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Dear reader,

I am extremely pleased to present, for the first time as Chief Executive Officer, the third edition of the SIAS Group Sustainability Report.

I would also like to thank the Board of Directors for putting its drive and spirit behind this project.

I refer to the term project, because sustainability for the SIAS Group is an extensive and broad-ranging issue, and the Report, or rather the Consolidated Non-Financial Statement (NFS) as it is defined by the Legislator, is an important, but not the only factor.

Sustainability is a real cultural and strategic project, in which we are committed to pursuing our industrial goals, with an approach centred on promoting employment, respecting people and protecting the surrounding environment.

We want to make a positive contribution to society, improve our performance and anticipate the future, which is increasingly focussed on achieving a balance between industrial/economic performance and creating value for all Stakeholders, while respecting the environment, people and local areas.

Finance and major clients are also driving sustainability. Leading international funds predict that investors will focus more and more on ESG (Environment, Social and Governance) indicators in the near future, to determine business value.

With Ardian, the private investment firm and world leader managing $90 billion and providing consultancy services in Europe, the Americas and Asia, acquiring an investment in the share capital of the controlling holding SIAS, we must strive to improve even more and give our operations new strength and a boost to create value in the long term for all our Stakeholders.

The report extensively covers all Group activity carried out over the year.

Some of the most important topics are summarised below. I consider them to be an extremely important part of the Group’s sustainability project.
In 2018, as well, we conducted an analysis to assess the direct, indirect and related social impact of our business operations. In particular, with an added value of approximately €1.2 billion generated by the SIAS Group in 2018, we have estimated a total economic contribution of €4 billion.

In the motorway sector, we have continued to invest in equipment, human resources and technologies, to ensure the increasing quality of our service and maintenance of our infrastructure.

As part of its sustainability project, the Group has carried out an important Stakeholder engagement initiative with its employees. This is unique in the sector and aims to understand employees’ needs and expectations as part of the period of considerable change management the Group has undergone in the last few years. As a result, sustainability - with its different interpretations and actions - enables us to promote a new process of building our identity and takes on a central role in the Company’s organisational model.

Lastly, I would like to mention the two smart road projects promoted by ANAS for the Autostrada del Mediterraneo (A2), the Grande Raccordo Anulare (A90) and the Roma-Aeroporto di Fiumicino (A91), which was awarded to the Group’s technology company SINELEC. The smart road project is one of the most innovative in Europe for the digitalisation of transport infrastructure and we are proud to be able to make a technical contribution to an ambitious, visionary programme that will improve the safety of infrastructure networks, developing smart interaction among all the many players of the mobility ecosystem.

In this sector, we want to become key agents of change, offering our customers a quality experience that is increasingly superior.

Being ahead of the times and anticipating trends means being sustainable.

I hope you enjoy reading this Report.

Umberto Tosoni  
Chief Executive Officer
This document is the third Sustainability Report of Società Iniziative Autostradali e Servizi S.p.A. (hereinafter “SIAS” or “the Company”) and of companies consolidated on a line-by-line basis (the “Group” or “SIAS Group”) in the consolidated financial statements of the Group at 31 December 2018. It sets out the Group’s initiatives and results relating to sustainability during 2018 (the reporting period is from 1 January to 31 December).

Although included in the non-financial statement (“NFS” or “Sustainability Report”) of the parent company ASTM S.p.A., SIAS decided not to adopt the exemption envisaged in article 6, paragraph 2, letter a) of Legislative Decree 254/2016 (the “Decree”) and instead has prepared its own NFS in compliance with this decree, in order to guarantee the utmost transparency to the market and its Stakeholders.

As required by article 5 of the Decree, this document is a separate report and indicated as such, referring to the Consolidated Non-Financial Statement required by law.

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

This Sustainability Report has been prepared in compliance with the GRI Sustainability Reporting Standards, published in 2016 by Global Reporting Initiative (GRI), based on the “in accordance-core” option. The “GRI Content Index” is included in the annex of this document, with details on contents reported in compliance with GRI. For the preparation of the Sustainability Report, reference was made to the “Ten Principles” of the United Nations Global Compact, ISO 26000:2010 and Guidelines on non-financial reporting of the European Commission.

Data and information on the Non-Financial Statement refer to all SIAS Group companies consolidated on a line-by-line basis at 31 December 2018. Any exceptions, in addition to information below, are specifically indicated.

Main changes in the scope of consolidation compared to the previous year include Euroimpianti S.p.A. subscribing to 58.79% of the share capital in the newly established consortium company CIT S.c.a r.l on 5 July 2018.

Moreover, on 1 March 2018, the subsidiary Autovia Padana S.p.A. took over the concession of the A21 Piacenza-Cremona-Brescia stretch.

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

The Group has prepared a materiality analysis, as required by GRI standards, in order to report on the sustainability issues considered most significant by its Stakeholders and the organisation. This analysis was conducted in line with the previous year, and in consideration of the issues and areas indicated in article 3 of the Decree.

It was also considered appropriate in this analysis to compare significant issues identified from the materiality matrix (see the section “Stakeholder map and materiality analysis”) with sector best practices in order to ensure a broader comparison. Starting with the issues considered significant and considering the areas covered by the Decree, an analysis was carried out of the risks generated or suffered by the Group’s activity, services/products, including supply chain and subcontractors where relevant and available.

In particular, SIAS and its significant operating subsidiaries have adopted a Risk Management system in line with best practices defined by the Enterprise Risk Management Integrated Framework (COSO ERM).
and ISO 31000:2009. The main inherent risks connected with sustainability issues and relative management and mitigation procedures are indicated in the section "Internal audit and risk management system", to which reference is made for details.

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

In this regard, the actions taken by the Group with reference to various sustainability topics are summarised below.

**ENVIRONMENT**

The SIAS Group is committed to pursuing solutions that can guarantee protection of local areas, responsible use of natural resources, efficient energy consumption, management of atmospheric emissions and protection of biodiversity.

Since 2018, SIAS has been a member of the CDP Climate Change Programme.

Moreover, in line with objectives defined in the Sustainability Plan, Group companies contribute to protecting and safeguarding the environment, also through the following actions:

i. efficient lighting systems on motorways, through increased use of LEDs
ii. noise abatement plans for motorway infrastructure;
iii. promoting the use of reused materials, as part of activities for the maintenance and modernisation of motorway infrastructure, with a view to supporting the circular economy
iv. promoting protection of the local area, reduction in land use and protection of biodiversity.

In this regard, a project was started to harmonise environmental management systems and is scheduled for completion by the end of 2021.
SOCIAL ASPECTS

Social issues have always been a key value and objective for the SIAS Group, which is committed daily to ensuring the safety of its employees and, through its licensee companies, road safety and service quality, promoting solutions to improve motorway infrastructure and user satisfaction.

In 2018, current quality, safety and environmental management systems were aligned with applicable ISO releases, while maintaining all certification awarded, and activities were carried out to promote safe driving through the Autostradafacendo campaign.

In this framework, in line with the objectives set out in the Sustainability Plan:

i. Group licensee companies will obtain ISO 39001 (Road Safety Management System) certification by 2021. During 2019, the licensee company Autostrada dei Fiori S.p.A. will adopt a Management System conforming to UNI ISO 39001:2016, as a pilot project.

ii. Group licensees will continue their investment plans for road safety (with investments for the 2017-2021 period estimated to be approximately 400 million).

iii. During 2019, a project will be started to extend the motorway user satisfaction measurement system to main Group licensees.

iv. the “Infomobility” application will be implemented in 2019, to give motorway users updates on road traffic in real time.

PERSONNEL

The SIAS Group has adopted initiatives to empower its human capital, with a particular focus on employees’ health and safety, company welfare, diversity and inclusiveness.

SIAS and main significant operating subsidiaries have implemented a Diversity and Inclusiveness Policy, and launched a talent policy based on an integrated human capital management system and employee training and development programmes, in order to create a shared company culture based on expertise and innovation.

Lastly, a project was started to harmonise occupational health and safety management systems, scheduled for completion by 2021.

RESPECT FOR HUMAN RIGHTS

The SIAS Group recognises the intrinsic value of each person and endeavours to ensure that human rights are respected along the entire value chain, promoting accessibility without any type of discrimination and encouraging the use of services by persons with reduced mobility.

To consolidate its commitment in this area, SIAS adopted a Human Rights Policy in January 2019, which supplements the Code of Ethics, Suppliers Code of Conduct and other sustainability policies. This policy will also be adopted by significant operating subsidiaries during 2019.
THE FIGHT AGAINST ACTIVE AND PASSIVE CORRUPTION

To develop a management strategy increasingly aimed at fighting active and passive corruption, an Anti-Corruption Policy has been adopted, in line with best practices and national and international standards.

The Internal Audit function is in charge of monitoring the adoption and dissemination of this policy. Moreover, the Supervisory Body, as part of its oversight activities, checks the operating effectiveness of controls adopted to prevent corruption.

A channel has also been set up to report offences or irregularities identified during work activities.

Training courses on corruption risks are held at regular intervals for executives and people most exposed to these risks.

Where possible, the use of estimates in this document has been limited and if present, estimates are indicated. Estimates are based on the best information available, or on sample surveys.

The reporting on the impact of Group operations on the local area and relative external factors in terms of value created and distributed, contained in the section on “Impact Measurement” is not based on GRI reporting standards, but on the use of an input-output model. This model statistically analyses the interaction between a country’s industries, making it possible to further understand the economic context in which a business operates.


This document was subject to a limited assurance engagement, as defined by ISAE 3000 Revised, by the appointed auditors Deloitte & Touche S.p.A. This engagement was carried out according to procedures in the “Report of the Independent Auditors” included at the end of the document.

The 2018 Sustainability Report of the SIAS Group at 31 December 2018 is available on the Company’s website www.grupposias.it in the section “Sustainability”.

Contacts:
sostenibilita@grupposias.it
www.grupposias.it/sostenibilita
2018 HIGHLIGHTS

THE SIAS GROUP AND SUSTAINABILITY

€1,455 million
REVENUES

€748 million
EBITDA*

€2.7 billion
MARKET CAP AT 28.12.2018*

€1,197 million
ECONOMIC VALUE GENERATED AND DISTRIBUTED

*Data from the SIAS Group 2018 Report on Operations

OUR RESPONSIBILITY TOWARDS PEOPLE

2,631
EMPLOYEES

93%
% EMPLOYEES WITH PERMANENT CONTRACTS

23%
FEMALE EMPLOYEES

47%
EMPLOYEES IN THE AGE GROUP 30-50

OUR RESPONSIBILITY TOWARDS THE ENVIRONMENT

95 km
NOISE ABATEMENT BARRIERS

87%
RECYCLED WASTE

OUR BUSINESS SEGMENTS

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

€450 million
OF INVESTMENTS IN MOTORWAY ASSETS

This figure refers to the motorway network managed by SIAS and the jointly held Brazilian subsidiary EcoRodovias.
The SIAS Group and sustainability
GROUP STRUCTURE

The equity investments of main companies of the SIAS Group at 31 December 2018 are indicated below, indicating the business segment.

1 from ATIVA 1.08
2 from S.I.A.F. 1.08
3 of which 1.86 from Albenga Garessio Ceva
SIAS is an industrial holding with headquarters in Torino that operates in the motorway concessions sector, which is its core business, and in the technological services sector applied to transport mobility.

Today, SIAS is the third operator worldwide and main motorway operator in the north west of Italy in managing toll motorways with approximately 4,156 km of network managed in Italy (approximately 1,423 km), in Brazil (approximately 2,649 km) and in the United Kingdom (approximately 84 km).

In the technology sector, SIAS operates through the subsidiary SINELEC, a leader in the development and management of advanced systems for processing data concerning mobility, transport and toll collection, with a particular focus on the development and implementation of new technologies for vehicle safety and assisted driving.
In Italy, the Group is the leading motorway operator in the north west, with approximately 1,423 km of network in one of the highest-income European areas.

The network accounts for approximately 23% of Italy’s motorway network and is an integral part of main trans-European road corridors.
The Group, through the jointly controlled company EcoRodovias, which is listed on the São Paulo Stock Exchange, is a leading infrastructure operator in Brazil, with a motorway network of approximately 2,649 km, located in the areas of São Paulo, Rio de Janeiro and Curitiba along the south-east corridor of the country in one of the wealthiest and most industrialised areas with a high population density.
GROUP STRUCTURE AND BUSINESS SEGMENTS
at 31 December 2018

The subsidiaries of SIAS consolidated on a line-by-line basis in the Consolidated Financial Statements of the Group at 31 December 2018 are listed below.

Holdings and other minor companies
SIAS S.p.A.
Autostrada Albenga-Garessio-Ceva S.p.A.
Finanziaria di Partecipazioni e Investimenti S.p.A. with single member
Logistica Tirrenica S.p.A.
SIAS Parking S.r.l unipersonale

SIAS GROUP

MOTORWAY CONCESSIONS
Autostrada Asti-Cuneo S.p.A.
Autostrada del Fiori S.p.A.
Società Autostrada Ligure Toscana p.A.
SATAP S.p.A.
SAV S.p.A.
Autovia Padana S.p.A.

PLANT
Euroimpianti S.p.A.
Brescia Milano Manutenzioni S.c.a r.l.
CERVIT Impianti Tecnologici Consortile A Responsabilità Limitata (CIT S.c.a r.l.)
Pedemontana Lombarda Manutenzioni S.c.a r.l. in liquidation

TECHNOLOGY
SINELEC S.p.A.
CORPORATE OWNERSHIP AT 31 DECEMBER 2018

SIAS is a company with share capital listed on the electronic stock exchange (MTA) managed by Borsa Italiana S.p.A. At 31 December 2018, the share capital of SIAS, subscribed and paid up, was equal to €113,771,078 and comprised 227,542,156 ordinary shares of a par value of €0.50.

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<th>Shareholder</th>
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<td>ASTM S.p.A.</td>
<td>63.41%</td>
</tr>
<tr>
<td>Aurelia S.r.l.</td>
<td>6.84%</td>
</tr>
<tr>
<td>Nuova Argo Finanziaria</td>
<td>0.63%</td>
</tr>
<tr>
<td>Outstanding shares</td>
<td>29.12%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.00%</strong></td>
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</tbody>
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1 of which 1.72% through S.I.N.A. S.p.A.
2 A subsidiary of Aurelia S.r.l. (60%), holding of the Gavio Group, and investee of Mercure Investment S.à r.l. (40%), controlled by Ardian

ENGAGEMENT WITH SHAREHOLDERS: ITALIAN SUSTAINABILITY DAY

SIAS took part in the second edition of the Italian Sustainability Day, held to promote dialogue between companies and investors on sustainability, innovation and growth issues, promoted by Borsa Italiana on 2 July 2018 in Milano. During the event, companies and investors took part in a training programme and explored a number of topics: from global macro-trends to sustainable investment strategies, the role of major Italian groups, the sustainability strategies of SMEs, reporting and communication and company/investor and analyst engagement. More specific topics were also addressed such as the funding of sustainable activities through the issue of green bonds. One-to-one sessions were also held to reply to investors’ questions. The presentation made to investors is available on the Company website www.grupposias.it, in the section “Sustainability”.
The SIAS Group has always been aware of the importance and evolving nature of promoting a structured Corporate Responsibility process, and continues to support an even greater synergy of environmental, social, economic and governance issues, human rights issues, personnel and the fight against corruption, embedded in its business operations. In this context, the involvement of Stakeholders is fundamentally important, for sharing the main results achieved, from a critical perspective, and for defining future strategic actions.

In compliance with the GRI Standards defined by the Global Reporting Initiative (GRI) in 2016, the Group developed and valued a materiality analysis process, providing for specific Stakeholder engagement initiatives, in order to steer the reporting of non-financial aspects included in this Report.

The figure below shows the Stakeholder map that SIAS has created as part of analysing the sector and the main impacts that its business activity has and is subject to. Stakeholders were identified during the Group materiality workshop.

In this context, the involvement of Stakeholders is fundamentally important, for sharing the main results achieved, from a critical perspective, and for defining future strategic actions.
In particular, materiality analysis has enabled the Group to:

- Identify the most significant sustainability topics for SIAS, defining material topics in the light of economic, governance, environmental and social topics, also analysing actions for fighting corruption, organising personnel and carrying out Stakeholder assessment.
- Assess the significance of each material topic for the Group’s strategic priorities and for various business segments. This process has contributed to assessing the consistency of Group objectives, and controls to mitigate sustainability risks identified and Stakeholder expectations.
- Identify actions for future Stakeholder engagement initiatives. In light of the areas for improvement identified, additional Stakeholder engagement activities will be developed, in order to meet Stakeholders’ expectations with an increasing focus, in line with continual changes in context.

To promote the active involvement of Stakeholders, in line with previous years and in compliance with the AA1000 Stakeholder engagement standard and Reporting Principles of the GRI Standards, the third Stakeholder Engagement Workshop was held within the Group on 9 October 2018. To involve external Stakeholders, a specific survey was conducted, involving representatives from institutions, investors, the media, consumer associations, the supply chain and customers.

The results of the analysis were processed and summarised in the materiality matrix, presented below, considering the topics defined in article 3 of Legislative Decree 254/16, such as respect of human rights, environmental protection, issues concerning personnel, social aspects and the fight against active and passive corruption.

In particular, the following issues were specified:

- every point represents a topic to be assessed;
- The 21 material topics identified are divided into seven colour-coded categories (economic and governance, fighting corruption, social, personnel, human rights, environmental, and sector-specific).
- These topics are positioned in the matrix based on the significance for the Group, also considering the sectors in which it operates and its Stakeholders.

The main results are as follows:

- For topics specifically related to the Group’s business, the particular importance of road safety and of traffic and emergency management is confirmed. Compared to the previous year, the topic “impact of new technologies” had a greater significance for Stakeholders.
- For social and personnel topics, a distinction is made between occupational health and safety and infrastructural and socio-environmental risk management. Compared to the previous year, employee development and training was more significant.
- For the categories economic and governance and the fight against corruption, anti-corruption is considered important.
- The environmental topics considered most important are noise pollution, land management, energy consumption and impact on the landscape, particularly regarding the sectors the Group operates in.
THE SIAS GROUP’S MATERIALITY MATRIX

Key
- Economic and governance
- Sector-specific
- The fight against corruption
- Social
- Environmental
- Personnel
- Human rights

The diagram shows the materiality matrix for SIAS Group with various dimensions and their significance levels for the company and stakeholders.
ETHICS AND INTEGRITY

The Group’s operations are based on robust ethical principles formalised in its Code of Ethics and Conduct. These principles must be adopted by any entity operating on behalf of SIAS or coming into contact with the Company, failing which disciplinary and contractual sanctions for any breaches will be applied. The Code of Ethics is distributed to all individuals and entities that do business and interact with the Company, in any capacity, and is available along with the Sustainability Policies, on the company’s intranet #agorà and on its website www.grupposias.it.

In order to gradually integrate the sustainability culture in all company processes and operating areas, SIAS approved a specific Sustainability Policy, which reflects its commitments to sustainability, with specific reference to actions targeting governance, employees, the environment, the local area, the supply chain, innovation, road safety and occupational health and safety.

To strengthen ESG (Environment, Social and Governance) monitoring, SIAS and its significant operating subsidiaries have adopted specific policies and procedures, of which the main characteristics are described in brief.

DIVERSITY AND INCLUSION

SIAS recognises the diversity of its employees as a factor in its success and takes advantage of their experience, capabilities and qualities on a daily basis. It is strongly convinced that diversity, in all its forms, is a strategic benefit, as it enhances cultural initiatives, promoting a work environment that is inclusive and focussed on cooperation and creativity.

These principles are set out in the Diversity and Inclusiveness Policy which all personnel shall comply with in relations with colleagues, customers, suppliers and all people they come into contact with while carrying out activities.

SUPPLIERS CODE OF CONDUCT

The SIAS Group’s Suppliers’ Code of Conduct involves its own suppliers in creating a procurement cycle that is sustainable in social, environmental and economic terms. This Code applies along with all existing laws in countries where the Group operates and contains all the principles in the Code of Ethics and Conduct and existing company procedures.

HUMAN RIGHTS

SIAS recognises the intrinsic value of each person and endeavours to ensure that human rights are respected along the entire value chain, promoting accessibility without any type of discrimination and encouraging the use of services by disabled people. To strengthen its commitment to promoting respect for human rights, SIAS has adopted a Human Rights Policy inspired by international standards such as the “seven principles” of the UN Guiding Principles Reporting Framework, the Universal Declaration of Human Rights and the Fundamental Conventions of the International Labour Organisation (ILO).

This policy covers the following areas:

- personnel recruitment
- a ban on any kind of child, forced or compulsory labour
- occupational health and safety
- non-discrimination, salary conditions and freedom of association
- protection of human rights in supplier relations
- relations with communities and all Stakeholders
- reporting and disciplinary system
The SIAS Group’s fundamental values include ethics, lawfulness, honesty, integrity and transparency. An awareness of the risks of corruption have led SIAS to act beyond mere legal constraints, identifying measures to prevent offences of corruption, as an integral part of the Group’s social accountability approach.

In this context, in line with the principles set out in the Code of Ethics and Conduct, and Compliance Programme, and based on best practices concerning anti-corruption, and ISO 37001:2016, an Anti-Corruption Policy has been defined, in order to further mitigate risks of conduct attributable to corruption in countries where the Group operates.

The Internal Audit function is in charge of monitoring the adoption and dissemination of this policy. Moreover, the Supervisory Body, as part of its oversight activities, checks the operating effectiveness of controls adopted to prevent corruption. A channel has also been set up to report offences or irregularities identified during work activities. Training courses on corruption risks are held at regular intervals for executives and people most exposed to these risks.

During 2018, the Group stepped up its focus on protecting the personal data of Stakeholders, aware that protecting the privacy of natural persons is a fundamental right, also recognised by the Charter of Fundamental Rights of the European Union.

An organisational and management model for data protection was therefore adopted, conforming to the provisions in Regulation (EU) 2016/679 (“GDPR”), which became effective on 25 May 2018.

In particular, each company has adopted its own organisational model, which establishes the following:

i. The Chief Executive Officer is given all powers concerning data protection.

ii. Internal managers ("Data Managers") are appointed to run company organisational units in charge of personal data.

iii. A Head of Data Protection is appointed from among the Data Managers to coordinate the others, providing support and acting as a contact for the Chief Executive Officer and Data Protection Officer ("DPO").

iv. People authorised to process personal data (Data Controllers) are appointed and given specific instructions by Data Managers.

v. The Data Protection Officer ("DPO") is appointed.

During the year, periodic meetings were held with Data Protection Contacts and Data Protection Officers attending, to encourage comparison and coordination among company functions on data protection topics.

With particular reference to the management model, each company:

i. has adopted an integrated platform for the retention of significant documents, and the management of main privacy obligations on suitable media that can guarantee traceability.

ii. has adopted its own privacy policy and additional operating procedures to protect personal data, published on the company intranet.

iii. Has revised its own document templates (including information sheets for data subjects and agreements with third-party suppliers), in order to align with the provisions of the GDPR.

As regards the mapping of their own processing, the companies identified the types of processing with particular risks for data subjects (e.g. personnel management, the operation of motorway stretches, geolocalisation, video surveillance systems), in order to identify appropriate actions for mitigating data protection risks.
The Group presented its first Sustainability Plan, called “Going Global Sustainably”, which sets out its commitments in terms of sustainability, which translate into feasible actions and concrete results.

The Plan identifies the measurable qualitative objectives for each area of commitment, over the medium to long term (2017-2021), in line with the Group’s values and its Strategic Plan.

Moreover, the Sustainability Plan highlights the Group’s commitment to sustainability topics, with a view to continually improving performance and clear communication with Stakeholders on its strategic policies for sustainability, sharing its objectives, principles and values. In this context, the Plan defines and monitors sustainability objectives, to increase the sense of responsibility and motivation of function managers involved.

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

The Plan is available on the Company website www.grupposias.it, in the section “Sustainability”.

SUSTAINABILITY PLAN

SUSTAINABLE DEVELOPMENT GOALS

3. GOOD HEALTH AND WELL-BEING

5. GENDER EQUALITY

7. AFFORDABLE AND CLEAN ENERGY

8. DECENT WORK AND ECONOMIC GROWTH

9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

10. REDUCED INEQUALITIES

11. SUSTAINABLE CITIES AND COMMUNITIES

13. CLIMATE ACTION

16. PEACE, JUSTICE AND STRONG INSTITUTIONS
THE PLAN INCLUDES THE FOLLOWING STRATEGIC GUIDELINES

- Adopt sustainability governance in line with best practices
- Create sustainable value in the medium to long term for all Stakeholders, protecting and fostering the Group’s reputation
- Promote policies to improve road safety
- Promote human capital, empowering expertise and different cultures
- Guarantee compliance with environmental laws and promote energy efficiency policies
- Guarantee occupational health and safety
SIAS’s Corporate Governance model conforms to applicable laws and is consistent with provisions in the Corporate Governance Code, approved by the “Committee on Corporate Governance of Listed Companies” of Borsa Italiana S.p.A., which the Company endorses. The Model considers the size of the company, its ownership structure and business segments. The Company adopts a traditional administration and control system. The model provides for the following corporate bodies: Shareholders’ Meeting, Board of Directors, Board of Statutory Auditors and Board Committees (Remuneration Committee and Audit, Risk and Sustainability Committee).

The Board of Directors comprises 15 members, of whom 10 were men (67%) and five women (33%), with four members in the 30-50 age group (27%) and the others in the over-50 group (73%). Moreover, nine Directors are considered independent pursuant to the Consolidated Law on Finance (TUF) and meet the independent requirements established in the Corporate Governance Code.

For further information on the corporate governance system of SIAS and the composition of its internal committees and Board of Directors, see the “Report on Corporate Governance and Ownership Structure” available on the Company website www.grupposias.it, in the section “Investor relations”.

**ADMINISTRATION AND CONTROL SYSTEM OF SIAS**
THE SIAS GROUP AND SUSTAINABILITY

GOVERNANCE OF SUSTAINABILITY

The Group has defined the organisational structure for sustainability, establishing the roles and responsibilities of entities and bodies involved, as well as time frames and information flows regarding non-financial disclosure.

In particular, SIAS’s Board of Directors establishes strategic sustainability guidelines with a view to creating value for all Stakeholders in the medium to long term, ensures that business activities comply with the Code of Ethics and Sustainability Policy, and approves the Sustainability Plan and Sustainability Report.

SIAS’s Board of Directors assigned the Audit, Risk and Sustainability Committee the task of supervising sustainability topics related to business operations and of reviewing the Sustainability Report and Sustainability Plan, monitoring their adoption.

The Board also set up the specific “Sustainability” function, which, in line with the strategic guidelines defined by the Board, and assisted by a dedicated work team:

i. prepares the Sustainability Plan in line with the strategic guidelines defined by the Board of Directors, setting out objectives in terms of operating actions
ii. coordinates the collection and processing of data necessary to produce the Sustainability Report
iii. plans Stakeholder engagement and internal and external communication on sustainability topics

MANAGEMENT OF CONFLICTS OF INTEREST

The “Procedure for transactions with related parties”, approved by the Board of Directors, has been in force since 1 January 2011. This procedure was last updated on 23 January 2017, as part of periodic review activities recommended by Consob, on a three-year basis.

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

The procedure is available on the Company website www.grupposias.it, in the section “Governance”.
INTERNAL AUDIT AND RISK MANAGEMENT SYSTEM

The Internal Audit and Risk Management System is part of the organisational, administrative and accounting structure and more in general the corporate governance structure, and conforms to the recommendations of the Corporate Governance Code of Borsa Italiana, which the company endorses.

The Board of Directors is responsible for the internal audit and risk management system in relation to which, through the specific Committee, it defines the guidelines and periodically checks their adequacy and actual operation, ensuring that main company risks are identified and managed in line with the strategic objectives set.

The Internal Audit and Risk Management Model adopted by SIAS was defined based on best practices established by COSO’s Enterprise Risk Management Integrated Framework and ISO 31000:2009.

In line with the model adopted and with support from dedicated internal functions, risks connected with the attainment of strategic company objectives are assessed, including in terms of sustainability topics.

During 2018, the mapping of main risks generated or sustained, relating to business operations, including environmental, social and personnel issues, respect for human rights, and fighting active and passive corruption, was revised.

In particular, the main risks concerning sustainability issues for SIAS S.p.A. and its subsidiaries are reported.
MAIN RISKS CONCERNING SUSTAINABILITY ISSUES

RISK OF OPERATIONAL DISRUPTION TO INFRASTRUCTURE
Risks related to operational disruption of motorway infrastructure and to circumstances that may affect motorway traffic safety.

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

RISK RELATED TO THE MANAGEMENT OF EMERGENCY EVENTS AND MOTORWAY USER SERVICES
Risks related to the inadequate management of emergency events in motorway operation and the management of motorway services not in line with the standards defined in the services charter.

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

RISK RELATED TO THE SUPPLY CHAIN AND SUBCONTRACTING
Risks related to the conduct of suppliers and sub-suppliers and lack of visibility and control over supplier practices, particularly in the construction industry, with particular reference to occupational health and safety topics, respect for human rights, compliance with environmental regulations and corruption.

ENVIRONMENTAL COMPLIANCE RISK
Risks related to legal and regulatory changes in an environmental framework, in countries where the Group operates.

RISK RELATED TO PERSONNEL
Risks related to the inadequate management of processes to attract, recruit, develop, motivate and retain key positions within the Group.

NIMBY RISKS AND RELATIONS WITH LOCAL AREAS
Risks related to NIMBY (Not In My Back Yard) campaigns, i.e. when local communities or trade associations protest against the development of large infrastructure and/or projects to improve road systems undertaken by the Group.
THE GROUP'S RESPONSE TO RISK

SIAS and its significant operating subsidiaries have adopted a Risk Management system conforming to applicable best practices, defining the organisational structure and assigning clear roles and responsibilities in this regard. Specific processes to identify, monitor and mitigate main company risks have also been defined.

As regards main risk mitigation activities, SIAS and its significant operating subsidiaries have adopted a Code of Ethics and Conduct and a Compliance Programme pursuant to Legislative Decree 231/01, also establishing the operating procedures and a disciplinary system.

The main policies adopted by SIAS and its subsidiaries, also to mitigate identified sustainability risks, are described in this document, with particular reference to the sections Code of Ethics, Human Rights, corruption and privacy.

SIAS and its significant operating subsidiaries have adopted management systems in line with applicable best practices, with a particular focus on sections concerning Quality, Safety and the Environment.

All significant operating subsidiaries have adopted a management and quality system conforming to ISO 9001.

Some Group companies, including SINELEC and Euroimpianti, have adopted an Environmental Management System certified to ISO 14001 and an Occupational Health and Management System certified to OH-SAS 18001, ensuring specific management procedures to continually improve company environmental performance. Moreover, SINELEC has an information security management system, certified to ISO 27001.

As regards recent legal updates concerning whistleblowing, SIAS adopted a system in 2018 to report irregularities and potential offences committed by employees and third parties, to supplement the channels already set up for reporting to the Supervisory Body.
Material topics identified were correlated with the areas envisaged by Legislative Decree 254/2016, the Sustainable Development Goals (SDGs) integrated in the Group’s 2017-2021 Sustainability Plan objectives and main sustainability risks identified.

The results of this analysis for the most significant material topics for the Group and its Stakeholders are summarised below:

**Material topic: ROAD SAFETY, TRAFFIC AND EMERGENCY MANAGEMENT**

Main sustainability risks associated:
- risk of operational disruption to infrastructure
- risk related to the management of emergency events and motorway services

Summary of main management and mitigation actions:
- management qualification and personnel training, including through drills
- operating procedures for timely and coordinated traffic and emergency management
- continual planning and monitoring of maintenance
- memorandums of understanding with neighbouring licensees and authorities (the police, civil protection, prefectures, etc.)

**Envisaged by Legislative Decree 254/2016: SOCIAL, ENVIRONMENTAL**
- service contracts with third parties (e.g. winter services)
- grantor monitoring plan
- systems to identify customer satisfaction.

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

The Sustainability Plan envisages the attainment of ISO 39001 (Road Safety Management System) certification for all Group licensees by the end of 2021.

*For further information, see the section “Our commitment to safety.”*
Material topic: **MANAGEMENT OF INFRASTRUCTURAL AND SOCIAL/ENVIRONMENTAL RISKS**

Main sustainability risks associated:
- risk of operational disruption to infrastructure
- environmental and occupational safety compliance risk.

Summary of main management and mitigation actions:
- monitoring and planning of maintenance to check and guarantee the safety status of motorway infrastructure
- the seismic and hydrogeological monitoring plan
- grantor monitoring of infrastructure
- the “Code of Ethics and Conduct” and “Compliance Programme” adopted by SIAS and main Group companies, including specific operating procedures monitoring environmental offences and occupational health and safety
- environmental and occupational health and safety management systems in line with applicable best practices

For further information, see the section “Our commitment to safety”.

Material topic: **OCCUPATIONAL HEALTH AND SAFETY**

Main sustainability risks associated:
- environmental and occupational safety compliance risk
- risk related to the supply chain and subcontracting.

Summary of main management and mitigation actions:
- the “Code of Ethics and Conduct” and “Compliance Programme” adopted by SIAS and main significant operating subsidiaries, including specific operating procedures monitoring compliance with the provisions in the Consolidated Safety and Health at Work Act (Legislative Decree 81/08)
- occupational health and safety management systems in line with applicable best practices
- specific health and safety training and prevention programmes, to reduce accidents, guarantee a safe working environment, and promote and encourage virtuous behaviour in the workplace
- Suppliers’ Code of Conduct that establishes the behaviour to adopt in dealings with suppliers and business partners.

With a view to continual improvement, the Group promotes the harmonisation of occupational health and safety policies within each business segment, also through the adoption of an Integrated Quality, Safety and Environmental Management System, in line with applicable international standards.

For further information, see the section “Health and safety” in the chapter “Our responsibility towards people”.

Material topic: **EMPLOYEE DEVELOPMENT AND TRAINING**

Main sustainability risks associated:
- Risk related to personnel

Summary of main management and mitigation actions:
- Implementation of an integrated human capital management system, through:
  - a managerial incentive system with the aim of valuing competencies and promoting the achievement of results, establishing a virtuous link between compensation and professional performance
- partnerships with universities to attract young talent
- employee development and training programmes to create a shared company culture based on competencies and innovation

With a view to continual improvement, the Group promotes programmes to assess competencies and professional development plans.

For further information, see the section “Programmes to manage expertise and ongoing training” in the chapter “Our responsibility towards people”.

Envisaged by Legislative Decree 254/2016: **SOCIAL, ENVIRONMENTAL**

Envisaged by Legislative Decree 254/2016: **TOPICS CONCERNING PERSONNEL**
Our business
OUR MOTORWAY LICENSEE COMPANIES

SATAP S.p.A.

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

- A4 Torino-Milano (130 km)
- A21 Torino-Piacenza (168 km)\(^4\)

The route covers a total of about 300 kilometres, crossing the regions of Lombardia, Piemonte and Emilia-Romagna.

Società Autostrada Ligure Toscana – SALT p.A.

Società autostradale SALT manages the following motorway stretches, under concession:

- A12 Sestri Levante-Livorno; Viareggio-Lucca; Fornola-La Spezia for a total of 155 km
- A15 La Spezia-Parma for a total of 182 km

\(^3\) Directly controlled  
\(^4\) Concession expired and managed by SATAP S.p.A on an extended terms basis
Autostrada Asti-Cuneo S.p.A.

The company Autostrada Asti-Cuneo has the concession to manage the A3378 stretch of the Asti-Cuneo motorway (A33), comprising two stretches totalling 78 km, connected in turn by a 20 km stretch of the Torino-Savona motorway (A6), from Marene to Massimini.

- Stretch 1 – from the town of Cuneo to the Massimini junction on the A6 Torino-Savona
- Stretch 2 – from the Asti Est and Asti Ovest junctions of the A21 Torino-Piacenza, up to the Marene junction on the A6 Torino-Savona

Società Autostrade Valdostane - SAV S.p.A.

The motorway company SAV has the concession to manage the A5 motorway stretch from Quincinetto to Aosta Ovest and the A5-SS 27 junction of the Gran San Bernardo road tunnel (A5).
**Società di Progetto Autovia Padana S.p.A.**

The company Autovia Padana has the concession to manage the Piacenza-Cremona-Brescia stretch of the A21 motorway, for approximately 89 km, as well as the Fiorenzuola d’Arda branch, which connects the A21 with the Milano-Bologna motorway (A1).

The Company is also appointed to manage the Ospitaletto-Montichiari motorway link for a further 17 km, on a separate and temporary basis, on behalf of ANAS.

**Autostrada dei Fiori S.p.A.**

The company Autostrada dei Fiori has the concession to manage:

- the stretch of the Savona-Ventimiglia motorway (A10), with an overall length of 113 km
- the 131 km stretch of the Torino-Savona motorway (A6)
MOTORWAY TOLLS

The Group’s main source of income is from motorway tolls that customers pay to use the infrastructure. This toll is calculated by multiplying the number of kilometres travelled on the Group’s network by the rate, which is specific for each concession. The rate is governed based on an agreement which each Group licensee company has signed with the Ministry of Infrastructure and Transport (MIT), that awarded the concession, and which is updated according to indications in MIT decrees. The rates policy of Group licensee companies is therefore subject to compliance with numerous constraints, which therefore rule out any discretionary application by the companies and guarantee the transparent, uniform adoption of rates for customers.

A specific financial economic plan is attached to the agreement, used to determine toll rate increases for individual licensee companies. This calculation is based on permitted costs and expected revenues for regulatory purposes, in accordance with motorway sector regulations as of CIPE (Interministerial Committee for Economic Planning) Resolutions 39/2007, 27/2013 and 68/2017. The final toll, which each user pays to the licensee companies, includes three components: the portion retained by the licensee company, the additional fee to pay to the state and VAT. Together, the latter two components are the amount paid directly to Public Administration. The portion retained by the licensee company remunerates capital channelled into investments made to modernise, innovate and increase the safety of the managed network, as agreed in the concession.

FINAL UNIT RATE PER KM
(UNIT RATE OF LICENSEE COMPANIES + ADDITIONAL FEE + VAT)

- This depends on the vehicle category and characteristics of motorway stretches (valley or mountain areas). It is determined based on a mechanism envisaged in the agreement.
- The additional fees paid to the state are equal to 6 thousandths of a euro/km for A and B category vehicles, and 18 thousandths of a euro for category 3, 4 and 5 vehicles (Law 102/2009 and Law 122/2010).
FINANCIAL RESULTS

FOCUS ON REVENUES

In line with 2017, the motorway sector confirmed its leading position for the SIAS Group in 2018, in terms of revenues generated (€1,367.6 million). This sector is followed by technology, with revenues amounting to €45.6 million, and other revenues for €41.4 million.

The Consolidated Financial Statements at 31 December 2018 closed with a profit of €286.5 million up on the figure of €262 million in 2017, increasing by approximately €24.6 million.
ECONOMIC VALUE GENERATED AND DISTRIBUTED

CONTEXT
Investments in sustainable infrastructure and scientific and technological research promote economic growth, the creation of jobs and prosperity. In 2017, it is estimated that global economic growth reached 3%: a figure which is particularly significant given that growth in 2016 amounted to 2.4%. Investments in infrastructure with private participation have increased considerably since the start of the century, with particular reference to average-income countries. However, since 2012, private investments in infrastructure have been declining. In 2017, private investments in the energy, transport and ICT backbone sectors and in water infrastructure in countries with a low to average income amounted to 93 billion USD in 304 projects in 52 countries. Since 2000, the percentage of expenditure in research and development accounting for world GDP has been rising steadily. However, there is a considerable disparity between developed and developing countries, with the latter recording expenditure in Research and Development which is far lower.

The table showing the breakdown of economic value generated and distributed by the SIAS Group was based on reclassifying the items in the Consolidated Financial Statements for the Group at 31 December 2018.

In 2018, the Group’s net global added value was equal to €1,197 million, increasing by 4% compared to the previous year.

Most of this value, equal to 35%, refers to “Supplier remuneration”; this item mainly consists of costs for services and raw materials. “Public administration remuneration” accounts for 19% and basically refers to income tax and concession fees. This is followed by “Employee remuneration” (15%), which mainly includes salaries, employee severance indemnity and social security contributions. “Shareholder remuneration”, equal to 14%, includes the distribution of 2018 dividends. “Company remuneration”, equal to 10% of the total, includes the value retained by SIAS for the Group’s future development. Lastly, “Financial system remuneration” was equal to 7%.

2 World Bank, Private Participation in Infrastructure Database.
3 Of which concession fees of €117,327 and income taxes of €106,227.
IMPACT MEASUREMENT

As regards motorway concessions, numerous studies have demonstrated the strong correlation between an area’s infrastructure and its rate of development. The economic growth of a nation is in fact related to an increase in passenger and goods mobility in its territory. Moreover, the contiguous construction industry is the driving sector of the domestic economy, purchasing goods and services from 90% of economic sectors.

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

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

The analysis is based on an input-output model that, by statistically analysing the interactions between a country’s industries, makes it possible to further understand the economic context in which a business operates.

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

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

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8 Source: “Processing an economic impact indicator for developing new linear transport infrastructure”, CRMT (Transport and Infrastructure Research Centre) Unioncamere Lombardia

9 Source: “The construction industry: structure, sector interdependence and economic growth”, Economic Affairs and Study Centre, ANCE (National Association of Building Constructors). The business segments in which SIAS operates, especially concessions and construction, are fundamentally important for the economy.

10 Model developed by the world-famous economist and scientist Leontief, winner of the Nobel Prize in Economics in 1973 and inventor of the input output system.
As regards the SIAS Group, the analysis shows the indirect and related contribution to national GDP and employment, starting from the economic value generated and distributed in 2017 ("Direct contribution").

The results show how the SIAS Group with its activities makes a significant contribution to creating economic value and jobs in the area where it operates.

In particular, with an added value of €1,197 million (for more information see the section "Economic value generated and distributed"), an overall contribution to GDP of around €4 billion is generated (given by the sum of the direct, indirect and related contribution).
Moreover, through the use of indirect and related employment multipliers, the overall effect on creating new jobs (in terms of workers actually involved in the process) was estimated as equivalent to more than 97 thousand workers.

This value includes direct employees of the Group and the effect on indirect and related employment generated by the latter.
IMPACT ASSESSMENT OF THE ASTI-CUNEO MOTORWAY (A33)

The quantification of external issues generated by an infrastructure has always been, particularly so at this historic time, at the centre of public and academic debate.

The Asti-Cuneo motorway (A33) has been the centre of attention of the local and Italian media for several years now, due to its lack of completion and the effects on the area.

The 10 km or so that have not been completed near Alba (lot II.6 of the project), are affecting the functioning and potential of this infrastructure, which was designed to connect the main roads in the north-west of the country - an area with which has a wealth of outstanding industries, an excellent food and wine sector and tourist industry.

At present, potential users of the A33 have to use alternative roads, and specifically:

- the A6-A55-A21 route (to then continue on the motorway)
- provincial roads parallel to the missing section, to then continue onto the A33
Today, the A33 motorway is a practically unique example of major works in the country, as the Stakeholders, and particularly local communities, have shown the authorities, at various levels, and on a number of occasions, that they want the work to be completed.

This example concerns the PIMBY (Please In My Backyard) effect, as opposed to the NIMBY (Not In My Backyard) effect, which is very frequent in the case of infrastructure works.

To identify a solution to make the entire motorway connection function and also deal with the economic/financial imbalance of the concession due to causes not attributable to the licensee, the Ministry of Infrastructures and Transport (Grantor), identified a new external route (originally a route partially underground had been identified), also providing for its development through cross-financing between Autostrada Asti-Cuneo S.p.A. and SATAP S.p.A. (A4 stretch), which are both SIAS Group companies, without using any public funds.

In this context, Autostrada Asti-Cuneo S.p.A. appointed ItaliaCamp S.r.l. to measure and assess the potential economic and social impacts of completion of the A33 with the aim of:

- improving transparency with the community
- providing an additional perspective that values and provides grounds for the need to complete the section
- facilitating a more informed assessment by players involved in the decision-making process
- promoting the communication of this information to Stakeholders concerned, for various reasons, by the development of the work.

The assessment process developed by ItaliaCamp considers the economic and social effects that may be generated by completion of both the construction and management stages of lot II.6.

As concerns the economic impact, the investment and completion of the motorway section, based on the Leontief input-output econometric model, would generate an economic impact (direct, indirect and related) over the four years estimated for completion of the construction, equal to €850 million, for an investment of approximately €350 million.

Moreover, with the completion and consequent operation of the entire motorway stretch, the annual average value estimated to generate benefits for the community is equal to €142 million.

To define the social impact, in line with main reference benchmark methods (Social Return On Investment, “SROI”, and Social Net Present Value, “SNPV”), analysis was conducted considering the comparison between the “as is” scenario (relative to the current situation of the infrastructure) and the “to be” scenario (which considers lot 11.6 completed, according to the Cross Financing project).

Based on this comparison, the social impact that could potentially be generated was calculated in monetary terms, so as to obtain a value and measurement for the external issues related to completion of the infrastructure or otherwise.

The social impacts that may be potentially obtained from completion of lot II.6 measure, in monetary terms, the following three real effects:

- The value of saved time, meaning the economic value of the reduction in transit times compared to alternative routes that are used more frequently, which on average are more than 60 km.
- The value of shorter distances, corresponding to the economic value relative to the kilometres not travelled by users transiting on the A33 motorway compared to the alternative route (as in the previous case).
- The value of safety, or the lower social costs following the reduction in road accidents estimated for the A33, the section considered safer than alternative routes.

In the light of analysis, completion of the
The estimate is defined based on the methodological model developed by CRMT (Transport and Infrastructure Research Centre) that defines the number of jobs created thanks to the development of 4 km of new motorway based on four factors: the level of infrastructure in the area (higher than, equal to or lower than the Italian average), the type of operation (new infrastructure or redevelopment of stretches already existing), relevance (regional, national or international) and the function of the infrastructure (stimulus for economic development, integrated in the area or merely passing through).

Asti-Cuneo stretch, when works are finished, will be able to produce on average an annual social impact for companies and citizens in the local area equal to approximately €78 million.

Lastly, in terms of employment, approximately 2,800 jobs could be generated during the construction stage and approximately 3,000 in the subsequent operational stage.

It is therefore evident that the results from the analysis offer a clear, significant and unequivocal indication of the economic benefits that completion of the Asti-Cuneo stretch could generate.

The analysis carried out can be evaluated from two points of view.

Estimated values represent the benefit that may be generated for the community, but also the costs that the community is currently sustaining due to the lack of completion of the lot. These costs will increase over time.
QUALITY MANAGEMENT AND CUSTOMER SATISFACTION

QUALITY POLICIES AND MANAGEMENT

The SIAS Group considers quality essential to the long-term sustainability of its strategic business objectives.

The Group and its companies have therefore put customer satisfaction and the satisfaction of other parties that may impact the organisation’s ability to achieve its objectives and maintain success over time, at the centre of its quality policies.

The strategic decision for all Group motorway licensees to adopt a Quality Management System conforming to UNI EN ISO 9001 is part of this approach, along with a commitment to improving effectiveness in enhancing satisfaction over time for Primary Customers (Grantors) and End Customers (motorway users), as well as a focus on context changes and the expectations and needs of other significant parties involved.

For this purpose, the scope of the Quality Management System covers the main products and services provided by the licensee companies, from the planning, construction and maintenance of motorway infrastructure to the provision and management of toll collection and mobility services, as well as control of service areas, for operated stretches.

All Group licensees have a Service Charter, complying with provisions in the Concession Agreement, in the Directive of the Ministry of Infrastructures and Transport no. 102/09 and the “General Directorate for the Supervision of Motorway Licensees” (DGVCA) of the Ministry.

The Service Charters set out the quality indicators and relative reference standards required by the DGVCA, which are specifically complied with.

The Group also requires the Service Charters to be updated annually by each licensee, who must also review the service and the value of information for motorway users.

Aware of the importance of technical regulations, the Group has been involved for some time in preparing quality standards and developing them on a voluntary basis, at both national and international level, contributing to works of the Technical Committee of UNI, and the Technical Committee of ISO/TC 176 “Quality Management and Quality Assurance”.

CUSTOMER SATISFACTION PROCEDURES

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

These surveys generally consist of questionnaires that are made available on the websites of licensee companies or handed out, by specially trained personnel, at service stations along the motorway section managed. The Group, acknowledging the added value, promotes the systematic adoption and consolidation of these tools, by various licensees, also attempting to standardise the methods, in order to make results as comparable as possible.

The considerable wealth of information obtained from surveys is used by Group licensees to further understand changes in the context and in motorway user needs and expectations, and to steer decision-making processes affecting Perceived Quality as effectively and efficiently as possible, based on facts and measurements.
Other more modern approaches to interaction with customers will soon be adopted for the entire motorway network managed by Group licensees, including for example the possibility to send messages using mobile apps, to report information, and ideas for improvement or innovation based on direct experience of the service.

**QUALITY INDICATORS SERVICE CHARTER AND REFERENCE STANDARDS**

| Basic factor: Journey safety Alert time for notices, through orders, relative to worksites, >5 days | UNIT OF MEASUREMENT | REFERENCE STANDARDS |
| Basic factor: Regularity of the horizontal signal status service (retroreflection) | Notice time in hours in 85% of cases | 24 hours |
| Basic factor: Service comfort Services in service areas - number of controls a month for at least 80% of areas, with one control a month for 100% of areas | (RL) Retroreflection (mcd lx-1 m-2) | 100 RL |
| Basic factor: Services for disabled users Services in service areas - number of controls a month for at least 90% of areas, with one control a month for 100% of areas | Number of controls a month | 2 controls |
| Basic factor: Information to users Response time and proposals and complaints received by email | Response time in hours in 85% of cases | 10 days |
SUPPLY CHAIN

The SIAS Group recognises the importance of guaranteeing a transparent procurement cycle and of regulating social and environmental impact in order to safeguard Stakeholders.

In this context, the SIAS Group has adopted the ASTM’s Group Suppliers Code of Conduct, to further integrate the set of policies and procedures that govern the sustainable management of the supply chain for each operating company of the Group. This Code, which applies along with all laws in force in countries where the Group operates and complements all the principles in the Code of Ethics and Conduct and in company procedures in effect, sets out the standards of behaviour that suppliers, partners, business agents and distributors shall adopt, as well as the procedures for disseminating the code and recruiting suppliers. The document consolidates the Group’s commitment to adopting international standards, such as the “Ten Principles” of United Nations Global Compact (UNGC), the Universal Declaration of Human Rights and the Fundamental Conventions of the International Labour Organisation (ILO).

Supplier selection and management are based on impartiality and fairness, avoiding conflicts of interest, which are even potential. Considering Group expectations of business ethics, suppliers’ services, even if they vary from SIAS’s different business segments, must guarantee necessary quality levels and compliance with the highest standards on human rights, work conditions, ethics and respect for the environment.

Considering the geographic area of Group operations, no particular risks regarding child or forced labour were identified.

The Group ensures it adopts a responsible approach to selecting and managing suppliers, in line with legal provisions, the principles of the Code of Ethics and additional internal procedures. In particular, and for all licensees, the transparency of the process for assigning works for motorway infrastructure construction is guaranteed by legal provisions that must be complied with. Moreover, all licensees have a supplier register that is updated and maintained by the Procurement, Contracts or Quality Departments, based on the procedures of individual companies.

The Group operates in line with official ANAS rates, based on which “threshold” prices are determined for works carried out directly or through contracts. Moreover, “revertible assets planning and construction costs” and “motorway infrastructure maintenance costs” incurred by motorway licensees are verified by the Ministry of Infrastructures and Transport (“MIT” or “Grantor”).

In particular, projects for the construction of motorway revertible assets are prepared based on ANAS rates and approved by the MIT, as are discounts adopted in the case of inter-group assignments. The tender award stage, in the case of public tenders, and in compliance with sector regulations, requires a specific tender committee to be appointed with members directly selected by the MIT. The committee operates independently and at the end of its work notifies the classification of bids presented, based on which the licensee assigns contracts. Project status is monitored by a specific testing committee appointed by the MIT. Lastly, a report is sent each month on the progress of maintenance and investments to the Local Audit Department of the MIT.

The annual motorway infrastructure plan is prepared by the licensee and is shared with the Local Audit Department of the MIT. Maintenance costs refer nearly entirely to contracts based on ANAS rates, net of discounts. On a six-monthly basis, licensees send the MIT a final report of maintenance activities carried out in the period, including a comparison with annual forecast data included in the financial plan attached to the agreement.
As regards supplier screening and assessment, services and works contracts of licensees specifically refer to applicable laws and collective bargaining agreements, with particular reference to occupational health and safety, and insurance, welfare and salary conditions. Moreover, an appropriate “environmental” clause is included when stipulating supply contracts, in which the supplier is specifically required to comply with all applicable existing laws. Therefore, contracts shall also include provisions on compliance with environmental regulations and the issue of all certification/qualification required by laws. In the case of specialist environmental suppliers, for example waste disposal operators, certification is obtained and updated as part of Supplier Register management.

In compliance with management systems adopted, suppliers used are generally assessed by Group company management, assisted by relevant technical managers and company units. If the review of documents identifies any irregularity in contractual requirements (for example social security payments), the termination clauses in each order and contract are applied.

During 2018, the Group worked with over 3,000 suppliers.

**MAIN RAW MATERIALS PURCHASED IN 2018**

Approximately 99.6% of SIAS Group purchases are made in Italy. Details of spending by Italian region are indicated below.
PURCHASES IN ITALY
(% of spending with suppliers, by Italian region)

- Piemonte: 23.5%
- Emilia-Romagna: 17.3%
- Lombardia: 12.6%
- Liguria: 2.7%
- Toscana: 2.2%
- Valle d’Aosta: 0.4%
- Rest of Italy: 40.9%

The main materials purchased by the Group during 2018 are broken down as follows, by reference category:

<table>
<thead>
<tr>
<th>UNIT OF MEASUREMENT</th>
<th>QUANTITY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil products</td>
<td>litres</td>
<td>2,812,875</td>
</tr>
<tr>
<td>Bituminous mixes</td>
<td>ton</td>
<td>5,024</td>
</tr>
<tr>
<td>Road barriers</td>
<td>linear metres</td>
<td>2,623</td>
</tr>
<tr>
<td>Chlorides</td>
<td>ton</td>
<td>1,887</td>
</tr>
<tr>
<td>Prefabricated cement products</td>
<td>m3</td>
<td>74</td>
</tr>
</tbody>
</table>

1Linear metres
OUR COMMITMENT TO SAFETY
Our commitment to safety
The roads designed, built and managed by Group licensees aim to fulfil the need for the safe transit of people and goods. The complex and regulated road system calls for formal compliance with sector regulations, which is a qualifying but not the only part of the planning and management process.

In line with the guiding principles of the “Decade of Action for Road Safety 2011-2020” and of the Road Safety Manual of the World Road Association, it is clear that a systematic approach to road safety (“safe system approach”) can overcome the boundaries of formal regulatory compliance, recognising the need to integrate a whole host of aspects - from the technical to the psychological - that form the basis of user behaviour, in managing road safety.

SIAS Group licensees have been aware of the need to adopt this systemic approach for some time, and they do this through:

- design and construction choices geared towards safety, with measures that target the development or modification of roads that are devised to incorporate the human factor in design criteria, in order to prevent accidents and mitigate consequences for people
- careful maintenance of infrastructure. Inspection technologies and methods adopted tend to establish the consistency and safety of the work and foresee its future deterioration, referring this to the conditions of use of the infrastructure which the work is a part of. Activities comprise inspections of bridges and viaducts, controls and monitoring of underground works and the overall management of road infrastructure.
- safe management of infrastructure, with careful monitoring of events on the network and use of feedback relating to managed motorways.
- public notices and the promotion of a safety culture through the Autostrada-facendo safe driving campaign
MONITORING THE CONDITIONS OF MOTORWAY INFRASTRUCTURE

The Group’s licensees have defined and adopted a method for the integrated process which monitors the conditions of infrastructure, provides diagnostics and defines necessary measures, to ensure the safety, functionality, sturdiness and durability of works over time.

The process is based on specific procedures that target the acquisition of information about the conditions of the infrastructure and developments over time, in order to understand the "current" conditions of works, reasonably predict future conditions and thus promptly and effectively plan necessary measures.

For this purpose, besides routine controls of concession agreements, internal "continual" monitoring and additional, in-depth periodic external controls are carried out, giving the Technical Department all results on infrastructure conditions, enabling the priorities of actions and their time-scale to be defined. The assessments made through this control system are then validated by an external expert.

After priorities have been confirmed, actions are planned and activities are then validated by another qualified, independent body. For each stage which requires the assistance of external experts, the companies are supported by highly qualified consultants, selected from the most outstanding in Italy and Europe.

After priorities for actions are defined, the projects are prepared (opex and capex) and, as provided by applicable regulations, are validated by a competent person; capex activities are also approved by the Grantor or other competent organisations.

In close connection with this monitoring process, the Group is developing an industrial project to define an industrial standard for the safety of infrastructure which, thanks to a combination of the most advanced techniques and civil engineering plus applied mathematics, as well as innovative monitoring technologies and advanced cognitive cloud computing systems, will improve the quality and safety of works, extending their useful life and reducing management costs.
The methodology is therefore characterised by an integrated approach which is also innovative. This is because establishing values and specific indexes for infrastructure conditions is difficult, and so mathematical models and specific algorithms are used to measure any design inefficiencies and ageing, to enable the consequent planning of actions to ensure sustainability over time.

More specifically, the system will automate data collection and processing in order to standardise inspections and identify any critical aspects. To this end, SHM (structural health monitoring) systems are used comprising high-quality installed sensors to monitor significant structural parameters, connected to the cloud, for data acquisition, processing and storage. The data is stored in the cloud, where real-time measurements of main structural parameters are compared with expected results, calculated using the structure mathematical model, to promptly identify any critical aspects of works.

At present, systems and apparatus have been installed on eight bridges of the network managed by the Group, with plans to increase this number to 100 during 2019, followed by the implementation of the system on all other managed structures.

Considering the importance of the development of methodologies and technologies described above regarding Group infrastructure management, and considering the opportunities of the project in the safety industry, the Group will put its experience and competencies to use in the civil engineering sector.

Lastly, project partners include world leaders in the sectors of materials, components, systems and IT, as well as major universities in the field of engineering.
In 2018, a total of 2,633 accidents on the network of Group licensee companies were recorded, of which 36 fatal accidents (including a fatal accident on the Piacenza-Cremona-Brescia stretch of the A21 before the concession agreement with the subsidiary Autovia Padana came into effect), with 1,286 injured persons and 44 deaths.
The charts below show the rate of fatal accidents and mortality rate on the SIAS network. The strong decrease in the rates reflects the Group’s efforts to continually improve safety on its managed network.

**RATE OF FATAL ACCIDENTS ON THE SIAS NETWORK**
(Rate for the years 1998-2018, no. of fatal accidents/mileage in millions of vehicles/km*100)

**MORTALITY RATE ON THE SIAS NETWORK**
(Rate for the years 1998-2018, no. of fatal accidents/mileage in millions of vehicles/km*100)
Based on information on accidents and fatalities on European and Italian networks, for each type of road, and on the SIAS network, a general decrease in mortality for the period in question, for all relative networks, can be observed. The figures concerning in mortality on the national network are basically in line with European trends, even if the improvement is slightly less significant. The following graph shows the trend of the series for the 2007-2017 period, indexing the number of deaths per road accidents on the basis of 100 for 2007, for each of the three networks under review. The most fluctuating trend of this statistical series for the SIAS network, only for motorways, is related to absolute values that are obviously far lower and are therefore statistically less stable.

The following elements contributed:

- Improvement in infrastructure safety
- Development of the road safety campaign Autostradafacendo

Accidents in Europe and on the SIAS network

DEATHS FROM ROAD ACCIDENTS
index figures (2007 = 100)
OUR COMMITMENT TO SAFETY

65% of vehicles involved in accidents are light vehicles.

TRAFFIC DATA
Graphs and data on traffic served daily by the Group’s motorway licensee companies are shown below, indicating services provided.

PERCENTAGE OF JOURNEYS ASSESSED IN VEHICLES/KM 14

14 Include paying vehicles, vehicles subject to paying and exempt vehicles.
AVERAGE ACTUAL DAILY VEHICLES BY TYPE OF VEHICLE

The definition of vehicles/km refers to total km travelled by vehicles joining the motorway, in particular between the start and end of the stretch, and makes a distinction between actual vehicles, which are the number of all vehicle units, regardless of the category, joining the motorway and regardless of the km travelled.

THE ROLE OF PREVENTION

Prevention plays a key role in managing safety policies. The technical departments of SIAS licensees are assisted by engineering, construction and technology companies for the development of a number of actions designed to prevent and improve infrastructure.

As regards safety improvements on the road transport infrastructure of the Trans-European Road Network (TERN), in compliance with specific provisions at an EU level (Directive 2004/54/EC) and national level (Legislative Decree 264/2006), the Group has set out its own commitment to guaranteeing an adequate safety level through the adoption of prevention and protection measures by 30 April 2019. Emergency stations and signs, radio retransmission and by-pass installation are the minimum requirements to guarantee by the end of 2019.

15 Include paying vehicles, vehicles subject to paying and exempt vehicles
OUR COMMITMENT TO SAFETY

SAFETY MANAGEMENT

Road police operating unit and Torino road police sub-section

In October 2018, the naming ceremony of the headquarters of the road police operating centre (COPS) and Torino road police sub-section was held, attended by the Central Director of Road and Railway Police, Communications and Special Police Departments, the Police Prefect Roberto Sgalla.

More specifically, as concerns motorway transit, the Torino COPS manages a 1,015 km stretch daily, and works closely with the nine motorway licensees active in the area (mainly of the Group), in operations ranging from emergency assistance for motorway users to prevention and control, recording accidents and managing critical transport situations related to accidents and weather conditions. The work of the COPS is partly funded by the Group which supports Road Police activities based on specific agreements that promote traffic safety.

Cooperation with European institutions

Technological progress over the last few decades has made it possible to improve the people’s quality of life from numerous perspectives, including transport.

The Group operates on a daily basis to make a positive contribution to change.

In view of this, it is easy to see that mobility is a priority for Europe, as it has realised that technologies are vital for positive change in the transport system and for this reason has invested in developing Intelligent Transport Systems (ITSs), integrating knowledge of telematics with transport engineering. The purpose of this combination is to improve the safety of driving and people, the security of vehicles and goods, quality, as well as the efficiency of passenger and goods transport systems, optimising the use of natural resources and respecting the environment.

To deal with this challenge, the European Commission has promoted the creation of five European ITS corridors ITS (Arc Atlantique, Crocodile, MedTIS, Next-ITS and Ursa Major) and the European ITS Platform, with project management overseen by SINA. The platform coordinates the corridors, which in turn promote cooperation among member states, the authorities and road operators and public and private sector partners, in order to promote the harmonisation of ITS systems and maximise the benefits that instead would have been at risk from fragmented approaches and different solutions for each individual country.

The European Union’s aim is to make mobility more efficient, sustainable, safe and inclusive, through the creation of a unified transport and communications network made available to every category of road user.

EU ITS Platform: European Parliament debate

On the request of Dominique Riquet, MEP and Deputy Chair of the Committee on Transport and Tourism, the ITS Platform held an interactive debate on the procedures to be adopted by the Platform and ITS corridors to facilitate the wide-scale promotion of safe mobility services in Europe. The Intelligent Transport System is not only a goal pursued by Group operators, but is also the intention of and supported by European institutions.

To tackle this challenge, the European Commission, as part of its CEF (Connecting Europe Facility) programme, has provided funding for the five ITS trans-European corridors and the EU ITS Platform. Many of the Group’s stretches (Savona-Ventimiglia stretch of the Autostrada dei Fiori [A10], Torino-Savona [A6], Autovia Padana, SALT Sestri Levante-Livorno stretch of the A12; Viareggio-Lucca; Fornola-La Spezia and La Spezia-Parma stretch of the A15, SATAP Torino-Milano stretch of the A4, Torino-Piacenza stretch of the A21, SINA, SINELEC and SITAF) are involved in the implementation corridors with activities co-funded by the EU.
On 16 May, the European Parliament held a session on the ITS which focussed on identifying future needs of facilitators and consequent solutions.

A significant contribution was made by the Group, through SINA, in its role as national and international coordinator of the EU ITS Platform, that organised the event contents, obtaining contributions from all European countries participating in the corridors, facilitating debate and acting as moderator.

**WORLD ROAD ASSOCIATION, UN ACTION ON ROAD SAFETY AND THE ROAD SAFETY MANUAL**

The World Road Association is the oldest international organisation dealing with road engineering and strategies for road network management.

Road safety is an issue addressed by the international committees C.1 *National Road Safety Policies and Programmes* and C.2 *Design and Operations of Safer Road Infrastructure*.

At present, the C.1 committee has **72 members delegated by road administrations from some 50 countries on five continents**, including secretaries, working group leaders, full national members and correspondent members. Since 1 March 2016, Italy has been chair, through the Group, represented by SINA, which has also been nominated for the next four-year period to chair this committee and the committee on tunnel safety.

Since the first meeting chaired by the Group, the Technical Committee C.1 has considered the UN’s guidelines on sustainability.

A resolution of the UN general assembly in 2016 recognised the *Road Safety Manual* written by the World Road Association as "an important international effort focussed on road safety, offering guidelines to different-ranking officers on measures that can improve the safety of road infrastructure." This concept was confirmed in April 2018, with a new road safety resolution being made.

The Manual, already in its second edition, is based on an extensive range of knowledge and experience gained by Road Safety Association experts over the years. The version considers human fallibility and vulnerability and involves everyone (public authorities, automotive manufacturers, road users, regulatory authorities and others) in sharing responsibility for road safety results.
Geneva Steering Committee on the Road Safety Manual

To allow for the consistent development of the Road Safety Manual, benefiting administrations worldwide, a "Steering Committee" was set up, with experts selected from global institutions including the World Health Organisation, the Organisation for Economic Co-operation and Development, the United Nations, and Organisations that provide funding for roads, worldwide, such as the World Bank and the European Investment Bank.

The committee chair (SINA) called the periodic meeting of the Steering Committee on 2 and 3 October 2018 to present the preliminary results obtained from the Technical Road Safety Committees, in order to update and improve the Road Safety Manual.

Lisbon 2018: International Conference on Road Safety

The World Road Association (PIARC), Infraestruturas de Portugal (IP) and l’Instituto da Mobilidade e dos Transportes (IMT) chose Lisbon as the venue for the International Conference on Road Safety, setting up a forum for local authorities and international experts of the international committee on "Road Safety policies and programmes", chaired by Group experts, to exchange views and opinions. The conference focussed on commitments for the present day and future challenges in the context of road safety.

Besides a road safety policy, considerable financial investments, estimated by the OECD at €24 billion, have contributed to change, resulting in 18,000 lives and €50 billion of social costs being saved. These are two excellent assessment parameters to calculate the importance of safe road networks.

Clearly, the modernisation of infrastructure, machine/infrastructure dialogue and consequent road safety are a particularly important issue for EU member states.

AUTOSTRADAFACENDO AND PARTNERSHIPS WITH NATIONAL INSTITUTIONS

18th edition of the ICARO project

In 2018, the 18th edition of the ICARO project got underway. This national programme targets road safety education for secondary school students throughout Italy. The project is developed in coordination with the Ministry of the Interior and thanks to an agreement with the Ministry of Education, campaign Autostradafacendo. The Group aims to steer the human factor by informing users of how and how not to behave.
Universities and Research (MIUR), the Ministry of Infrastructures and Transport (MIT), the Department of Psychology of La Sapienza University, Roma and in conjunction with the Fondazione Ania, the Italian Cycling Federation, the company Autostrada del Brennero S.p.A., Enel Green Power and the SIAS Group, that has always contributed to promoting and raising awareness of road safety, also through the Autostradafacendo.it project.

The ICARO project, with teachers and students actively and continually taking part over the years in a high-level output, involves written storytelling projects, with students narrating real stories that have made them reflect on road safety.

In 2018, the topic selected by the project was distracted driving, in particular due to multi-tasking. The programme also broadcast video tutorials that explain wrong behaviour and tackle the prevention of road accidents.

Training

For several years, the ICARO project has been organising a training course for specialists from the Road Police, Ministry of Infrastructures and Transport, who in turn will train students from schools taking part in the project and that have signed up for the annual competition on road safety. Professors from La Sapienza University, Roma, have made a valuable contribution to the training, acting as project partners and scientific coordinators.

Road safety day

The Group – an important partner of the ICARO project – attended the day, as it does each year, focussing on the central nature of social accountability policies. During the event, the development of the Autostradafacendo.it portal was praised, with new articles, videos and road safety messages, and the United Nations’ decision to use the site contents for dissemination actions with a leaflet on the use of safety seats was announced. Road accidents are the main cause of death in people under 30. To raise awareness of these issues, on 18 November 2018, the World Day of Remembrance for Road Traffic Victims, first held by the UN in 2005, took place at La Sapienza University, Roma, with 800 students in attendance. The aim of the day is to provide a moment for reflection and to remember road traffic victims and their families. The Chief of Police and associations of road traffic victims also attended. During the morning, with the support of the Sapienza University foundation, the delicate issues of helping road traffic victims and prevention were addressed, targeting young people in particular as they are more likely to be involved in road accidents.
According to ISTAT figures, in 2017 174,933 road accidents occurred injuring persons, with 3,378 fatalities, up by 95 compared to the previous year, reversing the trend compared to 2016, when figures for fatalities recorded a drop. However, one piece of data seems to point to a step in the right direction: fatal accidents involving young people up to 29 years old totalled 668, down by 35 compared to 2016.

The operating director of the motorway company SALT represented Autostradafacendo at the event. Along with another eight licensees, this Company is promoting the Group’s road safety project.

In 19 years, ICARO has got some 200,000 students involved, as well as making hundreds of thousands of contacts during events organised at theatres, in towns and on board the “Blue Bus” - the road police’s travelling multi-media classroom.

During this day dedicated to road safety, a ceremony was also held to reward the most significant works, in line with the objective of ICARO 18, which envisages the development of narrative relative to a particular event and encourages reflection on the importance of road safety.

In 2009, ICARO became an EU project (Icarus) with the road police acting as the lead in the EU for road education.

**The European police renews its commitment with EDWARD**

The road safety campaign EDWARD (European Day Without a Road Death) promoted by the European Road Police Network (TISPOL), with the Italian State Police as Chair since October 2016, was held again in 2018. This initiative, supported by the European Commission, is part of the European mobility week (17 to 23 September 2018) and its aim is to have a day, specifically 19 September 2018, with zero fatalities on European roads. The aim of EDWARD is to increase social awareness of fatalities and serious accidents on European roads and inform road users of the European goal to reduce the number of victims by 50% by 2020.

The aims are explained in full on the project’s web page. Many entities supported the campaign, visiting the site and joining the project by committing to respect the highway code with a view to decreasing accidents in Europe. An interactive map was created, and local-level initiatives can be entered after registering. The map has a link to the European Commission and may be consulted on the project’s website.

**Videos on safe driving in French tunnels**

The French Ministry (CETU), in the context of the French working party of road tunnel operators (Groupe de Travail Francophone des Exploitants de Tunnels Routiers), presented three videos of the web series “Tunnel mode d’emploi” (“Tunnels: how to use them”). The videos are for general information purposes, to inform French drivers on how to behave in tunnels.
Vision Zero Academy: a Swedish project

The Swedish government, whose Vision Zero road safety policy has a long tradition, organised an international course held in Gothenburg. In 1997, the Swedish Parliament adopted Vision Zero as its road traffic policy, with the aim of reducing the number of victims or serious injuries on the national road transport system to zero. Sweden decided to put its 20 years of experience in adopting strategies and actions based on the Vision Zero principle to good use in a training course.

The course was organised by the Swedish transport department, partnered by various industrial and research players. The course was for government authorities, industries, councils, NGOs, academic institutions and other bodies, as well as managers of various international organisations with responsibility for public health and safety, working directly or indirectly on road safety problems.

Tunnel safety: new videos by the French Ministry are available online
**SAFETY INVESTMENTS**

Group investments for safety mainly concern two categories. The first, relating to annual mandatory spending and envisaged in agreements signed with the MIT, refers to ordinary maintenance. This component is closely related to road safety, as a network with proper maintenance is safer and includes, for example, work on road surfaces, works of art, natural areas, restoring structures following accidents, and works on systems.

The second category refers to investments directly related to increasing and consolidating network safety. These investments concern safety barriers, safety measures for structures and users and actions to improve traffic flows. Moreover, a category of residual investments refers to noise abatement barriers.

During 2018, investments in motorway assets totalled €450 million, of which approximately €301 million for the acquisition of the concession of the Piacenza-Cremona-Brescia stretch of the A21 and €149 million for investments in the motorway infrastructure.

Details of the €149 million invested in motorway infrastructure are reported below:

<table>
<thead>
<tr>
<th>SAFETY INVESTMENTS EXPENSES FOR INVESTMENTS IN SAFETY AND MAINTENANCE (amounts in euro/million)</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Routine maintenance Investments</td>
<td>Routine maintenance Investments</td>
<td></td>
</tr>
<tr>
<td>A4 Torino-Milano</td>
<td>29.5</td>
<td>39.2</td>
</tr>
<tr>
<td>A21 Torino-Piacenza</td>
<td>30.2</td>
<td>4.2</td>
</tr>
<tr>
<td>A6 Torino-Savona</td>
<td>15.9</td>
<td>11.5</td>
</tr>
<tr>
<td>A12 Livorno-Sestri Levante</td>
<td>18.9</td>
<td>13.9</td>
</tr>
<tr>
<td>A15 Parma-La Spezia</td>
<td>18.5</td>
<td>105.4</td>
</tr>
<tr>
<td>A33 Asti-Cuneo</td>
<td>7.3</td>
<td>4.0</td>
</tr>
<tr>
<td>A10 Savona-Ventimiglia</td>
<td>24.5</td>
<td>7.5</td>
</tr>
<tr>
<td>A5 Quincinetto-Aosta Ovest</td>
<td>9.5</td>
<td>4.3</td>
</tr>
<tr>
<td>A21 Piacenza-Cremona-Brescia</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>154.3</strong></td>
<td><strong>190.1</strong></td>
</tr>
</tbody>
</table>

The €149 million investment in motorway infrastructure refers to the SALT stretch of the A15 for €64 million, mainly for the development of the first lot of the Tirreno-Brennero multimodal corridor (TiBre), the modernisation of viaducts to comply with anti-seismic legal requirements, for 21 million, and the modernisation of tunnels to comply with requirements in Legislative Decree 264/2006 for €11 million. To prevent animals wandering onto the motorway area, 14 km of new fencing and protection works were also installed.

The change in investments in motorway infrastructure made by the Group compared to the previous year is due to the substantial completion of works for the Torino-Milano stretch of the A4, offset by investments in the Piacenza-Cremona-Brescia stretch of the A21.

Moreover, the poor weather conditions in the first few months of 2018 resulted in a slowdown in scheduled works on the TiBre relative to the A15 stretch.
MANAGING EMERGENCIES

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

The main emergency situations which operators of Group companies must deal with refer to snow, flooding, fire and landslides.

In 2018, a total of 79 events concerning snow (lasting approximately 1,265 hours) were managed, using 1,084 vehicles and around 29,756 tonnes of fluxing agents (salt and chlorides).

During the year, six flooding events were also managed, using 22 items of equipment. There were also 46 fires, with a total of 91 fire-fighting vehicles deployed.

All Group licensees have an operating unit that users may contact in the event of emergencies, and over 1,481 SOS points along the entire motorway network.

SIAS develops and manages infrastructure according to the most innovative criteria, minimising environmental impact and designing works as real opportunities to reconstruct the environment and landscape.

APPROXIMATELY 712 KM OF MOTORWAY WITH A DRAINING/SOUND-ABSORBING ROAD SURFACE

EMERGENCY SITUATIONS ON GROUP STRETCHES

<table>
<thead>
<tr>
<th>TYPE OF EVENT</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snow events (hours of snow)</td>
<td>760</td>
<td>1,265</td>
</tr>
<tr>
<td>Flooding (no. of events)</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Landslides (no. of events)</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Fires (no. of events)</td>
<td>41</td>
<td>46</td>
</tr>
</tbody>
</table>
Our commitment to safety:

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

The Code of Ethics

CONTEXT

There are approximately 200 million unemployed worldwide: Of these, the majority are young people. In particular, the global rate of youth unemployment (13%) is three times greater than the rate of adult unemployment (4.3%). In recent years, the global unemployment rate has decreased and work productivity has increased. However, greater effort is required to promote equal work opportunities, particularly for new generations, to reduce inequality (particularly regarding the gender pay gap) and promote working environments that are more dignified, safer and healthier.

General disparity is still a widespread problem in the world, even if some forms of direct and indirect discrimination against women and girls have attenuated and numerous countries have achieved important goals regarding gender equality in terms of education, health, access to the economy and politics. In particular, even if gender disparity regarding economic involvement and opportunities has gone down by 1% compared to 2017 and by 2.5% compared to 2006, there is still a Global Gender Gap Index of 42%. If this trend continues, the gap will be closed in 202 years.

EMPLOYEE RELATIONS

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

The SIAS Group ensures that human resources meet profiles which actually match company needs, avoiding favouritism of any kind, and pursues a policy that recognises merit and ensures inclusiveness. For this reason, the Group considers meritocracy, professional expertise, honesty and fairness as fundamental and key to taking all decisions concerning career development and any other aspects related to its employees.

Moreover, the SIAS Group requests the maximum respect for people and applicable regulations concerning work and strongly condemns unauthorised, forced or child labour, aiming to create employment in which the person, his/her dignity and values are respected, avoiding any discrimination based on gender, race, ethnic origin, nationality, age, political opinions, religious beliefs, health, sexual orientation and social/economic situation. Employees must adopt a conduct that respects the rights and individual nature of colleagues, collaborators and third parties, regardless of their position within the Group’s hierarchy.

The Group circulates the Code of Ethics to employees, requesting them to specifically comply with the Code in dealings with all parties they come into contact with through their work.

The SIAS Group considers people the most important resource for its development and business success. With this in mind, the Group promotes policies that encourage the professional growth of its employees, recognising their merit and expertise. SIAS Group employees at 31 December 2018 numbered 2,631, up by 13% over the previous year.

GROUP EMPLOYEES

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2,334</td>
</tr>
<tr>
<td>2018</td>
<td>2,631</td>
</tr>
</tbody>
</table>

0 500 1,000 1,500 2,000 2,500 3,000 2017 2018
### Group Employees by Employment Category and Gender

<table>
<thead>
<tr>
<th>NO. OF PEOPLE</th>
<th>At 31 December 2017</th>
<th></th>
<th>At 31 December 2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Total</td>
<td>Men</td>
</tr>
<tr>
<td>Executives</td>
<td>43</td>
<td>6</td>
<td>49</td>
<td>46</td>
</tr>
<tr>
<td>Middle managers</td>
<td>61</td>
<td>15</td>
<td>76</td>
<td>70</td>
</tr>
<tr>
<td>Office workers</td>
<td>1,353</td>
<td>470</td>
<td>1,823</td>
<td>1,495</td>
</tr>
<tr>
<td>Manual workers</td>
<td>378</td>
<td>8</td>
<td>386</td>
<td>425</td>
</tr>
<tr>
<td>Total</td>
<td>1,835</td>
<td>499</td>
<td>2,334</td>
<td>2,036</td>
</tr>
</tbody>
</table>

At 31 December 2018, the SIAS Group workforce consisted of: office workers (accounting for 78% of Group employees), manual workers (17%), middle managers (3%) and executives (2%).

The increase in the number of employees over the previous year is due mainly to the transfer of personnel from the previous licensee (Autostrade Centro Padane S.p.A.) to the subsidiary Autovia Padana S.p.A. (211) as from 1 March 2018.

### Other Collaborators by Gender

<table>
<thead>
<tr>
<th>NO. OF PEOPLE</th>
<th>At 31 December 2017</th>
<th></th>
<th>At 31 December 2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Total</td>
<td>Men</td>
</tr>
<tr>
<td>Other collaborators</td>
<td>6</td>
<td>4</td>
<td>10</td>
<td>1</td>
</tr>
</tbody>
</table>
GROUP EMPLOYEES BY GENDER AND TYPE OF CONTRACT (PERMANENT, TEMPORARY)

<table>
<thead>
<tr>
<th>NO. OF PEOPLE</th>
<th>AT 31 DECEMBER 2017</th>
<th>AT 31 DECEMBER 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>Temporary</td>
<td>95</td>
<td>28</td>
</tr>
<tr>
<td>Permanent</td>
<td>1,740</td>
<td>471</td>
</tr>
<tr>
<td>Total</td>
<td>1,835</td>
<td>499</td>
</tr>
</tbody>
</table>

The breakdown of Group employees by contract type shows that in 2018, in line with the previous year, 93% of employees had a permanent contract, compared to 7% of employees on a temporary contract. 77% of employees were on a full-time contract in 2018, and 23% on a part-time contract. 57% of part-time contracts were held by male employees.

GROUP EMPLOYEES BY GENDER AND TYPE OF CONTRACT (FULL-TIME, PART-TIME)

<table>
<thead>
<tr>
<th>NO. OF PEOPLE</th>
<th>AT 31 DECEMBER 2017</th>
<th>AT 31 DECEMBER 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>Full-time</td>
<td>1,220</td>
<td>247</td>
</tr>
<tr>
<td>Part-time</td>
<td>615</td>
<td>252</td>
</tr>
<tr>
<td>Total</td>
<td>1,835</td>
<td>499</td>
</tr>
</tbody>
</table>

All SIAS employees work in Italy.

With a view to the efficient management of human resources, and protecting the environment, the Group prioritises local candidates from areas where it operates, if they meet the professional profiles necessary for it to achieve its objectives. In 2018, 100% of Group executives were working in their home country.
### NEW HIRES BY GENDER AND AGE GROUP

<table>
<thead>
<tr>
<th>AGE</th>
<th>2017 no. of people</th>
<th>Turnover %</th>
<th>2018 no. of people</th>
<th>Turnover %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>&lt;30</td>
<td>26</td>
<td>n.a.</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>30-50</td>
<td>54</td>
<td>n.a.</td>
<td>115</td>
</tr>
<tr>
<td></td>
<td>&gt;50</td>
<td>20</td>
<td>n.a.</td>
<td>53</td>
</tr>
<tr>
<td>Total women</td>
<td></td>
<td>100</td>
<td>20.04%</td>
<td>213</td>
</tr>
<tr>
<td>Men</td>
<td>&lt;30</td>
<td>50</td>
<td>n.a.</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>30-50</td>
<td>116</td>
<td>n.a.</td>
<td>244</td>
</tr>
<tr>
<td></td>
<td>&gt;50</td>
<td>46</td>
<td>n.a.</td>
<td>154</td>
</tr>
<tr>
<td>Total men</td>
<td></td>
<td>212</td>
<td>11.55%</td>
<td>468</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>312</td>
<td>13.37%</td>
<td>681</td>
</tr>
</tbody>
</table>

During 2018, 681 people were employed, of whom 31% women and 69% men. The new-hire turnover rate was therefore equal to 25.88%. New-hire employees were mainly men, in the age group 30 to 50.

### LEAVERS BY GENDER AND AGE GROUP

<table>
<thead>
<tr>
<th>AGE</th>
<th>2017 no. of people</th>
<th>Turnover %</th>
<th>2018 no. of people</th>
<th>Turnover %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>&lt;30</td>
<td>25</td>
<td>n.a.</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>30-50</td>
<td>58</td>
<td>n.a.</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>&gt;50</td>
<td>25</td>
<td>n.a.</td>
<td>33</td>
</tr>
<tr>
<td>Total women</td>
<td></td>
<td>108</td>
<td>21.64%</td>
<td>116</td>
</tr>
<tr>
<td>Men</td>
<td>&lt;30</td>
<td>43</td>
<td>n.a.</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>30-50</td>
<td>123</td>
<td>n.a.</td>
<td>106</td>
</tr>
<tr>
<td></td>
<td>&gt;50</td>
<td>108</td>
<td>n.a.</td>
<td>113</td>
</tr>
<tr>
<td>Total men</td>
<td></td>
<td>274</td>
<td>14.93%</td>
<td>268</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>382</td>
<td>16.37%</td>
<td>384</td>
</tr>
</tbody>
</table>
In 2018, the outgoing turnover rate was 14.60% (13.16% men, 19.5% women). During the year, outgoing employees totalled 384, of whom 268 men and 116 women.

Due to some specific aspects concerning motorway toll stations in particular, the concessions sector has a high level of seasonal employees.

**GROUP EMPLOYEES BY LENGTH OF SERVICE**

- **81%** people working for the company for more than 5 years
- **68%** people working for the company for more than 10 years
- **50%** people working for the company for between 10 and 29 years
- **18%** people working for the company for more than 29 years
Empowering human capital based on meritocracy, professional expertise, appropriate behaviour, honesty and trust, and promoting a working environment that is inclusive and open to diversity, are the cornerstones of the SIAS Group’s human resources policies.

Diversity and Inclusion Policy

The Group’s employees are mainly male, due to the specific nature of the sector the Group operates in.
GROUP EMPLOYEES BY EMPLOYMENT CATEGORY

- **Executives**: 12% Men, 88% Women
- **Middle Managers**: 19% Men, 81% Women
- **Office Workers**: 27% Men, 73% Women
- **Manual Workers**: 3% Men, 97% Women

**Average Age**: 48 Years
As regards salary policies, the type of employment category and applicable laws, the SIAS Group makes no distinction between gender.

In 2018, the ratio between women’s and men’s salaries was uniform in various employment categories, with a slight imbalance in favour of women in the workers’ category.

Regarding the ratio between men’s and women’s remuneration (the basic salary plus the variable part), the figures are: 0.63 for executives, 0.99 for middle managers, 0.80 for office workers and 0.65 for manual workers, for a total of 0.80.

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

<table>
<thead>
<tr>
<th>AVERAGE BASIC SALARY</th>
<th>2017 Ratio of women/men</th>
<th>2018 Ratio of women/men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>0.88</td>
<td>0.61</td>
</tr>
<tr>
<td>Middle managers</td>
<td>0.97</td>
<td>0.90</td>
</tr>
<tr>
<td>Office workers</td>
<td>0.82</td>
<td>0.89</td>
</tr>
<tr>
<td>Manual workers</td>
<td>1.10</td>
<td>1.07</td>
</tr>
<tr>
<td>Total</td>
<td>0.92</td>
<td>0.86</td>
</tr>
</tbody>
</table>

**REMUNERATION OF DIRECTORS WITH SPECIFIC ROLES AND KEY MANAGEMENT PERSONNEL**

The aim of the Remuneration Policy is to:

- define salary packages that: (i) acknowledge the managerial value of persons involved and their contribution to company growth, in relation to their duties and functions (ii) attract, retain and motivate people with the professional skills and abilities that meet the company’s needs
- align the interests of executive directors with the priority goal of creating value for shareholders in the medium to long term
- ensure a connection between managers’ remuneration and actual Company performance
- promote sustainability in the medium to long term, with a particular focus on the interests of all Stakeholders

In line with the above, short and long term incentive schemes have been established, to promote the attainment of the Company’s qualitative and quantitative objectives, thus promoting the loyalty and engagement of resources.

Sustainability goals have been introduced for the first time ever in the incentive schemes, also in response to the increasing focus of institutional investors on these topics and in line with the strategic importance of Corporate Social Responsibility policies.
As shown in the next chart, the company population mainly comprises employees in the over-50 age group (49%), followed by the 30-50 age group (47%) and lastly the under-30 age group (4%). During 2018, partnerships with leading universities were forged, in areas where the Group operates, to attract young talent.

As stated previously, SIAS has adopted a Diversity and Inclusiveness Policy.

At 31 December 2018, the Group had 128 employees (5% of total employees) in protected categories, of whom 30 were women and 98 men.
SIAS Group companies consider the safety of their employees as fundamental to the proper management of worksites and operational controls.

Each company constantly monitors risks through a specific function (Quality, Safety and the Environment), and the correct adoption of measures to prevent accidents and injuries. During 2018, 48 accidents were recorded, mainly occurring in the workplace. Aware of the impact and work overseen by contractors’ employees, the Group is committed to requesting its partners to have specific expertise and meet stringent qualifications. Workers are protected by spreading a culture of safety. Responsible behaviour is encouraged and hazardous situations are monitored and assessed.

ACCIDENTS AND OCCUPATIONAL DISEASES INVOLVING GROUP EMPLOYEES BY GENDER

<table>
<thead>
<tr>
<th>NO. OF CASES</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>Occupational diseases</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accidents</td>
<td>38</td>
<td>8</td>
</tr>
<tr>
<td>of which fatal</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

In 2018, no accidents were recorded concerning the only Group collaborator.

TYPE OF ACCIDENTS INVOLVING GROUP EMPLOYEES BY GENDER

<table>
<thead>
<tr>
<th>NO. OF CASES</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>Workplace accidents</td>
<td>33</td>
<td>6</td>
</tr>
<tr>
<td>Accidents while travelling to and from work</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>8</td>
</tr>
</tbody>
</table>
ABSENCE AND LOST DAYS OF GROUP EMPLOYEES BY GENDER

<table>
<thead>
<tr>
<th>NO. OF DAYS</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>Absences ?9</td>
<td>12,763</td>
<td>4,215</td>
</tr>
<tr>
<td>Lost days ?0</td>
<td>1,181</td>
<td>291</td>
</tr>
</tbody>
</table>

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

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

GROUP EMPLOYEE HEALTH AND SAFETY INDICATORS BY GENDER

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td>Lost day rate ?1</td>
<td>0.39</td>
<td>0.39</td>
</tr>
<tr>
<td>Occupational disease rate ?2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Absentee rate ?3</td>
<td>3.37</td>
<td>4.54</td>
</tr>
<tr>
<td>Injury rate ?4</td>
<td>13.09</td>
<td>11.92</td>
</tr>
</tbody>
</table>

?1 The lost day rate for accidents is the ratio between the total number of lost days through accidents and the total number of hours that could be worked in the same period, multiplied by 1,000.

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

?3 The absentee rate is the ratio between the total number of days' absence and the total number of hours that could be worked in the same period, multiplied by 100.

?4 The injury rate is the ratio between the total number of accidents and the total number of hours that could be worked in the same period, multiplied by 1,000,000.
OUR RESPONSIBILITY TO PEOPLE

HUMAN CAPITAL MANAGEMENT

2017

• Group Senior Management and Middle Management Assessment

2018

• New Young Talents
• Young Career Management

• Grading and remuneration benchmarks for senior management
• Remuneration policy and the definition of short time incentive and long term incentive systems
• Group managerial expertise model

2019

• Young Talents Project: assessment and development plans,
• Leadership and teamwork training

• Managerial and professional expertise models for all HR processes
• Job profiles and job descriptions

• Performance Management
• Remuneration Benchmarks
• Career Management

• Ongoing training
• Succession plans and Top Career Management
• Professional families model: definition of professional competencies and the professional family

Integrated people strategy
Training is an important tool for the Group for structured professional growth that consolidates managerial and technical/professional skills and enables employees to achieve high levels of expertise in their own sector of activity. The Group provided a total of approximately 22,000 training hours during 2018. Hours per capita amounted to 8.55.

The main training objectives included the development of leadership and managerial skills for people holding positions with high levels of responsibility, the acquisition and continual development of broad-ranging skills applicable to all professional categories, and the acquisition and maintenance of practical and technical professional skills. In this context, the Group’s main training courses focussed on quality, language skills, IT skills, communication and work techniques and technologies. Occupational health and safety training played a particularly important role. Specific courses were also held on environmental topics.

HOURS OF TOTAL AND PER CAPITA TRAINING OF GROUP EMPLOYEES BY EMPLOYMENT CATEGORY AND GENDER

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MEN</td>
</tr>
<tr>
<td></td>
<td>Training hours</td>
</tr>
<tr>
<td>Executives</td>
<td>404</td>
</tr>
<tr>
<td>Middle managers</td>
<td>766</td>
</tr>
<tr>
<td>Office workers</td>
<td>14,302</td>
</tr>
<tr>
<td>Manual workers</td>
<td>3,634</td>
</tr>
<tr>
<td>Total</td>
<td>19,106</td>
</tr>
</tbody>
</table>
Group companies have already been mapping the expertise of employees for several years, requesting them to compile questionnaires on professional skills and aptitudes, with reference to their professional background, including training with previous employees and educational background, as well as specific qualifications certified by training organisations. This mapping, which is reviewed at regular intervals, can be used to immediately identify company positions required, within the broader context of the Group.

Special attention is paid to career paths and correct contract employment categories, using the various salary parameters of the National Collective Bargaining Agreement for Motorways and Road Tunnels, at some companies, in order to monitor employee “performance”. Senior management reviews the positions and results of company resources on an annual basis, and consequently, the improvement plans with an impact on contract employment categories and relative changes in salary levels, as part of a wide-ranging, extensive bonus programme. An annual variable bonus system has been in place since 2017 (management by objectives, MBO). This system establishes objectives to be achieved and rewards individual performance, valuing a sense of belonging to the Group and the contribution of each person in developing its strategy.

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

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

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

The 2016 stability law increased tax incentives for companies that provide company welfare services for their employees (childcare, meal vouchers, supplementary healthcare/pensions scheme, etc.). At the same time, it re-introduced the non-taxation of production bonuses and other salary items related to increased performance.

The law has introduced a number of measures to encourage company welfare with the idea that this type of benefit and service from companies can also be adopted in SMEs, thanks to tax exemption. Companies can therefore save on labour costs, regarding taxes and related contributions, while meeting their employees’ needs, offering services and benefits of a monetary value that is higher than a bonus in their pay packet.
The flexible benefits plan covers areas relevant to employees: education (reimbursement of education fees, school fees, study holidays, school books) family care mortgages and loans culture and free time (gyms and sports’ associations, babysitting, vouchers)

**JOINTLY: SHARED WELFARE**

The Group, with the support of Jointly, a company specialised in the welfare sector, in association with Sacro Cuore University, Milano, oversaw an important and unique Stakeholder engagement initiative in 2018 for its employees, to understand their needs and expectations, in support of the profound change management process of the Group in recent years. This initiative is strategically central to the process to consolidate the Group as one company.

The results show that the organisation has experienced the transition in recent years from a consolidated tradition more related to being a "family-run" businesses to having a new managerial approach, increasingly targeting the international business dimension. As a consequence, new standard cultural references to identify with are being pursued.

In this context, initiatives dedicated to employees promote the recognition of an identity anchored to values of safety and quality, delivering benefits to the organisation in terms of productivity and empowering human resources.

Initiatives for employees, which also come under welfare and/or organisational well-being, are strategically important as support for the change management, and represent an opportunity to lever, in this stage accompanying people through the change.

A survey was conducted addressing three areas: (i) the sense of belonging to the Group (ii) welfare initiative priorities, and (iii) knowledge of the Group’s Sustainability Report.

A two-fold approach was used, with a qualitative part, in which three focus groups representing all professional families of the company’s workforce were interviewed, and a quantitative survey given to all employees.

The survey was held over 5 months, and important feedback was provided confirming the strong sense of pride and belonging of employees.

Approximately 31% of employees took part in the initiative, which is higher than Jointly’s benchmark, and represents an index of identification with the company of 3.6 on a scale of 0 to 5.

The sample considers it highly important that the company offers welfare plans for the future. The initiatives considered most important are directly related to productivity and work efficiency (50% of the sample) and valuing human resources and expertise (44% of the sample).

Both these figures are far higher than the average benchmark for answers registered by Jointly (36% and 27% respectively). In general, initiatives considered the most useful include training, prevention/health, and assistance for family members who are not independent. Due to the average age, which is high (48 years), the percentage of employees who are caregivers for a relative who is not independent is 40%.

In conclusion, investing in people and workers forms the basis of our sustainability project and this project - with its different interpretations and actions - enables us to promote a new process of identity recognition and take on a central role in the company’s organisational model. We want to keep investing in our most important resource - people.
The operations of the SIAS Group are extensive, and are covered by a large number of collective bargaining agreements and consequently a considerable number of second-level company and/or local contracts.

The most representative national collective bargaining agreements, in terms of number of employees are:

- motorways and road tunnels
- items manufactured in concrete
- the engineering industry (note: the agreement used by SINELEC, Euroimpianti)
- senior management in industry

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

Companies acknowledge that the trade union organisations who are signatories of national and local collective bargaining agreements are the "natural" parties to deal and negotiate with regarding financial and legal aspects of redundancy procedures. Given the high number of contracts in place, industrial relations play an important role in human resources management, also considering the ramifications at a geographic level of the Group’s operations in Italy and abroad.

As part of its strategies, which target growth and the optimisation of work including safety and quality levels in human resources management, SIAS Group companies focus first and foremost on empowering work, professional qualifications and improving employee satisfaction levels as part of provisions established by law and by contracts.

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

In 2018, the SIAS Group continued relations with National Trade Union Sector Organisations, implementing the memorandum signed in December 2017 in Torino concerning Group - Concession BU industrial relations.

In this regard, licensees started negotiations to renew second level agreements supplementing the National Collective Bargaining Agreement which had expired on 31 December 2018. These negotiations led to the signing of renewed, revised agreements for all Licensees, based on the empowerment of resources, an optimal work organisation, the introduction and where already present revision of contract features, such as welfare, smart working and part-time work contracts. Second-level contracts with customised welfare for each company were also a new aspect, with an excellent feedback from employees and Trade Union organisations. This approach is prior to the above second-level features being included in the renewed National Collective Bargaining Agreement.

Supplementary welfare and healthcare were also confirmed in additional agreements, in 2018.

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

Lastly, application for supplementary pension and healthcare schemes among eligible employees is very high.
OUR RESPONSIBILITY TO PEOPLE
Our responsibility towards the environment
CONTEX

The UNEP (United Nations Environment Programme) reports that the global use of material has tripled over the last four decades, and that the quantity of extracted materials went up from 22 billion tonnes in 1970 to 50 billion tonnes in 2010. This growth also reflects use per capita of resources: on average a person uses 10 tonnes of resources each year. In many countries, industrial sectors are evolving towards a greater efficiency and reduced energy intensity: generally, CO₂ emissions per unit produced are on the decrease. From 2000 to 2014, Europe and North America reduced the intensity of emissions by 36%. In the last 10 years, the capacity for renewable energy at global level has increased steadily, reaching the highest growth rate in 2017, with a 9% increase compared to 2016. This growth has been driven by photovoltaic sources, with a technology that is making quick progress, lowering costs. However, these positive trends are not reflected in the levels of greenhouse gas emissions produced, which are still rising: in 2017, the concentration of CO₂ in the atmosphere reached a new record, of 405.5 parts per million. In addition, average temperatures are continually increasing, the sea level is rising, and extreme weather events are increasing in frequency and intensity.

SIAS pays particular attention to protecting and monitoring the environment in which it works. Sustainability is a key aspect and part of the Group’s strategic plans to reduce its own environmental impact and promote respect for local areas and communities.

For this reason, SIAS is committed to finding adequate solutions, with aim of using resources and raw materials responsibly, and reducing consumption and emissions.
ENERGY CONSUMPTION AND RAW MATERIALS

In 2018 Group energy consumption amounted to 482,000 GJ, slightly up on the previous year.

In particular, natural gas use totalled 40,215 GJ, slightly up on the previous year.

Moreover, LPG consumption in 2018 amounted to 1,779 GJ, heating fuel to 18,917 GJ, diesel fuel to 103,233 GJ, petrol to 64 GJ and electricity to 318,703 GJ.

In 2018, kWh/000 559 of electricity from photovoltaics were generated and put on the grid.

Some data on energy consumption are based on estimates made according to the best methodologies available.

ENERGY CONSUMPTION OF THE GROUP 28

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Total</td>
</tr>
<tr>
<td>Natural gas (m³/000)</td>
<td>1,029</td>
<td>1,116</td>
</tr>
<tr>
<td>Heating fuel (l/000)</td>
<td>576</td>
<td>520</td>
</tr>
<tr>
<td>Diesel fuel (l/000)</td>
<td>2,835</td>
<td>2,935</td>
</tr>
<tr>
<td>Petrol (l/000)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Electricity (kWh/000)²⁹</td>
<td>83,697</td>
<td>88,529</td>
</tr>
<tr>
<td>of which purchased</td>
<td>83,649</td>
<td>87,809</td>
</tr>
<tr>
<td>of which from photovoltaics</td>
<td>622</td>
<td>720</td>
</tr>
<tr>
<td>LPG (l/000)</td>
<td>55</td>
<td>75</td>
</tr>
</tbody>
</table>

²⁹ Data on electricity consumption also includes self-produced energy; for this reason, the total of electricity is not the result of the sum of “of which”.

MOTORWAY CONCESSIONS: ENERGY SAVING INITIATIVES

SIAS Group companies adopted numerous initiatives during 2018 for energy savings, including:

- the replacement of sodium lamps (SAP) with LED lamps at the Massimini and Fondovalle Tanaro junctions on the A33 (Asti-Cuneo)
- completion of the replacement of lamps on junction lights with LED products on the Torino-Milano motorway (A4)
ENERGY SAVING AND LED LIGHTING

Environmental stewardship and protection is also achieved through a rational use of resources and this is why actions to rationalise the energy consumption of public lighting systems is an important measure. Euroimpianti has devised a number of activities as part of energy-saving projects to re-qualify public lighting systems in order to reduce energy consumption, light pollution and improve performance using LED lighting.

Moreover, actions will include:

- the use of latest technologies applied to public lighting to increase system use through remote management and integration with the network of IT services for users, CCTV and WiFi (Smart city)
- the development of projects for energy efficiency in ESCO (Energy Service Company) mode, with a consequent decrease in primary energy consumption with the same volume of final services
- the development of competencies for the planning and construction of buildings with a reduced primary energy consumption, using low environmental impact technologies, also with LEED (Leadership in Energy and Environmental Design) classification.

ENERGY CONSUMPTION OF THE GROUP BY SOURCE
(values in GJ)

ENERGY CONSUMPTION OF THE GROUP BY SOURCE
(values in GJ)
EMISSIONS

In 2018, direct emissions of CO\textsubscript{2}e (Scope 1\textsuperscript{(30)}) equalled 11,791 tonnes, while indirect emissions of CO\textsubscript{2} (Scope 2\textsuperscript{(31)}) equalled 42,148 tonnes (market-based) and 32,928 tonnes (location-based).

**TOTAL DIRECT EMISSIONS (SCOPE 1) [tCO\textsubscript{2}e] AND INDIRECT (SCOPE 2) [tCO\textsubscript{2}]**

<table>
<thead>
<tr>
<th>Year</th>
<th>Scope 1</th>
<th>Scope 2 (location-based)</th>
<th>Scope 2 (market-based)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>11,479</td>
<td>31,367</td>
<td>40,150</td>
</tr>
<tr>
<td>2018</td>
<td>11,791</td>
<td>32,928</td>
<td>42,148</td>
</tr>
</tbody>
</table>

Source of conversion factors used: DEFRA 2018

Source of emission factors used: Terna 2015 and AIB 2017

Data on emissions for 2017 were restated based on the emission factors used for 2018.

**MEMBERSHIP OF THE CDP CLIMATE CHANGE PROGRAMME**

In 2018, the SIAS Group joined the CDP Climate Change programme promoted by the Carbon Disclosure Project (CDP), the international, non-profit organisation that assesses the transparency of main industrial and financial groups in disclosing information on their environmental impact, with the aim of contributing to the fight against climate change at global level.

Organisations that take part in this programme are assessed by compiling a specific questionnaire, to provide quantitative and qualitative data and information on strategies adopted for managing CO\textsubscript{2} emissions. To confirm its commitment to managing and reducing its environmental impact, the Group obtained an assessment corresponding to “B” on an 8-point assessment scale (from the most virtuous to the least virtuous: A, A-, B, B-, C, C-, D, D-).

This assessment is an important achievement for the Group, that has long been committed to an adequate management of energy consumption and GHG emissions. The assessment also paves the way for new scenarios to enhance continual improvement in line with objectives in the 2017-2021 Sustainability Plan of the Group.

In Italy, the 100 companies listed on the Stock Exchange that are most significant in terms of capitalisation are requested to take part in the assessment.
OUR RESPONSIBILITY TOWARDS THE ENVIRONMENT

WATER CONSUMPTION

SIAS Group companies mainly use water for activities at maintenance sites, for the routine maintenance of motorway structures and for offices. In 2018, the Group used a total of 175,753 m$^3$ of water, slightly up on the previous year.

In particular, water was sourced equally from the mains and aquifer.

### WATER CONSUMPTION OF THE GROUP 32
(figures in m$^3$)

<table>
<thead>
<tr>
<th>Year</th>
<th>Aqueduct</th>
<th>Rivers</th>
<th>Aquifer</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>85,691</td>
<td>732</td>
<td>23,933</td>
</tr>
<tr>
<td>2018</td>
<td>87,812</td>
<td>87,941</td>
<td></td>
</tr>
</tbody>
</table>

32 Some data on water use is based on estimates made according to the best methodologies available.
The Group produces waste mainly in relation to activities to prevent ice forming on the motorway network it operates under concession, while working on its maintenance sites and in its offices. Various semi-finished and finished products are used for these activities and disposed of (for example chlorine, de-icing fluids, salts, quarry materials and bitumens), and impact on the environment is carefully monitored and mitigated.

WASTE MANAGEMENT

GROUP WASTE BY DISPOSAL METHOD

- Reuse and recycling: 86.6%
- Landfill, incineration and other: 13.4%

GROUP WASTE BY TYPE

- Non-hazardous: 97.7%
- Hazardous: 2.3%
Whenever possible, waste produced is recycled, or otherwise disposed of at the most suitable sites depending on the type of waste. Group policy on waste is geared towards sustainable management, targeting recycling and the safe disposal of hazardous waste.

In 2018, the Group produced and/or collected through the motorway infrastructure collection service, approximately 4,151 tonnes of waste, up by 17% compared to 2017, of which 98% consisting of non-hazardous waste. Waste disposal is managed through municipal waste collection companies and specialist firms.

**GROUP WASTE BY DISPOSAL METHOD**
(figures in tonnes)

<table>
<thead>
<tr>
<th>DISPOSAL METHOD</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazardous</td>
<td>Non-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>hazardous</td>
<td></td>
</tr>
<tr>
<td>Recycling</td>
<td>17</td>
<td>2,998</td>
</tr>
<tr>
<td>Energy recovery</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Incineration</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Landfill</td>
<td>34</td>
<td>460</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>3,486</td>
</tr>
</tbody>
</table>
Transport infrastructure and road and motorway traffic are a widespread source of noise pollution, and significant for the territory. However, the location of infrastructure in relation to homes and residential centres has a considerable impact on the perception of noise and effect on communities.

Aware of the potentially negative effect on communities, the Group has adopted wide-ranging actions, assessing impact and planning and building mitigation works. At 31 December 2018, 95 km of noise barriers were installed along the Group’s motorway stretches.

Most motorway sections (not in tunnels) have draining surfaces, which use asphalt conglomerate with a high percentage of empty spaces, for a surface that is also sound-absorbing. Overall, sound-absorbing/draining surfaces cover 712 km of the motorway network. The Group has a draining surface for 70% of the network managed by licensees controlled by SIAS. The surface area is not total, as some areas are excluded, where it is not possible to operate (such as tunnels and mountain stretches).

With a view to the sustainable development of road infrastructure, noise is a particularly important issue. Group licensees have been taking broad-ranging measures for years, including impact analysis, and the planning and construction of mitigation works. In 2018, activities to plan, develop and test mitigation measures continued, as provided for in the implementing sections of the Noise Abatement Plans pursuant to the Decree of 29 November 2000 of the Ministry for the Environment.
## OUR RESPONSIBILITY TOWARDS THE ENVIRONMENT

### NOISE BARRIERS

<table>
<thead>
<tr>
<th>Route</th>
<th>2018 (IN KM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4 Torino-Milano</td>
<td>25.1</td>
</tr>
<tr>
<td>A21 Torino-Piacenza</td>
<td>15.5</td>
</tr>
<tr>
<td>A6 Torino-Savona</td>
<td>7.7</td>
</tr>
<tr>
<td>A12 Livorno-Sestri Levante</td>
<td>23.8</td>
</tr>
<tr>
<td>A15 Parma-La Spezia</td>
<td>3.1</td>
</tr>
<tr>
<td>A33 Asti-Cuneo</td>
<td>8.4</td>
</tr>
<tr>
<td>A10 Savona-Ventimiglia</td>
<td>9.7</td>
</tr>
<tr>
<td>A5 Quincinetto-Aosta Ovest</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95.3</strong></td>
</tr>
</tbody>
</table>
Group activities are carried out with a focus on protecting the environment, seeing it as an asset to protect and value.

The aim is therefore to adapt the environment’s characteristics to the needs of communities and standards of institutions in its motorway network maintenance projects and construction of new stretches. Each activity is analysed and an environmental impact assessment is carried out, in order to guide planning, project definition, and monitoring and assessment during the construction and operational stages.

PROTECTION OF THE LOCAL AREA

Local areas are increasingly considered a fundamental asset to be protected. With this in mind, the Group carries out its activities with a view to protecting the environment in local areas and safeguarding historical and cultural heritage.

In particular, during 2018, the new direct connection between the SALT motorway and archaeological area of the ancient town of Luni in the province of La Spezia - one of the most important in Italy - which is also home to the Natural Archaeological Museum, was completed. To value and facilitate access to the archaeological area, SALT redeveloped a run-down area in the district next to the motorway, carrying out environmental mitigation, developing a new, themed park along the route towards the archaeological area, as well as links and footpaths for direct access.

During the construction and operating stages, impact on the local area and mitigation actions adopted are controlled, through specific environmental monitoring activities contained in Environmental Monitoring Projects defined during the planning stage.

In 2018, environmental monitoring concerned in particular the A4 motorway, as part of developments in infrastructure modernisation works, and the A12 motorway and Via Aurelia (SS 1) state road near the Livorno toll station.

MANAGEMENT OF HYDROGEOLOGICAL RISK

The Group also focussed on the hydrogeological context of motorways, developing numerous initiatives in 2018. For example, the licensee SAV developed an integrated hydrogeological risk monitoring system, in conjunction with the Civil Defence Centre, Firenze University, engaging with local authorities and all entities involved in this issue. Since the early 2000s, SALT’s hydrogeological risk studies have made it possible to identify, record and monitor over 100 landslide events affecting the motorway stretch of the A15. In 2018, all surveys were carried out for each event identified, at intervals defined and planned in order to monitor developments.

The potential landslides considered to present the most risk are inspected annually, and far more accurate tests are also carried out using inclinometers, piezometers and crack meters on structures, installed since 2011 and still active. Data is used to continually monitor the landslide, including during critical events, supported by remote control. Annual topographic surveys are also carried out by specialist technicians from SALT, in association with Parma University.

Monitoring of landslides makes it possible to plan specific actions with varying levels of intervention. For example, defence works...
OUR RESPONSIBILITY TOWARDS THE ENVIRONMENT

RECYCLING AND THE FUTURE: TECHNOSOIL

Regarding the re-naturalisation of degraded areas where work sites have been in place, trials were started in spring 2018 in the Vicolungo area, to test the response of 1,120 woodland trees to the use of a new type of “technosoil” generated from targeted types of waste that, after in-depth characterisation, are suitable from an environmental and agronomic viewpoint.

The technosoil used for the trial was produced using alluvial deposits of silt, clayey silt or sandy silt, with added materials that are similar in environmental and soil terms useful for producing reconstructed soils, and have long-lasting properties (production waste, industrial waste, dredging mud from dams and from the processing of cellulose and wood, pruning waste, etc.). In technological terms, soil reconstruction is based on a chemical and mechanical treatment that pre-mixes the components, separates them, polycondenses the organic matter by adding humic and fulvic acids and subsequently reconstructs the material through mechanical compression.

The entire Vicolungo area was prepared by removing the layer of stabilised material to reach the deeper part of the original subsurface, which was decompacted and mixed with a layer of gravel to improve the structure and facilitate drainage. The area was then divided into four trial lots; the reconstructed soil was put in three of them and in two cases mixed with different amounts of sand, while in one lot a layer of compost was added to rebalance the organic content, and then various types of woodland trees were planted.

WATER TREATMENT

Recovery work at the Cadibona and Montezemolo tunnels (on the Autostrada dei Fiori) includes the development of rainwater treatment plants. The aim is to collect and remove the run-off water from the motorway surface, as well as spilled flammable and/or toxic liquids.
were carried out in 2018 for the F58 Valico landslide, to prevent objects falling on the motorway, using bolted netting, and a water accumulation management system was installed at the bottom of unstable slopes, such as in the area of the F55 Casaline landslide, with accumulation at the bottom of the motorway stretch which is controlled (both landslides are on the Autocamionale della Cisa [A15]).

**REDUCTION IN LAND USE**

Regarding the reduction in land use and general tendency at the European level to reuse resources, maximum reuse of excavation materials has been envisaged at a planning and operational level, thanks also to the introduction of new specific regulations.

In particular, after testing the geotechnical and chemical characteristics, in order to limit as far as possible the use of natural quarry materials at work sites, new works are developed by re-using the natural terrain where the new infrastructure will be located.

In developing Lot I of the TiBre, which is still ongoing, materials were excavated, stored (if necessary) and reused to create banks, fills and finishes, in compliance with project indications and regulations.

Similarly, and with particular reference to the feeder road at the motorway toll booth at Parma Ovest which is an alternative route to the SP 357 R provincial road near the town of Noceto, for which an Operational Plan was produced in 2018, in compliance with regulations, the area affected by excavation works was characterised, with a view to re-using all materials. As the use of external material was inevitable, the request to use existing quarries or quarries being closed down was made, without having to open new sites.

The commitment to reducing the use of soil is also demonstrated by work to restore and make use of areas of land affected by work sites, with habitats that have been lost, degraded and fragmented, and soil that has been used.

Lastly, environmental selection criteria have been included in tender specifications for works and maintenance, which focus in particular on analysis of the lifecycle, with a reduction in emissions and reuse of waste material.

**PROTECTION OF BIODIVERSITY**

The Group is committed to protecting biodiversity through planning and subsequent development of environmental mitigation work, involving careful study of potential vegetation for operating areas and native flora which, according to laws, meets defined, demonstrable requirements.

In particular, works to improve the landscape of the SATAP Torino-Milano motorway (A4) area along the Novara-Rho stretch continued in 2018, with around 30,000 plants added.

As part of 10-year agreements stipulated by SATAP with Torino University, activities to develop experimental systems for green areas continued in 2018, to redevelop the landscape and re-naturalise degraded areas affected by work sites for motorway modernisation in several municipalities.

Works also began to create planted areas near the new junction connecting the A12 and Via Aurelia (SS 1) state road near the Livorno toll station, to offset the transformation of the landscape and natural habitat brought about by the construction project. The works comply with the rules of the Migliarino San Rossore and Massaciuccoli Park which aim to protect biodiversity.

Activities also focussed on the Torino-Milano motorway, with naturalisation work in the area near the Olona river crossing, with native trees being planted and improvements made to the existing woodland, and for the alternative route to the SP 357 R provincial road near the town of Noceto, where plants were selected based on an analysis of potential vegetation for the relevant phytoclimatic sector, also enabling reduced maintenance.
Based on a study conducted in 2018 on critical aspects caused by the infrastructure along the Asti-Cuneo connection (A33), in the section where the planned route lies on the right bank of the Tanaro valley and mainly concerns the hilly area of the municipalities of La Morra and Verduno in the Bassa Langa area, and the valley floor. The main permanent and temporary problems concern the fragmentation of the flight corridors of bats from the breeding colony in Santa Vittoria d’Alba, and more generally the flight and feeding activities of bats.

To reduce the effect of the fragmentation and possible increase in road fatalities, safe crossings and adequate connection of the habitats are necessary. The project therefore planned to use a connection via the Enel channel. Box items (reinforced concrete pass-through items below the motorway), of an adequate size and appropriately integrated with the area, are the most effective structure for bats to cross road infrastructure. The structures must be sufficiently high (over 3 m) and wide (over 8 m) to enable even large bats to pass.

The project also planned for decreasing guides and opaque side screens for the planning means sourcing materials while considering aspects such as recyclability, equivalence of performance, economic benefits and availability on the market/in the area/at the work site. With this in mind, minimum environmental criteria, which go beyond legal requirements, have been defined for assessing purchases and procurement in terms of sustainability. These are also based on assessing planners, and using recycled or recovered materials for sub-bases and road surfaces.

**ULTRA-RAPID CHARGING**

SIAS, together with individual licensee companies, conducted specific analyses on possible developments and the implementation of ultra-rapid electric charging systems (capacities of more than 150 kW), forging a partnership for this purpose with IONITY, a joint venture between BMW, Daimler, Ford and Volkswagen with Audi and Porsche that aims to install high-power electrical vehicle charging stations on the European motorway network. In particular, after notification to the Ministry of Infrastructures and Transport, that is the grantor, a “Trial Project” was started for SAV, for the development of electric charging systems at the Les Îles de Brissogne Nord service area.

**REUSE OF MATERIALS**

To guarantee sustainable development during motorway modernisation, the Group uses innovative raw materials with a reduced environmental impact. In this sense, the Italian legislator has also made its mark, introducing the concept of sustainability in Legislative Decree 50 of 18 April 2016 on public procurement.

In the light of applicable laws and regulations, strategic
infrastructure (in both directions and of an adequate length) to promote a lower flight path.

The ecological permeability of infrastructure for fauna is an increasingly important topic in planning, with specific defragmentation measures studied, as applicable.

For example, six large pass-through items (measuring 3 m by 2 m) were installed for the passage of fauna in the area of the Torino-Milano motorway (A4) which crosses the Ticino Park. These items are specifically monitored with camera traps that demonstrate effectiveness, recording a moderate number of small and medium-sized fauna passing through.

In addition to areas below viaducts and secondary roads, the Group’s infrastructure has over 600 items that, due to their size and location, can serve for the fauna to pass through. Culverts, of a size starting from 1.5 m by 1.5 m, in areas with clear high biodiversity levels (woods) or with linear tree systems, whether linked with canal systems or not, can enable animals to pass.

**ELECTRIC CHARGING**

Regarding the motorway sector, all SIAS licensees, referring to a note from the Italian Ministry of Infrastructures and Transport and in compliance with Legislative Decree 257 of 16/12/2016, submitted their 2018 plans for spreading alternative fuels, including electric charging, compressed natural gas and liquefied natural gas services, for the motorway stretches they manage. These plans set out the current status of and distribution programme for electric charging systems at service areas.

On the SATAP-owned stretch of the A4 in December 2018, a "rapid" electric charging station was installed at the Rho Sud service area. This station is managed through an agreement with Q8-Enel, which is part of the EVA+ project that plans for a considerable number of stations in Italy and Austria.

The system is highly versatile and technologically neutral, so it is compatible with most electric cars on the market, and has a 50kW capacity, for "rapid" charging in times that are compatible with a stop-off for lunch at the service area.
Relations with the local area and communities
Relations with the local area and communities
The SIAS Group is fully aware that community relations are an important driver for creating value in areas where it operates.

This is why it is committed to involving and engaging with the local community and developing initiatives that contribute to the local area’s economic, social and cultural development.

The Group therefore contributes directly or indirectly to supporting and funding projects and initiatives that have a positive impact on the areas where it operates. In 2018, it provided a total of €217,000 in funding.

In particular, the SIAS Group funded Derthona Basket (approximately €120,000) and the paediatric oncological/haematological unit at the Città della Salute in Torino (€10,000).

The Group supports the National Association for the Protection of Animals (ENPA) in its campaign against abandoning animals, by issuing free motorway toll cards to volunteers involved in rescue operations.

**Type of Initiatives**

- Community initiatives with a commercial impact: 17%
- Community investments: 24%
- Donations: 59%
The Group considers donations to be short-term activities or one-off contributions for non-government and non-profit organisations, such as investments in the community, long-term initiatives to remedy social and economic problems in the area where the company operates and initiatives for the community with a commercial impact, and initiatives to promote the brand and corporate identity with a social impact.

The item "Other" mainly includes funding for dedicated sports' initiatives.
Technology and plant engineering
SINELEC is one of the main Italian companies operating in Information & Communication Technology.

It is a leader in the design, planning, installation and maintenance of advanced systems for the management of mobility and transport data, which are collected at data centres it owns and analysed using advanced analytics models.

Advanced analytics means independent or semi-independent analysis of data using sophisticated technologies, in order to
have a greater understanding of information and make useful forecasts on future business developments.

The company’s main activities are related to ITS (intelligent transport system) technologies, advanced systems for toll collection in line with European directives, electronic systems for traffic monitoring and to increase safety with a particular focus on the development and implementation of new technologies for assisted driving.

The company has its own WAN (wide area network) and develops infrastructure, ICT services and information systems for Group companies.

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**SINELEC: CERTIFICATION AND COMMITMENT FOR SUSTAINABILITY**

Since 2001, SINELEC has adopted a quality management system certified to the most recent standard, UNI EN ISO 9001:2015, plus UNI CEI ISO/IEC 27001:2017 certification for IT security.

The company is also committed to sustainability. In 2018 it received OHSAS 18001:2007 certification for health and safety and ISO 14001:2015 certification for environmental management. Its environmental and safety management system enables it to increase efficiency and performance, and reduce the risk of accidents.

SINELEC also identifies aspects of its processes that may have an environmental impact on products, including by doing life-cycle assessments. In order to meet the new needs of users in line with developments in the automotive market, SINELEC is evaluating partnerships with sector companies and some Italian licensees to install charging stations for electric cars. For further information on electric charging stations, see the section "Electric charging" in the chapter "Our responsibility towards the environment".

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**SMART ROAD**

In 2018, SINELEC, as the lead company in a joint venture including Autostrade Tech and Alpitel was awarded the first smart road public tender called by ANAS for the Mediterranean Motorway (A2).

The initiative focuses on the development of an advanced technological infrastructure along the A2 motorway stretch between Morano Calabro (Cosenza) and Lamezia Terme (Catanzaro) for a total of around 130 km, and aims to increase safety and driver comfort, optimise the management of traffic and extraordinary critical events, as well as enable interoperability between connected vehicles and infrastructure which is preparatory to the gradual introduction of self-driving vehicles.

The joint venture will be responsible for adopting the technological innovations necessary to provide future C-ITS (cooperative intelligent transport system) services based on V2I (vehicle-to-infrastructure) and V2V (vehicle-to-vehicle) communication enabled by the IoT (Internet of Things) and 5G, as well as all basic infrastructure necessary to manage communication (fibre-optic network), and power (stations powered by renewable sources) on the smart road.

The initiative will be energy-sustainable, thanks to the construction of “green islands” to generate electricity from renewable sources to use to power the new technological infrastructure and promote the transit of electric vehicles.

SINELEC, as lead company of the joint venture, was also awarded the contract for the ANAS smart road on the Grande Raccordo Anulare (A90) and Roma-Aeroporto di Fiumicino (A91).

The project will adopt specific, innovative digital solutions to optimise traffic management and increase metropolitan motorway safety which, like the A90 and A91, have to face high traffic inflows and outflows in urban areas, on a daily basis.

Smart systems will also be adopted to monitor road infrastructure, through IoT platforms providing information necessary to power innovative decision-making tools.
TOLL COLLECTION SYSTEMS

Since 2011, SINELEC has been active in the design and development of complete toll collection systems. Installed at 900 points throughout Italy, SINELEC’s toll collection system has been designed to manage users of the European Electronic Toll System (EETS).

Regarding data processing, SINELEC developed a more “open” platform from the 1990s onwards, to record and process motorway tolls, which is still successfully used by 12 Italian license companies and managed on a “software as a service” basis at the Data Centre in Tortona (Alessandria). The system developed by SINELEC is an example of Italian excellence in the sector. In 2013, Italy’s national association of motorway license companies (AISCAT) awarded SINELEC, in a joint venture with Autostrade Tech, a contract for the design, development and three-year operation of the Segment Central System for processing motorway toll data based on actual mileage and the integration of future suppliers of EETS services within the Italian toll collection system, as required by Decision 2009/750/EC of 6 October 2009. SINELEC has also gained long-term experience in the maintenance of toll collection systems, operating on a daily basis with its own systems, recently installed at numerous Italian sites, and with systems supplied by the company Autostrade per l’Italia S.p.A.

The service is provided through teams of highly specialist engineers working at various sites, who guarantee a 24/7 service. The maintenance teams have cutting-edge equipment and can use laboratories at all operating sites with the latest instruments to measure, control and carry out simulations on operated systems.

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

SINELEC’s recent experience in developing an innovative toll collection system based on the latest industrial technologies, geared towards a market increasingly focused on interoperability at the European level, is particularly significant. The infrastructure comprises technologically advanced systems and is a significant step forwards with respect to solutions currently on the market. Special attention has been paid to developing parts of the system most affected by new processes and new needs (e.g. EETS), and eliminating some obsolete components. The company’s recent experience in developing an innovative toll collection system based on the latest industrial technologies, geared towards a market increasingly focused on interoperability at European level, is particularly significant. SINELEC’s toll collection system comprises a technologically advanced system that is a significant step forwards with respect to solutions currently on the market.

The new system is based on some fundamental aspects, summarised as follows:
use of industry-standard, market technology
migration of communication protocols from a serial to an IP network technology, with consequent increase in transmission speed and efficiency and simplification of control processes
replacement of proprietary control boards with other equivalent boards, designed with an open architecture and market components
simplified configuration architecture, remote control and technical monitoring, with a centralised multifunctional control centre

FREE-FLOW, MULTI-LANE TOLL COLLECTION TECHNOLOGY

SINELEC has worked with Autostrade Tech to develop the first open toll collection system in Italy in Free Flow Multilane mode, installed on the Autostrada Pedemontana Lombarda (A36), Tangenziale di Como (A59) and Tangenziale di Varese (A60). The system enables users to pay tolls without having to transit through a toll station, avoiding queues. The toll collection points which are located in the direction of travel have:

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

REMOTE CONTROL SYSTEM FOR TUNNELS

Over the last few years, ANAS has increased its focus on the type of technologies installed in road tunnels and on the need for correct management during ordinary operations and in emergencies. One example is the three-year remote control system for tunnel installations (STIFG), which SINELEC is developing in partnership with Tecnostaf. The development of the STIG system aims to harmonise and integrate all stand-alone supervisory control and data acquisition (SCADA) systems dedicated to the display and management of alarm signals at departmental operating rooms. This configuration, which is preliminary to plant maintenance activities, will become a part of the functions of modern, efficient operating rooms, in order to guarantee centralised management of multiple road arteries and provide ongoing support for decisions. The following main technological systems will be monitored:
data networks
• SOS points, emergency telephones and sound diffusion
• light and power (MV-LV)
• fire detection
• ventilation
• permanent lighting, rods and reinforcements
• changing electronic signs
• sensors/cameras and traffic analysis
• traffic light systems
• protection and access control

VERGILIUS PLUS FINE SYSTEM
SINELEC was recently awarded a three-year public contract for the acquisition of ANAS’s Vergilius Plus system to install over the entire Italian network. Vergilius Plus will be used to identify the average speed of all vehicles on a specific stretch of road, in all weather conditions, and give fines to drivers who exceed the limits. The aim is to increase road and motorway safety.

SINELEC, in partnership with Tecnositaf, will deal with the design, approval, implementation and maintenance of the system on the entire ANSA road network.
Today, Euroimpianti is one of Italy’s leading players in the design, development and maintenance of technological plants for motorway infrastructure.

Ongoing research into new operating areas to develop along with significant investments and a highly specialist workforce have enabled Euroimpianti to acquire new expertise in specific areas such as airport and port infrastructure, industrial buildings used in production, hospital structures, and to obtain contracts in 2018 with leading operators such as the Save Group, Pirelli Industrie Pneumatici and San Raffaele Hospital in Milano.

**Hospital systems: the new San Raffaele Hospital**

The contract for the development of technological systems at the new surgical and A&E units of San Raffaele Hospital in Milano has guaranteed Euroimpianti considerable volumes in terms of production, giving it important specific references prior to bidding for new public tenders.

**Airport systems: the Save Group**

In 2018, Euroimpianti strengthened its presence in airport systems, being awarded new contracts by the Save Group at Brescia Montichiari Airport, where it will carry out works to redevelop flight infrastructure, Verona Villafranca Airport, where it will re-

**EUROIMPIANTI**

Euroimpianti has thirty years’ experience in the design, development and maintenance of electrical, special, thermal and mechanical plants for infrastructure, and has also been involved in the development of numerous tunnels, junctions, toll stations and service areas on Italy’s motorway network.

The company carries out electrical and mechanical maintenance on most motorways in the north-west of Italy, which are under concession to the Group. Over the years, Euroimpianti has expanded its services in civil, tertiary and industrial building, developing technological solutions dedicated to retail parks, port logistics platforms, museums and residential facilities. The company has an internal division operating in industrial panel boards, designing and developing low- and medium-voltage distribution boards and industrial automation boards for remote management and supervision. The company is committed to environmental protection on a daily basis, investing resources in research into technologies and developing numerous systems for energy production with photovoltaics, remote district heating systems and cogeneration, as well as energy-efficient public lighting, through project financing.

Recent activities include energy saving actions for public lighting in the municipality of Giaveno (Torino). In the project, the Company is in charge of operating and carrying out maintenance on the entire municipal network for 22 years, with the aim of improving the quality of public lighting, through the redevelopment, regulatory alignment and energy efficiency of the existing system. The project has converted some 2,000 lighting bodies using LED.
develop the lighting of outdoor areas, and at Venezia Airport, where it will modernise subservices and replace the UPS, and will also redevelop and align flight infrastructure at the airport in a subcontract with the Consortium Company Tessera S.c.a r.l.

**Industrial systems: Pirelli**

During 2018, Euroimpianti consolidated its presence in the sector dedicated to systems for production at industrial buildings, redeveloping the plants and expanding the production site of the Pirelli Group at Bollate (Milano) and redeveloping the steam units at the Bicocca plant (Milano).

**Public lighting: concessions through project funding**

Besides operating the lighting system for the Municipality of Giaveno, Euroimpianti was appointed to oversee the concession through project funding for the management and maintenance of lighting systems for the Municipality of Piossasco (Torino), as well as measures for regulatory alignment, redevelopment and energy efficiency, with the contract still being awarded.
STM S.p.A. and SIAS S.p.A. have joint control of EcoRodovias Infraestrutura e Logística S.A. (“EcoRodovias”), a company operating in Brazil in the motorway concessions sector.

ECORODOVIAS

R$5.2 BILLION* 
MARKET CAP AT 28.12.2018

*Equal to €1.2 billion

OVER 3,500 
ECORODOVIAS EMPLOYEES

913 
BUSINESS PARTNERS TRAINED 
in ethics

43,000 
HOURS OF TRAINING

OVER 3 MILLION KWh 
REDUCTION IN ELECTRICITY 
CONSUMPTION OF THE 
MANAGED NETWORK + 
ECOPORT

R$2.5 MILLION* 
INVESTED IN INFRASTRUCTURE 
AND SERVICES FOR PEDESTRIANS, 
MOTORWAY USERS AND 
COMMUNITIES

*Equal to €600,000

100% 
OF THE WORKFORCE HAS 
ATTENDED AN ANTI- 
CORRUPTION COURSE

OHSAS 18001 
100% OF GROUP LICENSEES ARE 
CERTIFIED IN OCCUPATIONAL 
SAFETY

ECOVIVER 
A COMPANY PROGRAMME DELIVERING TRAINING ON 
ENVIRONMENTAL ISSUES SUCH AS WATER, ENERGY AND WASTE. IN 2017, 257 
STATE SCHOOLS IN 20 CITIES, INVOLVING 17,734 STUDENTS, TOOK PART IN THE 
PROGRAMME

Source: EcoRodovias Group 2017 Sustainability Report
(excluding revenues and market capitalisation)
EcoRodovias’s portfolio includes 10 motorway concessions\(^{35}\) for a total of 2,649 km of network and a port (EcoPorto), located in eight different Brazilian states.

Infrastructure is situated along the main commercial corridors of regions in the south and south-east of the country.

EcoRodovias is also listed on the Bovespa stock market in São Paulo, which ended 2018 with revenues equal to 2.5 billion reais.\(^{36}\)

With reference to the investigation conducted by the Federal Prosecutor’s Office of the State of Paraná into the two former managers of Ecovia Caminho do Mar and Rodovia das Cataratas - Ecocataratas, subsidiaries of EcoRodovias, for possible past offences of corruption and money-laundering, and reported in the 2018 draft financial statements approved by the Board of Directors of EcoRodovias on 14 March 2019, see the section “Other information” in the Notes to the Consolidated Financial Statements for the SIAS Group.

Further information is available on the company’s website: www.ecorodovias.com.br

VALUES, POLICIES AND PRINCIPLES

To guarantee an ethical behaviour when carrying out its operations, the Group has established a number of ad hoc initiatives and policies.

The company Code of Conduct is revised at regular intervals and disseminated through training and awareness campaigns. The Code includes information on conflicts of interest, company reputation and the fight against corruption.

The Group’s Ethics Committee is responsible for managing issues relative to ethics and integrity, investigating any accidents, recommending corrective actions and checking reports received from parties concerned about potential breaches of the Code.

On a daily basis, the Compliance Programme and Anti-Corruption Programme contribute to reducing the Group’s exposure to risk.

CORPORATE SUSTAINABILITY INDEX (ISE)

EcoRodovias’s actions were included, for the eighth year running, in the portfolio of ISE (Corporate Sustainability Index). The purpose of this index is to reflect the return of a portfolio of shares from companies recognised for their commitment to the social and sustainability dimensions, while promoting best practices on the Brazilian market.

\(^{35}\) Of which three were assigned at the start of 2018.

\(^{36}\) From a company press release
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<td><strong>GRI 205: Anti-corruption (2016)</strong></td>
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<tr>
<td>GRI 205-3</td>
<td>Confirmed incidents of corruption and actions taken</td>
<td></td>
<td>During 2018, no cases of corruption were reported concerning companies included in the scope of consolidation of this Report.</td>
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<td>Energy consumption within the organisation</td>
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<td>Energy indirect (Scope 2) GHG emissions</td>
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<td><strong>GRI 301: Materials (2016)</strong></td>
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<td>GRI 301-1</td>
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<td><strong>GRI 307: Environmental compliance (2016)</strong></td>
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| GRI 307-1 | Non-compliance with environmental laws and regulations | | No claims/nonconformities managed/solved during 2018.
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<td>GRI 103-3 Evaluation of the management approach</td>
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| **GRI 401: Employment (2016)** | GRI 401-1 New employee hires and employee turnover | 76 | |
| | GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 86 | |

| **GRI 404: Training and education (2016)** | GRI 404-1 Average hours of training per year per employee | 85 | |

| **Occupational health and safety** | **GRI 103: Management approach (2016)** | GRI 103-1 Explanation of the material topic and its boundary | 18-20; 126-127 |
| | GRI 103-2 Management approach and its components | 31; 82-83 |
| | GRI 103-3 Evaluation of the management approach | 4-8; 31; 82-83 |

| **GRI 403: Occupational health and safety (2016)** | GRI 403-2 Type of injury and injury rate, occupational diseases, lost days and absenteeism and number of work-related fatalities | 82-83 | |

| **Equal opportunities and work conditions** | **GRI 103: Management approach (2016)** | GRI 103-1 Explanation of the material topic and its boundary | 18-20; 126-127 |
| | GRI 103-2 Management approach and its components | 21; 25; 72-73; 78-81; 86-88 |
| | GRI 103-3 Evaluation of the management approach | 4-8; 21; 25; 73; 78-81; 86-88 |

| **GRI 402: Labour/management relations (2016)** | GRI 402-1 Minimum notice periods regarding operational changes | | |

The minimum notice period for workers and their representatives regarding organisational changes that could significantly impact them is established in compliance with laws applicable in the country where the group operates and, where applicable, with National Collective Bargaining Agreements.

<p>| <strong>GRI 405: Diversity and equal opportunity (2016)</strong> | | | |</p>
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<td>GRI 406-1</td>
<td>Incidents of discrimination and corrective actions taken</td>
<td></td>
<td>No cases of discrimination were reported in 2018.</td>
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<td>GRI 408: Child labour (2016)</td>
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<td>Operations and suppliers at significant risk for incidents of child labour</td>
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<td>GRI 409-1</td>
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<td>No operations with significant actual and potential negative impacts on local communities were reported.</td>
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<td>Operations with significant actual and potential negative impacts on local communities</td>
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ANNExES

GRI STANDARD | DESCRIPTION SPECIFIC STANDARD STATEMENTS | PAGE | NOTES
--- | --- | --- | ---
GRI 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | | During 2018, no cases of breaches of privacy or the loss of customer data were reported. On 8 and 20 October 2018, the IT system of the stretch of the Autocamionale della Cisa (A15) was affected by two cyber-attacks by unidentified subjects, that resulted in a data breach. The events were promptly notified to the Data Authority, pursuant to article 33 of Regulation (EU) 2016/679 and a complaint was filed against unknown persons with the Judicial Authorities.

Transparency in governance

GRI 103: Management approach (2016)

| GRI 103-1 | Explanation of the material topic and its boundary | 18-20; 126-127 | |
| GRI 103-2 | Management approach and its components | 25-26 | |
| GRI 103-3 | Evaluation of the management approach | 4-8; 25-26 | |

Impact on the landscape

GRI 103: Management approach (2016)

| GRI 103-1 | Explanation of the material topic and its boundary | 20; 126-127 | |
| GRI 103-2 | Management approach and its components | 101-105 | |
| GRI 103-3 | Evaluation of the management approach | 4-8; 101-105 | |

Impact of new technologies

GRI 103: Management approach (2016)

| GRI 103-1 | Explanation of the material topic and its boundary | 20; 126-127 | |
| GRI 103-2 | Management approach and its components | 112-119 | |
| GRI 103-3 | Evaluation of the management approach | 4-8; 112-119 | |

Service quality

GRI 103: Management approach (2016)

| 20; 126-127 | Explanation of the material topic and its boundary | 18-20; 126-127 | |
| GRI 103-2 | Management approach and its components | 47-48 | |
| GRI 103-3 | Evaluation of the management approach | 4-8; 47-48 | |

Road safety
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