

SUSTAINABILITY REPORT



2019



THE SUSTAINABILITY REPORT HAS BEEN TRANSLATED INTO ENGLISH
SOLELY FOR THE CONVENIENCE OF THE INTERNATIONAL READER.
IN THE EVENT OF CONFLICT OR INCONSISTENCY BETWEEN THE TERMS USED
IN THE ITALIAN VERSION OF THE DOCUMENT AND THE ENGLISH VERSION,
THE ITALIAN VERSION SHALL PREVAIL, AS THE ITALIAN VERSION CONSTITUTES THE OFFICIAL RECORD.

CONTENTS

- 2 | Letter to Stakeholders
- 3 | Methodological note

01

THE ITINERA GROUP AND SUSTAINABILITY

- 8 | The Itinera Group
- 9 | Business segments
- 11 | Group structure
- 12 | 2019 highlights
- 15 | Impact measurement
- 17 | Responsible value creation
- 24 | Stakeholder map and materiality analysis
- 27 | Risk management
- 29 | Main risks concerning sustainability issues

02

PEOPLE

- 32 | Our people
- 37 | Diversity and inclusion
- 39 | Human capital management and development
- 42 | Remuneration and benefits
- 44 | Industrial relations
- 46 | Health and safety
- 51 | Work site safety

03

ENVIRONMENT

- 56 | Environmental issues management
- 57 | Energy consumption
- 59 | Emissions
- 60 | Water consumption
- 61 | Waste
- 62 | Noise management
- 63 | Protection of the local area, reduction in land use and protection of biodiversity

04

SUPPLY CHAIN

- 68 | Supply chain management
- 70 | Supplier register
- 71 | External audits

05

HUMAN RIGHTS

- 78 | Human rights

06

SOCIAL

- 82 | Donations and sponsorships

07

FOCUS

- 88 | Italian contracts
- 91 | Foreign contracts

08

ANNEXES

- 94 | Boundary of material aspects
- 96 | *GRI Content Index*

09

INDEPENDENT AUDITORS' REPORT

- 104 | Independent Auditor's Report

LETTER TO STAKEHOLDERS

It is with deep satisfaction that I present the second edition of the Itinera Sustainability Report.

This document has been drafted voluntarily, since the Company is not one of the entities on which the regulations of reference impose the obligation to prepare the “consolidated non-financial statement” (NFS).

This demonstrates the attention that Itinera pays to social and environmental issues when organising its activities in Italy and throughout the world, in addition to when undertaking major infrastructure and civil construction works.

Motorways, railways, underground railways, airports, public and industrial buildings: experience consolidated over time with a constant commitment towards respect for the contractual terms and the protection of the environment, always maintaining a keen focus on the local area and requests.

We build transport infrastructure that contribute to the improvement of quality of life, shortening distances and facilitating the exchange between different people and areas.

We operate in Africa, the Middle East, Europe, the United States and Brazil. We encounter diverse stories and cultures, but wherever we go, we bring the same values, ethics, respect for people and our expertise.

We are aware that undertaking a major work can lead to changes in the surrounding natural or anthropic environment, but we simultaneously study and adopt the best precautions to limit the environmental impact of our activities.

The health and safety of our collaborators is one of our absolute priorities. Since 2019, Itinera has voluntarily initiated a journey to extend the reporting of some significant data, such as accidents, including for the employees of subcontractors. We have constantly worked to make the value chain as transparent as possible, with respect for all our Stakeholders. It is an important commitment for the Company, because we are aware of the importance of the sustainable, transparent and fair operation of our business.

In accordance with the principles set out in the Code of Ethics and the Compliance Programme, and based on the best guidelines concerning Anti-Corruption Procedures and international standard UNI ISO 37001:2016, Itinera has adopted its own Anti-Corruption Procedure with the aim of preventing any form of corrupt conduct, thereby contributing to promote the culture of lawfulness according to a zero-tolerance approach, developing and reinforcing the organisational structure and controls.

In this context, in 2019 the Company implemented the UNI ISO 37001:2016 system, achieving the certification for the Italian remit in November.

A company is first and foremost a group of people, skills, young talent, women and men who tackle and resolve various issues every day. We are continuing to invest in human resources, seeking to increase our ability to attract young people. As part of our open collaboration relationship with universities, our focus is on university sports as a formative element in the academic process. This is demonstrated by our sponsorship of CUS Rugby Torino, which we supported in 2019. Rugby was not chosen at random: this team sport is won together with determination, sacrifice and loyalty. These are the very values that guide us.

Massimo Malvagna

Chief Executive Officer



METHODOLOGICAL NOTE

This document is the second Sustainability Report ("Report") of Itinera S.p.A. ("Itinera" or the "Company") and fully consolidated companies ("Itinera Group" or the "Group") within the consolidated financial statements for the Itinera Group on 31 December 2019.

In order to foster transparency towards its Stakeholders, the Report describes the main results achieved by the Itinera Group in terms of sustainability performance over the 2019 financial year (1 January to 31 December).

Itinera, fully consolidated within ASTM S.p.A. ("ASTM"), is a company listed on Borsa Italiana S.p.A.'s electronic stock exchange, the MTA. It has already been contributing for three years to ASTM's Sustainability Report, or consolidated non-financial statement (NFS) pursuant to Legislative Decree no. 254/2016.

The 2019 Sustainability Report has been prepared in accordance with the GRI Sustainability Reporting Standards ("GRI Standards") defined in 2016 by the Global Reporting Initiative, using the "in accordance-core" option. As regards the specific GRI 403 Standard (Occupational Health and Safety), the most recent version from 2018 has been adopted. The "GRI Content Index" is annexed to this document, with details on its content. The topics covered in the Report have been selected based on the results of a materiality analysis, updated in 2019, which identified material topics for the Group and its Stakeholders. The results of this analysis are presented in the "Materiality matrix" in the section "The Itinera Group and sustainability".

For the preparation of the Sustainability Report, reference was made to the "Ten Principles" of the United Nations Global Compact (UNGC) and the ISO 26000:2010 guidelines. In light of the data and non-financial information contributed by the Itinera Group to ASTM's reporting model, this report has been prepared in accordance with the best practice for reporting set out in Directive 2014/95/EU, concerning communication of non-financial information and information on diversity - implemented

in Italy through Legislative Decree 254/2016 - as well as the European Commission's "Guidance on non-financial reporting".

The data and information in this Report refer to all fully consolidated companies in the Consolidated Financial Statements of the Itinera Group as at 31 December 2019; any exceptions, in addition to information below, are specifically indicated.

Regarding the main changes to the scope of consolidation as at 31 December 2019, the following is reported:

- following the liquidation and subsequent removal from the Business Register, the companies Mortara S.c.a r.l., Malpensa 2011 S.c.a r.l. and Brescia Milano Impianti S.c.a r.l. are excluded from the scope of consolidation;
- following the redefinition of the shareholders' agreements, Cervit S.c.a r.l. was de-consolidated;
- the company Halmar International LLC set up the company HNNS JV, of which it holds 50%; on the basis of the party agreements, the company is a subsidiary of Halmar;
- as of 2019, the Joint Operations Arge H51, Consorzio BR-050, MEP JV and Itinera Agility JV are included in the scope of consolidation and the company Bishop/Halmar JV is no longer included following the achievement of the corporate purpose.

As regards the merger by incorporation of Adelaide Crystal HLLC into Halmar International LLC with retroactive accounting effect to 1 January 2019, there are no changes to the scope of consolidation since the incorporated company was already fully consolidated in the financial statements of the Itinera Group in the previous financial year.

The non-financial data and information reported in this document, unless specified otherwise, refer to the entire financial year regardless of the date of acquisition of control of the company.

As regards the scope of consolidation of the financial statements of the Itinera Group, data on joint operations are reported in full without taking into consideration the percentage held, and also presented separately in order to allow for a wider understanding of the Group's activities, its performance, results and the impact it produces. Any exceptions or ways of presenting quantitative data that differ from what is set out above are stated within the document.

To compare data and information over time and assess the trend of Group operations, a comparison with the previous financial year has been made, where possible. Any restatements of the data published in the previous Sustainability Report have also been appropriately indicated in this report.

In order to ensure correct presentation of performance and reliability of data, estimates were used

as little as possible and are indicated as such when they appear.

The Report is published annually. This document is available on Itinera's web-site, www.itinera-spa.it/en, in the "Sustainability" section.

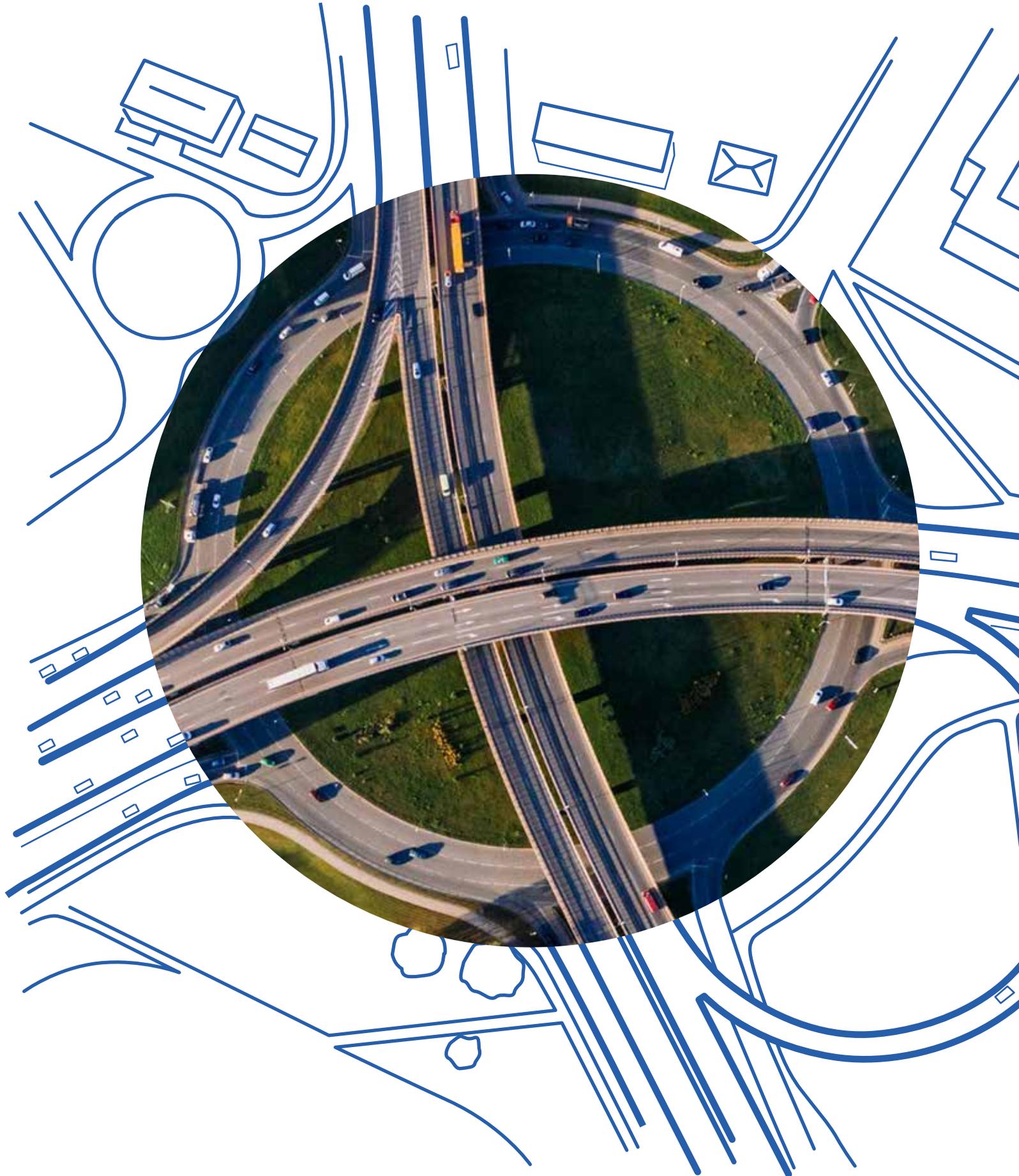
The Report was approved by the Board of Directors of Itinera S.p.A. on 13 March 2020.

This document was subject to limited assurance, as defined by ISAE 3000 (Revised), by Deloitte & Touche S.p.A.. This engagement was carried out according to procedures in the "Independent Auditor's Report" included at the end of the document.

Contacts: sostenibilita@itineraspa.it
www.itinera-spa.it/en/sustainability









01

THE ITINERA GROUP AND SUSTAINABILITY

8	The Itinera Group
9	Business segments
11	Group structure
12	2019 highlights
15	Impact measurement
17	Responsible value creation
24	Stakeholder map and materiality analysis
27	Risk management
29	Main risks concerning sustainability issues

THE ITINERA GROUP

Itinera is one of the largest Italian constructors of major infrastructure works for its expertise, know-how, revenues and backlog. It offers its global customers quality and innovative solutions and is a leader in 4.0 infrastructure projects. The Group operates as a general contractor and as a promoter of new "greenfield" concession projects.

With a backlog worth EUR 4.4 billion, of which 59% overseas, Itinera operates all over the world: Europe, Southern Africa, the Middle East, Latin America and the United States in road and railway infrastructure, tunnels, ports, airports and hospitals, maritime works and motorway maintenance.

The Company operates in the United States through Halmar International, one of the biggest construction companies in the metropolitan area of New York for the development of major transport infrastructure.

Itinera is a subsidiary of ASTM, an industrial holding active in the management of motorway networks under concession - the second motorway operator in the world - and technology applied to transport mobility.



BUSINESS SEGMENTS

ROADS AND MOTORWAYS



RAILWAYS AND UNDERGROUND RAILWAYS

HOSPITALS



CIVIL AND COMMERCIAL CONSTRUCTION WORKS

AIRPORTS



MOTORWAY MAINTENANCE



VISION

To be one of the biggest infrastructure companies in Italy and the world, famous for developing solutions of excellence and a leader in Infrastructure 4.0 projects, to guarantee its clients innovative and quality solutions with respect for the time frames established.



MISSION

Itinera has always pursued ambitious objectives in full synergy with the companies led by ASTM. The technical and professional skill sets mean the Company can guarantee its customers the best results in terms of quality works and compliance with development times.

Itinera is aware that its work affects the lives of millions of people and contributes to economic growth and the creation of new jobs.



GROUP STRUCTURE

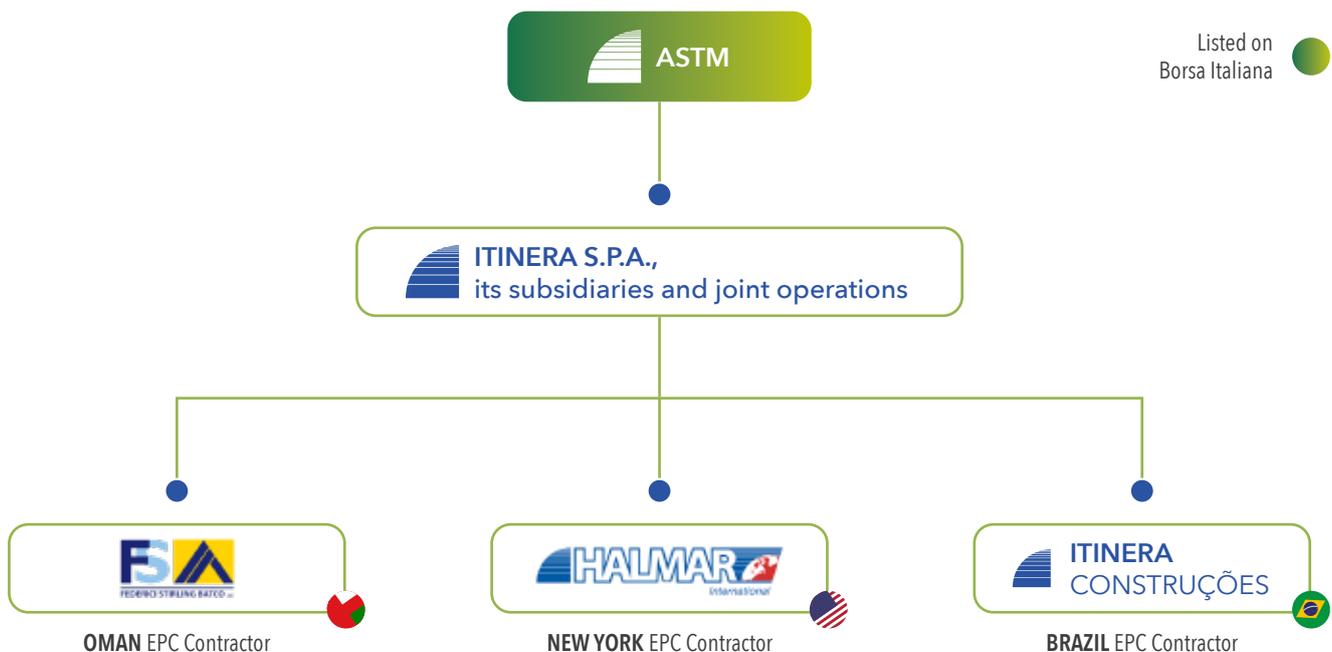
AS AT 31 DECEMBER 2019

Below is a list of the 48 companies fully integrated within the consolidated financial statements for the Itinera Group.

Subsidiaries of Itinera S.p.A.: A 7 barriere S.c.a r.l. in liquidazione, Argo Costruzioni Infrastrutture S.c.p.a., Agognate S.c.a r.l. in liquidazione, Biandrate S.c.a r.l. in liquidazione, Carisio S.c.a r.l. in liquidazione, Cornigliano 2009 S.c.a r.l., Crispi S.c.a r.l. con socio unico in liquidazione, CRZ01 S.c.a r.l. in liquidazione, Diga Alto Cedrino S.c.a r.l., Impresa Costruzioni Milano S.c.a r.l. in liquidazione, I/S Storstrøm Bridge, Itinera Construções LTDA, Lambro S.c.a r.l., Marcallo S.c.a r.l., Mazzè S.c.a r.l., Ponte Meier S.c.a r.l., Ramonti S.c.a r.l. in liquidazione, Società Attività Marittime S.p.A., SEA Segnalatica Stradale S.p.A., S.G.C. S.c.a r.l. in liquidazione,

Sinergie S.c.a r.l. in liquidazione, Taranto Logistica S.p.A., Torre di Isola S.c.a r.l., Urbantech S.r.l. con socio unico, Itinera USA CORP, Halmar International LLC and its subsidiaries (HIC Insurance Company Inc., Halmar Transportation System Llc, Halmar A Servidone - B Anthony Llc, Atlantic Coast Foundations Llc, Halmar International - LB Electric LLC, Halmar International Trucking Inc, Potomac Yard Constructors, HINNS JV).

Joint operations in which Itinera S.p.A. is an investee: 3RD Track Constructors, Arge H51, Consortium Baixada Santista, Consortium Binário Porto de Santos, Alças da Ponte Consortium, MG135 Consortium, I/S Odense Hospital, I/S Køge Hospital, Itinera/Ghantoot JV, Itinera Agility JV, Itinera/Cimolai JV, MEP JV, Consorcio BR-050.



2019 HIGHLIGHTS



€ 985 MLN
CONSOLIDATED REVENUES



1,000+ km
ROAD AND RAILWAY
INFRASTRUCTURE COMPLETED



5,625
EMPLOYEES AND OTHER
COLLABORATORS



100+ km
TUNNELS COMPLETED



€ 919 MLN
TURNOVER FOR CIVIL CONSTRUCTION
WORKS BETWEEN 2009 AND 2019



€ 4.4 BN
BACKLOG AS AT 31 DECEMBER 2019
OF WHICH 59% IS OUTSIDE ITALY

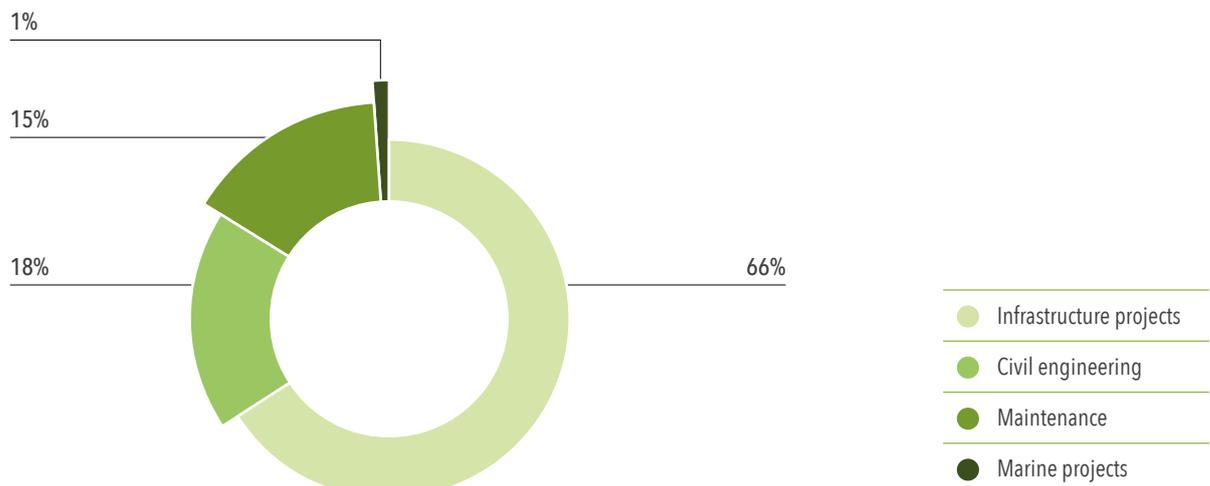


247,779
HOURS OF TRAINING FOR EMPLOYEES
AND OTHER COLLABORATORS

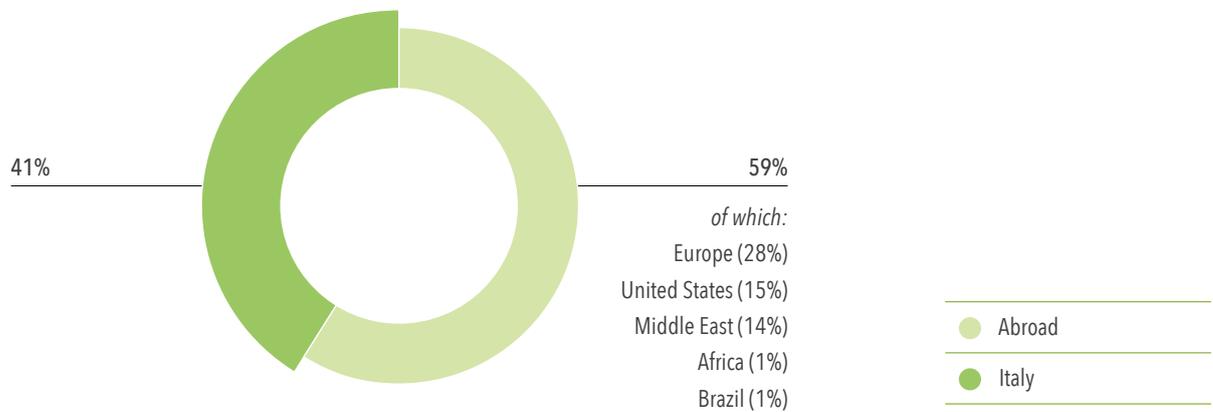
BACKLOG

The Group boasts a backlog worth EUR 4.4 billion, of which 59% is outside of Italy (United States 15%, Europe 28%, Middle East 14%, Africa 1%, Brazil 1%). The main type of work in the portfolio (66%) is infrastructure projects.

TYPE OF PROJECT



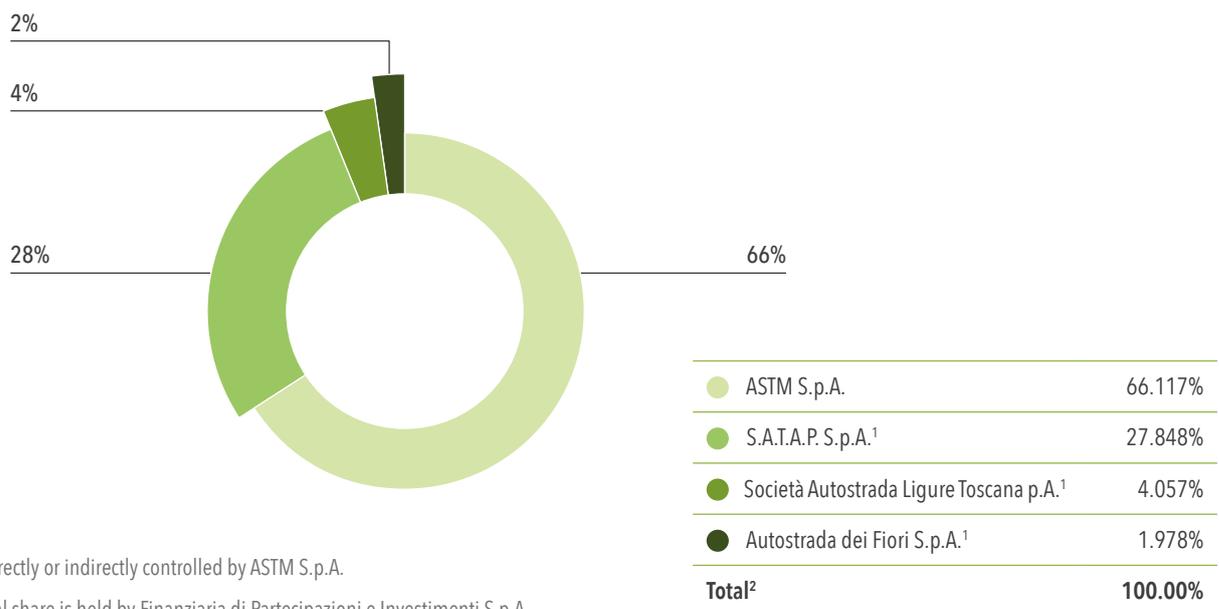
BACKLOG BY GEOGRAPHICAL LOCATION



CORPORATE OWNERSHIP AS AT 31 DECEMBER 2019

Itinera S.p.A. is a limited company whose capital is held entirely, directly and indirectly, by ASTM S.p.A., a company listed on Borsa Italiana S.p.A.'s electronic stock exchange, the MTA.

Below are the details of the Shareholders as at 31 December 2019:



¹Company directly or indirectly controlled by ASTM S.p.A.

²An additional share is held by Finanziaria di Partecipazioni e Investimenti S.p.A.



ECONOMIC VALUE GENERATED AND DISTRIBUTED

The statement of added value of the Itinera Group was produced by reclassifying the items in the income statement from the consolidated financial statements for Itinera as at 31 December 2019.

In 2019, the net global added value was equal to EUR 963 million (615 million in 2018). Most of this value, specifically around 82%, was redistributed to suppliers. This item is mostly made up of costs for services

and raw materials. This is followed by “Employee remuneration” (approximately 18%), which mainly includes salaries and social security contributions.

“Financial system remuneration” accounts for approximately 0.3% and is mostly made up of interest expense. “Community remuneration” is equal to approximately 0.1%. “Company remuneration”, which accounts for approximately 0.1% of the total, includes the value retained by Itinera for the Group’s future development. “Public administration remuneration” totals a negative value of approximately EUR 658,000*.

*This value refers to current taxes (for EUR -4.5 million) net of deferred taxes (for EUR +5.2 million) recorded in the consolidated income statement of the Itinera Group for the 2019 financial year. Deferred taxes are mainly attributable for EUR 4.7 million to deferred tax assets recorded on tax losses usable in overseas tax entities (Denmark).

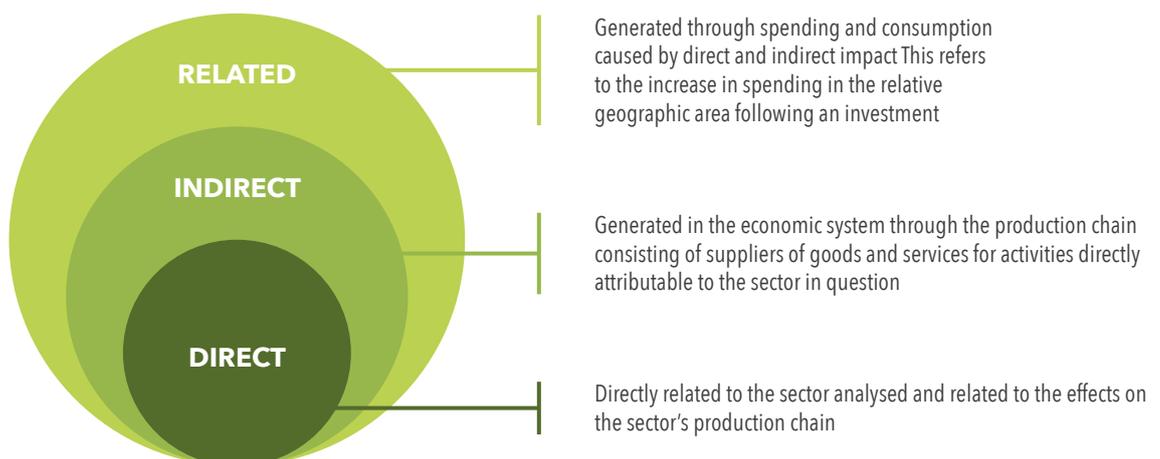
IMPACT MEASUREMENT

A study by the ANCE's (National Association of Building Constructors) Economic Affairs Department and Research Centre reveals the long and complex supply chain in the Italian construction sector and the low rate of imports throughout the production process.

The Italian construction sector buys goods and services from 88% of economic sectors (31 out of 36 economic sectors are construction suppliers). Just 4.2% of purchases are imported, meaning 95.8% are produced domestically³.

This is why the construction sector is the most important in mobilising Italy's economy. With this in mind, the Group has decided to quantify its direct, indirect and related contributions by developing a calculation model.

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 (for Italy) and employment.



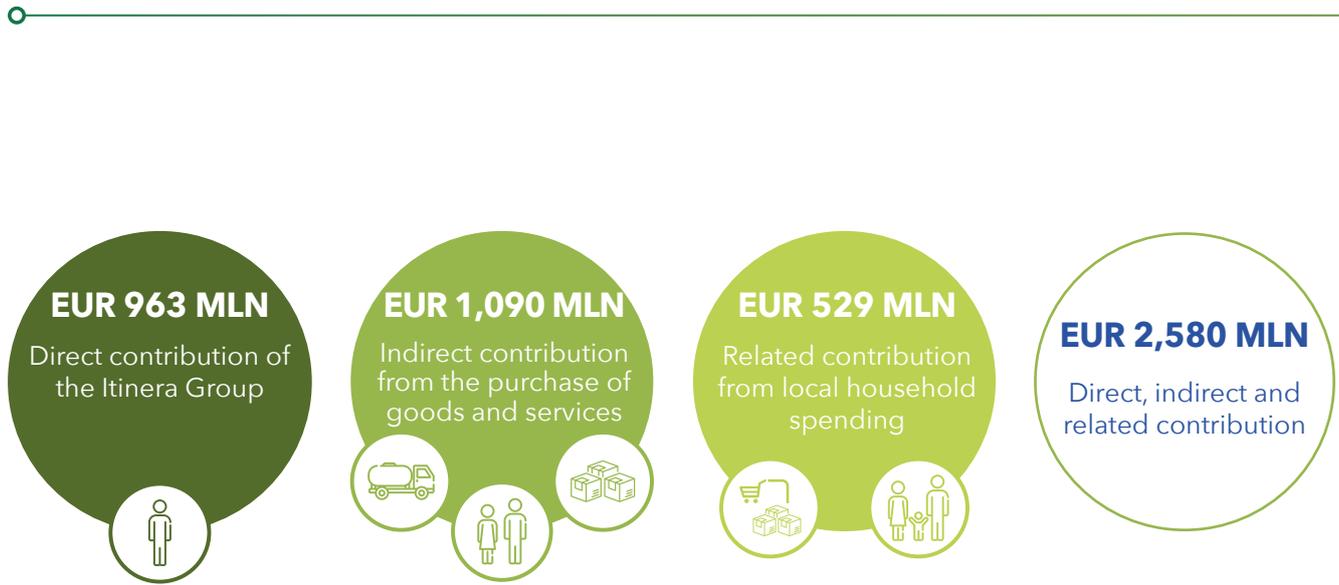
The analysis is based on the use of an input-output model⁴ which, by analysing the interaction between a country's industries, makes it possible to further understand the economic context in which a business operates.

Basically, an input-output model shows all sector interdependences, 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.

³ Source: "The construction industry: structure, sector interdependence and economic growth" by the Economic Affairs Department and Research Centre, ANCE (Italian Association of private construction contractors), 2016

⁴ Model developed by Wassily Leontief, the world-famous economist and scientist, winner of the Nobel Prize for Economics in 1973 and inventor of the input-output system



As regards the Itinera Group, the analysis shows the indirect and related contribution to economic value creation and employment ⁵, starting from the economic value generated and distributed in 2019 (“Direct contribution”).

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

In particular, with an added value of EUR 963 million (for more information see the section “Economic

value generated and distributed”), an overall contribution of around EUR 2.6 billion is made (“Direct, indirect and related contribution”).

The overall effect of indirect and related employment multipliers on creating new jobs was estimated as equivalent to approximately 58,000 workers.

This value includes direct employees of the Group and the effect on indirect and related employment generated by the latter.



⁵ In relation to the activities carried out by the Group throughout the world, the multipliers have been estimated using the matrix of flows of inter-segment goods and services at current prices with an industry-by-industry approach. The data shown in the Report refer to the national input-output tables in the OECD international database related to Italy, Austria, Denmark, Sweden, the United States of America, Brazil, Romania and Saudi Arabia for 2015 (<http://www.oecd.org/sti/ind/input-outputtables.htm>). The values associated with the above countries were used as a proxy in order to estimate the data of the countries for which no specific information was available. This method has been updated since 2018, with a view to the continuous improvement of the analysis model.

RESPONSIBLE VALUE CREATION

Itinera has taken a sustainable path, aiming to run its business in a balanced and aware manner, and improving its performance with respect to the expectations of all its Stakeholders.

GOVERNANCE STRUCTURE

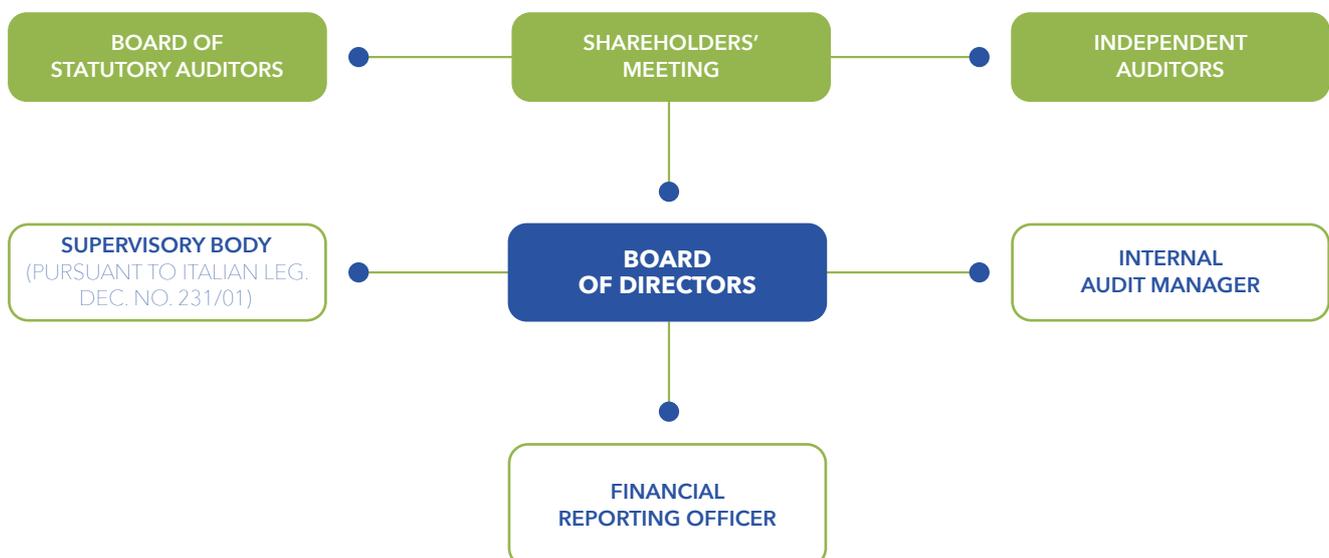
Itinera's sustainability model is based on an integrated approach that embraces governance, care and respect for people and human rights, the fight against corruption, awareness of environmental and social topics, and sustainable management of the supply chain.

Itinera's governance structure is based on a traditional organisational model that includes bodies like the Board of Directors, responsible for administration, and the Board of Statutory Auditors, responsible for assessing administration. Both Boards are elected by the Shareholders.

In particular, the Board of Directors establishes strategic guidelines with a view to creating medium- to long-term value for all Stakeholders and approves the Sustainability Report.

As at 31 December 2019, the Board of Directors of the Itinera Group is made up of five administrators, all of them men in the over-50 age group.

Moreover, the "Sustainability" function was established, reporting directly to the Chief Executive Officer, which among other things is tasked with identifying and suggesting to senior management the areas and projects for improvement in the Sustainability model, collecting and processing the data necessary to prepare the Sustainability Report, and promoting and distributing the sustainability culture within the Group.



THE ASTM GROUP'S SUSTAINABILITY PLAN

The "Going Global Sustainably" Sustainability Plan prepared by ASTM highlights the Group's commitment to sustainability topics, with a view to continuous performance improvement and clear communication with all Stakeholders on its strategic policies for sustainability, sharing its objectives, principles and values. 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 Sustainability Plan identifies both multidisciplinary goals, mainly pertaining to governance issues, applicable to all Group companies, and specific goals for each business sector.

Specifically, in the construction sector the Sustainability Plan focuses on improving the process of selecting and assessing suppliers, promoting projects for protecting local areas, reducing earth consumption, protecting biodiversity, improving safety at work, and reducing environmental impact. Among its other aims are developing expertise in designing and developing transport infrastructure and civil and industrial engineering with a low environmental impact and a high LEED (Leadership in Energy and Environmental Design) classification.

ETHICS AND INTEGRITY

Values like ethics, integrity and transparency are fundamental to the Group's conduct in carrying out its activities. Itinera has promoted and adopted internally a policy to raise awareness of ethics in conduct and work activities when carrying out the latter, taking integrity into account in external and internal relations as a fundamental criterion underlying all its actions.

Itinera has created a Code of Ethics and Conduct (hereafter the "Code of Ethics"), updated on 9 March 2018, in order to clearly and transparently define the values that guide the Company. It has adopted internal ethical principles of conduct that guide all its activities, preparing an organic system of procedures and assessment formalised in the Organisational, Management and Control Model, pursuant to Legislative Decree 231/01 (hereafter "Model 231"), adopted in 2004. The aim of Model 231 is to create an assessment system that prevents, as far as possible, different kinds of offence covered

in the Decree, by identifying areas at risk and formalisation of these activities and assessment. The Supervisory Body must be promptly informed of any violation or suspected violation of the Code of Ethics. This body has independent powers of action and assessment and is an internal part of the Company, pursuant to Legislative Decree 231/01. Model 231 is periodically updated in order to take account of new regulations and any organisational changes to the Company.

In order to strengthen its commitment to ESG topics, Itinera has adopted a diversity and inclusion policy, a human rights policy, an anti-corruption policy and a Suppliers Code of Conduct.

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.itinera-spa.it/en in the "Sustainability" section.

ANTI-CORRUPTION

In accordance with the principles set out in the Code of Ethics and the Model 231, and based on the best practices concerning the Anti-Corruption Compliance Programme and international standard ISO 37001:2016, Itinera has adopted its own Anti-Corruption Policy with the aim of preventing any form of corrupt conduct, thereby contributing to promote the culture of lawfulness according to a zero-tolerance approach, developing and reinforcing the existing organisational structure and controls.

In 2019 the Company also implemented the UNI ISO 37001:2016 system, achieving the certification for the Italian remit in December.

The Company updated the Anti-Corruption Policy (approved on 2 August 2019) and the Whistleblowing Management Procedure, providing specific training sessions.

The Manager of the Corruption Prevention System (Anti-Corruption Officer) was appointed, with the task of overseeing that the Anti-Corruption Policy complies with best practice and the applicable regulations and communicating with senior management about any significant shortcomings regarding the adequacy of the corruption prevention management system to guarantee the adoption of the necessary measures.

Whistleblowing system

At an Italian and international level, whistleblowing is becoming one of the most effective ways to tackle unlawful actions such as bribery, fraud, abuse of power and other serious offences. The whistleblower is the person who raises the alarm, alerting attention to potentially hazardous situations by reporting a circumstance.

In accordance with Italian Law no. 179 of 30 November 2017, Itinera has implemented a reporting system for any irregularities or violations of the applicable regulations and internal procedures (known as the whistleblowing system) in line with national and international best practices, which guarantee a specific and confidential information channel and the anonymity of the whistleblower.

In 2020 a digital platform will be adopted for sending and managing reports, which, by adding an

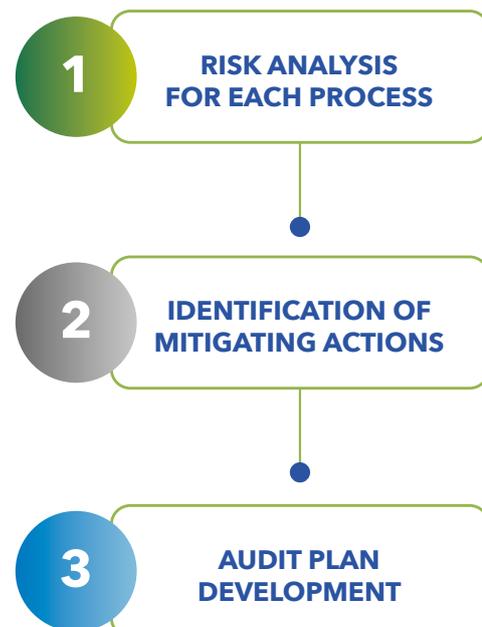
additional reporting channel integrated with those already provided for reporting to the Supervisory Body, will reinforce the security and anonymity requirements for reports.

No reports were made in 2019.

Internal audit function

In 2019, Itinera established an Internal Audit and Compliance Department, which integrates the system of internal controls and risk management by autonomously implementing an Audit Plan.

The manager of the Internal Audit Function is in possession of adequate requirements of professionalism and independence and in charge of verifying the operations and suitability of the Internal Audit and Risk Management System, through an audit plan approved by the Board of Directors, based on a structured process of analysis and prioritisation of the main corporate risks.



The Board of Directors approves the Audit Plan annually. In addition to controls of standard processes such as personnel administration and procurement, the plan also provides for reperforming activities on auditing performed by second-level control functions. The audit activities are carried out by the structure that reports to the Internal Audit Function without support from external consultants.

During the 2019 audit activities, some suggestions for improvement were reported and shared with the related process managers involved, who subsequently initiated corrective actions.

A follow-up is also carried out annually to verify the effective implementation of any critical situations that arose during the previous audits.

DIVERSITY AND INCLUSION

Itinera recognises the diversity of its employees as a success factor and values their experience, capabilities and qualities, on a daily basis. Diversity, in all its forms, is seen as a strategic advantage that fosters an inclusive working environment characterised by collaboration and creativity.

These principles are set out in the Diversity and Inclusion 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

Itinera's Suppliers Code of Conduct involves its own suppliers in creating a sustainable procurement cycle. This code applies along with all existing laws in countries where the Group operates, and complements all the principles in the Code of Ethics and Conduct and in existing company policies and procedures.

HUMAN RIGHTS POLICY

Itinera undertakes to respect, protect and promote Human Rights when conducting its business activities. In 2019, the Board of Directors adopted the specific Human Rights Policy, inspired by international standards such as the Universal Declaration of Human Rights, Fundamental Conventions of the International Labour Organization (ILO) and Guiding Principles on Business and Human Rights of the United Nations. The Group avoids any conduct, act or decision that may cause or contribute to causing a negative impact on Human Rights, and promotes the respect of these rights in its relations with employees, contractors, business partners and suppliers. It forms part of the wider process of recruitment and employment of personnel and employment management, in addition to occupational health and safety, privacy and the fight against illegal, child and forced labour.

PRIVACY

The Group continues to focus on protecting the personal data of its 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.

In accordance with the provisions of Regulation (EU) 2016/679 ("GDPR"), a Data Protection organisational model was implemented with the definition of roles and responsibilities for full regulatory compliance, supported by an IT platform. On a voluntary basis, the Company has also appointed a Data Protection Officer (DPO), a fundamental aspect for the Company's accountability, with the task of communicating with the parties involved in personal data processing (regulatory authorities, data subjects, operating divisions within a company or organisation, Controller, Processor).

Over the year, Itinera focused specifically on training company resources and increasing the awareness of its personnel, organising two training initi-

atives aimed at its employees, divided according to the job profiles of the participants. The initiatives involved all company persons involved in personal data processing for a total of over 400 hours of training provided.

CONFLICTS OF INTEREST

The Code of Ethics and Conduct clearly expresses Itinera's commitment to adopt all the necessary measures to prevent and avoid corruption and conflicts of interest. Managing these conflicts, including potential ones, is regulated particularly in transactions with clients and suppliers. Employees involved in these transactions are invited to highlight such conflicts, including upcoming ones.

In the Management Report attached to the consolidated financial statements for the Group, information is provided on related party transactions, which are carried out in normal market conditions on the basis of rules that ensure transparency as well as substantial and procedural integrity. The Board of Statutory Auditors monitors that the rules on related-party transactions are observed.

Itinera is also subject to the "Procedure for transactions with related parties" of the parent company ASTM.

This procedure, compliant with the Regulation containing provisions on related-party transactions applicable to listed companies, sets out the rules governing the approval, management and public disclosure of related-party transactions carried out directly by ASTM or through its subsidiaries, in order to guarantee the transparency and procedural and substantive fairness of such transactions. The procedure is available on ASTM's website www.astm.it/en in the section "Governance".

Finally, in integrating the above, Itinera follows article 2391 of the Civil Code, concerning "Director's interests".

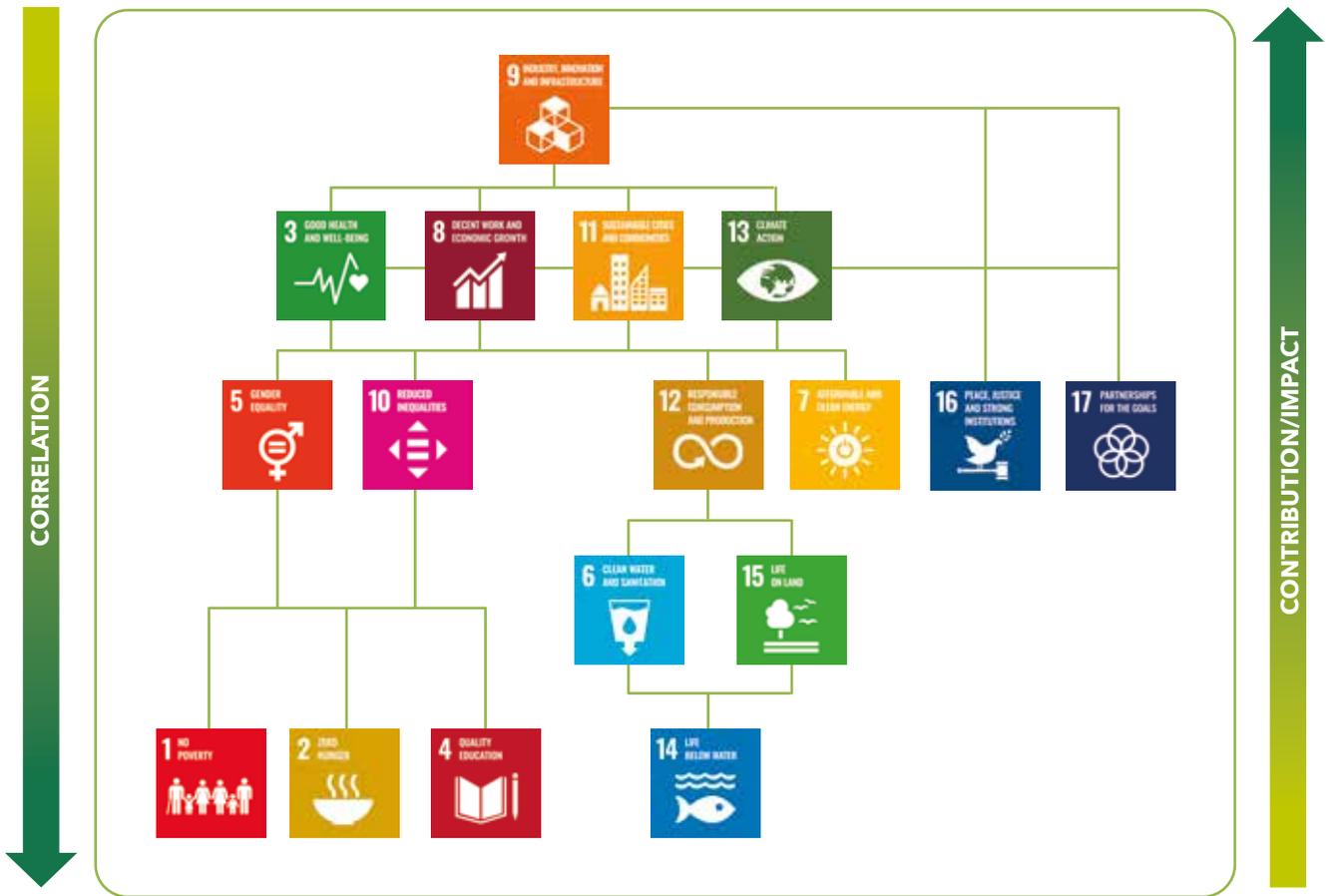
SDG ROADMAP

In line with the guidelines published by the World Business Council for Sustainable Development (WBCSD), Itinera has defined a roadmap to improve the Group's contribution to achieving the United Nations' Sustainable Development Goals (SDGs) by 2030 and to increase awareness about the impact caused by the Group on the environment, society and the local area.

In particular, an assessment has been carried out on the consistency, validity and application of the Sustainable Development Goals (SDGs) to the sustainability issues and policies of the Group, in light of the dynamics and main issues associated with the sector and the main impact generated and experienced along the value chain. In this context, actions were identified to improve the Group's performance and impact in relation to the SDGs.

The analysis made it possible to prioritise the SDGs based on the greater and lesser ability of the Group to contribute to achieving them through the impact generated along the value chain.

A summary of the achieved results is shown below: the SDGs at the top are those of greatest significance for the Group in terms of contribution/impact. The lines shown in the chart show the existing connection between the development issues identified and represented by the SDGs. To guarantee a complete analysis, all 17 SDGs have been analysed and included in the chart, since they were considered inseparable and to be achieved systemically. The analysis also made it possible to identify target SDGs of particular relevance and Key Performance Indicators (KPIs) used to improve the monitoring of the Group's contribution to the SDGs.



SDG 9 - Industry, Innovation and Infrastructure - is particularly relevant since the Group operates in the development of quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being and in the upgrading of infrastructure to make it sustainable, with higher resource efficiency and increased adoption of clean technologies that respect the environment.

In this context, actions were identified to improve the Group’s performance and impact in relation to the SDGs, including the promotion of the occupational health and safety culture and reinforcing environmental governance.

SUSTAINABILITY NEWSLETTER

In 2019, the Sustainability function of the parent company ASTM launched a weekly newsletter about sustainability issues on the company’s Intranet #Agorà. The newsletter is intended as an area for informing about and distributing the sustainability culture and can be accessed by all Group employees.

Each edition dedicates space to “good practice” and useful information that is not only interesting for individuals in charge of sustainable development and corporate social responsibility, but for all parties that collaborate in the Group’s activities.

APPLYING BUILDING INFORMATION MODELING (BIM)

In order to excel in the increasingly dynamic and competitive sector it operates in, Itinera stands out by developing and implementing new technologies. It believes strongly in investing in research and development as determining factors for growth, providing cutting-edge services for its customers.

To make the most of the collaboration between planners, software interoperability, integration between processes and sustainability, Itinera applies Building Information Modeling (BIM) technology. Thanks to this tool, the relevant architectural, structural, systems, energy and operational information is integrated into a single model that can be used by installers, engineers, architects, builders and inspectors. This three-dimensional model makes it possible to achieve greater efficiency, interoperability and productivity, reducing errors, time frames and costs, maximising the sharing of information and performing an even more detailed and coherent control on the planning activity. In addition, a BIM project allows for the possibility to virtually develop the entire life cycle of the building, including after the design stage, monitoring the age of the materials and scheduling the related maintenance as well as possible.

Itinera is currently using BIM technology for at least 6 of its building and infrastructure tenders in Italy and other countries:

- Køge Hospital, Denmark;
- Odense Hospital, Denmark;
- Storstrøm Bridge, Denmark;
- Skurusundet Bridge, Sweden;
- DHL HUB Milan Malpensa, Italy;
- San Raffaele Hospital, Milan.

The Company's structure uses ideal IT solutions for discussion with sector professionals during the design and construction phase, to assess whether the models produced conform with project and legislative demands (code checking), whether different models are consistent and whether they interfere with project plans (clash detection).

Itinera is currently working to integrate time planning (4D) and cost control (5D) using software that communicates between the two.

The Company's vision envisages a strong technical office at the headquarters that could work not only to develop new initiatives but to provide support above all to technical structure for building sites. For this reason, information modelling training for resources plays a fundamental role for the organisation.

STAKEHOLDER MAP AND MATERIALITY ANALYSIS

The Group undertakes to identify and establish open and transparent dialogue with all its Stakeholders, i.e. all parties of any kind that contribute to the Company's activities or are influenced by them. The image shown below illustrates the Group's main Stakeholders, identified by way of an analysis of the reference sector and the contribution by participants of the Group's materiality workshop.



In accordance with GRI Standards and international best practices, Itinera has defined its materiality analysis in order to identify, consistently with its strategic priorities and the United Nations' Sustainable Development Goals, the most relevant sustainability issues for the Group. Using this process, the Group has considered aspects that have a significant impact on Itinera's economic, social and environmental performance and that could substantially influence the ratings and Stakeholders' decisions as material.

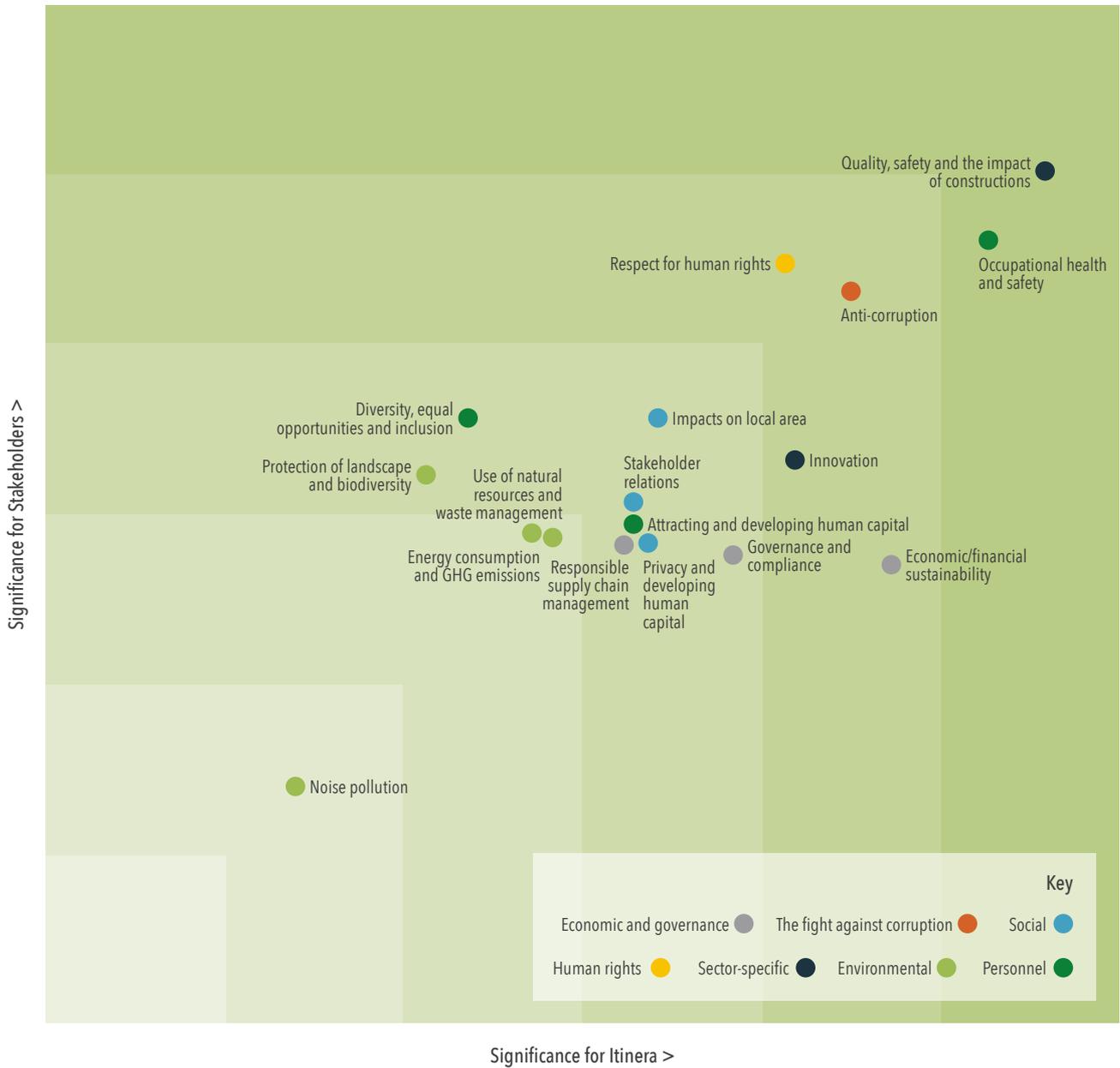
In order to promote the active participation of Stakeholders, in line with previous financial years and in accordance with the AA1000 Stakeholder Engagement Standard and the GRI Standards Reporting Principles, on 11 and 13 September 2019 the Group's 4th internal Stakeholder Engagement workshop was held, involving employees from different company functions of the Group.

Subsequently, with the aim of engaging a sample of all categories of external Stakeholders, an online survey was created in line with previous financial years for representatives from the world of institutions, the media, suppliers, business partners, contractors, customers, members of local communities and Universities and Research Centres. The scope of external Stakeholders involved increased compared to the 2018 financial year, thanks to sending the survey to all qualified suppliers in Itinera's Suppliers List. In total, over 100 external Stakeholders responded to the survey.

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.



THE ITINERA GROUP'S MATERIALITY MATRIX



In line with the previous financial year, the most relevant sustainability issues for the Group are occupational health and safety, anti-corruption and respect for human rights. In addition, the significance of Quality, safety and the impact of constructions has increased.

RISK MANAGEMENT

INTERNAL AUDIT AND RISK MANAGEMENT SYSTEM

The Internal Audit and Risk Management System is part of the organisational, administrative and accounting structure and the corporate governance structure more generally.

The Board of Directors is responsible for the Internal Audit and Risk Management System, in relation to which it defines guidelines and regularly assesses whether it is adequate and functioning effectively, ensuring that the main risks are identified and managed consistently with defined strategic objectives.

The Risk Management System adopted by Itinera is in line with the best practices in the COSO Enterprise Risk Management Integrated Framework and ISO 31000:2018, for which Itinera received a declaration of conformity ("Risk management - Principles and guidelines").

The Risk Manager is in charge of assessing the information received from the company functions pertaining to the process for risk management and implementation of mitigating actions, preparing periodic reporting about the Risk Assessment and in general, about the Internal Audit and Risk Management System.



SUSTAINABILITY RISKS

Itinera's Risk Management model identifies and monitors the main risks, generated or suffered, related to the company activities, including those pertaining to sustainability issues and in particular risks to health and safety, the protection of the environment, respect for human rights and child labour, the fight against active and passive corruption, responsible supply chain management and subcontracting, which are also shared with internal Stakeholders.

The main risks linked to sustainability issues for Itinera and its subsidiaries are reported on the next page.

RESPONSE TO RISK

Below is a summary of the existing controls for the main risks identified:

- A "Code of Ethics and Conduct" and Organisational, Management and Control Model, pursuant to Legislative Decree 231/01 (hereafter "Model 231"), adopted by Itinera and its main operating subsidiaries, including specific monitoring procedures for fighting corruption and conforming to the "Consolidated Safety and Health at Work Act" (Legislative Decree 81/08) and the "Consolidated law on the environment" (Legislative Decree 0020152/2006).
- A Risk Management System in line with the relevant best practices, that includes management of risks linked to sustainability topics.
- The main policies adopted by Itinera, including in order to mitigate the sustainability risks identified are described in this document, in the section "Responsible value creation".
- Management systems in line with applicable best practices. Specifically, Itinera has an Integrated Management System for Quality, Environment, Safety, Risk Management and Road Traffic Safety compliant with the require-

ments of the UNI ISO 9001, UNI ISO 14001, UNI ISO 45001, OHSAS 18001 and UNI ISO 39001 standards, adapting them to the provisions on corporate social responsibility in the SA 8000 ("Social accountability") standard and integrating them pursuant to the UNI ISO 26000 ("Guide to social responsibility") and ISO 31000:2018 ("Risk management - Principles and guidelines") standards. Over the course of 2019, Itinera also obtained the UNI ISO 37001:2016 certification for its Anti-Corruption Management System.

- 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, which defines the standards of conduct to be respected when working with suppliers and commercial partners, as well as strict screening on social, environmental and child labour issues linked to suppliers on Itinera's Suppliers List.

MAIN RISKS CONCERNING SUSTAINABILITY ISSUES

1

SUPPLY CHAIN AND SUBCONTRACTING

Risks related to the conduct of suppliers and subcontractors and lack of monitoring of supplier practice, with particular reference to occupational health and safety topics, respect for human rights, anti-corruption and compliance with environmental regulations, including regulations on climate change.

2

COMPLIANCE WITH ENVIRONMENTAL LEGISLATION AND SAFETY AT WORK

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

3

ETHICAL CONDUCT

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.

4

HUMAN RIGHTS

Risks linked to potential failure to respect human rights, including with reference to the minimum working age and particularly supply chain activities and subcontracting in defined geographical areas outside Europe.

5

HUMAN CAPITAL MANAGEMENT

Risks related to the ability to attract, hire, develop, motivate and retain qualified professionals within the Group companies while guaranteeing diversity and equal opportunities.

6

INNOVATION

Risks related to the lack of or late implementation of innovative solutions (including in relation to solutions that reduce environmental impact) that meet the market's expectations with possible repercussions on the national and international competitiveness of the Group.

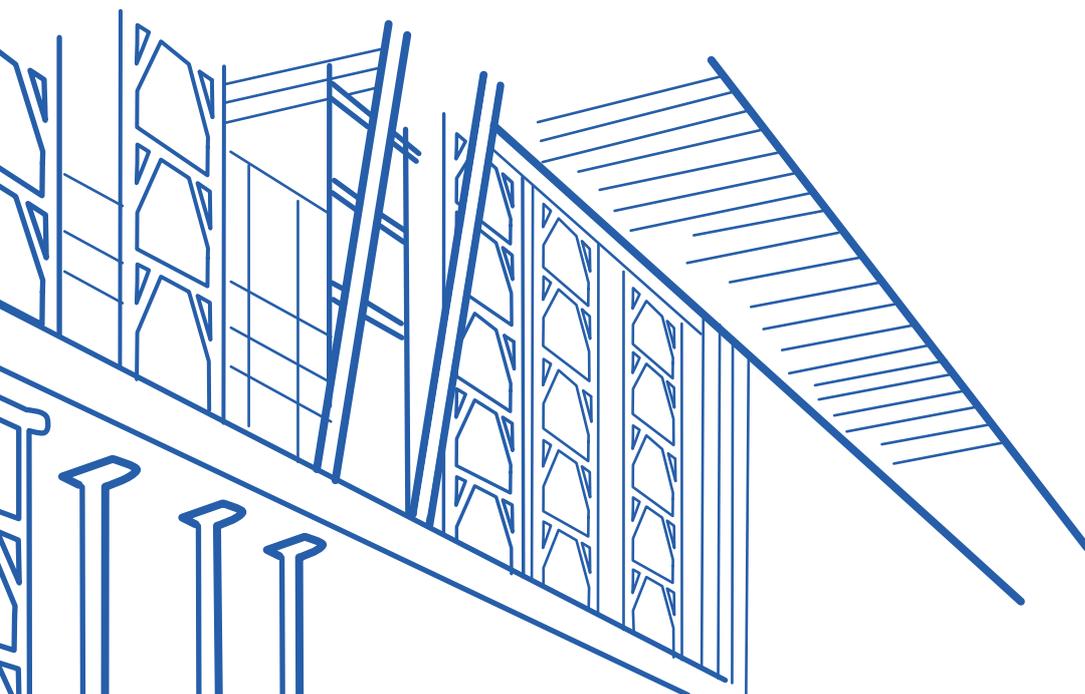
An additional area of risk identified refers to economic, political and social risks in the countries where the Group operates.

CLIMATE CHANGE

Climate change and its effects on economic activities are a potential risk factor for the operations of the Itinera Group. One example is the risk related to the dissemination of new limitations for vehicles in built-up areas: this could impact the business given the presence of some Itinera work sites located in metropolitan cities. To mitigate this risk, the Company implements various measures: the introduction of hybrid vehicles into the company fleet is being assessed, which would, among other things, reduce CO₂ emissions.

Nevertheless, climate change also creates new opportunities that could go on to impact the competitiveness of the Group positively. In particular, customer demand is growing for works and infrastructure that respect high standards of energy efficiency, reduced consumption of resources and quality of materials (e.g. LEED certification).

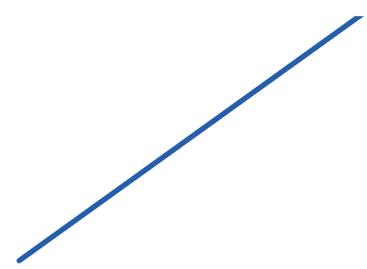
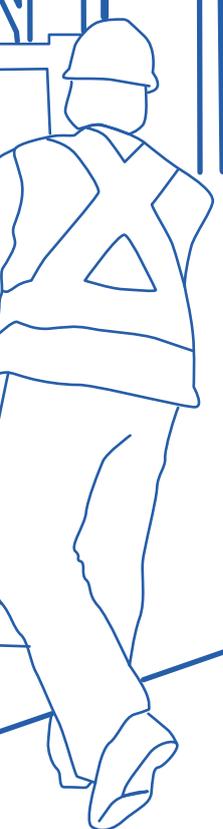




02

PEOPLE

- 32 Our people
- 37 Diversity and inclusion
- 39 Human capital management and development
- 42 Remuneration and benefits
- 44 Industrial relations
- 46 Health and safety
- 51 Work site safety



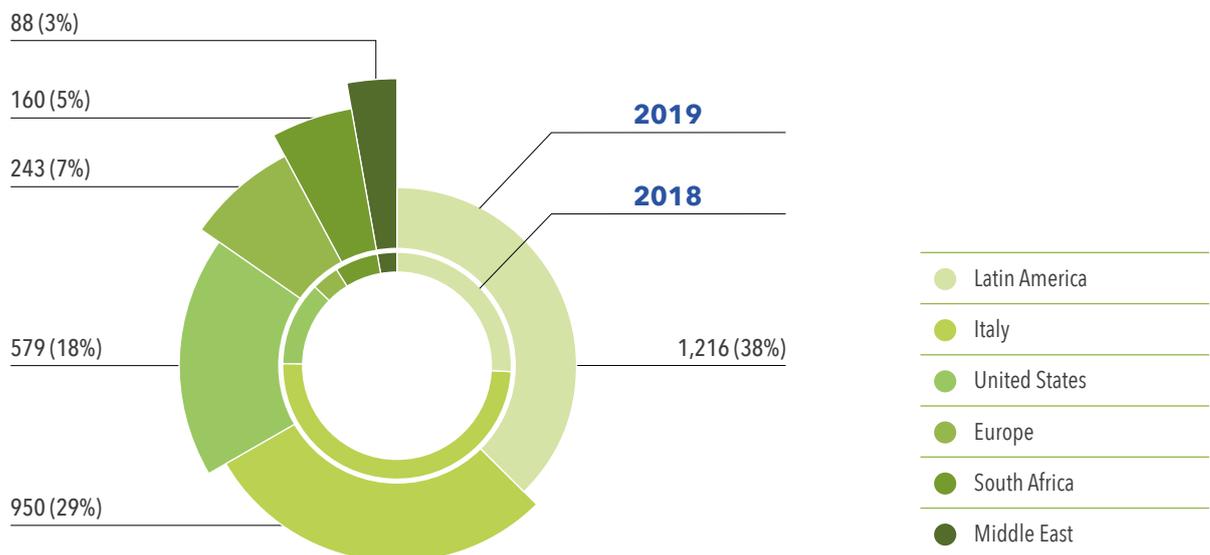
OUR PEOPLE



“Itinera ensures that its human resources match the profiles it needs, avoiding nepotism and favouritism of any kind. It pursues a policy that recognises merit, with respect for equal opportunities.”

Code of Ethics and Conduct

GROUP EMPLOYEES BY GEOGRAPHIC AREA



Itinera considers people the most important resource for creating value within an organisation, as well as a fundamental factor in its success.

The Group prefers stable and long-lasting working relationships, encouraging part-time arrangements that may require greater flexibility and dynamism from employees.

Itinera is defining, through its internal policies and procedures, the responsibilities, criteria and methods followed for personnel employment: from planning and identifying personal profiles for candidates for specific operating segments to identifying the employment category and salary package.

These activities are inspired by impartiality, transparency, autonomy and independent judgement criteria. In particular, favouritism of any kind is prohibited, and a policy is pursued that recognises expertise, ability and professionalism and ensures inclusion.

In 2019, 55 employees were on part-time contracts, representing 1.7% of the total. The number of part-time contracts is lightly weighted in favour of women (69%). The low number of part-time contracts relative to the total can be attributed to the particular nature of the Group's business.

The Group's overall work force as at 31 December 2019 totalled 5,625 people (5,585 in 2018), of whom 3,236 were employees (1,903 in 2018) and 2,389 other collaborators (3,682 in 2018).

The increase in the number of employees compared to the previous year is mainly related to Halmar International LLC (247 employees in 2019 and 190 in 2018) and Storstrøm Bridge (94 employees in 2019 and 22 in 2018) and the joint operations Alças da Ponte Consortium (630 employees in 2019 and 256 in 2018), CONS. BINÁRIO PORTO DE SANTOS (310 employees in 2019 and 128 in 2018), CONSORCIO BR-050 (234 employees in 2019 and 0 in 2018) and 3RD TRACK CONSTRUCTOR (306 employees in 2019 and 9 in 2018).

The item "Other collaborators" mainly includes temporary workers deployed at operating sites abroad and the workers of the respective members of the joint operations. This includes around 82% for the Itinera/Ghantoot joint operation (1,954 in 2019, 3,606 in 2018), established for the development of the Mall in Abu Dhabi. The number of Itinera/Ghantoot collaborators has greatly decreased compared to 2018 in line with changes in work site activities.

EMPLOYEES AND OTHER COLLABORATORS BY GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2018			AS AT 31 DECEMBER 2019		
	Men	Women	Total	Men	Women	Total
Employees	1,694	209	1,903	2,928	308	3,236
<i>of which joint operations</i>	560	61	621	1,605	125	1,730
Other collaborators	3,666	16	3,682	2,377	12	2,389
<i>of which joint operations</i>	3,665	16	3,681	2,361	11	2,372
Total	5,360	225	5,585	5,305	320	5,625



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

NO. OF PEOPLE	AS AT 31 DECEMBER 2018			AS AT 31 DECEMBER 2019		
	Men	Women	Total	Men	Women	Total
Full-time	1,676	180	1,856	2,911	270	3,181
<i>of which joint operations</i>	552	52	604	1,593	110	1,703
Part-time	18	29	47	17	38	55
<i>of which joint operations</i>	8	9	17	12	15	27
Total	1,694	209	1,903	2,928	308	3,236

As proof of the Group's commitment to promoting stable, long-lasting working relationships, 91.4% of employees have a permanent contract.

GROUP EMPLOYEES BY GENDER AND TYPE OF CONTRACT (PERMANENT, TEMPORARY)

NO. OF PEOPLE	AS AT 31 DECEMBER 2018			AS AT 31 DECEMBER 2019		
	Men	Women	Total	Men	Women	Total
Temporary	144	58	202	205	74	279
<i>of which joint operations</i>	97	36	133	144	44	188
Permanent	1,550	151	1,701	2,723	234	2,957
<i>of which joint operations</i>	463	25	488	1,461	81	1,542
Total	1,694	209	1,903	2,928	308	3,236

The Itinera Group operates in a range of geographical locations. In Italy it has: 913 permanent and 37 temporary employees; in Latin America: 1,191 permanent and 25 temporary; in the United States: 579 permanent; in Europe: 186 permanent and 57 temporary; in South Africa: 160 permanent; in the Middle East: 88 permanent.

With a view to efficient management of human resources, the Group prioritises local candidates from

areas where it operates, if they meet the professional profiles necessary for it to achieve its objectives. In doing so, Itinera boosts local employment in the areas where it operates.

In 2019, around 97% of Group executives were working in their home country.

NEW HIRES BY GENDER AND AGE GROUP

GENDER	AGE	2018		2019	
		no. of people	Turnover %	no. of people	Turnover %
Women	<30 years	37	100.00%	58	70.73%
	30-50 years	83	61.94%	61	35.88%
	>50 years	22	57.89%	21	37.50%
Total women		142	67.94%	140	45.45%
Men	<30 years	232	104.04%	464	98.31%
	30-50 years	658	78.24%	1,242	75.05%
	>50 years	330	52.38%	293	36.58%
Total men		1,120	72.02%	1,999	68.27%
Total		1,362	71.57%	2,139	66.10%

In 2019, 2,139 people joined the Itinera Group, with a turnover rate (new hires) of 66.1%.

In particular, in Latin America, the number of new hires in 2019 amounted to 1,291, in the United States 386, in the Rest of Europe 199, in Italy 145, in South Africa 73 and in the Middle East 45. The turnover rate for new hires as at 31 December 2019 was 106.17% in Latin America, 66.67% in the United States, 81.89% in the Rest of Europe, 15.26% in Italy, 45.63% in South Africa and 51.14% in the Middle East.





LEAVERS BY GENDER AND AGE GROUP

GENDER	AGE	2018		2019	
		no. of people	Turnover %	no. of people	Turnover %
Women	<30 years	1	2.70%	14	17.07%
	30-50 years	3	2.24%	22	12.94%
	>50 years	3	7.89%	5	8.93%
Total women		7	3.35%	41	13.31%
Men	<30 years	13	5.83%	178	37.71%
	30-50 years	84	9.99%	441	26.65%
	>50 years	55	8.73%	146	18.23%
Total men		152	8.97%	765	26.13%
Total		159	8.36%	806	24.91%

The turnover rate (leavers) as at 31 December 2019 was equal to 24.91%. During the year, a total of 806 people - 41 women and 765 men - left the company.

Leavers in Latin America totalled 568, in the United States 33, in the Rest of Europe 29, in Italy 138, in South Africa 29 and in the Middle East 9. The turnover rate for leavers as at 31 December 2019 was 46.71% in Latin America, 5.70% in the United States, 11.93% in the Rest of Europe, 14.53% in Italy, 18.13% in South Africa and 10.23% in the Middle East.

DIVERSITY AND INCLUSION

Itinera undertakes to guarantee equal opportunities in each stage of employment, from recruitment to assigning roles, professional growth and the end-of-career phase, avoiding any form of employment discrimination, and recognising the diversity of its employees as a success factor and valuing their experience, capabilities and qualities, on a daily basis. Distributing the value of diversity in the company means encouraging everyone to express themselves freely, to realise their own potential.

Itinera has adopted its own Diversity and Inclusion Policy. In line with the principles set out in the Code of Ethics and Conduct adopted by the Company, this Policy requires employees to adopt a conduct

that respects the rights and individual nature of colleagues, collaborators and third parties, regardless of their hierarchical position within the Group.

62% of employees are manual workers (54% in 2018), 28% office workers (34% in 2018), around 7% middle managers (8% in 2018) and nearly 3% executives (4% in 2018).

In 2019, women represented nearly 10% of employees (around 11% in 2018), distributed into the following professional categories: 7% executives, 9% middle managers, 25% office workers and 3% manual workers (figures almost unchanged compared to 2018). This figure is justified by the strong male connotation of the construction business.

GROUP EMPLOYEES BY EMPLOYMENT CATEGORY AND GENDER

NO. OF PEOPLE	AS AT 31 DECEMBER 2018			AS AT 31 DECEMBER 2019		
	Men	Women	Total	Men	Women	Total
Executives	76	6	82	83	6	89
Middle managers	136	11	147	195	19	214
Office workers	479	162	641	689	231	920
Manual workers	1,003	30	1,033	1,961	52	2,013
Total	1,694	209	1,903	2,928	308	3,236
<i>of which joint operations</i>	560	61	621	1,605	125	1,730

Over 56% of employees are in the 30-50 age group (approximately 51% in 2018), 17% in the under-30 group (14% in 2018) and 27% in the over-50 group (35% in 2018).



GROUP EMPLOYEES BY EMPLOYMENT CATEGORY AND AGE GROUP

NO. OF PEOPLE	AS AT 31 DECEMBER 2018				AS AT 31 DECEMBER 2019			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Executives	-	23	59	82	-	22	67	89
Middle managers	1	84	62	147	8	106	100	214
Office workers	109	365	167	641	193	527	200	920
Manual workers	150	503	380	1,033	353	1,170	490	2,013
Total	260	975	668	1,903	554	1,825	857	3,236
<i>of which joint operations</i>	177	358	86	621	437	1,082	211	1,730

At 31 December 2019, the Group had 19 employees in protected categories (22 in 2018), of whom 5 women (5 in 2018) and 14 men (17 in 2018).

AGE AND LENGTH OF SERVICE

24% of employees have worked within the group for more than 5 years (98% in 2018), 17% for more than 10 years (66% in 2018), 16% between 10 and 29 years (52% in 2018), and approximately 2% for more than 30 years (13% in 2018).

These figures reflect the high turnover rate for new hires mainly due to the recruitment made for undertaking the new projects launched in 2019, which cause a notable increase in the number of employees with a length of service less than 5 years.



43 YEARS
AVERAGE AGE



HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT

Itinera places the utmost attention on ongoing training at all levels and is committed to providing training programmes to consolidate the professional and managerial skills of its employees.

Itinera's Management Systems Department reviews the quality, environmental and safety training needs of all its personnel on a regular basis (at least every six months), collecting all the training needs, and prepares the training plan which is then submitted to the Human Resources and Organisation Department for approval. The training plan is usually issued annually and updated based on new needs. Training may include theoretical, practical, qualification and refresher courses.

The training actions included in the plan, although not mandatory, will focus on building up skills and competencies required in project management, from planning to revision and maintenance in the field of architecture, and structural and plant engineering.

In 2019, the Group provided around 248,000 total hours of training for employees and other collaborators (133,000 total hours in 2018), of which around 96% was focused on issues regarding health and safety. 58,514 hours of training were provided to employees (6,561 in 2018). The hours of training per capita of employees recorded a notable increase from 3.5 to 18.1.





HOURS OF TOTAL AND PER CAPITA TRAINING FOR GROUP EMPLOYEES BY EMPLOYMENT CATEGORY AND GENDER ⁶

	2018					
	Men		Women		Total	
	Training hours	Per capita	Training hours	Per capita	Training hours	Per capita
Executives	90	1.2	34	5.7	124	1.5
Middle managers	129	1.0	61	5.6	190	1.3
Office workers	1,428	3.0	628	3.9	2,056	3.2
Manual workers	3,930	3.9	261	8.7	4,191	4.1
Total	5,577	3.3	984	4.7	6,561	3.5

	2019					
	Men		Women		Total	
	Training hours	Per capita	Training hours	Per capita	Training hours	Per capita
Executives	341	4.1	29	4.8	370	4.2
Middle managers	1,095	5.6	54	2.8	1,149	5.4
Office workers	3,613	5.2	1,391	6.0	5,004	5.4
Manual workers	51,422	26.2	569	10.9	51,991	25.8
Total	56,471	19.3	2,043	6.6	58,514	18.1

HOURS OF TOTAL AND PER CAPITA TRAINING FOR GROUP COLLABORATORS BY GENDER ⁶

	2018					
	Men		Women		Total	
	Training hours	Per capita	Training hours	Per capita	Training hours	Per capita
	126,656	34.6	60	3.8	126,716	34.4

	2019					
	Men		Women		Total	
	Training hours	Per capita	Training hours	Per capita	Training hours	Per capita
	189,230	79.6	35	2.9	189,265	79.2

⁶The data for 2018 related to training have been restated in line with the continuous improvement of the data collection and consolidation system

IMPLEMENTATION OF BIM SKILLS IN THE COMPANY

In order to become even more competitive on the Italian and international market, Itinera started a wide-reaching training programme in 2018 for various company departments on the advanced use of software for architectural and infrastructural modelling and clash detection, on BIM - Building Information Modeling - Management and relative regulations.

Starting from a map of company processes and the preparation of a dedicated BIM Introduction Plan, a procedure was coded to implement company competencies for the pilot group.

Progress made in training delivered in the classroom and in the field for the actual development of contracts are enabling resources in the technical department and work site technical assistance to gain new skills necessary to increase the level of company BIM maturity.

The main aim of implementing BIM is to provide the end customer with a reliable tool for assessing the project's sustainability (6D Sustainability) and maintaining the infrastructure over the years (7D Facility Management). This allows for greater control of every single element of the project, at all stages of design and construction, keeping up a continuous assessment of the links between separate disciplines (3D Shape: architecture, structure, installations, topography, infrastructure), planning (4D Scheduling) and cost control (5D Estimating) connected in real time using shared models.

To implement BIM correctly, it is necessary to amend the entire company production process, which largely impacts the consolidated procedures and standards by improving the forecasts, especially in the areas in which the Group acts as a concessionaire (motorways, hospitals, car parks), with clear benefits in terms of monitoring and safety deriving from the in-depth knowledge of a project throughout its entire life cycle.

In addition to improvement in the use of software and transferring this new operating approach to the entire technical structure, the training has an additional goal to trace BIM guidelines (with templates and best practices) that will be included in company procedures, in addition to the certification of Company employees as BIM Specialists, BIM Coordinators and BIM Managers, as well as the company itself as a BIM operator.

In January 2020, a BIM Manager was added to the Technical Department of the headquarters with the objective of achieving certification at Itinera corporate level by the end of that year, and to support all projects managed in BIM with a coordinating role for the dedicated BIM Coordinators.

The first audits were also initiated on the projects managed in compliance with BIM, i.e. on Køge Hospital in Denmark and on the Skurusundet Bridge in Sweden.



TRAINING ON SUSTAINABILITY ISSUES

In 2019, a training and information course on sustainability issues was launched for personnel, with a particular focus on the Group's sustainability policies.

In particular, 2 classroom training sessions were organised for managers, which were attended by around 120 employees including executives and function managers.

Each session featured an expert guest who contributed his/her own experience in order to offer concrete examples of the concepts expressed when dealing with climate change, occupational health and safety, the integration of sustainability into business and sustainable finance.

Over the course of 2020, the training will be extended to e-learning for Group expatriate executives, office workers and middle managers within the Italian remit.

REMUNERATION AND BENEFITS

Itinera strongly believes in meritocracy as a fundamental criterion of career development and personnel appraisal.

To this end, the Group values the pursuit and attainment of company objectives, with its variable incentive system that rewards individual and group performance connected with its business strategy.

This system (MBO) 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.

The National Collective Bargaining Agreement for staff of Industrial Construction Companies and Similar requires registration with the Construction Workers Fund.

This Fund is a joint association bringing together workers' trade unions and employers, set up under collective bargaining for construction industry workers, providing benefits and allowances.

Under Legislative Decree 276/2003 as amended, the Fund has public functions, such as the certification of welfare contributions paid by its member companies.

The remuneration system aims to value competencies and recognise the commitment and merit of each collaborator within the Group. Salary policies, based on fairness and transparency, are intended to attract and value new professional resources, and are configured to increase collaborators' sense of belonging. The alignment of staff interests with the Group's objectives and strategies, which must coincide with a view to creating sustainable value in the long term, is therefore fundamental.

The aim of the Remuneration Policy of directors with specific roles and key management personnel is to acknowledge the managerial value of the people involved and their contribution to company growth in relation to their duties and functions, aligning the interests of executive directors with the priority goal of creating value for shareholders in the medium to long term. This Remuneration Policy will also make it possible to promote sustainability in the medium to long term, with a particular focus on the interests of all Stakeholders.

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.

The following tables highlight the ratio between the basic salary of women and men by category and gender⁷. The ratio is lower on average, with the exception of Italy and Latin America, where there is more salary equality.

RATIO BETWEEN BASIC SALARY ⁸ OF WOMEN AND MEN BY EMPLOYMENT CATEGORY

	2018					2019				
	Executives	Middle managers	Office workers	Manual workers	Total*	Executives	Middle managers	Office workers	Manual workers	Total*
Italy	1.03	0.74	0.82	0.64	1.00	1.05	0.79	0.75	0.91	0.94
Latin America	-	0.70	0.76	0.86	1.19	-	-	0.66	0.72	0.98
United States	0.93	0.60	0.63	-	0.59	-	0.85	0.81	1.02	0.92
South Africa	-	-	0.68	0.69	0.74	-	-	0.75	0.63	0.69
Rest of Europe	-	1.59	0.67	-	0.73	0.66	0.90	0.68	0.31	0.68
Middle East	-	0.96	0.51	-	0.73	-	0.94	0.55	-	0.63

* The total values have been calculated by excluding the professional categories where there are no male or female employees, an element which renders the ratio between the average salary of women and the average salary of men null

The ratio between the remuneration of women and men is higher than 1 for Latin America, just under 1 for Italy and the United States and much lower than 1 for South Africa, the Rest of Europe and the Middle East.

RATIO BETWEEN THE REMUNERATION ⁹ OF WOMEN AND MEN BY EMPLOYMENT CATEGORY

	2018					2019				
	Executives	Middle managers	Office workers	Manual workers	Total*	Executives	Middle managers	Office workers	Manual workers	Total*
Italy	0.98	0.76	0.83	0.61	0.98	1.01	0.78	0.75	0.85	0.92
Latin America	-	0.65	0.74	0.75	1.09	-	-	0.64	0.97	1.26
United States	0.93	0.60	0.63	-	0.59	-	0.82	0.80	1.02	0.77
South Africa	-	-	0.58	0.65	0.68	-	-	0.69	0.61	0.66
Rest of Europe	-	1.59	0.67	-	0.73	0.66	0.90	0.68	0.31	0.68
Middle East	-	1.04	0.53	-	0.77	-	0.94	0.52	-	0.61

* The total values have been calculated by excluding the professional categories where there are no male or female employees, an element which renders the ratio between the average remuneration of women and the average remuneration of men null

⁷ In order to improve comparability between the information collected by geographic area, before being compared, the values in local currency were translated to USD at purchasing power parities according to the World Bank

⁸ Basic salary is the fixed minimum amount paid to an employee for the execution of his/her functions

⁹ Remuneration is the basic salary increased by additional amounts, with reference to MBO and one-off bonuses/awards



INDUSTRIAL RELATIONS

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 Italian companies of the Itinera Group to manage industrial relations. Companies acknowledge that the trade union organisations who are signatories of the national collective bargaining agreement and their local representatives are the "natural" parties to deal and negotiate with.

Industrial relations therefore play an important role in human resources management, also considering the ramifications at a geographic level of the Group's operations in Italy and other countries.

As part of its strategies, which target growth and the optimisation of work including safety and quality levels, Itinera Group companies focus first and foremost on empowering work, professional qualifications and improving employee satisfaction levels as part of the regulations of reference. 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.

This approach includes advance bargaining, which is suitable for works of a considerable commitment and amounts, in order to correctly manage resources during the start-up stages and when completing works at the work site, including the management of temporary resources that cannot be reallocated to other positions.

It includes bargaining for the professional training of resources, involving both trade union representatives and workers in order to maintain high professional standards. The Fondimpresa/Fondirigenti training fund is a valid tool in preparing training programmes and in providing supplementary funding for training costs.

Within Italian companies in the Group, 100% of employees are covered by collective bargaining agreements.

Regarding staff employed abroad, local regulations concerning industrial relations, salaries, insurance and welfare are complied with in full, in accordance with laws in effect in countries where the Group operates.

PEOPLE IDENTITY AND “FRAGIBILITÀ”

The welfare survey carried out in 2018 showed a pursuit by employees for new standard cultural references to identify with following the change management process experienced by the Group, which marked a swift transition from a consolidated tradition more related to being a “family-run” businesses to having a new managerial approach, increasingly targeting the international business dimension.

In this context, the initiatives dedicated to employees promote the recognition of an identity, are strategically important as support for change management and deliver benefits to the organisation in terms of productivity and empowering human resources.

Some of the initiatives considered most useful by the employees involved in this survey included training, prevention/health and assistance and care for family members who are not independent. Due to the average age, which is high, the percentage of employees who are caregivers for a relative who is not independent is 40%.

In this context, in 2019 the Group launched a People Identity project to support cultural change, engagement and organisational well-being of individuals. The project was developed by promoting the Group’s existing initiatives regarding care of people and their distribution within a dedicated communication plan. In particular, a dedicated web page was developed on the Group’s Intranet #Agorà.

In November 2019, the Group also launched the new Fragibilità service dedicated to caregivers.

The aim of the service is to relieve and support employees by arranging care, analysing needs and offering initial guidance in the support network of social assistance services available (public and private).

The service covers all of Italy and brings together a network of over 900 qualified services to support employees who are alone or unprepared, for short or long periods, for the economic, social, welfare and psychological difficulties of coping with a family member who is not independent (elderly or disabled).

COMMUTING SURVEY

In 2019, the Group carried out a commuting survey for the first time. It was used to analyse the movement habits of employees in relation to their journeys between work and home.

An additional purpose of the survey was to identify possible initiatives to facilitate employee mobility, also considering the location of the Group’s workplaces.

In particular, it was found that a significant number of survey respondents travelled to their workplace by car and would find increased initiatives dedicated to employee mobility useful, including possible flexible working and smart working initiatives.

HEALTH AND SAFETY

Itinera also considers it of primary importance to safeguard the health and safety of workers, aiming to comply with applicable legal requirements and continually improve working conditions, too.

Itinera's Occupational Health and Safety Management System, which monitors and manages health and safety aspects of workers, is certified to OHSAS 18001:2007, which migrated to the new UNI ISO 45001 standard in 2019. Moreover, Itinera has established an Integrated Quality, Environment, Safety, Risk Management, Sustainability and Social Responsibility Policy as a means of and strategy for pursuing its objectives of minimising or monitoring health and safety risks, in order to protect its workers and subcontractors, and guarantee a safe working environment. All employees of the Itinera Group are covered by an Occupational Health and Safety Management System certified to ISO 45001, excluding the employees of the Halmar Group (273), SEA Segnaletica Stradale S.p.A. (74), Argo Costruzioni Infrastrutture S.c.p.a. (10) and Taranto Logistica S.p.A. (1) who are covered by uncertified Health and Safety Management Systems, which will be aligned to that of the Parent Company as part of

the ongoing long-term improvement programme.

Itinera is committed to disseminating a safety culture among its staff, both within the company and with parties it does business with, promoting a responsible conduct and assessing risk and hazard situations.

In the construction sector, workers' health and safety is particularly important and is managed through the internal organisation of work sites and production units, with the clear assignment of roles and responsibilities.

The accident and near miss management procedure makes it possible to collect useful data for protecting the health and safety of employees and subcontractors. The data refer to cases of:

- *Near misses*: events that have no consequences on people or objects but have the potential to cause an accident;
- *First Aid Injuries*: health intervention that does not require equipment or particular training (first aid officer). In this case, no working days are lost;
- *Medical Treatment*: health intervention that requires intervention by qualified healthcare personnel (doctor, nurse, paramedic). In this case, no working days are lost;
- *Restricted workdays*: any event that translates to a person's inability to carry out his/her normal job and that leads to the employee's assignment to a temporarily lighter workload. In this case, no working days are lost. Not applicable in Italy;
- *Accidents with serious consequences*: an accident from which the worker cannot or is not expected to fully recover to his/her pre-accident state of health within 6 months.



SAFETY RISKS: ACCIDENT AND NEAR MISS REPORTING AND MANAGEMENT

In 2019, a new method for reporting and managing accidents and near misses was developed for all Italian and overseas operating units, in order to improve the system's potential in terms of prevention and therefore to optimise the identification of hazards, risk assessment, and investigations into incidents.

In the context of occupational safety and strategies used to analyse accidents in order to activate effective preventive measures, a new form was introduced which contained more details and graphic elements to make it easy to read. Information is inserted in the form that highlights any exceptional situations in the events preceding the accident, i.e. the element that in the sequence of events potentially constituted a risk factor or the determining factor of the accident.

An internal mailbox was also established, where the communication can be sent, which reaches all functions involved.

This process helps to improve the ways of collecting and circulating information about the accidents and near misses of internal personnel and subcontracting firms and makes it possible to optimise the analysis and assessment of the related data, from a sustainability and organisational perspective.

In the context of the application of an effective "reporting culture", which envisages the pinpointing of malfunctions and potential risk situations, so as to intervene before accidents happen, discussions named *Toolbox Talks* are carried out in all operating units. These talks focus on one particular safety issue with the aim of encouraging workers to highlight and report in person events that potentially represent a source of risk to safety in the workplaces.

All risks of the works are compulsorily analysed in the various POSs (Operational Safety Plans) of Itinera and of the subcontracting firms, then managed and minimised.

During execution of the works, the attorneys identified are obligated to suspend the works in the event of imminent risk, and workers have the possibility to make use of whistleblowing.

In compliance with applicable legislation, there are no permanent formal joint management-employee committees for health and safety. Nevertheless, these can be established where provided by specific clauses in the project contracts.

However, the provisions of the law in relation to the activities of Workers' Safety Representatives (RLSs) are put in place.

During 2019, 86 accidents were recorded for employees, mainly occurring in the workplace (29 in 2018). The increase mainly concerned the areas of the United States and Latin America.

17 workplace accidents for male collaborators, of which none with a prognosis greater than six months and/or fatal, plus 1 commuting accident using own vehicle, were also recorded.



ACCIDENTS AND OCCUPATIONAL DISEASES INVOLVING GROUP EMPLOYEES BY GENDER

NO. OF CASES	2018			2019		
	Men	Women	Total	Men	Women	Total
Occupational diseases	3	-	3	3	-	3
Accidents	29	-	29	86	-	86
of which with prognosis > 6 months	-	-	-	2	-	2
of which fatal*	1	-	1	-	-	-

The two accidents with a prognosis greater than six months recorded in 2019 both occurred in the workplace.

*With reference to the single fatality shown in 2018, the dynamics refer to an accident in which the operator was hit by a vehicle driven by a user, while signalling to vehicles transiting along the route where maintenance works were ongoing. The reconstruction of the accident seems to exclude any liability for the company's or operator's failure to observe occupational safety regulations. Therefore, it may be reasonably considered that the employee's death is due solely to an external cause, not attributable to incompetence or imprudent behaviour in the workplace

TYPE OF ACCIDENTS INVOLVING GROUP EMPLOYEES BY GENDER

NO. OF CASES	2018			2019		
	Men	Women	Total	Men	Women	Total
Workplace accidents	25	-	25	80	-	80
Commuting accidents	4	-	4	6	-	6
of which using company vehicles	1	-	1	3	-	3
Total	29	-	29	86	-	86

Over the course of 2019, 21 cases of medical treatment for Group employees, 44 first aid injuries and 24 near misses were also recorded, while 13 cases of medical treatment, 76 first aid injuries, 21 near misses and 1 restricted workday case were recorded for Group collaborators.

In 2019, 5,451,000 hours were worked by Group employees (2,627,000 hours in 2018), of which 4,942,000 hours by men (2,336,000 hours in 2018) and 508,000 hours by women (291,000 hours in 2018). In 2019, 9,127,000 hours were worked by collaborators (6,307,000 hours in 2018), of which 9,101,000 hours by men (6,279,000 hours in 2018) and 26,000 hours by women (27,000 hours in 2018).

ABSENCES AND LOST DAYS OF GROUP EMPLOYEES BY GENDER

NO. OF DAYS	2018			2019		
	Men	Women	Total	Men	Women	Total
Absence ¹⁰	12,531	494	13,025	13,972	618	14,590
of which joint operations	122	16	138	560	94	654
Lost days ¹¹	971	4	975	2,085	-	2,085
of which joint operations	151	-	151	968	-	968

GROUP EMPLOYEE HEALTH AND SAFETY INDICATORS BY GENDER

	2018			2019		
	Men	Women	Total	Men	Women	Total
Lost day rate ¹²	0.43	0.01	0.38	0.43	-	0.39
Occupational disease rate ¹³	0.27	-	0.24	0.12	-	0.11
Absentee rate ¹⁴	4.07	1.33	3.77	2.40	1.13	2.29

	2018			2019		
	Men	Women	Total	Men	Women	Total
Death rate resulting from workplace accidents ¹⁵	0.43	-	0.38	-	-	-
High-consequence work-related injury rate ¹⁶	-	-	-	0.40	-	0.37
Injury rate ¹⁷	13.08	-	11.59	17.40	-	15.78
Recordable workplace injury rate ¹⁸	11.56	-	10.28	16.79	-	15.23

GROUP COLLABORATOR HEALTH AND SAFETY INDICATORS BY GENDER

	2018			2019		
	Men	Women	Total	Men	Women	Total
Death rate resulting from workplace accidents	-	-	-	-	-	-
High-consequence work-related injury rate	-	-	-	-	-	-
Injury rate	0.32	-	0.32	1.98	-	1.97
Recordable workplace injury rate	0.32	-	0.32	1.87	-	1.86

¹⁰ Absence means the days when the worker was absent, not only due to illness or an accident. Days of absence do not include agreed on leave such as holidays, study leave, maternity or paternity leave

¹¹ "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

¹² The Lost day rate for accidents is the ratio between the total number of lost days through occupational accidents and diseases and the total number of hours that could be worked in the same period, multiplied by 1,000 (GRI 403-2 (2016))

¹³ 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 (GRI 403-2 (2016))

¹⁴ The Absentee rate is the ratio between the total days of absence and the total working days in the same period, multiplied by 100 (GRI 403-2 (2016))

¹⁵ The Death rate resulting from workplace injuries is the ratio between the number of deaths resulting from injuries at work and the number of hours worked, multiplied by 1,000,000 (GRI 403-9 (2018))

¹⁶ The High-consequence work-related injury (excluding deaths) is the ratio between the number of injuries at work with consequences (excluding deaths) and the number of hours worked, multiplied by 1,000,000 (GRI 403-9 (2018))

¹⁷ The Injury rate is the ratio between the total number of injuries and the total hours worked in the same period, multiplied by 1,000,000 (GRI 403-2 (2016))

¹⁸ The Recordable workplace injury rate is the ratio between the number of recordable injuries at work, excluding injuries while travelling to and from work using own vehicles, and the number of hours worked, multiplied by 1,000,000 (GRI 403-9 (2018))



TRANSPARENCY IN THE SUPPLY CHAIN: SUBCONTRACTORS

The health and safety information required by the reporting standards used by the Group, GRI Standards, refers to all workers, employees or otherwise, whose work and/or workplace is controlled by the organisation.

With a view to continuous improvement and in order to provide more information about the value chain, Itinera has implemented, on a voluntary basis, a system to collect information about subcontractors regardless of whether the organisation controls the work and/or workplace.

The data reported in this Report refer to the subcontractors of Itinera, within the Italian remit.

Information such as the number of workers employed, the number of hours worked, the number of injuries and the hours of training provided, is collected to guarantee Itinera increased monitoring over the working standards of the subcontractors.

As at 31 December 2019, 517 workers of subcontractor firms, of which 497 men and 20 women, worked at the Itinera work sites in Italy.

Details of subcontractor accidents for Itinera S.p.A., Italian remit, are shown below:

NO. OF SUBCONTRACTOR CASES	2019		
	Men	Women	Total
Workplace accidents	9	-	9
Commuting accidents using company vehicles	-	-	-
Medical treatments	1	-	1
First aid injuries	1	-	1
Near misses	4	-	4

There were no fatal injuries. In 2019, 1,878 hours of training were provided to the subcontractors of Itinera S.p.A..

There are currently no ways to subsidise workers' access to medical and healthcare assistance services unrelated to work, above and beyond those required by law.

WORK SITE SAFETY

Itinera has developed and gradually adopted an Integrated Management system with a specific focus on controlling safety at all operating sites (work sites, head offices, warehouses and plants). Further improvements to performance were made, also thanks to experience gained including international contracts with high standards, required by customers such as the Reem Mall in Abu Dhabi and the Storstrøm Bridge in Denmark.

The Reem Mall project continued to achieve positive results in terms of occupational health and safety: for example, over the year, the project reached a significant positive indicator with more than 14 million hours of work (starting May 2018) with no accidents, out of a total 17 million hours worked during 2019 across the entire project, including hours worked by subcontractors. This significant goal was achieved thanks to the implementation of a proactive skills, training and awareness programme on health and safety. As of the 2018 financial year, the workers of both Itinera and the subcontractor firms have been subject to toolbox talks, informal conversations that take place in the work site at frequent intervals. They contribute to the discussion of safety issues, guaranteeing that the multinational workforce is prepared to face any hazardous situations that may arise in the workplace. These activities are coordinated by the Safety Manager (RSPP) and the Safety Officers (ASPP) of the projects. These moments facilitate workers' participation and their consultation as part of the development, implementation and assessment of the occupational health and safety management system and provide access to relevant information about occupational health and safety.

This approach helps to improve workers' level of awareness about the measures and working methods required to guarantee that these risks be reduced to the minimum and managed efficiently.

Moreover, the Management Systems Department conducts inspections and audits of operating areas, on a regular basis, in order to analyse the implementation and application status of the Manage-

ment System, as well as the implementation status of actions to manage non-conformities concerning safety, environment and quality issues. The results of these audits are recorded in audit reports and system records, and any findings (non-conformities, observations and comments) are managed through documented action plans.

In Italy, 20 internal audits and 23 inspections/training sessions were carried out which gave rise to recommendations and non-conformities. Some relevant points were also highlighted.

Overseas, 4 internal audits and 3 external audits were carried out by the certifying body, which mainly gave rise to recommendations.

Operating control and regulatory control are highly relevant in Italy. Overseas, on the other hand, the focus is mainly on monitoring the application of the Integrated Management System.

In the current year, supervisory bodies (local health authority - ASL, national labour inspectorate - ITL, specifically) conducted 11 inspections in the Italian work sites, with the issue of related inspection reports, without any complaints and/or sanctions against Itinera.

In addition, in the Storstrøm Bridge project, the contract requires that quality audits be performed on the main suppliers. In order to ensure effective and efficient monitoring, these audits are also extended to environment and safety aspects.

As regards the Reem Mall project, senior management from Itinera and the customer agreed on the "Safety Leadership Site Tour", an on-site meeting between the contractor's safety department managers (Itinera and Ghantoot), the customer's consultant (4See) and the Middle East Manager of the PMC (Mace), with the aim of identifying any critical organisational situations in the management of safety aspects and providing indications and suggestions to resolve them.



“SEE THE ACCIDENT BEFORE IT HAPPENS” - STORSTRØM BRIDGE

In 2019, a new training system was implemented at the work site located in Denmark for the construction of the Storstrøm Bridge. The underlying logic of the new system is that direct engagement in the learning process (on-the-job training) reinforces awareness of the risks present in the work site and as a result, increases the probability of preventing accidents. For this purpose, the way in which the training is delivered envisages the simulation of real scenarios that could happen in the work site, managed in a context reminiscent of the format of a video game. These scenarios constantly change in relation to changes in the work site, so as to have as realistic a simulation as possible. Trainees are assigned an avatar that they use in the virtual world.

In particular, 8 scenarios are prepared:

- “General”: concerning the basic knowledge of on-site safety;
- “Pre-Fab”: concerning safety in the prefabrication area, including waste management;
- “Environment”: concerning safety during the use of chemical substances and hazardous materials;
- “Offshore”: concerning safety in marine environments;
- “Bridge”: concerning safety and emergency rules specific to the bridge environment;
- “Pylon”: concerning safety in work environments at height;
- “Toolbox”: concerning the organisation of *toolbox* meetings (this scenario was implemented in collaboration with the Danish Working Environment Authority (WEA));
- “CSR”: concerning Corporate Social Responsibility issues.

Once the induction stage is complete, the participant must report 5 potential non-conformity situations in the next 24 hours.



WELLNESS DAY AND WORLD AIDS DAY COMMEMORATION: OKAVANGO RIVER BRIDGE

The management of the health and well-being of its employees is one of the Group's main objectives. For this reason, and given that Botswana is one of the countries most highly affected by HIV (as also indicated in the document "Third Botswana National Strategic Framework for HIV and AIDS, 2019-2023", on 30 November 2019 World AIDS Day was commemorated at the Okavango River Bridge. The event opened with a prayer and a minute's silence in honour of the victims of HIV and AIDS, then followed by a series of presentations where speakers discussed the origins of the HIV and AIDS pandemic and the spread of these diseases in the various regions, encouraging participants to undergo tests to find out their status. The event was attended by various associations that shared their experience in the fight against HIV and AIDS in Botswana. The material collected during the event was then distributed to personnel in the work site.

The main objectives of the initiatives were:

- to raise employees' awareness about undergoing the test for HIV;
- to promote the use of contraception as a form of prevention;
- to create more knowledge about HIV, AIDS and health conditions in general;
- to promote a change in attitudes.

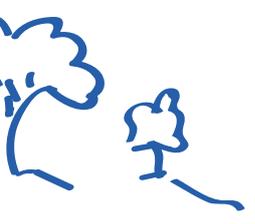
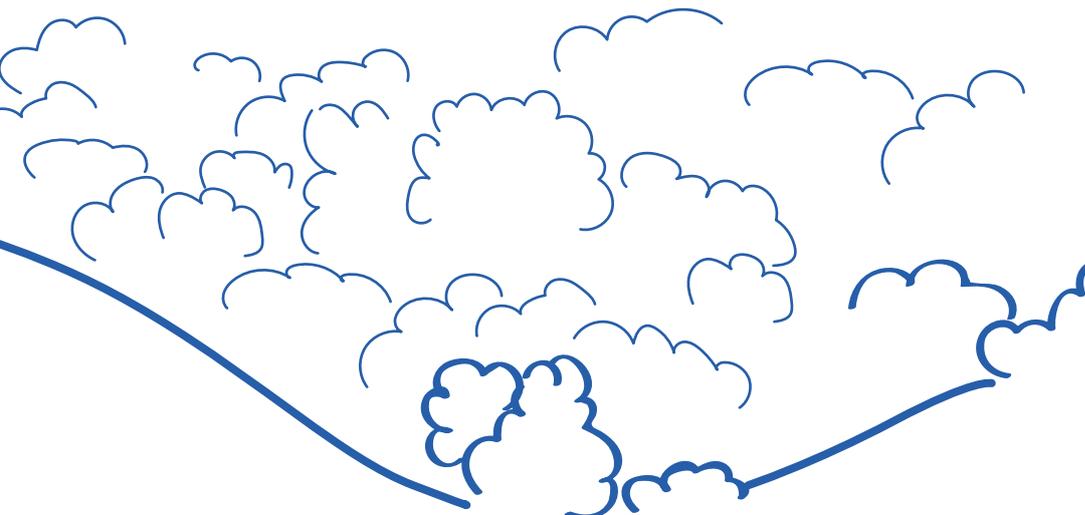
On 1 December 2019, the commemoration for World AIDS Day took place in Maun, attended by the President of Botswana, Mokgweetsi Masisi. The representative from the Health, Safety and Environment (HSE) function and the Project Manager were invited.

Again with a view to improving workers' well-being, on 13 December 2019, at the same work site, a Wellness Day was organised for the second year in a row. This year's theme was "Communities Make the Difference". The initiative involved around 250 employees from the Okavango River Bridge work site, including subcontractors.

Some of the activities organised for the occasion involved aerobics exercises, athletics competitions, tug of war and traditional dances (setinkane) to make workers aware of the benefits of physical activity. In order to increase participants' awareness about issues specific to HIV and AIDS, various discussion panels were promoted attended by various associations such as the *Shakawe Police Station Commander* and *Men and Boys for Gender Equality*. The discussions touched on themes such as the danger of pollution for minors and the men's awareness about active participation in parental duties and the upbringing of their children.

Over the course of the day, HIV tests were carried out on 56 participants, none of whom came back positive. In addition, 77 employees underwent tests for blood pressure and malaria. No cases of malaria were found, while 38 individuals were found to have high blood pressure.

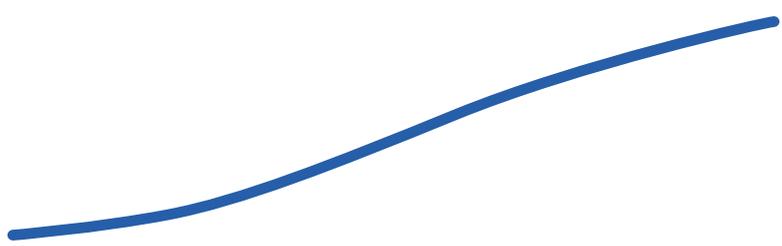
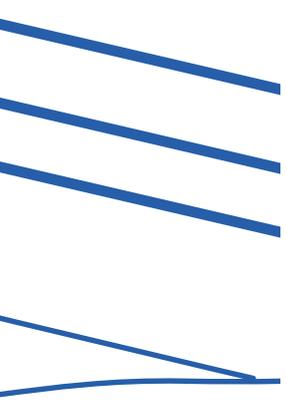




03

ENVIRONMENT

56	Environmental issues management
57	Energy consumption
59	Emissions
60	Water consumption
61	Waste
62	Noise management
63	Protection of the local area, reduction in land use and protection of biodiversity



ENVIRONMENTAL ISSUES MANAGEMENT

Itinera promotes respect for the environment throughout its entire value chain and is committed to an approach based on the correct use of natural resources and safeguarding the local area.

To this end, as part of the management of its activities and with a view to continuous improvement, the Company implemented an Integrated Management System for Quality, Environment, Safety, Corporate Social Responsibility, Risk Management and Road Traffic Safety in compliance with the UNI ISO 9001, UNI ISO 14001, UNI ISO 45001, OHSAS 18001, SA8000 UNI ISO 31000 and UNI ISO 39001 standards. The Company's commitment to the implementation of this Integrated Management System is shown in practice by an Integrated Policy adopted by the Group in August 2015. In particular, in the context of environmental issues management, the following company priorities are considered as important as the production process:

- improving environmental performance, with particular attention to reducing wasted resources, managing waste and terrain and

rocks from excavations, assessing the feasibility of environmentally friendly projects and supplies of goods and services that meet sustainability requirements;

- promoting and disseminating to all personnel, suppliers and other interested parties, values geared towards clear, impartial risk management, corporate responsibility, environmental protection and safeguarding workers' health and safety.

The Integrated Management System therefore makes it possible to minimise the negative impact company operations may have on the environment, and guarantees that all requirements of applicable health, safety and environmental legislation are identified and assessed, and that all necessary actions are taken to guarantee the legal compliance of all operating units.

In 2019, numerous inspections were carried out in the work sites by the Competent Bodies (ARPA, ARPAL, NOE, Ente Parco, State Forestry Corps) with no significant sanctions.



ENERGY CONSUMPTION

As part of energy resource management, Itinera is committed to improving the energy efficiency of all main business operations.

In 2019, the energy consumption of the Itinera Group totalled 489,883 GJ (315,337 in 2018). This change is mainly due to the increased operations of the joint operations with particular reference to Brazil and the United States and to the entry into the scope of consolidation of Arge H51 (employed in the development of the Brenner tunnel base). There was also an increase in energy consumption for Itinera S.p.A. given the production requirements of the

active work sites. In particular, the consumption of natural gas recorded in 2019 is equal to 53,757 GJ (18,627 in 2018), while LPG consumption was equal to 2,707 GJ (19,994 in 2018).

In addition, the consumption of heating fuel for 2019 came to a value of 2,368 GJ (2,961 in 2018), diesel fuel 240,814 GJ (148,305 in 2018), gas oil used to produce electricity from generators 44,765 (29,936 in 2018), fuel oil 12,336 GJ (30,009 in 2018), petrol 56,432 GJ (47,242 in 2018), electricity 75,777 GJ (18,263 in 2018) and ethanol nearly 1,000 GJ (0 GJ in 2018).

ENERGY CONSUMPTION OF THE GROUP ¹⁹

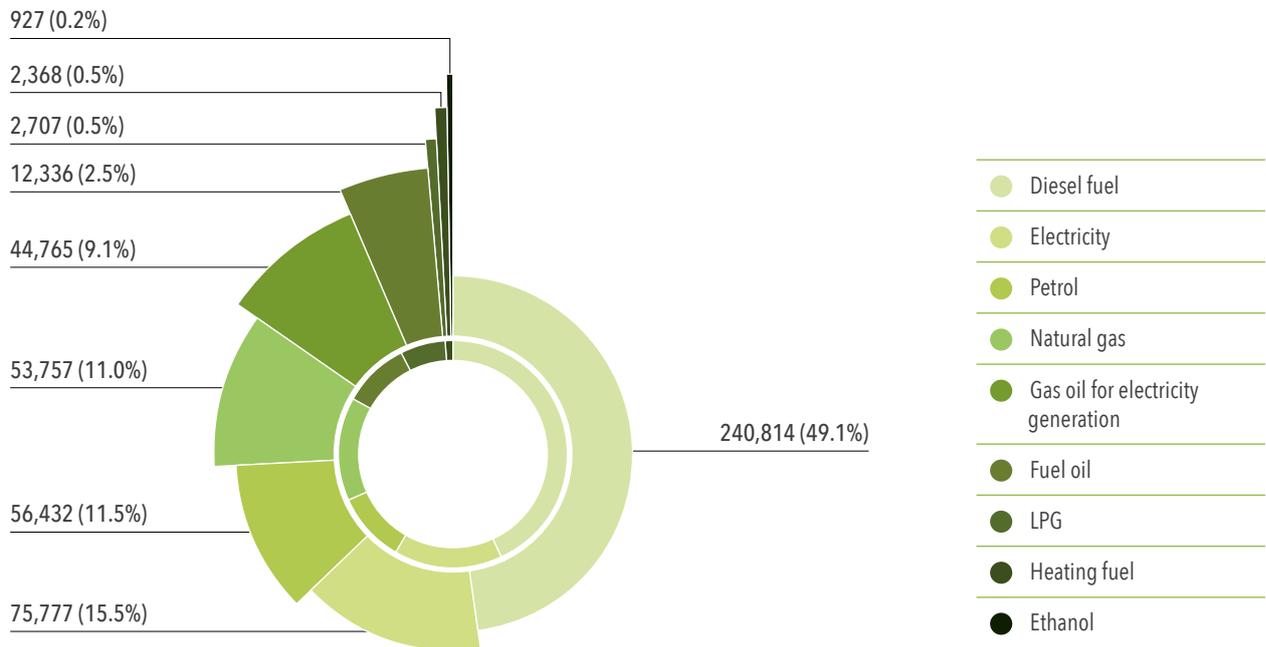
ENERGY SOURCE	2018	2019
	Total	Total
Electricity purchased [kWh/000]	5,073	21,049
of which electricity purchased from renewable sources [kWh/000]	48	12,703
of which electricity purchased from non-renewable sources [kWh/000]	5,025	8,347
Electricity self-produced from renewable sources [kWh/000]	435	-
Electricity sold and put on the grid [kWh/000]	-	-
Gas oil for electricity generation [l/000]	823	1,231
Natural gas [m ³ /000]	520	1,502
Heating fuel [l/000]	81	65
Diesel fuel [l/000]	4,212	6,839
Fuel oil [l/000]	852	350
Petrol [l/000]	1,438	1,718
LPG [l/000]	840	114
Ethanol [l/000]	-	29

¹⁹ Some data related to energy consumption are the result of estimates. The data related to electricity, natural gas, diesel fuel and petrol for 2018 have been restated in line with the continuous improvement of the data collection and consolidation system. In particular, as of 2019, the representation of data associated with electricity consumption has been further improved, by dividing this consumption into: kWh of electricity purchased (from renewable and non-renewable sources) and litres of gas oil used for the production of electricity



ENERGY CONSUMPTION OF THE GROUP BY SOURCE

(figures in GJ)



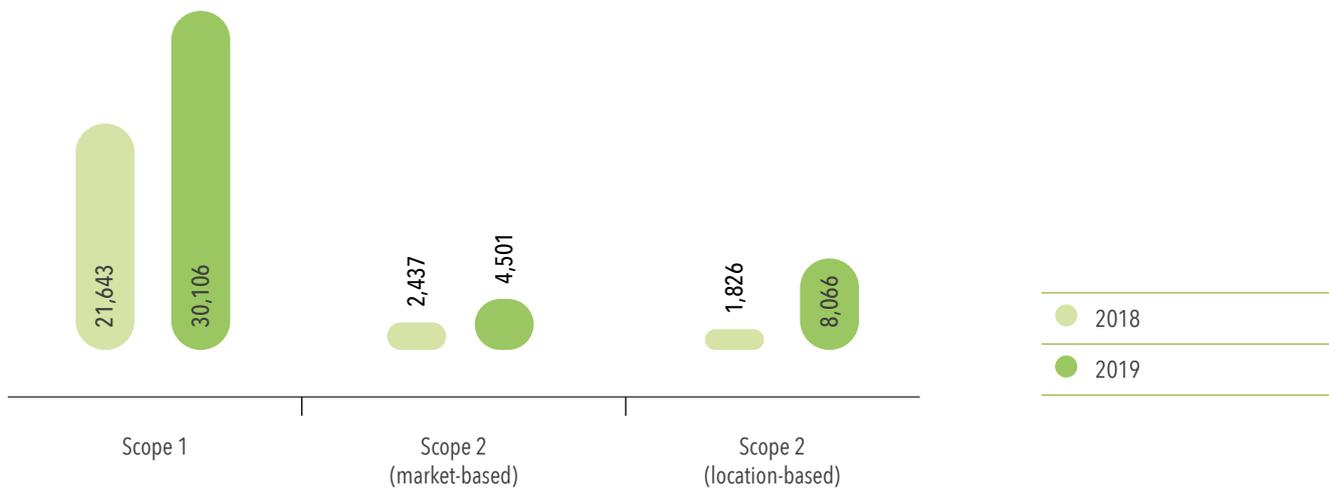
EMISSIONS

In 2019, direct emissions (Scope 1²⁰) were equal to 30,106 tonnes of CO₂ e, while indirect emissions (Scope 2²¹) were equal to 4,501 tonnes of CO₂ (market based) and 8,066 tonnes of CO₂ (location based).

The increase in energy consumption is mainly due to the increased operations of the joint operations with particular reference to Brazil and the United

States, and to the entry into the scope of consolidation of Arge H51. There was also an increase in energy consumption for Itinera S.p.A. given the production requirements of the active work sites.

TOTAL DIRECT EMISSIONS (SCOPE 1) [tCO₂e] AND INDIRECT EMISSIONS (SCOPE 2) [tCO₂]²²



²⁰Scope 1 (direct emissions): this category includes emissions from own sources or sources controlled by the organisation

²¹Scope 2 (indirect emissions): this category includes emissions inferred from electricity use. Scope 2 emissions are expressed in tonnes of CO₂, however the % of natural gas and nitrous oxide had a negligible effect on total greenhouse gas emissions (CO₂ equivalent) as may be inferred from the technical literature

²²The data related to 2018 have been restated in line with the continuous improvement of the energy consumption data collection and consolidation system

Source of conversion factors used: DEFRA 2019

Source of emission factors used: TERNA 2020 and AIB 2018



WATER CONSUMPTION

The Group recognises the value of natural resources, monitoring its operations with a view to reducing its use of water.

In 2019, Itinera Group companies used approximately 290,000 m³ of water (123,000 m³ in 2018), of which around 24% at the Reem Mall work site in Abu Dhabi, where water is sent by tanker.

The increase in water consumption is mainly due to the increased operations of the Itinera joint operations with particular reference to Brazil and the United States and to the entry into the scope of consolidation of Arge H51.

WATER CONSUMPTION OF THE ITINERA GROUP ²³

(figures in m³)

	2018	2019
	Volume	Volume
Water mains	33,807	87,321
Withdrawal from rivers	23,229	50,134
Withdrawal from the aquifer	9,558	80,371
Withdrawal from tanks	56,456	70,866
Total water	123,050	288,691
<i>of which joint operations</i>	79,568	256,785

²³ Some data related to water consumption are the result of estimates. The data for 2018 related to withdrawal from the mains and withdrawal from rivers have been restated in line with the continuous improvement of the data collection and consolidation system

WASTE

The importance given by the Group to environmental protection, in line with its statement in the Integrated Management System, is also reflected in its commitment to recycling the waste it produces, where possible, or to correctly disposing of remaining waste at the most suitable sites. It was possible to assess the qualitative and quantitative aspects of waste produced at registered local units during the year. The results confirm Itinera's continual efforts to reduce the amount of waste year on year.

In 2019, the Group produced a total of 608,299 tonnes of waste, a figure up on the previous year (292,099 tonnes in 2018).

Nearly all waste (99.9%) is non-hazardous, and most hazardous waste (187 tonnes) is from the Storstrøm Bridge work site.

In addition, the work site in Botswana has a camp, internal mixing plant and canteen service that produce a large amount of waste.

As regards the Group's fleet of vehicles, oil leaks due to failure are minimised by a specific, scheduled maintenance programme. Better management

of vehicles and equipment also makes it possible to reduce CO₂ emissions.

The increase in waste produced and disposed of is justified by the fact that in 2019, a number of tenders were won and therefore there were more operating contracts than in the previous financial year. An additional increase is due to the "extraordinary" management of non-hazardous waste deriving from activities related to areas and properties located in Tortona (AL).

Though the trend is increasing, the commitment that Itinera guarantees by means of the implementation of the Integrated Management System, aimed mostly at a better management of materials classed as waste to be recovered, remains an essential point of the Group's entire organisation.

GROUP WASTE BY DISPOSAL METHOD

(figures in tonnes)

DISPOSAL METHOD	2018				2019			
	Hazardous	Non-hazardous	Total	Total (%)	Hazardous	Non-hazardous	Total	Total (%)
Reuse [t]	5	117,730	117,735	40.3%	-	27,171	27,171	4.5%
Recycling [t]	12	169,771	169,783	58.1%	69	504,904	504,973	83.0%
Energy recovery [t]	-	-	-	-	-	11	11	0.0%
Incineration [t]	-	1,190	1,190	0.4%	12	3,519	3,531	0.6%
Landfill [t]	11	2,049	2,060	0.7%	5	72,148	72,153	11.9%
Other [t]	210	1,121	1,331	0.5%	201	259	460	0.1%
Total	238	291,861	292,099	100.0%	287	608,012	608,299	100.0%
<i>of which joint operations</i>	214	21,203	21,417	7%	27	57,473	57,500	9.5%



EMPLOYEE AWARENESS CAMPAIGN

In the knowledge that, despite the collective consciousness for a sustainable future, it is not always easy to implement good simple daily practices, the Group has launched an employee awareness campaign to promote the adoption of responsible behaviours and prevent wasting natural resources.

The campaign focuses on the awareness of energy saving and water consumption, use of printers and office temperature regulation. Posters have been displayed in the various offices of the Group companies and the campaign can also be viewed on the #Agorà Intranet.

NOISE MANAGEMENT

The Group recognises the importance of noise management as regards its own business operations, taking initiatives to reduce any sources of disturbance for the local community, specifically related to the work site location.

The main measures adopted in this respect concern noise abatement in areas with a greater acoustic impact, to limit (peak and continual) values of emission to sensitive receptors.

In residential areas, noise abatement plans have been produced, with sound level analyses, and if necessary due to the complexity of operations, a specific application for authorisation is made for ar-

eas classified as being more sensitive in the acoustic zoning plan.

In particular, noise measurements have been made at the work site in Bardonecchia - Safety Tunnel of Frejus Lot 2, where Itinera experts operate. The measurements taken and the related Risk Assessment Report (RAR) issued showed that the noise impact measured, and related to the tasks carried out by personnel on the site, was in line with recommendations of the company physician in the Health Protocol.

In 2020, noise measurements are planned in Itinera's various Italian work sites.

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

The Group is committed to valuing and protecting the territory, which is considered as an asset of society, and to respecting the environment, acting ethically and with integrity to develop infrastructure. All activities require a risk assessment of the environmental impact (geomorphological, hydrogeological, acoustic, atmospheric) which directs the planning and definition of projects, in addition to the environmental monitoring in the construction stage.

During the construction and operating stages, potential impact on the local area and mitigation actions adopted are controlled, through the environmental monitoring activities planned in Environmental Monitoring Projects, in keeping with the integrated health, safety and environment system.

ITINERA'S PROCEDURE FOR MANAGING NOISE WITH AN EXTERNAL IMPACT

Itinera's Integrated Management System includes an operating procedure for noise management. The

aim of this procedure is to establish the operating modes and responsibilities for managing and monitoring sources of noise with an external impact.

The procedure, which applies to fixed and mobile sources of noise at temporary and mobile work sites, governs activities to control noise emissions and ensure that the limits of applicable laws are met, while guaranteeing that environmental objectives and goals are achieved.

In operating terms, a noise survey is the main way to measure acoustic impact at the work site.

This survey is carried out by an expert technician to characterise the work site in terms of noise. Measurements are taken at regular intervals while works are being carried out to ensure compliance with applicable laws and regulations.

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

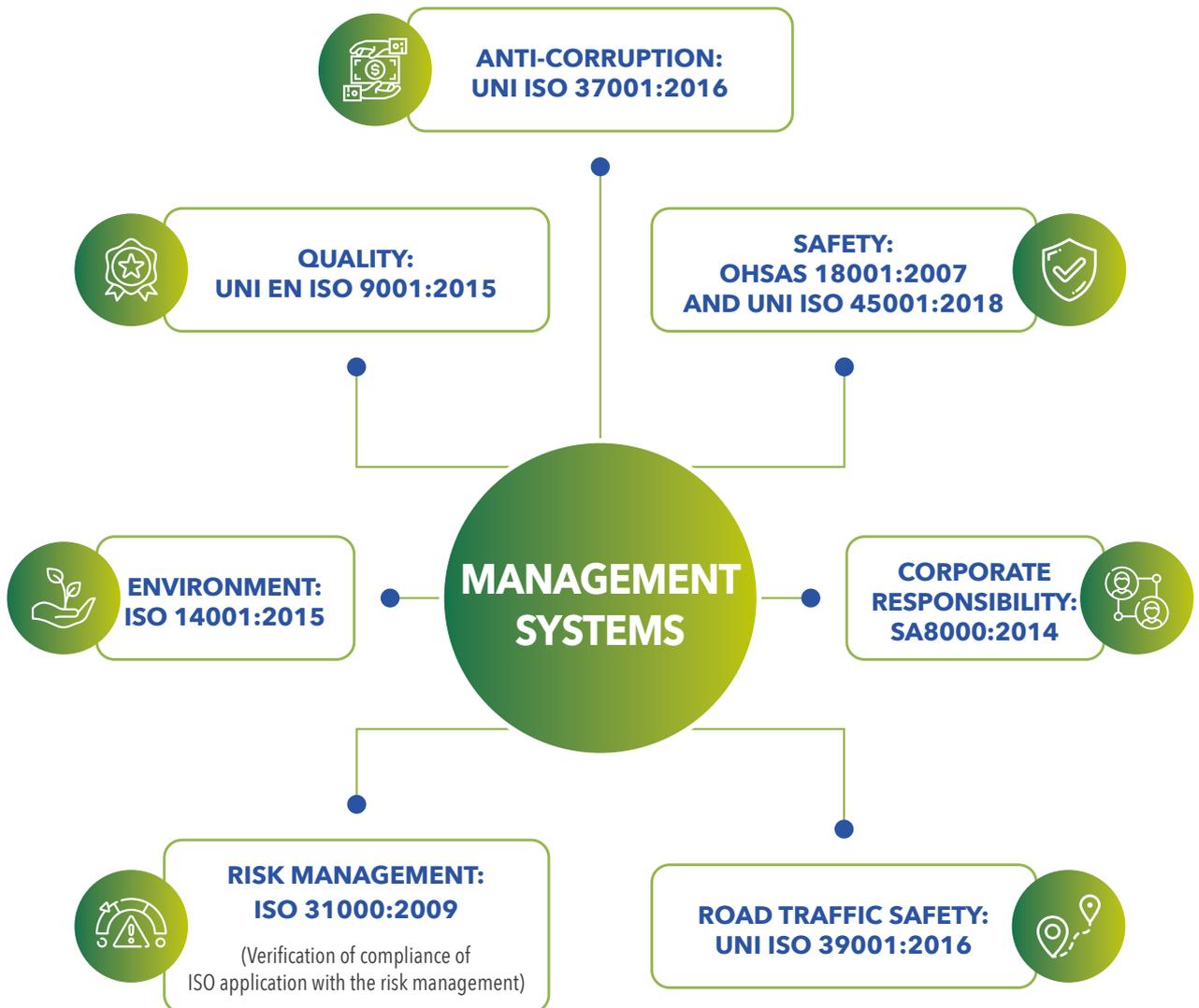


MANAGEMENT SYSTEMS

As part of its activities, Itinera has implemented an Integrated Management System (IMS) applied to Quality, the Environment, Safety, Corporate Responsibility, Risk Management and Road Traffic Safety in compliance with UNI ISO 9001, UNI ISO 14001, UNI ISO 45001, OHSAS 18001, SA8000 UNI ISO 31000 and UNI ISO 39001.

In 2019, Itinera raised its safety standards, effectively adopting and implementing a safety management system compliant with the latest version of ISO 45001: 2018. In 2019, the Company also implemented the UNI ISO 37001:2016 system, achieving the certification for the Italian remit in December.

It also acquired certification according to ISO 39001 "Road Traffic Safety Management Systems", a management standard for the reduction of road safety risk within the organisation.



The integrated management of the issues has made it possible to create a single point of reference for the activity carried out in the context of construction, allowing Itinera to achieve high levels of control over all its activities and operating structure.

The IMS is constantly monitored by means of periodic auditing, carried out by both internal personnel who are appropriately trained, and by certifying bodies, as required by sector regulations. This activity makes it possible to verify, as often as necessary, the organisational efficiency of the business and to implement the corrective actions for adjustments and updates with a view to continuous improvement.

Through the adoption of an integrated management system aligned to UNI ISO 45001:2018 and the new provisions of the 14001:2015 and 9001:2015 standards, Itinera applies an integral, integrated and proactive risk management.

The system has a "Risk-Based Thinking" approach, which envisages risk management across the entire system and particularly in the planning, analysis, assessment and operating activities, by means of a systematic method aimed at prevention.

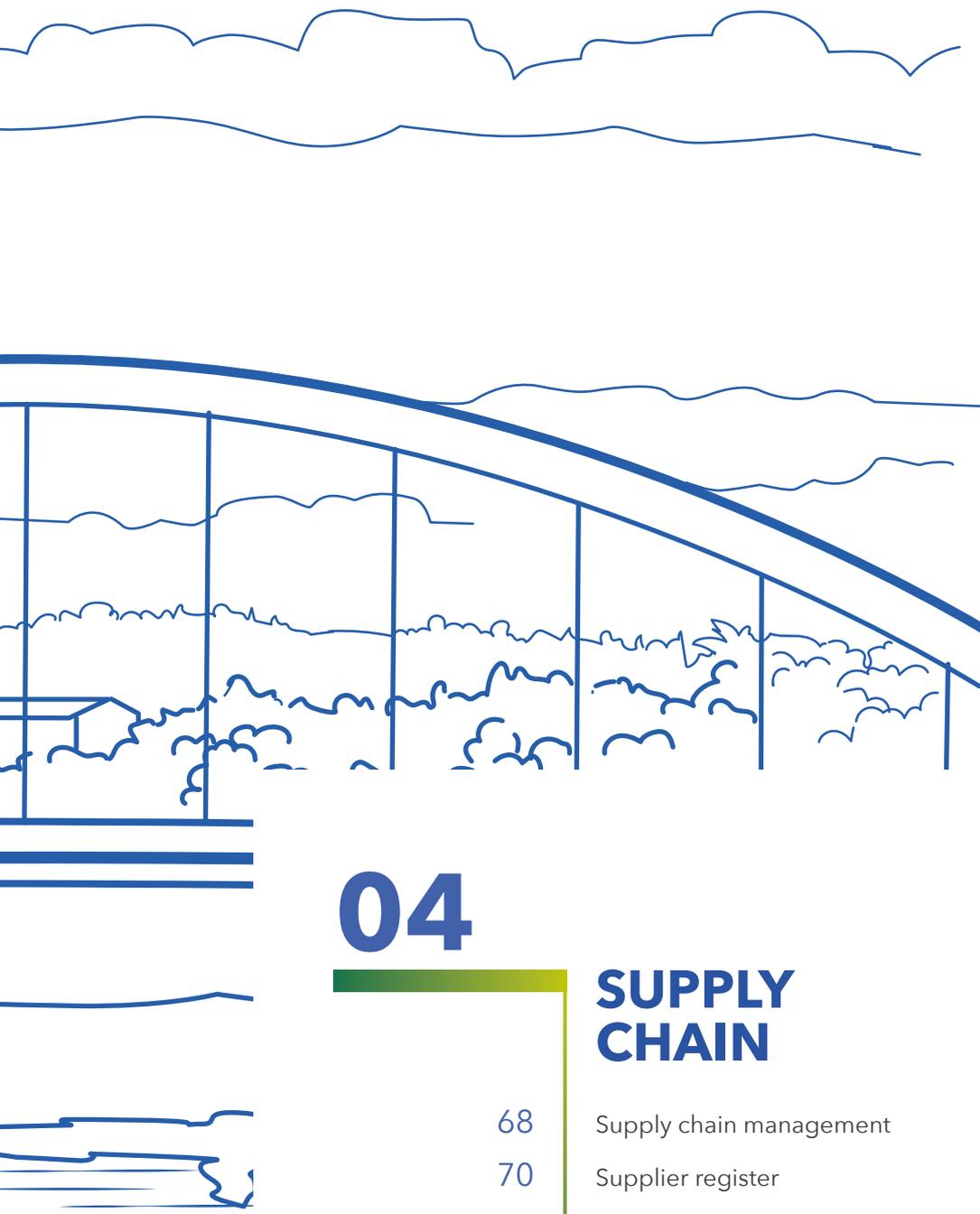
This method makes it possible to consider risk throughout the entire system and its processes, increasing the possibility of achieving the pre-established objectives, maintaining more standardised and linear operations in order to guarantee the customer the achievement of the requested product.

The Integrated Management System structure ensures effective and efficient conduct in the activities directly or indirectly related to the quality of the product and service provided, to the protection of the environment and to health and safety by means of:

- determining the necessary processes for the management system and their application in the context of the entire organisation;
- determining the sequence and interaction of the processes;
- identifying the criteria and methods necessary to ensure the effective function and control of these processes;
- the availability of resources and information needed to support the function and monitoring of these processes;
- monitoring, measurement and analysis of these processes;
- implementing the necessary actions to achieve the planned results with a view to continuous improvement.

In 2019, Itinera's Saudi Arabia branch also adopted a Quality, Environmental, Health and Safety Management System conforming to ISO 9001:2015, ISO 14001:2015, BS OHSAS 18001:2017 and UNI ISO 45001:2018.

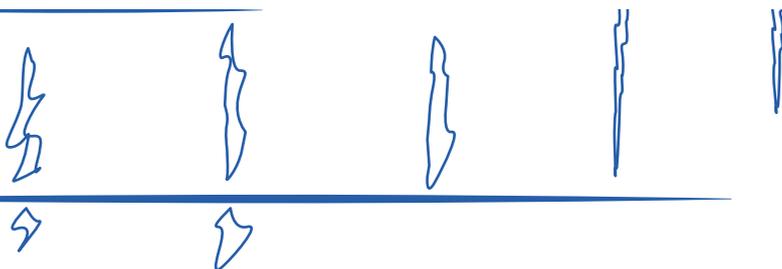




04

SUPPLY CHAIN

- 68 Supply chain management
- 70 Supplier register
- 71 External audits





SUPPLY CHAIN MANAGEMENT

The supply chain has a strategic position in the construction sector.

Supplier selection and management therefore calls for the adoption of procedures and rules to avoid conflicts of interest, even if only potential. In this context, Itinera adopts measures that are consistent with sustainability and principles of being transparent, impartial and fair, in order to establish a transparent and sustainable procurement system.

Suppliers' services must guarantee not only necessary quality levels, but also compliance with the best standards regarding human rights, working conditions, ethics and respect for the environment. Compliance with these principles falls under specific contractual clauses: behaviour contrary to these indications, also set out in Itinera's sustainability policies, is considered as a serious breach of the supplier's duty based on principles of fairness and

good faith in performing the contract, and constitutes just cause for terminating the contract.

In particular, Itinera has adopted the Suppliers' Code of Conduct, which sets out the standards of behaviour that suppliers, partners, business agents and distributors shall adopt, as well as the procedures for disseminating and sharing the code and recruiting suppliers during the development of a procurement cycle which is sustainable in social, environmental and economic terms.

To promote sustainable procurement during the construction stage, with a particular focus on less waste and the quality of resources, Itinera is committed to replacing, conserving, recycling and reusing materials with a reduced environmental impact, and to using the resources involved in a project's production cycle responsibly and efficiently.

MAIN MATERIALS PURCHASED IN 2019 ²⁴

	UNIT OF MEASUREMENT	QUANTITY
Oil products	litres	47,904,977
Concrete	cubic metres	452,595
Quarry materials	cubic metres	220,946
Prefabricated cement products	cubic metres	43,089
Road barriers	linear metres	74,838
Bituminous mixes	tonnes	302,028
Iron and steel	tonnes	295,244
Cement and other binding agents	tonnes	36,184
Bitumen	tonnes	9,136
Chlorides	tonnes	805

²⁴The figure is the result of estimates made in consideration of the total cost and average unit cost incurred for the materials listed above

During 2019, nearly all Group purchases were sourced from local suppliers²⁵. The chart below shows the percentage of local purchases, by geographic area.

²⁵As regards so-called Significant Locations of Operations: Italy, Rest of Europe, United States, Latin America, South Africa, Middle East. The data refers to the purchase of main materials, the quantities of which are shown on the previous page

LOCAL PURCHASES

(% of expenditure on local suppliers)



SUPPLIER REGISTER

With a view to continually improving company tools, processes and procedures, Itinera uses an online platform for the prior assessment (pre-qualification) of its suppliers that provide works and services for a value of more than EUR 10,000 per year.

Itinera's Supplier Register works based on two separate processes:

- i. supplier qualification by head office personnel (prior assessment – pre-qualification);
- ii. monitoring of the qualified supplier during work site activities, by the Project Manager and relevant Works Directors (direct evaluation – work site feedback) and through specific audits.

i. Prior assessment (pre-qualification)

The prior assessment applies to all procurement processes and all new and customary suppliers of the Company, for works and services above the threshold previously indicated, to ensure – through monitoring contractual relations and organisational and technological developments – that the quality of the services provided required to be an Itinera supplier is maintained.

The decision to maintain a qualified Supplier Register meets the need to work with suppliers who are reliable in terms of quality, technical/ organisational aspects, and health, safety and environmental protection, who are acceptable for the Company based on proven technical/ administrative characteristics and who can guarantee activities and services carried out in compliance with contractual requirements.

The aim of the Supplier Register is therefore to provide information and documents that are always up to date and necessary to assess the acceptability of the applicant supplier, constantly monitoring relative information on the supplier's organisation, certification status or conformity of products or services, as well as make comparisons over time with suppliers of similar or equivalent products or services.

For this purpose, all actions to establish a company's ability and reliability to provide products or services conforming to contractual and quality requirements, as well as health, safety and environmental criteria by means of certifications, help define the supplier's final qualification. Health and safety indicators such as lost day rates and frequency of accidents have been used since 2017 as a preferred criterion for awarding contracts. In addition, in 2019 the topic of subcontractors was analysed further by putting annual reporting in place.

At the end of the year, a summary report is prepared containing all assessments received on the qualified suppliers that actually operated in the work sites/operating units.

ii. Direct evaluation (work site feedback)

During 2019, the direct evaluation process was digitalised, to update it and make it quicker and easier to use, with the evaluation forms compiled in the software application already used for supplier qualification.

The assessment and monitoring of the supplier working on a project was therefore managed by Work Site Management by means of a digital "score card" in the portal. The card was filled in and automatically collected and catalogued within a specific section of the register, available to the Suppliers List Office for the case assessments envisaged in the specific procedure.

Relative feedback is collected annually, following specific training and information initiatives.

EXTERNAL AUDITS

In 2019, Itinera carried out audits on its suppliers (10 in Italy and 11 in other countries), as contractually provided for in a specific company procedure.

The suppliers to audit are selected according to the following criteria:

- the type and critical aspects of the supply;
- work site feedback;
- particular needs, such as the existence of harmful conditions for safety, the environment and quality of supplied products/services or information reported from work sites.

The following types of goods or works are considered as "critical" for the company:

- supplying pre-mixed concrete;
- supplying bituminous mixes;
- supplying metalwork;
- supplying waterproofing systems;
- supplying prefabricated items;
- hiring operated and unmanned equipment, to supplement services directly provided by the company.

The following are also considered "critical":

- international suppliers;
- suppliers of works and services of which the contractual amount is over EUR 500,000.

The aims of the annual programme of external audits of suppliers and subcontractors include:

- checking the most significant or at-risk suppliers and subcontractors, and suppliers and subcontractors for whom critical aspects have been identified;
- effectively and extensively monitoring their supply chain;
- promptly identifying and managing risk situations;
- mapping suppliers and comparing performance over time.

The same rules and procedures indicated for the internal audits are applied to the preparation and performance of the external audits. In Italy, 10 audits were carried out on 4 work sites, while 11 were

carried out on 2 work sites overseas. Each audit took place over one day and was carried out by two people.

The audits carried out showed some suggestions for improvement, which were shared with the suppliers. Their implementation will be monitored in the context of the follow-up activities.

EVALUATION OF SUPPLIERS BASED ON SOCIAL AND ENVIRONMENTAL CRITERIA

As regards the construction industry, suppliers are screened - as part of criteria concerning work practices - according to whether activities are to be carried out in Italy/Europe or the rest of the world. For Italy/Europe, documents on personnel to use for activities are examined beforehand. For non-EU countries, a special focus is also placed on child labour (as regards subcontractors directly at the work site and external manufacturers of materials which are then used at work sites), and on living conditions at base camps (accommodation, board, leisure and recreational facilities, transport to and from the home country). In the case of suppliers operating at external production units, specific audits may be directly conducted at the units concerned. Lastly, Itinera has adopted a supplier evaluation system based on technical/professional requirements of occupational health and safety laws.

Criteria concerning work practices checked during screening:

Italy/Europe:

- verification of the welfare contributions through valid certificate of social security compliance (DURC) (or equivalent);
- absence of sanctions pursuant to Italian Leg. Decree no. 12/2002, as amended by the Jobs Act on undeclared employment;
- absence of business activity suspensions pursuant to Italian Leg. Decree no. 81/2008 article 14 in the context of illegal labour and workers' health and safety.

All new suppliers are evaluated based on work practice criteria, with screening based on social security payment records. No payment issues were identified with any new suppliers that were evaluated.

Other countries (in addition to those previous):

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

Itinera operates in work sites for the construction of civil engineering and infrastructure works. A considerable number of these sites are managed by third parties in a subcontractor capacity. When recruiting subcontractors, the characteristics of individual companies in relation to the work to carry out and relevance for environmental issues are normally assessed.

The following, for example, are considered:

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

The following environmental criteria are used for screening:

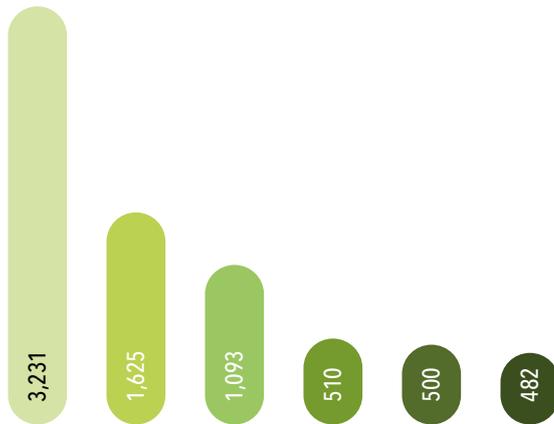
- environmental certification (ISO 14001 or EMAS registration);
- inclusion in registers (e.g. environmental operator register).

The suppliers in the Register have been evaluated on the basis of these criteria and the quality and safety certificates.

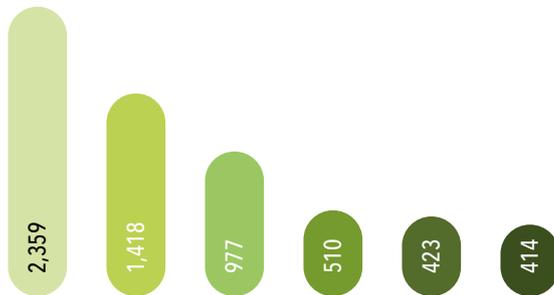
A representation is shown below of the distribution of the suppliers on the basis of the criteria described above for Itinera S.p.A., in relation to 2019.



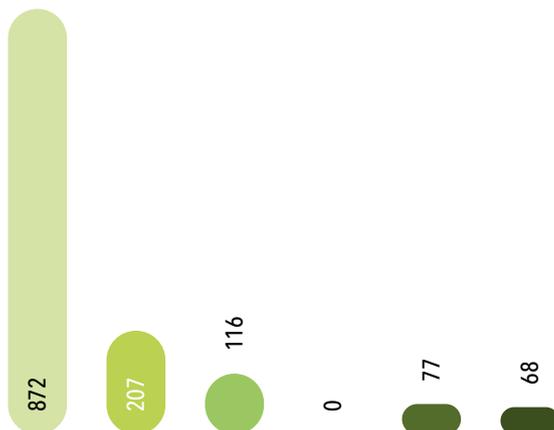
TOTAL SUPPLIERS



ITALIAN SUPPLIERS



OVERSEAS SUPPLIERS



- Suppliers in the register
- Qualified suppliers
- Suppliers certified to ISO 9001
- Suppliers in environmental registers
- Suppliers certified to ISO 14001
- Suppliers certified to ISO 45001/OHSAS 18001

SIGNIFICANT ASPECTS CONCERNING WORK IN THE SUPPLY CHAIN AND ACTIONS TAKEN

Itinera's activities are typically carried out, above all in Italy and Europe, but also in non-European countries, through intensive use of external subcontractors and suppliers. The negative impact, both current and potential, from an improper use of personnel in contracts, but also from the manufacture of materials at third-party production units (which are then installed at work sites) is therefore evident.

There are essentially three types of impact:

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

OPERATIONS AND MAIN SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOUR, FORCED OR COMPULSORY LABOUR

Considering the specific nature of its business and geographic scope of its operations, in the world, the main inherent risks identified for the Itinera Group regarding child and forced labour concern construction sites, with particular reference to the responsible management of the supply chain in Africa and the Middle East. In particular, Itinera requests a statement of compliance with the UN convention on the rights of the child, articles 31-40, in relation to activities and main suppliers, both Italian and foreign, with a greater risk of the use of child labour. At the Botswana work site, the Human Resources and Health, Safety and Environment departments carry out controls. At the Abu Dhabi work site, work visas are checked before staff can enter the site. As regards activities and main suppliers with a considerable risk of the use of forced labour, workers selected on a random sample are interviewed during internal audits on human rights and any unlawful situations, in accordance with requirements of SA8000 and Corporate Social Responsibility (CSR). Boxes are provided at foreign work sites to post anonymous reporting of any breaches. No reports were recorded in 2019.



OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK

The geographic areas considered at risk as regards the right to freedom of association and collective bargaining are located at the Abu Dhabi work sites and at the Botswana bridge work site (Okavango River, Shakawe).

At the Abu Dhabi work site, periodic audits (inspections) are conducted together with the customer, at the accommodation sites where the workers of each sub-supplier live, in order to check their living conditions and quality of life, to ensure conformity to local regulations and adequate respectable standards of hygiene. Specifically, 12 Labour Camp Inspections were carried out in 2019. The main areas for inspection concern the presence of enough extinguishers and types of extinguishers and the number of beds per room, which must comply with the provisions of local regulations. The inspections showed some non-compliant situations, which were immediately taken on board to be resolved.

In the Reem Mall work site in Abu Dhabi, meetings were also organised at Management level (Agility Fair Labour), together with the customer, in order to discuss the following:

- protecting the rights of migrant workers concerning employment;
- identifying and preventing abuse in the workplace, the seizure of passports and the withholding of amounts from salaries;
- providing information about work ethics;
- reporting violations related to Corporate Social Responsibility;
- informing about existing systems for auditing and monitoring;
- presenting procedures to remedy any non-conformities.





05

HUMAN RIGHTS

78

Human rights

HUMAN RIGHTS

As regards human rights, besides information provided in the sections on personnel and the supply chain, since 2017 Itinera has implemented a corporate responsibility management system certified to SA8000:2014 for its activities relative to the construction of buildings, roads and railways.

In 2019, the Company also adopted its Human Rights Policy, which establishes the principles and rules of conduct for its employees and other collaborators.

SA8000 is a corporate responsibility standard and strives to provide a model - based on international human rights regulations and national labour laws - that protects and contributes to reinforcing all personnel involved in a company's activities, directly (as employees) or indirectly (operating, for example, through suppliers and subcontractors).

SA8000 is based on International Labour Organization (ILO) conventions, the Universal Declaration of Human Rights and the United Nations Convention on the Rights of the Child.

It contains nine social requirements related to: child labour; forced labour; occupational health and safety; freedom of association and collective bargaining; discrimination; disciplinary measures; working hours; remuneration; human resources management system.

Itinera recognises and protects the human rights of people along its entire value chain and is continually committed to maintaining a workplace free of any kind of discrimination and that first and foremost respects the dignity of people.

Itinera adopts policies and actions in compliance with international guidelines such as the Universal Declaration of Human Rights and fundamental conventions of the International Labour Organization (ILO), the ILO Declaration on Fundamental Principles and Rights at Work and subsequent documents, the Guiding Principles on Business and Human Rights of the United Nations, the Principles of the United Nations Global Compact and OECD guidelines for multinationals.

To this end, the Group, in carrying out its operations, avoids any conduct, act or decision that may cause or contribute to causing a negative impact on Human Rights, and promotes the respect of these rights in its relations with employees, contractors, business partners and suppliers. In particular, the Group, its suppliers and lead partners are subject to laws that protect human rights and prohibit the use of child labour and forced labour.

SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE CLAUSES ON HUMAN RIGHTS OR THAT ARE SUBJECT TO A RELATIVE ASSESSMENT

Since 2018, some foreign job orders have envisaged contracts containing clauses for evaluating the working conditions of personnel (for further details, see the section "Focus" in this document). In the framework of SA8000 certification, the company guarantees a minimum level as regards employee relations.







06

SOCIAL

82

Donations and sponsorships

DONATIONS AND SPONSORSHIPS

For the Itinera Group, relations with local communities are fundamental for creating value in the long term. This is why the Group promotes initiatives that contribute to the economic, social and cultural development of areas where it operates.

The main activities are carried out involving local communities, based on a relationship of trust and cooperation, contributing directly or indirectly to supporting and/or funding projects and initiatives with a significant impact on the areas where it operates.

In particular, as regards its international contract, Itinera promoted a number of initiatives to encourage integration at work sites within the relative social context and numerous social activities have

been put in place to promote a sense of belonging among collaborators.

In the "Reem Mall" work site in Abu Dhabi, mosques have been built in respect of the different religious practices of all collaborators, and sports activity days were organised to promote sport as an educational and social integration facilitator (e.g. "Wellness Day").

In 2019, the Group made donations of around EUR 65,000 (EUR 33,000 in 2018) and sponsorships for around EUR 1,117,000 (EUR 209,000 in 2018). As part of the sponsorships, in particular, the Group invested in the community for an amount of approximately EUR 10,000 (EUR 61,000 in 2018) and around EUR 1,107,000 were used for community initiatives with a commercial impact (EUR 148,000 in 2018).

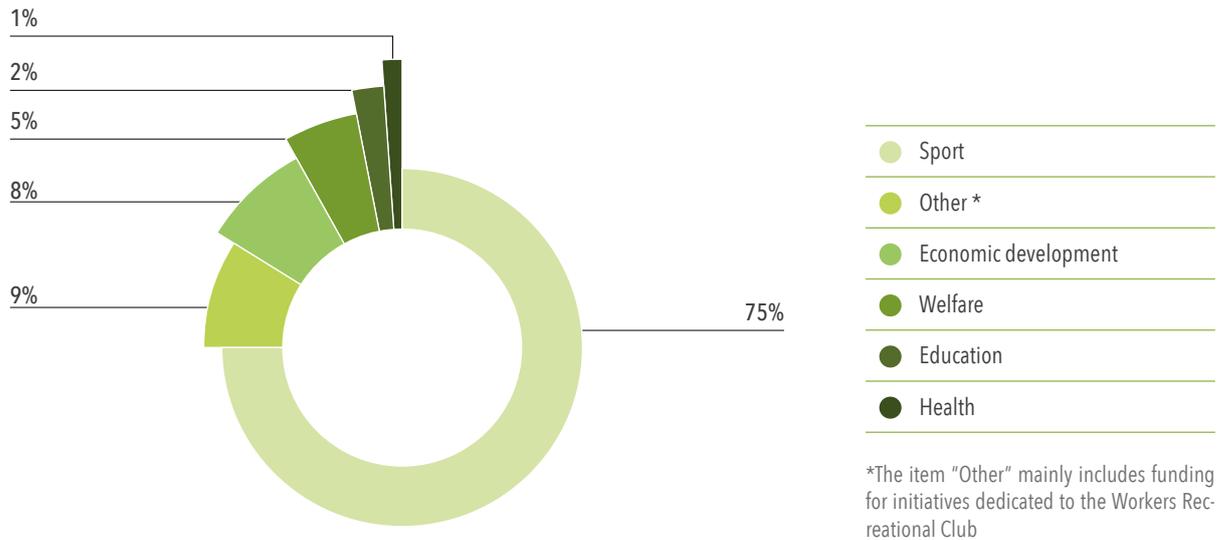


"Building means working with the land, impressing the sense of man on a landscape that will be changed forever; it also contributes to that slow change which makes up the history of cities.

What thought and care to determine the exact site for a bridge, or for a fountain, and to give a mountain road that perfect curve which is at the same time the shortest...!"

From «Memoirs of Hadrian» by Marguerite Yourcenar

TARGET SECTOR



In particular, through donations the Group companies promote humanitarian and social initiatives in order to contribute to the development of the social fabric in which they operate; the sponsorships are used as a communication instrument through which each company supports cultural, artistic, sport, social or technological initiatives in order to create positive associations between its image, projects and know-how and the supported event with the aim of increasing its popularity and promoting its reputation positively.

COURSE ON THE ECONOMICS OF CONSTRUCTION FIRMS

Since 2016, the campus of SAA, the former Business Administration School and now the School of Management of the University of Turin, has organised a lecture, held by Professor Filippo Monge, as part of the Course on the Economics of Construction Firms. The event was again met with great success this year: around 250 students took part in the discussion led by Massimo Malvagna, Chief Executive Officer of the Company.

The chance to listen to an important player of the

Italian economic system provided added value for the University students. Each experience has a positive impact on their studies and gives the guest speaker a chance to promote case studies, and also convey a positive message about business. The aim was to bring the world of work closer to students, helping to present a positive image of business, above all in the construction sector.

In 2019, Mr Malvagna brought his international experience in the construction sector to the university once more, connecting it with his managerial skills and continuing to attract attention and enthusiasm from the students.



ITINERA FOR SPORT

Itinera considers community relations to be a fundamental value for its business and sustainability approach, started together with the parent company ASTM. In this context, Itinera decided to invest in sport as a means of socialising and encouraging healthy competition.

It is a long-time partner of the Turin University Sports' Centre - CUS Torino, which is the largest, multi-disciplinary facility in Italy for the number of sports played, continuity and level of activities.

With approval from the Group, it continues to contribute EUR 120,000 to the CUS Torino women's and men's rugby teams, consisting entirely of university students, who take part in the Serie A national championship under the name ITINERA CUS Ad Maiora Rugby 1951.

The main aim of the CUS is to give the Turin university system - comprising the University of Turin and the Polytechnic University of Turin - a sports service to improve the quality of life of each student, and to contribute, at the same time, to the promotion of the City of Turin, attracting a growing number of students from other locations and non-Italian students participating in the Erasmus project.

Itinera can also offer more deserving students the chance to join a work placement, which is a unique opportunity to learn about the Company at first hand.

This initiative offers a moment of engagement for companies, young people and local areas, enabling the Group to train the managers of the future.

Overseas, the company Halmar International, a subsidiary of Itinera, has been one of the main sponsors of the New Jersey Devils for many years. Professional ice hockey team based in Newark, New Jersey. The team competes in the National Hockey League as a member of the Metropolitan Division of the Eastern Conference. The New Jersey Devils have won the Stanley Cup, the NHL professional championship, three times: 1994-95, 1999-00, 2002-03. Thanks to the sponsorship - USD 640,000 (around EUR 570,000) - the Halmar International logo has been displayed on the ice and barriers of the rink at the Prudential Center.

In football, through SEA Segnaletica, the Group provided a sponsorship worth EUR 105,000 to ASD Hic Sunt Leones Derthona, a football team from the city of Tortona, founded by fans of Derthona FbC 1908 in June 2017 after they suffered a defeat.



EUROPEAN INTERNATIONAL CONTRACTORS (EIC)

European International Contractors (EIC) is an association established in 1970 and registered since 1984 as a legally independent business association in Berlin, in accordance with German law.

It is the only industrial association which represents the interests of European contractors at international level with the EU, international organisations, financial institutions and society in general.

The association reviews standard FIDIC contract templates, on an ongoing basis, and has published guidelines for EIC members, on different types of standard FIDIC contract templates. The EIC requests multilateral development banks to require the use of these templates at international level.

The EIC's members include construction industry federations from 15 European countries, directly or indirectly affiliated with the European Construction Industry Federation in Brussels. The EIC works closely with all international and other organisations whose politics are significant for the international construction trade, for example the European Commission, the European Investment Bank (EIB), the Organisation for Economic Co-operation and Development (OECD) and the World Bank.

Each affiliated federation is entitled to appoint an expert representative at international level to sit on the EIC Board. For the National Association of Construction Contractors, a Director General was appointed to the EIC Board for international activities.

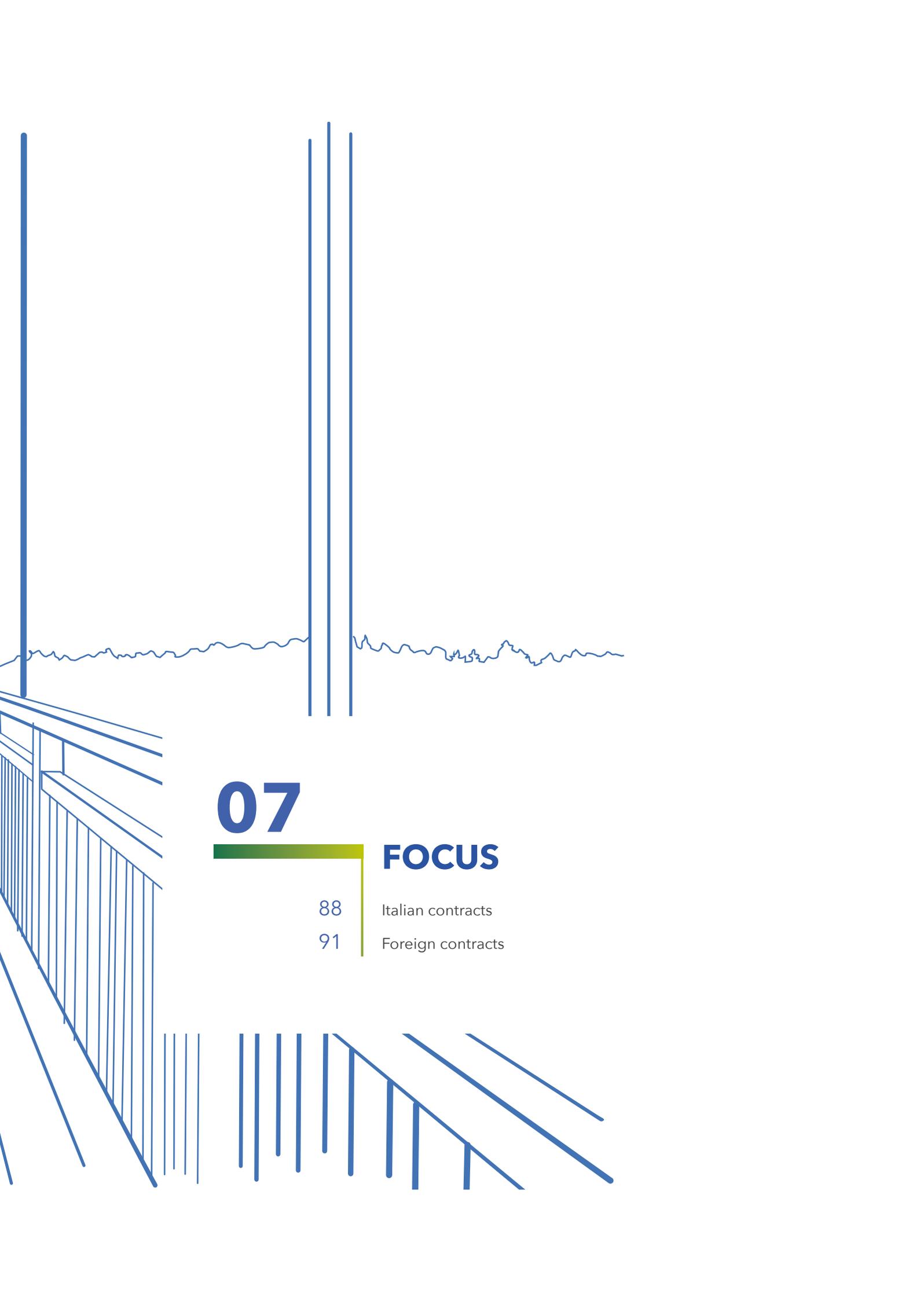
The Board establishes EIC's policy as regards main resolutions adopted by the General Meeting.

The main duties of the EIC can be summarised as follows:

- closely working with EU institutions, international financial institutions, partner federations and civil society, in order to promote the shared interests of its members;
- supporting international competition that is fair and contractual conditions that are balanced, procurement based on quality and a price/quality ratio, innovative delivery programmes for projects and sustainable construction methods;
- creating new business opportunities for European businesses, promoting public/private partnerships at international level;
- offering a single forum for networking that covers all issues relative to the international construction industry;
- promoting international contractual conditions that assign risk equally between the parties and facilitate the quick and effective settlement of disputes.







07

FOCUS

- 88 Italian contracts
- 91 Foreign contracts



ITALIAN CONTRACTS

SAN RAFFAELE HOSPITAL

In August 2017, Itinera was awarded the contract to develop the new surgery and A&E unit of San Raffaele Hospital in Milan. This is an ambitious and challenging project, which will meet the company's expectations in a contract of this type.

The customer intends for this new building to become the heart of the hospital, a centre of excellence in Northern Italy.

The project envisages the construction of a 10-floor building. The centre of the complex will house the entire surgery unit, which, with 18 operating theatres, will form a single reference point for doctors and operators. The A&E department will be on the ground floor.

Itinera immediately took up the challenge, organising the contract so as to meet development needs and ensure accreditation of the facility, complying with applicable regional and national legal requirements.

The structure will be able to reduce energy consumption by over 60% thanks to the ceramic cov-

ering of the façades, created to react with water and turn smog into salt, thus respecting the highest standards of environmental sustainability.

The cutting-edge, futuristic design concept fully reflects the customer's requirements. The designer and his team named the project the "Iceberg", because of its glass and ceramic façades, which are mainly white, and its particular shape, all of which appear similar to an iceberg.

The work was supplied to the contractor using BIM (Building Information Modeling), the modelling system that makes it possible to design, organise, plan and control every single work site management activity.

The job order was provided when the contract was signed, using the BIM LOD 200 model, with Itinera responsible for developing it up to LOD 500.

The preparation of a job order plan and an accurate risk analysis was fundamental, as was the preparation of a design and quality control plan. The effort required total synergy between personnel in the field, management and all company units involved.





Itinera also holds a role of primary importance in terms of design: by working with highly specialised internal resources and external consultants, it is positioned between LOD 350 and LOD 500. In addition to BIM and the application of the Integrated Management System for quality, safety and the environment, the Company has pursued GOLD level LEED certification - Leadership in Energy and Environmental Design - based on measurement standards for assessing environmentally sustainable buildings.

All parties involved in the construction of the project have access to an operating portal for sharing and archiving documents (project drawings, reports, material certificates and inspections) so that they are aware of each document issued and formally sent between the parties.

The project is currently at 60% work progress status. The envisaged demolitions have been completed, as have the special foundations, the reinforced concrete support structures and the waterproofing works. The façades, systems, compartmentation and finishing works are under way.

SP 19 CORDA MOLLE

The main objective of the 'SP 19 Corda Molle' project is the creation of a Motorway Ring Road that can capture part of the long-distance traffic characterised by direct journeys from areas in West Milan to the Veneto region and Northeast Italy in general, in addition to the insistent flows on the radial road networks coming into the capital.

The project envisages upgrades to the current section of provincial road network, the SP19, built in the 1990s, bringing it to a rural motorway formed of two carriageways, two lanes in each direction, a central impassable traffic divider and a hard shoulder.

The stretch is around 12 km long and has been divided, due to its length and importance, into three stages of project works.

The project stands out for maximising the reuse of materials, with a consequent reduction in the procurement of raw materials and a lower environmental impact.

Materials from work site activities (particularly excavation and demolition materials) have been specifically handled for a "reduced impact", and were reused. Most of these materials have been reused in the construction of banks, fills and sub-bases.

As well as guaranteeing a contribution in terms of project optimisation from the perspective of balancing volumes, the reuse of soil and rocks from work site excavations also ensures that the reuse of land from excavations has lower infrastructural impact.

The approach of the project is respectful of the environment: from the very beginning, all natural resources in the area were mapped in order to identify existing habitats and to protect them by means of spacing plantation layouts with targeted tree types. For example: stable grassland has been created on flat surfaces for anti-erosion purposes; re-naturalisation interventions have taken place on road embankments, with the formation of a grassy covering on the surfaces of the banks and trenches; wooded areas have been created to replace those affected by the project in order to increase the local area's biological potential, while favouring its landscaping.

The paving of the work is fully draining, and due to a permeable coating, makes it easier to manage platform water without polluting canals and rivers.

An Environmental Monitoring Plan (EMP) has also been prepared in order to ensure that the objectives to protect the local area are achieved, through specific interventions to be implemented throughout all construction stages of the infrastructure.

The main actions envisaged are as follows:

- control of the quality objectives and threshold values, as required by the sector legislation for each environmental component;
- periodic control of the effectiveness of the mitigating measures taken;
- support for the routine management of the planning and local area management system;
- support for the management of environmental emergencies;
- information and reporting of data on environmental quality.

ITINERA REBUILDS THE NEW “MADONNA DEL MONTE” VIADUCT ON THE A6 TORINO-SAVONA

On 21 February, the new “Madonna del Monte” viaduct on the A6 Torino-Savona motorway was inaugurated ahead of schedule. On 24 November 2019 it was hit by an unforeseeable and violent landslide of around 15,000 m³ in volume, which came away from the superjacent mountainside. The mountainside was not classified as being at hydrogeological risk in regional maps nor was it within the remit of the concession company. The landslide hit the northbound carriageway between the Savona and Altare toll booths with significant speed and force.

The inauguration ceremony included, among others, Paola De Micheli – Minister of Infrastructure and Transport, Giovanni Toti, President of Liguria, Ilaria Caprioglio – Mayor of Savona and Bernardo Magrì – Chief Executive Officer of Autostrada dei Fiori.

The reconstruction of the new 58-metre steel viaduct, single-span with no intermediate pillars so as to entirely pass over the landslide area, was completed in around 70 days, earlier than the original time frame, and saw a daily average of 40 employees represent-



ing around 30 companies involved in the works coordinated by the concession company Autostrada dei Fiori and Itinera.

The deck, weighing around 300 tonnes, was constructed in corten steel, chosen for its excellent resistance to corrosion and atmospheric agents.

As part of the works on the new viaduct, around

1,300 metres of safety barriers with the highest level of containment were installed.

The fast turnaround for constructing the new viaduct was made possible by the efforts of the companies that took part in the works and by the successful collaboration, at various levels, of all parties involved in the construction of the new infrastructure.

FOREIGN CONTRACTS

KØGE UNIVERSITY HOSPITAL

The notice of opening of the work site was sent to the Danish Working Environmental Authority (WEA) on 4 April 2019, officially communicating the start of the works.

The contract involves the definitive and executive design and the construction of the Køge "New University Hospital" in Denmark, on behalf of the Region Sjælland.

The Køge university hospital design consists of the expansion to the existing structure, which will bring the specialist care and research and training wards of the Region Sjælland into a single centre, under the name Sjællands Universitetshospital.

The university hospital will serve the entire region and will be used as an emergency hospital for one third of the region's inhabitants.

The project, managed entirely with BIM technology, also envisages the demolition of two buildings in order to guarantee optimal integration between the new building and the existing structures, high functional concentration with short transportation

distances and the future possibility for expanding the on-site treatment structures.

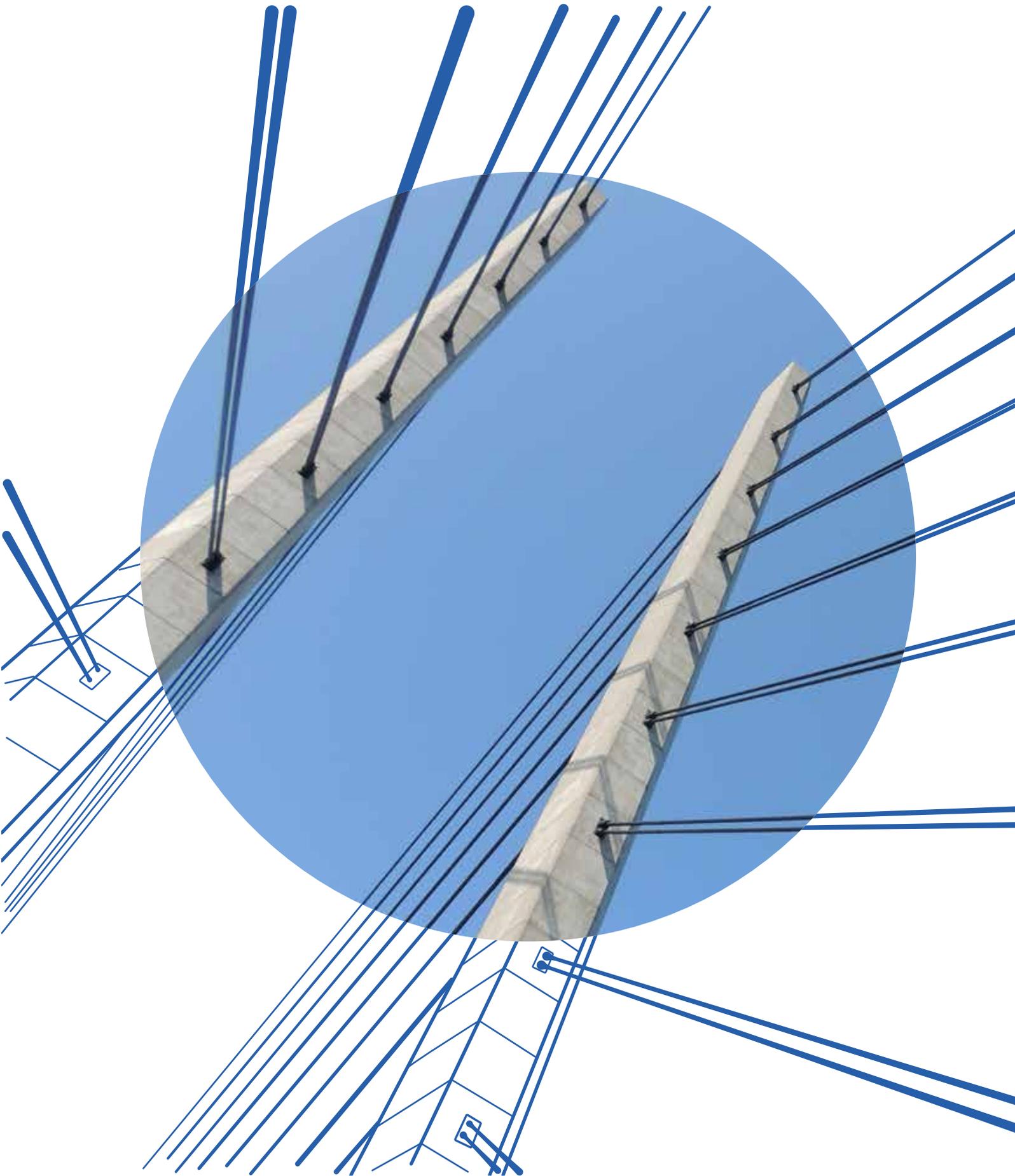
The construction of three floors of new treatment wards, one intermediate technical floor, general care wards located on the upper floors, equipment rooms for systems and a rooftop heliport, ensures a highly concentrated structure for the building.

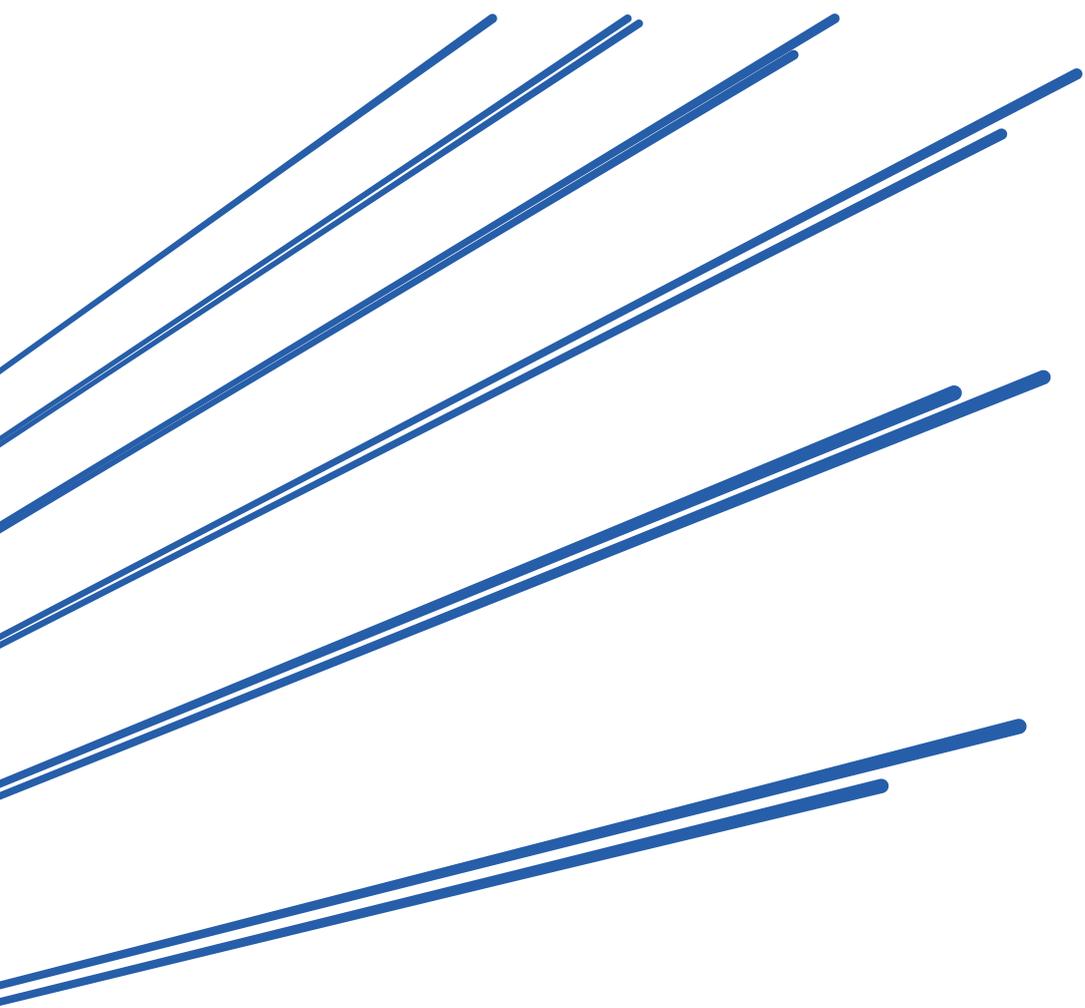
The building complex reaches a maximum height of eight floors, becoming a new landmark in Køge visible from the bay, the railway and the main roads.

Work site safety issues are aspects of particular interest. Weekly internal coordination meetings, weekly inspections and meetings with all subcontractors on site are held.

The procedures for accessing the project and entering the work site are developed in detail and shared with new subcontractors.

On 12 November 2019, a celebration was to mark the first 219 days without an accident or notices from the Danish Working Environmental Authority (WEA).





08



ANNEXES

- 94 Boundary of material aspects
- 96 *GRI Content Index*

BOUNDARY OF MATERIAL ASPECTS

MATERIAL TOPICS	GRI STANDARDS	SDGs	BOUNDARY OF IMPACTS	ROLE OF ITINERA
Economic/financial sustainability	<ul style="list-style-type: none"> • GRI 103: Management approach (2016) • GRI 201: Economic Performance (2016) 	• 8	• ITINERA Group	• Direct - Caused by the Itinera Group
Developing local economies	<ul style="list-style-type: none"> • GRI 103: Management approach (2016) • GRI 202: Market Presence (2016) • GRI 203: Indirect Economic Impacts (2016) 	• 8, 9	• ITINERA Group	• Direct - Caused by the Itinera Group
Responsible supply chain management	<ul style="list-style-type: none"> • GRI 103: Management approach (2016) • GRI 204: Procurement practices (2016) • GRI 308: Supplier environmental assessment (2016) • GRI 407: Freedom of association and collective bargaining (2016) • GRI 414: Supplier social assessment (2016) 	• 9	• ITINERA Group	• Direct - Caused by the Itinera Group
Anti-corruption	<ul style="list-style-type: none"> • GRI 103: Management approach (2016) • GRI 205: Anti-corruption (2016) 	• 16	• ITINERA Group	• Direct - Caused by the Itinera Group
Energy consumption and GHG emissions	<ul style="list-style-type: none"> • GRI 103: Management approach (2016) • GRI 302: Energy (2016) • GRI 305: Emissions (2016) 	• 7, 11, 13	<ul style="list-style-type: none"> • ITINERA Group • Electricity suppliers 	<ul style="list-style-type: none"> • Direct - Caused by the Itinera Group • Indirect - Related to Itinera Group activities through business relations
Use of natural resources and waste management	<ul style="list-style-type: none"> • GRI 103: Management approach (2016) • GRI 303: Water (2016) • GRI 306: Effluents and waste (2016) 	• 7, 11, 12, 13	• ITINERA Group	• Direct - Caused by the Itinera Group
Attracting and developing human capital	<ul style="list-style-type: none"> • GRI 103: Management approach (2016) • GRI 401: Employment (2016) • GRI 404: Training and education (2016) 	• 8	• ITINERA Group	• Direct - Caused by the Itinera Group
Occupational health and safety	<ul style="list-style-type: none"> • GRI 103: Management approach (2016) • GRI 403: Occupational health and safety (2018) 	• 3, 8	• ITINERA Group	• Direct - Caused by the Itinera Group

MATERIAL TOPICS	GRI STANDARDS	SDGs	BOUNDARY OF IMPACTS	ROLE OF ITINERA
Diversity, equal opportunities and inclusion	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) ● GRI 402: Labour/management relations (2016) ● GRI 405: Diversity and equal opportunity (2016) ● GRI 406: Non-discrimination (2016) 	● 5, 8, 10, 16	● ITINERA Group	● Direct - Caused by the Itinera Group
Respect for human rights	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) ● GRI 408: Child labour (2016) ● GRI 409: Forced or compulsory labour (2016) 	● 8, 16	<ul style="list-style-type: none"> ● ITINERA Group ● Suppliers 	<ul style="list-style-type: none"> ● Direct - Caused by the Itinera Group ● Indirect - Related to Itinera Group activities through business relations
Stakeholder engagement	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) ● GRI 413: Local communities (2016) 	● 11, 17	● ITINERA Group	● Direct - Caused by the Itinera Group
Quality, safety and the impact of constructions	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) 	● 9, 11	● ITINERA Group	● Direct - Caused by the Itinera Group
Governance and compliance	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) ● GRI 307: Environmental Compliance (2016) 	● 9, 16	● ITINERA Group	● Direct - Caused by the Itinera Group
Privacy and information security	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) ● GRI 418: Customer privacy (2016) 	● 16	● ITINERA Group	● Direct - Caused by the Itinera Group
Innovation	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) 	● 9	<ul style="list-style-type: none"> ● ITINERA Group ● Universities and research centres 	<ul style="list-style-type: none"> ● Direct - Caused by the Itinera Group ● Indirect - Related to Itinera Group activities through business relations
Protection of landscape and biodiversity	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) 	● 7, 13, 15	● ITINERA Group	● Direct - Caused by the Itinera Group
Noise pollution	<ul style="list-style-type: none"> ● GRI 103: Management approach (2016) 	● 11	● ITINERA Group	● Direct - Caused by the Itinera Group

GRI CONTENT INDEX

GRI Standard	Description of General Standard Disclosures	Page	Notes
GRI 102: GENERAL DISCLOSURE (2016)			
Organizational profile			
102-1	Name of the organisation	3	
102-2	Activities, brands, products and services	8-9	
102-3	Location of headquarters	8	
102-4	Location of operations	8	
102-5	Ownership and legal form	11	
102-6	Markets served	8-11	
102-7	Scale of the organisation	12-14; 33	
102-8	Information on employees and other workers	32-34	
102-9	Supply chain	68-75	
102-10	Significant changes to the organisation and its supply chain	3	
102-11	Precautionary principle or approach	27-29	
102-12	External initiatives	78; 84-85	
102-13	Membership of associations	85	
Strategy			
102-14	Statement from senior decision-maker	2	
102-15	Key impacts, risks and opportunities	15-16; 27-29	
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	10	
Governance			
102-18	Governance structure	17	
102-29	Identifying and managing economic, environmental and social impacts	15-16	

GRI Standard	Description of General Standard Disclosures	Page	Notes
GRI 102: GENERAL DISCLOSURE (2016)			
Stakeholder engagement			
102-40	List of stakeholder groups	24-25	
102-41	Collective bargaining agreements	44	
102-42	Identifying and selecting stakeholders	24-25	
102-43	Approach to stakeholder engagement	24-25	
102-44	Key topics and concerns raised	24-26	
Reporting practice			
102-45	Entities included in the consolidated financial statements	3; 11	
102-46	Defining report content and topic Boundaries	3; 24-26; 94-95	
102-47	List of material topics	26	
102-48	Restatements of information	3	
102-49	Changes in reporting	3	
102-50	Reporting period	3	
102-51	Date of most recent report	3	
102-52	Reporting cycle	4	
102-53	Contact point for questions regarding the report	4	
102-54	Claims of reporting in accordance with the GRI Standards	3	
102-55	GRI content index	96-103	
102-56	External assurance	4; 105-106	

GRI Standard	Description of Specific Standard Disclosures	Page	Notes
Economic/financial sustainability			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	12-14	
GRI 103-3	Evaluation of the management approach	3; 12-14	
GRI 201: ECONOMIC PERFORMANCE (2016)			
GRI 201-1	Direct economic value generated and distributed	14	
Developing local economies			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	15-16; 32-33	
GRI 103-3	Evaluation of the management approach	3; 15-16; 32-33	
GRI 202: MARKET PRESENCE (2016)			
GRI 202-2	Proportion of senior management hired from the local community	34	
GRI 203: INDIRECT ECONOMIC IMPACTS (2016)			
GRI 203-2	Significant indirect economic impacts	15-16; 82-84	
Responsible supply chain management			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	18; 24-26; 94-95	
GRI 103-2	The management approach and its components	20; 68-76	
GRI 103-3	Evaluation of the management approach	3; 20; 68-73	
GRI 204: PROCUREMENT PRACTICES (2016)			
GRI 204-1	Proportion of spending on local suppliers	69	
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT (2016)			
GRI 308-1	New suppliers that were screened using environmental criteria	71-73	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING (2016)			
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	74-75	
GRI 414: SUPPLIER SOCIAL ASSESSMENT (2016)			
GRI 414-1	New suppliers that were screened using social criteria	71-72	

GRI Standard	Description of Specific Standard Disclosures	Page	Notes
Anti-corruption			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	19; 24-26; 94-95	
GRI 103-2	The management approach and its components	17-21; 28-29	
GRI 103-3	Evaluation of the management approach	3; 17-21; 28-29	
GRI 205: ANTI-CORRUPTION (2016)			
GRI 205-3	Confirmed incidents of corruption and actions taken		During 2019, no cases of corruption were reported concerning companies included in the scope of consolidation of this Report
Energy consumption and GHG emissions			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	56-57; 64-65	
GRI 103-3	Evaluation of the management approach	3; 56-59; 64-65	
GRI 302: ENERGY (2016)			
GRI 302-1	Energy consumption within the organisation	57-58	
GRI 305: EMISSIONS (2016)			
GRI 305-1	Direct (Scope 1) GHG emissions	59	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	59	
Use of natural resources and waste management			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	60-62; 68-69	
GRI 103-3	Evaluation of the management approach	3; 60-62; 68-69	
GRI 301: MATERIALS (2016)			
GRI 301-1	Materials used by weight or volume	68	
GRI 303: WATER (2016)			
GRI 303-1	Water withdrawal by source	60	



GRI Standard	Description of Specific Standard Disclosures	Page	Notes
GRI 306: EFFLUENTS AND WASTE (2016)			
GRI 306-2	Waste by type and disposal method	61	
GRI 306-3	Significant spills		No significant spills were recorded in 2019
Attracting and developing human capital			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	32-44	
GRI 103-3	Evaluation of the management approach	3; 32-44	
GRI 401: EMPLOYMENT (2016)			
GRI 401-1	New employee hires and employee turnover	35-36	
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	42-43	
GRI 404: TRAINING AND EDUCATION (2016)			
GRI 404-1	Average hours of training per year per employee	40	
Occupational health and safety			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 403: MANAGEMENT APPROACH (2018)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	46-53	
GRI 103-3	Evaluation of the management approach	3; 46-53	
GRI 403-1	Occupational health and safety management system	46-47	
GRI 403-2	Hazard identification, risk assessment, and incident investigation	46-47	
GRI 403-3	Occupational health services	46-47	
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	51-53; 39	
GRI 403-5	Worker training on occupational health and safety	39; 52	
GRI 403-6	Promotion of worker health	51-53; 39	
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	20; 70	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2018)			
GRI 403-9	Work-related injuries	47-50	

GRI Standard	Description of Specific Standard Disclosures	Page	Notes
Diversity, equal opportunities and inclusion			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	37-38; 42-43	
GRI 103-3	Evaluation of the management approach	37-38; 42-43	
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
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)			
GRI 405-1	Diversity of governance bodies and employees	17; 37-38	
GRI 405-2	Ratio of basic salary and remuneration of women to men	42-43	
GRI 406: NON-DISCRIMINATION (2016)			
GRI 406-1	Incidents of discrimination and corrective actions taken		No cases of discrimination were reported in 2019
Respect for human rights			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	74-75; 78	
GRI 103-3	Evaluation of the management approach	3; 74-75	
GRI 408: CHILD LABOUR (2016)			
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	74	
GRI 409: FORCED OR COMPULSORY LABOUR (2016)			
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	74	

GRI Standard	Description of Specific Standard Disclosures	Page	Notes
Stakeholder relations			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	82-85	
GRI 103-3	Evaluation of the management approach	3; 82-85	
GRI 413: LOCAL COMMUNITIES (2016)			
GRI 413-2	Operations with significant actual and potential negative impacts on local communities		No operations related to significant negative impacts on local communities have been identified
Quality, safety and the impact of constructions			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	10; 51-52; 56; 62-65	
GRI 103-3	Evaluation of the management approach	3; 10; 51-52; 56; 62-65	
Governance and compliance			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	17-18; 24-26; 94-95	
GRI 103-2	The management approach and its components	17-22; 27-29	
GRI 103-3	Evaluation of the management approach	3; 17-22; 27-29	
GRI 307: ENVIRONMENTAL COMPLIANCE (2016)			
GRI 307-1	Non-compliance with environmental laws and regulations	56	
Privacy and information security			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	20	
GRI 103-3	Evaluation of the management approach	3; 20	
GRI 418: CUSTOMER PRIVACY (2016)			
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	20	During 2019, no cases of breaches of privacy or the loss of customer data were reported

GRI Standard	Description of Specific Standard Disclosures	Page	Notes
Innovation			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	10; 23; 89	
GRI 103-3	Evaluation of the management approach	3; 10; 23; 89	
Developing local economies			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	8; 24-26; 69; 94-95	
GRI 103-2	The management approach and its components	15-16; 69; 82-83	
GRI 103-3	Evaluation of the management approach	3; 15-16; 69; 82-83	
Protection of landscape and biodiversity			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	63-65; 68	
GRI 103-3	Evaluation of the management approach	3; 63-65; 68	
Noise pollution			
GRI 103: MANAGEMENT APPROACH (2016)			
GRI 103-1	Explanation of the material topic and its Boundary	24-26; 94-95	
GRI 103-2	The management approach and its components	62-63	
GRI 103-3	Evaluation of the management approach	3; 62-63	



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INDEPENDENT AUDITOR'S REPORT ON THE SUSTAINABILITY REPORT

To the Board of Directors of ITINERA S.p.A.

We have carried out a limited assurance engagement on the Sustainability Report of the Itinera Group (hereinafter the "Group") as of December 31, 2019.

Responsibility of the Directors for the Sustainability Report

The Directors of Itinera S.p.A. are responsible for the preparation of the Sustainability Report in accordance with "Global Reporting Initiative Sustainability Reporting Standards" established by GRI – Global Reporting Initiative (hereinafter "GRI Standards"), as stated in the paragraph "Methodological note" of the Sustainability Report.

The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of a Sustainability Report that is free from material misstatement, whether due to frauds or unintentional behaviours or events.

The Directors are also responsible for the definition of the Itinera Group objectives regarding sustainability performance as well as the identification of the stakeholders and the significant aspects to report.

Auditors' independence and quality control

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our auditing firm applies International Standard on Quality Control 1 (ISQC Italia 1) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditors' responsibility

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the Sustainability Report with the GRI Standards. We conducted our work in accordance with the criteria established in the "International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (hereinafter "ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the Sustainability Report is free from material misstatement.

Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

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The procedures performed on the Sustainability Report are based on our professional judgement and included inquiries, primarily with company personnel responsible for the preparation of the Sustainability Report, analysis of documents, recalculations and other evidence gathering procedures as appropriate.

Specifically we carried out the following procedures:

- 1) Analysis of the process relating to the definition of material aspects disclosed in the Sustainability Report, with reference to the methods used for the identification and prioritization of material aspects for stakeholders and to the internal validation of the process results.
- 2) Comparison between the financial data and information included in the Sustainability Report with those included in the consolidated financial statements of the Group.
- 3) Understanding of the processes underlying the origination, recording and management of qualitative and quantitative material information included in the Sustainability Report.

In particular, we carried out interviews and discussions with the management of Itinera S.p.A. and we carried out limited documentary verifications, in order to gather information about the processes and procedures, which support the collection, aggregation, elaboration and transmittal of data and information to the department responsible for the preparation of the Sustainability Report.

In addition, for material information, taking into consideration the Group's activities and characteristics:

- at the parent company's and subsidiaries' level:
 - a) with regards to qualitative information included in the Sustainability Report we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
 - b) with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data;
- for Itinera S.p.A. and Halmar International LLC, which we selected based on their activity, their contribution to the performance indicators at the consolidated level and their location, we carried out site visits or remote meetings, during which we have met their management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report of the Itinera Group as of December 31, 2019 is not prepared, in all material aspects, in accordance with the GRI Standards, as stated in the paragraph "Methodological note" of the Sustainability Report.

DELOITTE & TOUCHE S.p.A.

Franco Amelio

Partner

Milan, Italy

April 29, 2020

This report has been translated into the English language solely for the convenience of international readers.



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