

HUMAN CAPITAL

Main results related to the Group's human capital

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

10,468 employees as at December 31, 2021	737 new hires during 2021	308,751 Hours of training provided
7.0% incoming turnover		6.0% outgoing turnover

What is human capital

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

Material themes related to human capital

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




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



INPUT	BUSINESS ACTIVITIES	OUTPUT	OUTCOME
<ul style="list-style-type: none"> The know-how of each person in the Group Investments in training plans Welfare and worklife balance projects and positive internal climate 	<ul style="list-style-type: none"> Staff selection and management Continuous training of staff at all levels Management of the health and safety of employees Employee career path management processes Skills assessment Climate analysis 	<ul style="list-style-type: none"> Support the personal needs of employees Hours of training provided Health and safety at working environments 	<ul style="list-style-type: none"> Consolidation of the culture of health and safety Employment Motivation and satisfaction of people

Main sustainability objectives

The table below shows the main sustainability objectives pertaining to the Group's Human Capital and the progress made in relation to those objectives as of December 31, 2021.

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

Objectives	Status as at December 31, 2021
<ul style="list-style-type: none"> Progressive development and extension of the current diversity management policies 	 <p>In 2021, 5 new pink baths were built, thus reaching 66 bathrooms distributed in the warehouses, in the underground network and over the city.</p> <p>In 2021, 5 coaching projects were activated for maternity support and 4 in disability support.</p>
<ul style="list-style-type: none"> Gradual creation of co-working stations in the corporate offices and experimentation in the use of smart working. 	 <p>After the experience of the pilot project started in September 2019 and given the covid-19 emergency, smart working was introduced as a working tool for more than 1200 employees and continued throughout 2021 in accordance with the state of emergency.</p> <p>At the headquarters of Zadar, Monte Rosa and San Donato have been created the first 4 coworking sites in order to allow employees to work from there so as to attend meetings or other work-related activities, reducing home-work commutes and maximising time.</p>
<ul style="list-style-type: none"> Development and implementation of age management policies. 	 <p>In the context of active aging, a Report of skills was created as a project on employability and self-branding.</p> <p>This project supports people to develop their skills and enables them to respond effectively and proactively to current and future needs. It provides employees and the company with support in understanding change and guidance to respond to the needs that are generated and stimulates self-</p>

		awareness: skills possessed and put in practice, their potential and possible career paths.. In 2021, 20 managers over the age of 50 were involved.
<ul style="list-style-type: none"> Employee counseling service for support from a multidisciplinary team in both critical personal and business situations 		315 cases addressed in 2021 with 2.200 interviews.
<ul style="list-style-type: none"> Financial Support and Development Committee. 		In 2021, 1,142 scholarships were awarded for employees and children of deserving employees. There were 16 requests for severance pay (TFR) processed.

The Group's human capital

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

People in ATM

As of December 31, 2021, ATM's workforce consisted of 10,468 people, an increase of around 1% compared to that of 2020. Of these, 9,879 reside in Italy and 589 in Denmark²⁴. In Copenhagen, the number of employees increased by about 1% compared to the previous year. Nearly all the employees have established a stable working relationship with the Group. In fact, roughly 96% of the workforce is employed with open-ended contracts, slightly in decline in comparison to the previous year. The company population as at December 31, 2021 is composed as follows:

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

Region	Contract type	12.31.2021			12.31.2020			12.31.2019		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
ATM GROUP (WORLD)	Open-ended contract	9,108	937	10,045	9,114	909	10,023	8,978	847	9,825
	Fixed-term contract	389	34	423	294	47	341	385	65	450
	TOTAL	9,497	971	10,468	9,408	956	10,364	9,363	912	10,275
in ITALY	Open-ended contract	8,664	806	9,470	8,681	776	9,457	8,561	725	9,287
	Fixed-term contract	378	31	409	282	43	325	377	60	436
	Sub-total Italy	9,042	837	9,879	8,963	819	9,782	8,938	785	9,723
ABROAD ²⁵	Open-ended contract	444	131	575	433	133	566	417	122	539
	Fixed-term contract	11	3	14	12	4	16	8	5	13
	Sub-total abroad	455	134	589	445	137	582	425	127	552

²⁴ The data refers only to Group employees (expressed in head count). External collaborators represent a residual component in relation to the total number of employees.

²⁵ The data includes three male employees of ATM S.p.A. posted to Metro Service A/S.

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

ATM GROUP	12.31.2021			12.31.2020			12.31.2019		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time employees	9,034	825	9,859	8,976	797	9,773	9,121	776	9,897
Part-time employees	463	146	609	432	159	591	242	136	378
TOTAL	9,497	971	10,468	9,408	956	10,364	9,363	912	10,275

With reference to full-time and part-time contracts, there was a significant increase in employees with part-time contracts, + 3% compared to 2020 (representing almost 6% of ATM's workforce). The increased number of part-time contracts was intended to allow employees to meet their needs in terms of work-life balance as well as the need for greater organisational flexibility and optimal coverage of planned services, especially during the phase of employee onboarding.

The large growth in ATM's workforce is due to 737 new hires which took place in 2021, of which 86 were women and 651 men, compared to 633 outgoing employees (562 men and 71 women). The incoming turnover rate for the entire Group is equal to 7% in 2021 while the outgoing turnover is 6%.

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

Age group	2021				2020				2019			
	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate	Men	Women	Total	Turnover rate
<30	257	38	295	36.7%	216	32	248	33.1%	246	38	284	38.2%
30-50	346	42	388	6.7%	294	60	354	6.1%	396	82	478	8.2%
>50	48	6	54	1.4%	12	8	20	0.5%	45	9	54	1.5%
TOTAL	651	86	737	7.0%	522	100	622	6.0%	687	129	816	7.9%
Incoming turnover rate	6.9%	8.9%	7.0%		10.5%	5.5%	6.0%		7.3%	14.1%	7.9%	

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

Age group	2021				2020				2019			
	Men	Women	Total	Turnover rate	Men	Women	Total	Rate Turnover	Men	Women	Total	Rate Turnover
<30	64	10	74	9.2%	55	14	69	9.2%	47	4	51	6.9%
30-50	189	27	216	3.7%	111	23	134	2.3%	123	25	148	2.5%
>50	309	34	343	8.9%	312	18	330	8.8%	215	18	233	6.3%
TOTAL	562	71	633	6.0%	478	55	533	5.1%	385	47	432	4.2%
Outgoing Turnover rate	5.9%	7.3%	6.0%		5.1%	5.8%	5.1%		4.1%	5.2%	4.2%	

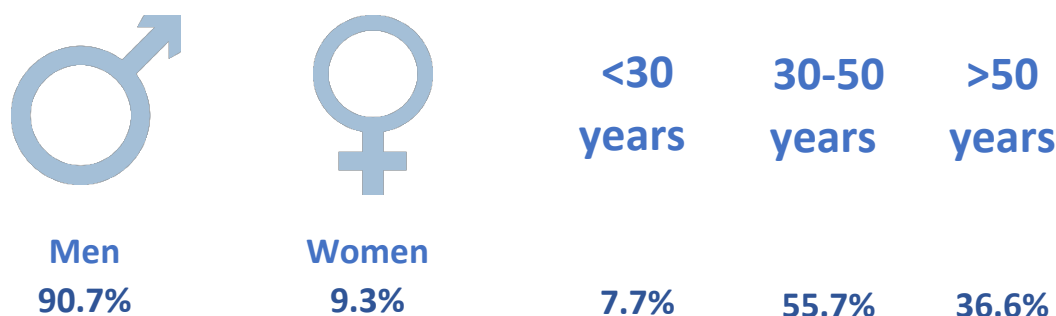
The diversity of ATM people

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

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

Analysis of the figures relating to the composition of the Group's strength confirms the prevalence of male workers in line with previous years (about 90.7%). The female presence for professional areas is on average constant compared to last year. However, there was an increase in the management levels (28.2% in 2021 compared to 24.3% in 2020). Employees aged between 30 and 50 represent the majority of the corporate population, about 55.7%, followed by over 50 (about 36.6%) and finally under 30, about 7.7%, in line with the year 2020.

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



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

Table 24. *Percentage Composition of the workforce, divided per professional category and gender²⁶*

ATM GROUP	at 12.31.2021			at 12.31.2020			at 12.31.2019		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Top Line Management	71.8%	28.2%	0.4%	75.7 %	24.3 %	0.4 %	75.7%	24.3%	0.4%
Functional Management	78.1%	21.9%	4.0%	78.1 %	21.9 %	3.5 %	78.5%	21.5%	3.4%
Mobility operations	94.5%	5.5%	59.3%	94.5 %	5.5 %	59.6 %	95.0%	5.0%	59.0%
Administration and Services	66.2%	33.8%	9.0%	66.8 %	33.2 %	8.8 %	67.9%	32.1%	8.9%
Maintenance and repair	99.6%	0.4%	18.7%	99.7 %	0.3 %	18.7 %	99.7%	0.3%	19.4%
Auxiliary mobility services	77.7%	22.3%	8.6%	76.3 %	23.7 %	9.0 %	75.2%	24.8%	8.9%

Table 25. *Percentage Composition of the workforce, divided by professional category and age range²⁷*

ATM GROUP	at 12.31.2021				at 12.31.2020				at 12.31.2019			
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Top Line Management	0.0%	38.5%	61.5%	0.4%	0.0%	40.5 %	59.5 %	0.4 %	0.0%	43.2%	56.8%	0.4%
Functional Management	0.7%	50.0%	49.3%	4.0%	0.3 %	46.0 %	53.7 %	3.5 %	0.3%	45.9%	53.8%	3.4%
Mobility operations	7.5%	60.1%	32.4%	59.3%	7.8 %	61.5 %	30.7 %	59.6 %	7.7%	62.1%	30.1%	59.0%
Administration and services	9.7%	50.2%	40.0%	9.0%	6.6 %	48.5 %	45.0 %	8.8 %	6.5%	48.2%	45.3%	8.9%

²⁶ The percentages of the staff composition by professional category, gender and age group were calculated in relation to the total by professional category.

²⁷ See note 26.

<i>Maintenance and repair</i>	10.4%	50.1%	39.6%	18.7%	8.0 %	51.1 %	40.9 %	18.7 %	7.8%	50.8%	41.5%	19.4%
<i>Auxiliary mobility services</i>	4.6%	46.3%	49.2%	8.6%	5.8 %	46.2 %	48.0 %	9.0 %	6.7%	45.5%	47.9%	8.9%

The Group pays particular attention to the needs of people with disabilities and other special needs, in addition to the legal requirements. In 2021, the number of people with disabilities and/or legally protected in the Group reached 219 people, of which 36 women e 183 men. Through continuous investments in its buildings, ATM seeks to give everyone access to the workplace, whether they are ATM workers or any visitors, regardless of any motor disability. Moreover, even in absence of uncovered positions, in 2020 an agreement was reached with the competent offices of Metropolitan City of Milan for hiring 12 workers with disabilities by 2027.

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

ATM GROUP	12.31.2021			12.31.2020			12.31.2019		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Legally protected employees	4	3	7	8	3	11	6	3	9
Disabled employees	179	33	212	175	33	208	174	33	207
TOTAL	183	36	219	183	36	219	180	36	216

Employee Retribution

The Group pays attention to aspects of diversity also in terms of remuneration. ATM Group implements a management policy for guaranteeing that the remuneration system is sustainable, aligned to business goals, market context, and stakeholders' interests in the long run. Means and measures of remuneration are constantly monitored according to norms and contracts. Through these, the company is able to:

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

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

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

ATM GROUP	2021			2020		
	Italy	Abroad	Group ²⁸	Italy	Abroad	Group ²⁹
Top Line Management	88%	71%	84%	101%	80%	96%
Functional Management	91%	93%	91%	89%	101%	90%
Mobility operations	85%	98%	86%	79%	89%	80%
Administration and services	93%	92%	93%	91%	94%	91%
Maintenance and repair	93%	98%	94%	97%	105%	98%
Auxiliary mobility services	89%	N/A.	89%	89%	N/A.	89%

²⁸ The Group's ratio of man/woman's annual basic salary per professional area was calculated as a weighted average on the number of employees per professional area of the operating locations.

²⁹ The Group's ratio of man/woman's annual basic salary per professional area was calculated as a weighted average on the number of employees per professional area of the operating locations.

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

ATM GROUP	2021			2020		
	Italy	Abroad	Group ³⁰	Italy	Abroad	Group ³¹
Top Line Management	88%	65%	83%	101%	72%	95%
Functional Management	87%	93%	89%	87%	101%	88%
Mobility operations	77%	97%	78%	71%	86%	72%
Administration and services	89%	94%	90%	85%	95%	86%
Maintenance and repair	82%	93%	83%	96%	104%	97%
Auxiliary mobility services	83%	N/A.	83%	80%	N/A.	80%

Welfare Programs

The Group has always been committed to investing in Welfare, Diversity & inclusion programs that promote positive work environments that generate well-being in people and in the organization. One of the main focus points have been corporate policies that value the person, with their diversity, within a cohesive and inclusive corporate community.

In fact, ATM activated a welfare system to promote employee satisfaction and establish an "internal climate" that is peaceful and participatory towards the resources and abilities of each person. There are many dimensions: motivation, collaboration, involvement, participation, circulation of information, flexibility and trust between people, conflict and dispute prevention, and health prevention.

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

³⁰ The Group's ratio of overall annual remuneration for men and women for professional areas was calculated as a weighted average of the number of employees per professional area of the operating locations.

³¹ The Group's ratio of overall annual remuneration for men and women for professional areas was calculated as a weighted average of the number of employees per professional area of the operating locations.

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



During 2021, 694³² employees applied for parental leave, of which 88% men and 12% women. In 2021, additional tools for managing children in the epidemiological context remained alongside traditional ordinary parental leave, particularly during the suspension of teaching in the presence of children and in the case of child quarantine. Total parental leave (ordinary / extraordinary) decreased by about 15% compared to 2020.

The smart working remained in force for the whole year for staff workers according to the definitions linked to the state of emergency extended until December 31, 2021.

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

- **counseling service** (within which the 2020 #prontowelfare (instant welfare) service was integrated) for the employees to support them with a multidisciplinary team in personal and working criticalities. The employees who addressed were **no.315 in 2021 with about 2.200 interventions** and interviews carried out by the specialized team, of the company welfare (figure updated to 1/12/2021); in 2021 the counseling service procedure was also implemented in order to involve the line functions in the management of win-win results;
- **Support for disability at the time COVID-19** through *coaching* aimed at employees enrolled in the protected categories, their manager and colleagues (*peers*) **with the activation of 4 coaching**;
- In 2021, the Group continued to provide **support to employees in the field of preventing and managing discrimination, harassment and stalking**;

³² The value includes paid and unpaid parental leave with full and split day use. The data refers to ATM S.p.A. and NET S.r.l..

- **New webinar cycle “work and healthy brain”**, visible synchronously and asynchronously (intranet area “Wellness and *Smart working*”) on topics of well-being at work, resilience, stress management and active aging with 7 dedicated webinars. A total of 418 people attended the webinars;
- **Project and follow-up “skills budget”** dedicated to **20 managers** over 50 with the objective of empowerment and skills reinvigoration;
- **Regular reopening of company’s nurseries** for 87 children **and grandchildren of the employees**, reorganized according to specific Covid-19 procedures with “bubble” sections;
- Grants for children and student employees through a Support and Financial Development Committee which recognized **grants in 2021 and severance pay (TFR)**. The latter concerned socio-economic situations which, with the disbursement of the TFR, enabled a rebalancing of the financial exposure of the staff who requested it;
- **Support for motherhood** through the coaching journey with **the activation of 5 coaching**
- Activation of a **Marketplace platform with Corporate Benefits** for the purchase of goods at agreed prices dedicated to all employees and their families with more than 250 items of expenditure;
- **Housing for new hires and employees in situations of temporary need**: arrangement of accommodation at agreed prices with 3 structures to facilitate the insertion of new hires and of those who have temporary difficulties. There are 9 locations, distributed in Milan and hinterland with options of single, double, shared or self-contained rooms.
- **Time care**: realization of ad hoc times dedicated to the staff of surface exercise with specific family situations. In detail, time care is offered to single parents (sole custody or widowed) with minors under the age of 15, and allows to make shifts with start between 8:00 and 9:00 and end by 17:00, with fixed day off on Sunday. **In 2021 there were 8 “Time care”**;
- **Complex cases**: for the management of situations particularly multi-problematic at a personal and family level, and also in a preventive perspective, have been established 6 teams composed of line managers, management, occupational medicine and welfare that meet periodically for monitoring. Currently, the teams are: Surface operation, underground operation, maintenance of buildings and fixed installations, security GPG and security guards;
- **Training of complex cases**: ad hoc training for 25 line managers and management on the topic of complex cases provided by Prof. Rabboni, psychiatrist and head of psychiatry in Bergamo;
- **Complex cases Desk** Mediation Italian Center: Specific support paths have been activated for ad hoc situations of psychological intervention on the subject of trauma and management of aggressiveness. **In 2021, 15 support paths were activated**;
- **Service to accompany the achievement of civil disability and disability**
- **Pink keys**: in 2021, 5 new pink baths were realized for a total of **66 bathrooms**;
- **4WEEKS 4 INCLUSION initiative (4W4I)**: an initiative involving more than 200 companies, which during 4 weeks, have proposed a program rich of content webinars, particularly exploring issues related to diversity and inclusion at 360°. These events were opened to the 700.000 employees of the partners of the initiative.

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

Protecting Employee Health and Safety

In the year of the continuing health emergency, the protection of the health and safety of its employees is a priority for ATM. Not only to comply with legal obligations, but in order to ensure and guarantee the wellbeing of its employees, the Group is committed to spreading a culture of prevention in its workplaces and to increasing the quality of life at work. Full compliance with current regulations on safety and hygiene at work is an essential social commitment towards ATM workers and the territory in which the Group operates.

In 2021, the evolution of the pandemic linked to the spread of COVID-19 led to the constant and timely updating of the prevention protocols by the Internal Crisis Committee, established since the first phase of the pandemic with the aim of constantly defining and implementing rules to guarantee the protection of passengers and the safety of employees, collaborators and also the regular performance of the public transport service. Discussions with trade union organizations were continued through meetings with RSU Coordination and with the RLS, also in compliance with the regulations issued by the authorities.

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

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

As the emerging situation continued to evolve, ATM adapted its Covid-19 infection Prevention Guidelines. During the financial year, they were formally updated on April 30, 2021 and confirmed several times by the RSU-RLS coordination table. Special press releases and service orders have regulated the issue of Covid-19 Green Certification first with the relative obligation of access to company canteens and then, with the publication of a special Group procedure, from October 15, 2021, with the obligation to possess and present the Green Certificate at the entrance or during work activities.

As every year, with regard to the services provided and integrated mobility in the area, ATM wants to be a point of reference, ensuring a quality, safety and competitiveness of service for all. During 2021 activities continued to confirm compliance with international voluntary standards ISO 9001:2015, ISO 14001:2015. The audits carried out by the certification body have found that ATM has been able to respond to the requests of the context and the interested parties, as well as at all the extraordinary corollary events, implementing strategic planning, timely monitoring and guaranteeing the planned quality parameters. The Certification Authority has verified the substantial alignment of the organization, processes and working environments with the requirements of the standards.

In line with the company's mission and the Sustainability Policy defined by the Board of Directors, ATM S.p.A. in 2021 certified some public transport lines with respect to the UNI EN 13816 standard "Quality of service in public transport": After specific audit by the accredited body, the tram line N.14, the car

line N.54, the tram lines N.990/91 and the metro line M3, have obtained the appropriate certificate of conformity to the standard.

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

ATM constantly pays attention to identifying health and safety hazards, assessing residual risks, and implementing appropriate prevention measures. In October, ATM received the formal confirmation of the implementation of the ISO 45001 standard, while on December 3, the subsidiary Rail Diagnostics, after being audited by a certified entity, received the same attestation of compliance with the standard. The ISO 45001 standard covers about 92% of the ATM Group staff (ATM Spa and Rail Diagnostics Spa).³³

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

The protection of employee health and safety and attention to environmental sustainability are in fact the focal point in the identification, design and implementation of each process or project carried out during the 2021 financial year, in continuity with previous years. In general terms, in the face of situations that are dangerous for the health and safety of workers, highlighted by injuries or accidents, an analysis is carried out based on four categories:

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

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

This was implemented in 2021, through the complex set of activities aimed at:

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

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

In summary, accidents, occupational diseases and injury may be the outcomes of incomplete or inadequate assessments of health and safety risks. The Group pays the utmost attention to monitoring these risks, setting the reduction of the number of accidents and occupational diseases as its constant objective. This objective is achieved through the constant provision of training sessions in order to guarantee awareness and knowledge. The Company Health Service, guaranteed to all Group staff, is a fundamental element to ensure the achievement of the objective through management of Health Surveillance Activities. A special contract, stipulated with structures of the Italian National Health

³³The Group will further the analysis with respect to the significant non-employees, in order to assess the need to collect data from the employers of external collaborators and suppliers who operate at the Group's construction sites and/or under the control of the Group, evaluating the quality and accuracy of the data over which it does not exercise direct control.

Service, provides all the services of Occupational Medicine and the activities of Doctors required by the relevant legislation. Furthermore, the Group considers legislative compliance, the fulfillment of the requirements issued by the control bodies (such as ATS) and the succession/rotation of the figures or roles required by the OHS regulations to be fundamental.

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

BOX: Policy on quality, environment and safety

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

In 2021, the Group recorded 194 employee injuries.³⁴ In 2021, the number of accidents increased by about 28% compared to the previous year.

The applications for the opening of accidents by Italian companies in the workplace Covid-19 were 57 of which 40 were not recognized, 8 were recognized and 9 were being defined by INAIL, while 19 cases were recorded for the Danish company.

In the case of occupational diseases, two complaints were received during 2021 due to occupational diseases (malignant pleural mesothelioma). and two reports of professional disease case for herniated disks. These cases have been indicated as events for which ATM has filed a complaint to INAIL at the request of the Authority itself. The Group is not given evidence of any acceptance or other action taken by the Institution or of any other information regarding the employee's status.³⁵

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

In terms of health and safety in the workplace, the involvement of staff at all levels in promotion of a health and safety culture, centered around the issues of prevention and protection from risks and increasing awareness of the influence their own behavior plays on their health and safety, resulted in a decrease in the number of accidents. Despite the health emergency, during the year, the Group continued with safety training for newly hired personnel, defined according to the job role of the individual employee. In addition, the provision of the five-year training update on workplace safety continued, lasting 6 hours, in which didactic modules relating to lifestyles, healthy eating, addictions and environmental sustainability were integrated.

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

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

³⁴ For accidents involving employees of the Italian companies of the Group, cases were considered which were recognized by INAIL at the date of publication of this document. The data does not include any cases of infection at work with COVID-19.

³⁵ Data on occupational disease cases do not include Metro Service A/S as they are not available.

- Update of specific risk assessments.

Training initiatives

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

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

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

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

In 2021, the ATM Group provided 308.751 hours of training, an increase of about 39% more than in 2020: the latter, particularly affected by the Covid-19 pandemic.

In the first half of 2021, the activity took place mainly in the presence, particularly for compulsory training and technical training, although with wide limitations on the use of spaces due to distance.

In March 2021, a further renewed training catalog was published compared to the previous 2020 edition and it offers the possibility, through the Campus site accessible from the company intranet, to directly apply for more than 20 training courses. Most of these can also be delivered in FAD mode. Among the many new features introduced in 2021 we would like to mention:

- THE challenge of TRUST that addresses an increasingly central theme in organizations today, also in the light of the uncertainties and discontinuities connected with the global health crisis. The course starts from a neuroscience approach based on the latest studies on the action of oxytocin, also known as the confidence hormone, to an analysis of the role that trust and delegation take in working groups as economic and realization drivers;
- Team Building Escape Room: An interactive course, designed to develop a sense of team membership and awareness of your role and delivered on the occasion of managerial paths or paths aimed at targeted groups.
- Service excellence: Customer orientation;
- 3 new training gyms dedicated to “time and Priority Management”, “Effective Communication and Listening”, “Emotion Management”. It is a consolidated format among the proposals of Campus that provides didactic paths based on the neuroscientific system of repetition, constancy, experience, and fun, aimed to reinforce the soft skills. A training with a total duration of approximately 2 months divided into micro-sessions, using active methodologies and alternating plenary sessions with other coaching and peer coaching sessions.

In 2021, the use of the eLearning platform atm.goodlearning.it continued successfully, which noticeably expanded the possibility of involving the company staff, both in remote work and in the remote connection of different classrooms and corporate offices. Also thanks to the introduction of digital platforms, both ATM and external suppliers, numerous highly qualified training courses have been implemented, among which we recall:

- Risk Intelligence - a development path between risk Management Models & Behavioral patterns. The course, realized in collaboration with LIUC Business School of Castellanza, has alternated external and internal teaching and involved 45 participants between Directors and officials in two editions of 12 hours of training, divided into 4 meetings. The activity has also been further strengthened by a micro-learning system that has proposed short stimuli repeated over time, realized in the form of digital thematic cards;

- Cyber security awareness: A two-year course dedicated to computer security awareness, prevention strategies against phishing and potentially risky keyboard behavior. The activity has been delivered starting from September 2021 through short asynchronous eLearning training modules, always available and usable in multi-platform mode on any multimedia device. In 2021, the total training hours for this project were over 1,900;
- Regulatory Training: 2021 continued and strengthened its commitment to regulatory training and the dissemination of best practice at all levels of the organization. More than 100 employees, officials and directors, involved in the management of contracts in various ways, took part in an FAD training called "Procedure 88" on the subjects:
 - Obligatory communications for the Regional Observatory Public Contracts;
 - New Observatory obligations: Comparison, phases and events, data collection sheets;
 - Work Execution Certificate: Request, data collection, insertion, CEL emission.

In addition to this is continuing the 231 three-year training plan, already started in 2019/2020. In the first half of 2021, the top figures of the ATM Group (Directors, members of the administrative bodies, supervisory bodies and the Boards of Statutory Auditors of the Parent Company and subsidiaries) participated in a training meeting dedicated to the presentation of the new training project mentioned in the three-year plan in question on the activity carried out in 2020, the main regulatory updates, the future implementation of the three-year plan and related actions.

Also in 2021 was initiated the 231 training dedicated to the Heads of Technical Units ("CUT - Capi Unità Tecnica"), which will continue in the first half of 2022, together with the training on the new 231 models for all executives. This training is therefore calibrated and differentiated according to whether it is addressed to employees/Middle Management who work in specific areas of risk, the Directors, the Social Bodies and the Technical Secretariat of the SB ("O.d.V.").

Throughout 2021, obligatory and non-obligatory training on health and safety at work continued in accordance with the regulations in force.

In particular, it should be noted that has been initiated a training course for all maintenance personnel operating in the subways during the suspension of the service. The aim of the course is to train the staff to perform the operational role and with a further training module, to qualify the staff for the role of accompanying third companies in the subway area during the suspension of the service.

Another important project started during the year 2021 was the start of **the ATM Technical School**. The aim of the project is to support training in the process of selecting young graduates to be included in the various maintenance areas. In fact, the newly identified students carried out a period of technical training, both theoretical and practical, of more than 140, before concluding the selection process. The result of the project was a significant increase in the success rate of the candidates. The School Project was attended by 28 young graduates, 22 of these passed the selection processes and were hired as maintenance workers.

The use of inter-professional training funds, "Fonservizi" and "Fondirigenti", through a rigorous internal discipline in the administrative field provided for the coverage of training costs also in 2021.

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

ATM GROUP	2021			2020			2019		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Average Training Hours	29.6	28.5	29.5	17.6	25.8	18.4	28.0	38.1	28.9
<i>Top Line Management</i>	16.4	23.1	18.3	12.7	26.1	16.0	20.2	36.1	24.0

<i>Functional Management</i>	32.6	28.8	31.8	22.6	23.7	22.9	33.2	29.8	32.5
<i>Mobility Operations</i>	32.6	53.5	33.8	21.2	51.0	22.9	30.9	81.1	33.4
<i>Administration and Services</i>	15.1	14.9	15.0	9.6	11.8	10.3	27.0	15.8	23.4
<i>Maintenance and Repair</i>	32.0	76.9	32.2	12.8	30.9	12.8	25.4	14.5	25.3
<i>Auxiliary Mobility Services</i>	9.7	6.0	8.9	6.8	6.9	6.8	11.1	13.4	11.7

BOX: CUSTOMER RELATIONSHIP AND DISABILITY TRAINING

In 2021, despite the limitations provided by the management of the health emergency, for a correct and effective relationship with customers, training continued for ATM's front – line staff. Specifically, 400 employees, part of security personnel, subway operators and surface-operating personnel were involved.

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

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

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

Finally, highlighting the central role that safety training plays for Metro Service, the Company dedicated a total of 37,512 to training activities in 2021, an increase of 22% compared to year 2020.

Professional development

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

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

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

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

In 2021, more than **630 resources were recruited into the Italian LPT companies of the ATM Group**, particularly concentrated among the traveling staff, where entries are 70% of the new hires, followed by maintenance staff (13.5%) and personnel belonging to the administration and services area (11%). The recruitment was also necessary to meet the number of exits that have particularly affected some professional figures: 57% in the operating area, 14% among employees and in the maintenance sector. However, the number of recruits exceeded the total expenditure of 550, the majority of which were due to retirement (42%). As in the labor market, voluntary resignation has increased and represents 35% of the total.

The new recruitment plan has aimed above all at increasing the presence of young people and women. The recruitments particularly involved young people up to 30 years of age, who accounted for about 47% of entries. In general, 80% of the recruitment involved persons up to 40 years of age. Recruitment of female staff has also been 10% in order to help improve the gender balance in a sector that has for a long time had a purely male connotation. The transport sector has historically been characterized by a large gender gap in the public transport companies of the ATM Group, with 8.4% of women present.

Most of the entries were on fixed-term contracts (about 75%), but – even in the context of crisis – were stabilized no. 317 employment contracts.

The efforts for a correct exploitation of resources have therefore continued - once the resources have been inserted into the company structures - through an integrated model of development initiatives: **performance evaluation, skills evaluation, position weighing, benchmarks and payroll management, development of replacement boards**, as well as appropriate management of organizational developments and individual career paths.

In order to reduce the gender pay gap, a portion of extraordinary remuneration policy, divided over 3 years, was allocated for women who, in the face of positive performance, had a lower pay than the average of men in the same positions. The interventions carried out showed a positive impact in terms of reducing the gap by about one percentage point.

Finally, **the SAP SuccessFactors** platform was introduced as part of the process of **digitization plan** involving the Human Resources Department: A tool that allows to manage in a digital and integrated way the pay policy process, the MBO incentive system and the skills evaluation, favoring speed and efficiency in communication with the Line and almost completely eliminating the paper documentation.