of the ATM Technical School. The aim of the project is to support training in the selection process of young graduates to be included in the various maintenance areas. In fact, the newly identified students carried out a period of technical training, both theoretical and practical, of more than 140 hours, before concluding the selection process. A total of 90 new-level young people participated in the project, 70 of them passed the selection and were hired as maintainers.

In 2022 an intensive training program for technical staff was held with the aim of increasing the skills related to railway safety in the areas of infrastructure, installations, non-destructive testing and welding. This is to support the future passage of ATM under the control regime by ANSFISA.³³

Always in this perspective, the hours of training carried out on-line by the technical staff have been strengthened through a progressive emergence of on the job training activities carried out directly by the departments and brought to system thanks to a capillary work of dialog with the operational structures.

In 2022, a process of systematization of the training carried out by the newly hired personnel, aimed at providing the necessary operational skills in the carrying out of the daily activities, also continued.

The use of the interprofessional training funds “Fonservizi” and “Fondirigenti”, through strict internal discipline in the administrative field, finally ensured, also in 2022, the coverage of the training costs.

Table 29. Average training hours per capita, broken down by professional category and gender

ATM GROUP	2022			2021			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Average hours	29.4	40.3	30.5	29.6	28.5	29.5	17.6	25.8	18.4
Management area	11.8	15.8	13.0	16.4	23.1	18.3	12.7	26.1	16.0
Officials area	33.1	30.3	32.4	32.6	28.8	31.8	22.6	23.7	22.9
Exercise area	30.7	73.8	33.4	32.6	53.5	33.8	21.2	51.0	22.9
Administration and Services area	19.5	18.6	19.2	15.1	14.9	15.0	9.6	11.8	10.3
Plant and workshop maintenance area	35.3	45.9	35.4	32.0	76.9	32.2	12.8	30.9	12.8
Auxiliary services area for mobility	10.2	20.4	12.5	9.7	6.0	8.9	6.8	6.9	6.8

Professional and personal development and training also play a central role in Metro Service. Although training and retraining related to safety-related activities and the specific work performed by each employee is a high priority, employees are encouraged to undertake training paths that are not directly

³³ National Agency for the Safety of Railway and Road and Highway infrastructures.

related to the work they are currently doing, but they may be relevant to future work and personal development.

Also in Copenhagen, requirements have been established to ensure compliance with the railway safety certification required by the Danish Transport, Construction and Construction Agency. This requires that employees performing safety-related activities undergo periodic testing training programs to ensure that relevant skills are maintained. To promote the further professional and personal development of employees, Metro Service manages all administrative work related to relevant business education, including flexible working hours. In addition, the Company has set up three educational committees, representing stewards, technicians and staff in the control room. The purpose of the committees is to promote the development and training of this group of employees.

Professional development

ATM works with the constant objective of promoting an organizational context made up of people of value, aware of themselves and of their role, motivated to make their contribution to the quality of the service and to the satisfaction of the internal and external customer.

Actions aimed at achieving this objective accompany ATM people at every stage of their cycle within the Group.

They start from the selection stages, in which the company's efforts are aimed at ensuring the effective coverage of external turnover and the strengthening of key areas.

Great attention is focused at this stage on **mapping the skills** necessary for the correct coverage of each individual role and, on the basis of these, on identifying the best applications. This is achieved through an articulated **selection process**, at the disposal of which a set of integrated instruments is arranged - from interviews, to tests, to assessment paths, to technical-practical tests, etc. - suitably composed according to the characteristics of the various figures to be searched.

The efforts for a correct exploitation of resources have therefore continued through integrated actions with the aim of **enhancing and developing the talent of each employee** with a view to contributing to the individual and organizational growth of our people: **performance evaluation, skills evaluation, position weighing, benchmarks and payroll management, internal mobility paths** and succession table management.

Since 2021, **a three-year plan to clear the gender gap has been implemented**, as has an extraordinary pay policy for women who pay less than the average of men in the same positions. In 2022, interventions confirmed the trend in 2021, with a positive impact in terms of reducing the gap by more than one percentage point compared to the previous year.