

HUMAN CAPITAL

Main results related to Human Capital

Table 19. ATM Group Human Capital Results Summary

10,331 employees as at 31 December 2023	601 new hires during 2023	296,504 training hours provided in the year
5.8% incoming staff	7.2% outgoing staff	

About Human Capital

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

²⁴ Percentage calculated as the ratio of the number of employees trained in human rights policies and procedures to the total number of ATM Group employees.

Material topics related to Human Capital

Climate change, energy consumption and environmental impacts	Responsible resource and waste management	Air quality, noise and vibration mitigation	
Occupational health and safety protection	Training and professional development	Diversity, inclusion and welfare	
Quality and accessibility of services	Relations with the territory and local development	Security & Safety	
Intermodality and integration of services	Human rights	Ethics, integrity and compliance	
Responsible supply chain management	Innovation, digitisation and cybersecurity	Risk and crisis management	Creation and distribution of economic value





As required by the International Framework for the preparation of the Integrated Report, the main input, output and outcome as well as the main business activities acting with reference to Human Capital are shown in the table below.

INPUT	BUSINESS ACTIVITIES	OUTPUT	OUTCOME
<ul style="list-style-type: none"> • Knowledge and skills of the Group's people • Investment in training plans • Welfare and work-life balance projects and positive corporate climate 	<ul style="list-style-type: none"> • Personnel selection and management • Continuous staff training at all levels • Managing employee health and safety • Employee career path management processes • Skills assessment • Atmosphere analysis 	<ul style="list-style-type: none"> • Supporting employees' personal needs • Training hours provided • Health and safety at work 	<ul style="list-style-type: none"> • Consolidation of health and safety culture • Employment • People motivation and satisfaction

The main sustainability goals

The table below shows the main sustainability targets and the level of achievement of these targets as of 31 December 2023 with reference to the ATM Group's Human Capital.

Table 20. Sustainability targets related to the ATM Group's Human Capital

Targets	Status as at 31 December 2023	
<ul style="list-style-type: none"> Gradual dissemination and expansion of existing Diversity management policies. 		<p>By 2023, a total of 77 pink toilets were reached, distributed in depots, in the metro network and over the city.</p> <p>In 2023, 1 counselling and coaching course in disability support was activated.</p>
<ul style="list-style-type: none"> Gradual implementation of co-working stations in the various company locations and for the use of remote working. 		<p>Following the experience of the pilot project that started in September 2019 and given the covid-19 emergency, remote working was introduced as a working tool for over 1,200 employees and continued throughout 2021 consistent with the state of emergency. Remote working continued in 2022 and was also maintained after the end of the pandemic phase through a specific contractualisation renewed year by year.</p> <p>At HQ, Zara, Monte Rosa and San Donato, the first four co-working locations have been set up to allow employees who need to stay at these locations for meetings or other work commitments, in order to reduce home-work journeys and maximise their time.</p> <p>Workstations were also made available at other locations.</p>
<ul style="list-style-type: none"> Development and implementation of Age management policies. 		<p>Since 2022, Age Management activities have been incorporated into Diversity & Inclusion policies.</p> <p>In 2023, a skills review was conducted for 20 managers over 50</p>
<ul style="list-style-type: none"> Counselling service to employees to support them with a multidisciplinary team in both personal and work-related critical issues. 		<p>In 2023, 295 cases were dealt with 2,065 interviews and interventions.</p>

The Group's Human Capital

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

The growth and development of ATM's people has always been a key element in achieving the Group's objectives. Therefore, the Group is committed to offering its employees a working environment that fosters inclusiveness and a sense of belonging to the large community of professionals within the organisation. This commitment is realised through the implementation of procedures and policies in favour 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.




ATM people

The first half of 2023 was characterised by the revision of the ATM group's strategic plan 2023 -2026: on this occasion, the management team approved the inclusion of a new strategic pillar for ATM called 'People and Culture'.


This pillar defines the Group's new people manifesto, with a clear commitment to 2026 and a defined plan for 2023-2024.

People and Culture Manifesto: WeATM

Priorities for 2023-2024

<div style="text-align: center; border-bottom: 1px solid #ccc; padding-bottom: 5px;"> Performance </div> <div style="text-align: center; margin: 10px 0;">  </div> <ul style="list-style-type: none"> • We have a common strategy and we are oriented towards shared objectives • Working in a lean and effective way • We possess excellent technical skills that promote innovation • We lead in the management of industrial relations 	<div style="text-align: center; border-bottom: 1px solid #ccc; padding-bottom: 5px;"> Leadership </div> <div style="text-align: center; margin: 10px 0;">  </div> <ul style="list-style-type: none"> • We lead people by valuing them and setting an example for them • We bring on board the best talents promoting the company mission • We know and nurture our talents and help them grow in the right place for them • We invest in training 	<div style="text-align: center; border-bottom: 1px solid #ccc; padding-bottom: 5px;"> Culture </div> <div style="text-align: center; margin: 10px 0;">  </div> <ul style="list-style-type: none"> • We believe in our values and express them with passion every day • We value achievements with a reward system and recognitions • We foster relationships based on transparency, trust and mutual feedback • We promote inclusion because diversity makes us unique • We foster the welfare in the company by improving the workplace through welfare policies
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Priority objectives



The creation of the **Plan 'People and Culture'** was the result of four main activities:

1. addressing the results of the atmosphere survey carried out in 2022 on the company population, with additional listening and discussion phases carried out in March 2023 with more than 100 employees representing all company areas and organisational levels
2. active involvement of the corporate Management Committee
3. assessment of existing HR practices
4. benchmark with the outside world

The first actions implemented were:

- revision of the content of the company's MBOs, involving the entire managerial population (approximately 350 people), with a clear focus on management objectives as well as activities supporting the ATM Group's strategic plan and business expansion.
- Internal communication plan with videos of the Management Committee for better information on the company's strategic plan activities
- Adoption of new recruitment and selection practices to deal with the phenomenon of 'talent shortage', which impacts the ATM group especially in the area of operational figures and drivers
- Strengthening of best practices related to Welfare, Diversity, Equity & Inclusion (see further discussion below)

In 2023, the trend that began in the post-covid period was also reconfirmed, which led to a considerable drop in applications, especially for driver, maintenance and engineer jobs. The complexity of the issue lies in the set of factors affecting the talent shortage from different points of view: lack of technical skills in the market with consequent mismatch between labour demand and supply, significant living costs that have affected the metropolitan city of Milan, a very dynamic labour market that has greatly influenced the value of our economic offers and in which candidates increasingly assess the job offer as a whole, giving particular importance to the welfare system, the corporate mission and the training and development plans made available.

In light of this, the Human Resources Department in July 2023 reorganised the team in charge of personnel selection by creating the technical unit Selection and Employer Branding and thus giving birth to a specific area dedicated to improving the company's reputation and attractiveness.

The Employer Branding Plan 2023 was also prepared with a special focus on drivers and engineers. The objectives of the plan include: improving the story telling related to ATM to highlight its excellence, strategic projects and the great opportunities it can provide for the general development of its resources; using new channels and new strategies for contacting potential candidates; improving the appeal of more operational roles, such as drivers.

This was the context for an entirely new initiative, the launch of the 1st ATM JOB TOUR: this was a travelling event throughout the territory involving a large group of ATM employees, belonging to the Human Resources, Surface Operations, Maintenance, Engineering, Communication Departments, present for 3 consecutive weekends (from 21 October to 5 November 2023) with the aim of sharing information and telling ATM's reality and job opportunities in a new and direct way to potential candidates interested in learning more. Shopping centres were chosen as the territorial base, with drivers and maintenance workers as the main target group.

New projects have also been launched in response to the objectives set out in the plan. Of particular note is the call for candidates with only a B licence "Drivers of the future - D and CQC licence People financed by ATM" which, in line with the CQC project launched in 2022, makes available a large corporate

investment to support the financing of the driving qualifications required to perform the role of driver and thus bridge the gap in terms of technical skills that exists for this role on the market.

Finally, in response to the problem of the high cost of living in Milan, ATM has opened a further call for tenders ("Housing contribution for new drivers"), making available a financial contribution of 3,000 euros for 33 candidates and/or newly hired drivers residing outside the province of Milan, helping them to meet the costs associated with the first months of renting in the city. Recruitment was also necessary in order to cope with the number of exits, which particularly affected those in the area of operations, who accounted for more than 60% of the total number of exits. This confirms what had already emerged during 2022 where, unlike in the past, voluntary resignations were the main reason for leaving, outnumbering exits due to retirement.

From the point of view of gender balance the Italian transport sector is among those in which a male-female disparity of at least 25% persists. However, the recruitment and policies undertaken have helped to improve the gender balance with positive results on distribution. In fact, there has been an increase in female staff, also due to recruitment: starting with a female presence in the ATM Group of just over 10%, the hiring of women among Italian LPT companies accounted for approximately 19% of the hires recorded in 2023, while the outflow of female staff stood at approximately 7%, thus contributing to the overall percentage growth of women.

The percentage of entrants under permanent employment contracts is increasing, with the clear intention of increasing recruitment under employment contracts considered to be more stable. In addition, existing fixed-term contracts were stabilised by transforming some 430 such contracts into open-ended contracts even before their original expiry date.

As of 31 December 2023, the ATM Group's workforce consisted of 10,331 people, of which 9,673 in Italy and 658 abroad (Copenhagen and Thessaloniki)²⁵. In particular, in Copenhagen, the human resources increased by about 9.7 per cent compared to last year. Almost all employees have established a stable employment relationship with the Group. In fact, about 98.7% of the workforce is employed under an open-ended contract, an increase over the previous year.

The company population as at 31 December 2023 is as follows:

²⁵ These figures refer to Group employees only (expressed in *Head Count*). It should be noted that external contractors are a residual component in relation to the total number of employees.

Table 21. Number of ATM Group employees at 31 December, by gender and contract type (fixed-term/permanent)

Region	Contract Type	31.12.2023			31.12.2022			31.12.2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
ATM GROUP (WORLD)	Open-ended	9,138	1,063	10,201	9,156	954	10,110	9,108	937	10,045
	Fixed-term	99	31	130	275	88	363	389	34	423
	TOTAL	9,237	1,094	10,331	9,431	1,042	10,473	9,497	971	10,468
of which in ITALY	Open-ended	8,640	925	9,565	8,703	827	9,530	8,664	806	9,470
	Fixed-term	82	26	108	262	83	345	378	31	409
	Sub-total Italy	8,722	951	9,673	8,965	910	9,875	9,042	837	9,879
of which ABROAD ²⁶	Open-ended	498	138	636	453	127	580	444	131	575
	Fixed-term	17	5	22	13	5	18	11	3	14
	Sub-total Abroad	515	143	658	466	132	598	455	134	589

Table 22. Number of ATM Group employees at 31 December, by gender and contract (full-time/part-time)

ATM GROUP	31.12.2023			31.12.2022			31.12.2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time employees	8,985	952	9,937	9,096	891	9,987	9,034	825	9,859
Part-time employees	252	142	394	335	151	486	463	146	609
TOTAL	9,237	1,094	10,331	9,431	1,042	10,473	9,497	971	10,468

As in previous years, in order to reconcile the work-life balance of staff, most of the requests received from employees to convert their contracts from full-time to part-time were accepted.

At 31.12.2023, the ATM Group²⁷ also had 10 external contractors (trainees, consultants and/or professionals), 23 non-curricular internships and 9 curricular internships.

The activities performed by these persons depend on the needs of the Group. Extra-curricular traineeships are aimed at the acquisition of professional skills and job placement/replacement and generally support staff functions. Curricular traineeships are provided for in the curricula of universities and educational institutions as a form of work-school alternation. External contractors are usually professionals that the ATM Group uses for project and/or legal activities.

In the ATM Group, there was a decrease in the number of employees with part-time contracts, - 18.9% compared to 2022 of the ATM workforce (representing approximately 4% of the total).

The decrease in the ATM workforce is due to the 743 people leaving (671 men and 72 women) compared to the 601 hires in 2023, of which 123 women and 478 men. The incoming turnover rate of the entire Group in 2023 is 5.8% while the outgoing turnover is 7.2%.

²⁶ The figure includes 4 male employees of the company ATM S.p.A. seconded to Metro Service A/S.

²⁷ The ATM Group during the course of 2022 began collecting information on the number of external workers. The figure refers to ATM S.p.A. alone.

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

Age group	2023				2022				2021			
	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover Rate
<30	195	50	245	30.2%	221	64	285	35.3%	257	38	295	36.7%
30-50	239	65	304	5.5%	330	80	410	7.1%	346	42	388	6.7%
>50	44	8	52	1.3%	45	10	55	1.4%	48	6	54	1.4%
TOTAL	478	123	601	5.8%	596	154	750	7.2%	651	86	737	7.0%
Incoming turnover rate	11.2%	5.2%	5.8%		6.3%	14.8%	7.2%		6.9%	8.9%	7.0%	

Table 24. Number of exits and exit turnover, by age group and gender

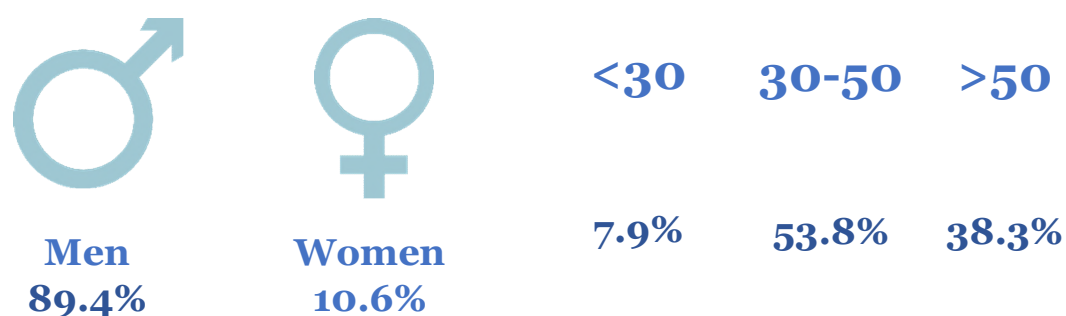
Age group	2023				2022				2021			
	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate
<30	72	11	83	10.2%	73	13	86	10.6%	64	10	74	9.2%
30-50	290	29	319	5.7%	269	38	307	5.3%	189	27	216	3.7%
>50	309	32	341	8.6%	318	34	352	9.1%	309	34	343	8.9%
TOTAL	671	72	743	7.2%	660	85	745	7.1%	562	71	633	6.0%
Exit turnover rate	6.6%	7.3%	7.2%		7.0%	8.2%	7.1%		5.9%	7.3%	6.0%	

The diversity of ATM people

For the ATM Group, the uniqueness of its people and respect for diversity are fundamental aspects and elements of strength. Therefore, the Group works to promote employee diversity and inclusion, establishing a sense of organisational cohesion and a corporate culture in which different individual experiences are valued. For years, Welfare has been working to foster the inclusion and enhancement of diversity and to promote a culture of integration and organisational cohesion. Within the ATM group there is a Diversity Manager who oversees, coordinates and monitors projects and actions dedicated to the promotion of activities. The organisation is also a signatory of the Charter of Equal Opportunities and Equality in the Workplace promoted by Assolombarda and Fondazione Sodalitas, and has the support of an Adviser, dedicated to the prevention and management of discrimination, harassment and stalking. The Adviser, as a specialised external and impartial figure, participates in the promotion and construction of an inclusive and non-discriminatory working environment.

Analysing data on the composition of the Group's workforce confirms a prevalence of male workers, similar to previous years (around 89.4%). The presence of women by professional areas is on average constant compared to last year. However, there is an increase in the management area (31.6% in 2023 compared to 28.6% in 2022) and in the administration and services area (35.2% in 2023 compared to 34.3% in 2022). Employees between the ages of 30 and 50 make up the majority of the company population, some 53.8%, followed by over 50 at 38.3%, and finally under 30 at 7.9%, trending in line with 2022.

% composition of the workforce as at 31 December 2023, by gender and age group



As at 31 December 2023, the Group was composed as follows by gender, professional category and age group:

Table 25. Percentage composition of the Group's workforce by professional category and gender²⁸

ATM GROUP	as at 31.12.2023			as at 31.12.2022			as at 31.12.2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Management area	68.4%	31.6%	0.4%	71.4%	28.6%	0.3%	71.8%	28.2%	0.4%
Officials area	75.7%	24.3%	4.3%	75.3%	24.7%	3.7%	78.1%	21.9%	4.0%
Exercise area	93.1%	6.9%	57.1%	93.8%	6.2%	58.6%	94.5%	5.5%	59.3%
Administration and services area	64.8%	35.2%	9.8%	65.7%	34.3%	9.4%	66.2%	33.8%	9.0%
Plant maintenance and workshop area	99.6%	0.4%	19.4%	99.7%	0.3%	19.2%	99.6%	0.4%	18.7%
Mobility Auxiliary Services Area	78.4%	21.6%	9.1%	77.0%	23.0%	8.8%	77.7%	22.3%	8.6%

Table 26. % composition of the workforce by professional category and age group²⁹

ATM GROUP	as at 31.12.2023				as at 31.12.2022				as at 31.12.2021			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Management area	0.0%	31.6%	68.4%	0.4%	0.0%	34.3%	65.7%	0.3%	0.0%	38.5%	61.5%	0.4%
Officials area	0.0%	50.0%	50.0%	4.3%	0.3%	47.7%	52.0%	3.7%	0.7%	50.0%	49.3%	4.0%
Exercise area	5.9%	58.4%	35.8%	57.1%	6.4%	59.9%	33.6%	58.6%	7.5%	60.1%	32.4%	59.3%
Administration and services area	13.2%	49.1%	37.7%	9.8%	11.2%	50.4%	38.4%	9.4%	9.7%	50.2%	40.0%	9.0%
Plant maintenance and workshop area	14.3%	48.2%	37.6%	19.4%	12.6%	49.5%	37.9%	19.2%	10.4%	50.1%	39.6%	18.7%
Mobility Auxiliary Services Area	5.1%	45.3%	49.6%	9.1%	5.3%	46.0%	48.7%	8.8%	4.6%	46.3%	49.2%	8.6%

²⁸ 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.

²⁹ See previous footnote.

The Group pays particular attention to the needs of persons belonging to protected categories and disabled persons, seeking reasonable accommodations where possible in order to ensure better working conditions. In 2023, there were 251 people with disabilities and/or belonging to protected categories in the Group, of whom 38 were women. As a result, there are no unfilled places and the number of disabled people exceeding the compulsory quota is the highest ever recorded. ATM, moreover, through continuous investment in its facilities, wants to increasingly allow access to its workplaces for everyone, whether ATM workers or any visitors with mobility disabilities. In addition, an agreement with the competent offices of the Metropolitan City of Milan has been drawn up in 2020 to hire 12 disabled workers by 2027.

Table 27. *Number of employees belonging to protected and disabled categories*

ATM GROUP	31.12.2023			31.12.2022			31.12.2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees belonging to protected categories	8	3	11	8	3	11	4	3	7
Disabled employees	205	35	240	195	35	230	179	33	212
TOTAL	213	38	251	203	38	241	183	36	219

Employee remuneration

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

- ensure fair remuneration of all employees, in relation to the skills daily expressed in the achievement of their respective professional goals;
- attract, retain and motivate highly qualified employees who can provide decisive support in maintaining and improving the group's operational standards;
- ensure sustainable performance over the long term;
- create a working environment that is inclusive of all forms of diversity and fosters the expression of individual potential.

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

Table 28. Women's annual basic wage ratio by professional areas and significant locations of operation³⁰

ATM GROUP	2023			2022			2021		
	Italy	Abroad	Group	Italy	Abroad	Group	Italy	Abroad	Group
Management area	116%	66%	108%	100%	66%	92%	88%	71%	84%
Officials area	92%	88%	92%	91%	89%	91%	91%	93%	91%
Exercise area	85%	97%	85%	83%	100%	84%	85%	98%	86%
Administration and services area	94%	85%	93%	94%	88%	93%	93%	92%	93%
Plant maintenance and workshop area	97%	100%	97%	102%	97%	101%	93%	98%	94%
Mobility Auxiliary Services Area	87%	N/A	N/A	87%	N/A	N/A	89%	N/A	89%

Table 29. Overall average female/male remuneration ratio by professional areas and significant locations of operation³¹

ATM GROUP	2023			2022			2021		
	Italy	Abroad	Group	Italy	Abroad	Group	Italy	Abroad	Group
Management area	116%	72%	106%	100%	59%	91%	88%	65%	83%
Officials area	87%	87%	87%	86%	89%	86%	87%	93%	89%
Exercise area	78%	94%	78%	77%	96%	78%	77%	97%	78%
Administration and services area	89%	83%	89%	90%	90%	90%	89%	94%	90%
Plant maintenance and workshop area	92%	92%	92%	93%	87%	93%	82%	93%	83%
Mobility Auxiliary Services Area	84%	N/A	N/A	82%	N/A	N/A	83%	N/A	83%

³⁰ The Group's ratio of annual basic male/female salaries by professional area was calculated as a weighted average over the number of employees per professional area of the operating sites.

³¹ The Group's ratio of total annual male/female remuneration per professional area was calculated as a weighted average over the number of employees per professional area of the operating sites.

As far as the ATM Group³² is concerned, new information required by the GRI concerning the remuneration aspect³³ has been reported since 2022.

There are two new elements:

- The ratio of the total annual remuneration of the highest paid person to the median value of the total annual remuneration of all employees (excluding the highest paid person) is 15.2.
- The ratio of the percentage change in the total annual salary of the highest paid person to the percentage change in the median value of the total annual salary of all employees (excluding the highest paid person) is 1.4.

Welfare Diversity & Inclusion Programmes

For several years now, corporate Welfare has played a crucial role in the ATM Group, as it generates benefits not only for its employees but also for their families and communities. The challenges imposed by the fourth industrial revolution are disrupting all organisational and management processes. According to the latest research, well-being is the main global challenge for organisations. Therefore, in addition to the implementation of new ways of working (remote working), we have begun to envisage "new ways of working", for which in addition to technical skills, personal skills and multiple skills will be crucial. The theme will be to redesign people's work experience, inside and outside the company, in order to create work environments that foster inclusion and mental, emotional and relational well-being.

The European Union's 2030 targets also include a number of targets related to diversity and inclusion. The European Union is committed to promoting diversity in the world of work and ensuring equal opportunities for all workers; in this sense, ATM has taken steps to significantly reduce wage inequalities between men and women and to promote gender equality.

In addition, awareness of diversity and inclusion issues has been raised in the company in order to promote an inclusive work environment that respects diversity. To this end, various forms of "online" training - usable by all employees - have been implemented so that the needs of different social communities, including those of public transport customers, can be understood and respected.

Following the insertion in 2022 of the Adviser, a figure outside the organisation who acts - in compliance with the fundamental principles of fairness, impartiality and confidentiality - as a privileged interlocutor in any situation of potential or actual prevarication that takes place within the work environment, in July 2023 the Code of Conduct was implemented and disseminated with the related training of 268 managers in 2023 and 250 managers in the first months of 2024. They also include the Code of Conduct against violence and harassment in the workplace, 17 articles that protect employees and commit them to mutual respect and listening. The Codes of Conduct are addressed to the people of all ATM Group companies, suppliers and partners of the Company, describing the vital ethical duties of respect, diligence, loyalty, impartiality and fairness, which guide our actions in the working environment.

At the end of 2022, the post of Care Manager was also created with the aim of dealing, in a structured and organised manner, with the increasing complexity arising from assaults or serious incidents

³² The figure does not include Rail Diagnostics SpA and Gesam Srl.

³³ The salaries of employees who joined and left between 2022 and 2023 have been removed from the count. This practice is equivalent to equalising pay over the two years for these individuals for whom the total change would be 0.

involving staff on duty. A choice that responds to the company's desire to have a dedicated professional, networked with all services, and able to provide support in overcoming conditions of need and psycho-emotional distress resulting from an extraordinary event. ATM has also set up a cross-functional team that meets periodically to evaluate actions to be taken. Created in October 2022, the position of Care Manager enabled 23 cases to be managed in the last 3 months of the year 2022. In the year 2023, the Care Manager interviewed and supported 74 cases.

Finally, with the adhesion to the Pact for Work of the Municipality of Milan, a collaboration began with external organisations (investee companies of the Municipality) to promote diversity and inclusion, not only within the company but also in the city community, through various actions including, for example, the sharing of welfare initiatives.

The ATM Welfare system is based on multiple dimensions and aims to promote employee satisfaction in order to establish a participative and empowering internal atmosphere.

In July 2023, after a long period of planning, the NoisiamoATM (We Are ATM) platform, www.noisiamoatm.it, which brings together all the welfare activities offered to workers, was realised. The platform represents an important shift from analogue to digital to become an agile and structured tool for all workers to have access to information with a view to inclusion and equity.

NoisiamoATM presents five areas, representing the working themes of the welfare system: welfare, care, stability, inclusion, flexibility.

Listed below are the main Welfare, Diversity and Inclusion actions and projects that are offered across the board, to all professional families:

- The **counselling service** (within which the 2020 #prontowelfare service was also integrated) to employees to support them with a multidisciplinary team in both personal and work-related critical issues. Employees who turned to the listening desk numbered **295** in 2023, with interviews carried out by the specialised corporate welfare team; there were **10** employees who undertook external counselling, managed by Formawork.
- **Disability Coaching** aimed at employees in protected categories, their manager and colleagues (*peers*) with the activation of **3 coaching sessions, lasting 6 meetings**, in 2023.
- **Parenting support** through the opening of the Mastergenitori platform, which offers video courses held by gynaecologists, psychologists, paediatricians and coaches to accompany and support parents with children of all ages.
- **Harassment and stalking prevention:** the Adviser in 2023 received **52 reports** on the topics of sexual and environmental harassment, stalking, domestic violence and conflict situations.
- Management **company crèches** for **89** children and grandchildren of employees in **2023**.
- Activity in the provision of **scholarships** for children and student employees through a Financial Support and Development Committee that in 2023 recognised **993 scholarship awards** and 22 advances of severance pay. The latter concerned socio-economic situations which, with the payment of severance pay, allowed for a rebalancing of the financial exposure of staff members.
- Activation of two **Marketplace** platforms for the purchase of goods at subsidised prices dedicated to all employees and their families, with more than 250 items.
- **Housing for newly hired employees and employees** in situations of temporary need: agreement of housing at special prices with 2 facilities to help the integration of newly hired

employees and those in situations of temporary need. There are 3 locations, spread over the Milan area with options for accommodation in shared rooms.

- **Time care:** implementation of hoc schedules dedicated to surface operation personnel with specific family situations. In detail, time care is offered to single parents (sole custodians or widowers) with children under the age of 15, and allows shifts starting between 8 a.m. and 9 a.m. and ending by 5 p.m., with a fixed rest period on Sundays. In 2023 there will be **10 time cares**.
- **Accompanying service for disability:** In 2023 more than **6** disability pensions were provided.
- **Pink Keys:** total of **77 bathrooms** as of 31/12/2023.
- Skills assessment: 20 managers took part in the Evaluation and Awareness of Competences Acquired in the Course of a Professional Life.
- *Push to open*, a school orientation project: the *Junior* programme (for 12/13 year olds) involved **39 children and 14 parents** employees in 2023, while the *Diplomandi* programme (for 17/18 year olds) involved **14 children and 14 parents** employees in 2023;
- Study Support Project, a programme of support courses for the 7-19 age group involved **12 children** of employee parents in 2023.
- Post-trauma rehabilitation: for workers involved in aggression, bereavement, serious illnesses, a psychological support service is available at the ATM Foundation outpatient clinic. The number of employees who used this service was **20** in 2023.

Each year, the Group publishes all its Welfare, Diversity & Inclusion policies in the report intended for the Group's managers who manage all the professional families present.

In 2023, 845 ATM Group employees requested parental leave, 87% of whom were men and 13% women. In addition, although the tools for managing children in the pandemic context have come to an end, there has been an increase in the take-up of parental leave days due to the regulatory changes introduced by Legislative Decree No. 105/2022, which relaxed the limits for taking such leave.

The remote working mode was retained even after the end of the pandemic phase as an effective tool for organisational flexibility and environmental sustainability as it proved capable of contributing to a reduction in home-to-work travel. Remote working has been redefined on the basis of individual agreements and the ATM Regulation for Agile Working which is the reference for all ATM Group companies. By virtue of the environmental sustainability objectives, and in view of the macro-economic context, extraordinary measures were taken for potential energy savings. In addition, co-working stations have been set up at another location that is not subject to closure. Overall, there were more than 67,400 remote working days, most of them concentrated on Fridays (31.7%). The generality of staff workers enjoys a contract that provides for 8 days of remote work per month with the provision of additional days in the presence of special conditions deemed to be of particular importance (pregnant women, disabled people, single parents, etc.). The maturity of the organisation and the flexible management ensured by the line managers leads to a saturation rate of the theoretically feasible remote working days at about 55.4 per cent. The percentage is higher for female staff (65%) and where supplementary days are provided, demonstrating that real needs have been met.

ATM births

ATM has a high number of children compared to an overall population that sees an average of about 1 child per employee, with 50% of children in the operating professions, such as drivers, train drivers and tram operators.

In particular, in a scenario of demographic slump in Italy, the incidence of new children born in recent years to ATM employees out of the total company population is significantly higher than the *benchmark** of Italian companies of similar size.

This figure is all the more significant if read in the light of the company's characteristic type of job and its impact on work-life time, and reflects the value of a structured system of policies and services supporting parenthood that ATM has implemented over the years and continues to evolve in line with the changing needs of the socio-economic context of reference.

Highlights include:

- a comprehensive system of protection and flexibility for new mothers
- significant investment in services to support new parents (e.g. company nurseries with a long tradition and distinction)
- a basket of interventions and parenting support services structured throughout the child-rearing life cycle.

*Jointly research on a representative cross-sector sample of 12 large companies, totalling 157,000 employees.

Employee Health and Safety

The protection of health and safety and attention to environmental sustainability have been a constant foundation of the actions set up and implemented during the year, in line with the **Quality, Environment and Safety Policy Document** confirmed in 2023, with which the Chairman, with the full support of the Board of Directors, the General Manager and Management is committed to ensuring that ATM is a point of reference for integrated mobility, guaranteeing Quality, Safety and Competitiveness of services, while fully respecting the Environment and Sustainability.

In line with these principles, in 2023 ATM continued its commitment to protecting the environment and the health and safety of its employees, also with regard to corporate responsibility for occupational safety and environmental crimes covered by Legislative Decree 231/2001, having as its objectives, through the implementation of processes and strategies, the improvement of its quality, environment and safety management systems and that of maintaining a high degree of environmental and social responsibility, committing itself to guaranteeing all stakeholders.

To achieve these goals, the following activities continued in 2023 too:

- identifying and assessing any risks to health and safety at work and taking appropriate prevention and protection measures;
- enhancing safety training programmes in order to involve all personnel at different organisational levels, ensuring that responsibilities and operational procedures are precisely defined, appropriately communicated and correctly applied;

- communicating information regarding health, safety at work and the environment, to internal and external Stakeholders;
- optimising resource consumption in order to prevent pollution by monitoring and minimising the environmental impact of processes.

During the year, in line with the functional organisation charts in place, the necessary delegations of authority in the field of occupational health and safety were assigned, pursuant to Article 2, Legislative Decree 09/04/2008 No. 81. Similarly, the new positions of Environmental Manager were also defined in compliance with the provisions of current environmental protection legislation, including the obligations set out in Legislative Decree 152/2006.

The new assignments were commensurate with the personnel, locations and activities of the corporate complex pertaining to the directly competent structure and directorate.

Regarding the appointments of the Prevention and Protection Service (Service Manager and Coordinating/Occupational Physician), there were no changes compared to the previous year.

The Prevention and Protection Service, in addition to training personnel and providing the necessary support to the various corporate departments, has been involved in several improvement initiatives, such as:

- drafting new work procedures and operating instructions for the safe performance of activities in company and city contexts;
- verification of workplaces;
- updating of specific risk assessments;
- improvement projects on PPE, chemicals, clothing.

During 2023, activities were carried out to confirm the status of compliance with the voluntary international standards ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and UNI EN 13816; the audits by the certification body found that ATM S.p.A. has been able to respond to the demands of the context and stakeholders, as well as to all the extraordinary events accompanying it, by implementing strategic planning, timely monitoring and guaranteeing planned quality parameters. The third-party certifying body verified the substantial alignment of the organisation, processes and working environments with the requirements of the standards.

Actions under the health and safety improvement plan continued with regard to reducing the risk of falling and improving/adapting facilities with a focus on air conditioning and comfort at some company sites.

During 2023, the Group recorded 231 accidents (none serious) for employees³⁴ a decrease of about 10%.

The recordable workplace accident rate is 13.94 (13.78 for men and 15.50 for women). For the three-year period 2021-2023, there were no fatal accidents in the workplace.

³⁴ For accidents related to employees of the Group's Italian companies, all reported events lasting at least 1 day, excluding events on road to and from work, were taken into account as at the date of publication of this document; further rejections by INAIL are not excluded. The main types of accidents that occurred in the Group are: assaults or brawls, falls/slides or trips and road accidents.

The trend in occupational accidents shows an improvement in terms of both frequency and severity.

With regard to occupational diseases, four applications were received during 2023. These cases have been reported as events for which ATM filed a report with INAIL at the request of the latter³⁵. The Group is not given evidence of any acceptances or other actions taken by the organisation or any other information concerning the employee's status.

With regard to the recognition of occupational diseases, all requests for information from the relevant bodies were processed on time during the year. Health surveillance was carried out according to the established programmes without any particular criticalities.

As in the previous year, in 2023 the Group offered staff the opportunity to vaccinate against seasonal influenza. About 400 employees of the Group took advantage of this possibility.

With regard to environmental protection activities, around 5 thousand running metres of asbestos-containing insulation material were removed at company premises in 2023. Constant efforts are being made to minimise the vibro-acoustic impact during the operation of trams and metro cars. A number of friction moderation devices have been installed/improved on the tram network, as well as maximum attention being paid to the maintenance of existing devices.

In continuity with previous years, in order to ensure that there is no impact on the soil and subsoil component, work continued on the renovation of underground diesel fuel tanks for motor vehicles and the refurbishment of parts of the forecourts of some depots.

Training Initiatives

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

Training activities are provided on a daily basis to enrich and enhance people's skills both on a technical and behavioural/managerial level, as well as to fulfil obligations arising from national regulations, contracts and/or company agreements. In addition, development levers are managed with the aim of ensuring that people can realise their full potential by optimising performance.

Training is considered a strategic lever: guidelines and management are developed both at central level by the parent company ATM S.p.A. through a dedicated structure, and at local level by the subsidiaries. In 2023, one of the most significant activities is the education and training of incoming personnel, with the implementation of personal training plans and different interventions depending on the role held.

A second activity of particular relevance, in line with current regulations and company policies on this issue, was training on safety in the workplace, both through periodic updates and through interventions aimed at specific categories of workers (employees, supervisors, managers, users of equipment or personal protective equipment, emergency teams). The aim of the interventions is to make every worker increasingly aware that the safety level of vehicles, activities and services offered to the city depends above all on their own actions. In addition, the recently hired Front Line personnel were able to benefit

³⁵ Data on occupational disease cases do not include the company Metro Service A/S as they are not available. The types of occupational diseases are Mesothelioma and Disc Hernia and Tumour. It should be noted that no occupational illnesses connected to potential deaths were recorded in 2021/2022.

from specific training related to more effective customer relations, while the managers were involved in training activities aimed at supporting employees, also in managing the complexities related to the period they were dealing with: Leadership Programme, Managing Complexity, the Challenge of Confidence, and the Emotion Management Gymnasium are just some of the proposals put forward, among others, to support leaders and employees.

Compared to 2022, the limitations imposed by health regulations on distancing have been lifted.

All activities continued and saw an appreciable decrease in the overall volume of training, accompanied by an increase in the number of overall participations, this being due to the decrease in the number of new recruits entering in 2023, such personnel being the recipients, particularly in the metro and surface operations sector, of very structured role training activities.

In order to ensure maximum transparency regarding training and resource development activities, ATM has optimised its training website and drawn up specific internal procedures.

The activities are carried out in the training centre, Campus ATM, which is accredited by the Lombardy Region for the design and delivery of training and orientation activities. The Campus is ISO 9001, ISO 45001 and ISO 14001 certified and has recently been refurbished with the latest digital teaching aids.

An important role is played by e-Learning, which has partly mitigated the effect of distance-related limitations and has progressively involved an increasing number of people remotely. Some courses are now also offered in a blended mode, combining synchronous face-to-face and distance learning, in order to optimise attendance opportunities and minimise the impact, including energy impact, due to travel and crowding at company sites.

In 2023, the ATM Group provided 296,504 hours of training, a significant decrease compared to 2022, mainly due to fewer activities carried out on incoming staff, which decreased compared to the previous year.

Among the many innovations introduced in 2023 are:

- **Procurement Code Training, DEC Role and Proposer:** dedicated to staff with a role in procurement requests and contract management. This activity provided useful information on the entire cycle of a contract, starting with the structuring of tender documents, going through proper contract management and also delving into contract pathologies.
- **ANSFISA course:** For the first time in ATM, we have involved all maintenance managers in a project to familiarise and disseminate Ansfisa's rail safety issues and the sharing of a competence management system model. The specialised training was del by AIAFF, was delivered through 30-hour face-to-face teaching cycles at the Teodosio general workshop for 56 participants. In 2024, training will continue involving infrastructure maintenance managers.
- **Personal Data Processing Plan 2023:** In continuation of previous years we delivered the mandatory online training for sharing the EU Regulation No. 679/2016 (GDPR) legislation by delivering the training through 28 sessions of 1.5 hours to 431 participants.
- **Drive - what really drives our motivation:** we proposed an in-house pilot training, both online and in-presence, on the topic of motivation, sharing the origins, qualitative differences and objectives of this powerful self-fulfilment drive. The teaching was created through the analysis of current scientific literature and, above all, the face-to-face classrooms made it possible to simulate experimental protocols and comment on their effects. The target population was the one in ATM dealing with the topic: training, selection and welfare.
- **Conduct Guidelines:** With a view to adopting an increasingly shared ethical vision and culture, the ATM Group is committed to the transparent definition of rules of conduct in a simple and unambiguous manner. In July 2023, the Conduct Guidelines and the Code of Conduct were published and made available. Intended for the people of all ATM Group companies, suppliers and the Company's partners, the document summarises and describes the ethical and unavoidable duties of respect, diligence, loyalty, impartiality and fairness in order to guide everyone's actions within the workplace. The training aims to share and understand the meaning of the Conduct Guidelines, to generate a common ethical vision and to encourage a conscious approach to responsible behaviour. Between October and December 2023, 14 training sessions on the subject of the Conduct Guidelines were held, involving 268 managers. An ad hoc training was conducted for HR Business partners and for DSPC and GPG management dedicated to 72 persons.
- **Leadership Team Empowerment:** an intervention that aims to strengthen the cohesion, communication and functionality of the Leadership Team, through traditional classroom moments and, above all, outdoor activities, which offer the possibility of implementing new ways of sharing and collaboration. This path will lay the pillars of ATM's management culture of the future.
- **Relational training Follow-up for Line tutors:** periodic training for the *team* of controllers continues. In the previous training course, techniques for effectively managing conflict with customers were shared, with a marked focus on personal safety, topics that were taken up again in 2023, in order to share the results obtained and find new communication solutions together. To enable this sharing, the tutors were observed in the field while engaged in taxation.
- **Female Leadership:** a path entirely dedicated to women and to the development of the potential of those who, within the company, already carry out coordination and management activities and can grow and represent a model of the new leadership paradigm for the entire ATM Group. The activity, enriched by in-depth and personal discussions, work in subgroups

and plenary sessions, also achieved the objective of creating a women's business-network and, at the same time, training Women Ambassadors who will be agents of change.

- **Remote Working Training:** in 2023, online training days were organised - for both officials (384 people) and employees (444) - on how to use the remote working tool correctly.

Throughout 2023, compulsory technical training continued on occupational health and safety issues in compliance with current regulations and in support of technical skills, for both newly recruited and existing staff.

Particular attention was paid to the figure of the person in charge, who, following a regulatory update of TU 81/08, saw a reduction in training update intervals. This, together with an internal reassessment of the personnel in charge, led to a major training programme dedicated to this central figure in occupational health and safety.

There was a continuation in the year 2023 of a course that started in 2021 aimed at all maintenance staff working on the metro during the suspension of service. The aim of the course is to train staff in the operational role and, with an additional training module, to qualify them for the role of accompanying third-party companies on the metro during the suspension of service.

Another relevant project, started in 2021 and consolidated in 2023, was the launch of the ATM Technical School. The aim of the project is to support the selection process of young graduates to be employed in the various maintenance areas. The newly identified graduates underwent a period of technical training, both theoretical and practical, of more than 140 hours, before concluding the selection process. A total of 115 young graduates participated in the project, 90 of whom passed the selection and were hired as maintenance workers.

An intensive training programme for technical staff continued in 2023 with the aim of increasing skills in railway safety in the areas of infrastructure, installations, non-destructive testing and welding. This is in support of the future passage of ATM under the ANSFISA³⁶ control regime.

Also with this in mind, the number of hours of training carried out online by technical personnel was strengthened through the gradual emergence of training on the job activities carried out directly by the departments and brought into the system thanks to extensive dialogue with the operational structures.

A process of systematising the trainings carried out by newly recruited staff and geared towards providing them with the necessary operational skills in carrying out day-to-day activities also continued in 2023.

Finally, the use of the inter-professional training funds 'Fonservizi' and 'Fondirigenti', through strict internal administrative discipline, ensured that training costs were covered in 2023 as well.

³⁶ National Agency for Rail, Road and Motorway Infrastructure Safety.

Table 30. Average hours of training per capita provided, broken down by professional category and gender

ATM GROUP	2023			2022			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Average hours	27.8	36.7	28.7	29.4	40.3	30.5	29.6	28.5	29.5
Management area	14.7	32.2	20.2	11.8	15.8	13.0	16.4	23.1	18.3
Officials area	76.1	64.2	73.2	33.1	30.3	32.4	32.6	28.8	31.8
Exercise area	25.6	55.7	27.6	30.7	73.8	33.4	32.6	53.5	33.8
Administration and services area	19.3	20.3	19.6	19.5	18.6	19.2	15.1	14.9	15.0
Plant maintenance and workshop area	36.1	55.7	36.2	35.3	45.9	35.4	32.0	76.9	32.2
Mobility Auxiliary Services Area	7.6	12.0	8.6	10.2	20.4	12.5	9.7	6.0	8.9

Professional and personal development and training also play a central role at Metro Service. Although training and retraining relevant to safety-related activities and the specific work performed by each employee have a high priority, employees are encouraged to undertake training that is not directly related to the work they currently do, but which could be relevant to a future job and personal development.

Also 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 programmes with periodic tests to ensure that relevant skills are maintained. To promote the further professional and personal development of employees, Metro Service handles all administrative work in connection with education relevant to business, including offering flexible working hours. In addition, the company set up three educational committees, representing the stewards, technicians and control room personnel. The purpose of the committees is to promote the development and training of this group of employees.

Professional development

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

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

They therefore start as early as the selection phases, in which the company's efforts are aimed at ensuring the effective coverage of turnover and the reinforcement of key areas.

Great attention is paid at this stage to **mapping the skills** required for the correct filling of each individual role and, on the basis of these, to identifying the best candidates. This is achieved by means of a complex **selection process**, at the disposal of which a set of integrated tools - from interviews, to

tests, to assessment, to technical-practical tests, etc. is prepared, structured according to the characteristics of the different figures to be sought.

Efforts to properly give value to 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 organisational growth of our people: **performance appraisal, position weighting, benchmarking and salary management, internal mobility paths.**

As of 2021, a **three-year plan** aimed at **zeroing the *gender gap in wages* was implemented**, which included the allocation of an extraordinary pay policy quota for women with lower wages than the average for men in the same positions. In 2023, the interventions confirmed the trend of 2022 with a positive impact in terms of reducing the gap.