



ACTION	KPIS		2016	2017	2018	2022 PLAN OBJECTIVE	2023
<b>RESPONSIBLE PROCUREMENT</b> To develop initiatives aiming to spread the culture of health and safety at work amongst contractors and other suppliers. Develop Green Procurement policies	Value of orders assigned to certified suppliers (% of the total)		77%	80%	82%	75%	80%
	Activated suppliers with sustainability requirements (% of the total)		23%	42%	54%	50%	> 50%
	Number of meetings held with suppliers, with a view to listening to and discussing aspects of sustainability as well		-	-	1	<b>NEW</b>	12
	Incidence of sustainability criteria in the vendor rating process (% of total indicators)		-	-	2%	<b>NEW</b>	12%
	Number of inspections carried out on road worksites		1,406	727	1,682	1,000/year	1,500/year
<b>HEALTH AND SAFETY</b> To consolidate the training and prevention plan to reduce injuries and develop new initiatives for worker health and safety	Weighted accident rate (frequency indicator*severity indicator)		30.7	26.10	20.69	18.20	17.00
<b>MBO</b> To add sustainability objectives to the MbO sheets (correlation between Management remuneration and Sustainability KPIs)	Executives with Sustainability MbO (% of the total)		33%	85%	90%	100%	100% (at 2020)
	Percentage weight of sustainability MbO of total variable		-	5%	6%	10%	10% (at 2022)
	Employees assessed according to CSR parameters (% of the total)		0%	0%	0%	100%	100% (at 2020)
<b>TRAINING</b> To implement training routes aimed at optimising and requalifying competences and professional development (including on matters such as sustainability, anti-corruption and human rights)	Employees involved in sustainability sensitisation/training (% of the total)		0%	100%	100%	100%	100%/year
	Employees involved in training on the new Code of Ethics (% of the total)		-	61%	77%	100%	100% (at 2022)
	Average level of approval of training (scale 1-7)		6	6	6	> 5	> 5
<b>CHANGE MANAGEMENT</b> To develop change management projects to improve the organisational culture	Number of employees involved in at least one change management project per year (% of total office employees)		-	100%	100%	100%/year	100%/year
	Employees subjected to induction (% of total graduates aged under 35)		-	32%	100%	100%/year	100%/year
	Young Talent employees involved in engagement and retention initiatives (% of total)		-	-	100%	<b>NEW</b>	100%/year
	Employees involved in smart working projects (% of total office employees)		5%	5%	18%	20% (at 2020)	25%
<b>INTERNAL ENGAGEMENT</b> To develop a systematic listening system to employees, promoting dialogue and collaboration	Employees involved in feedback surveys (% of the total)		100%	100%	100%	100%/year	100%/year
<b>WELFARE AND EQUAL OPPORTUNITIES</b> To develop innovative welfare policies, also in connection with the promotion of gender equality, and optimise competences through a generational bridge that allows for the transfer of knowledge and experience between the junior and senior populations	Women in positions of responsibility (% of total managers)		-	-	14%	<b>NEW</b>	20%
	Employees involved in welfare and diversity initiatives (% of total)		21%	38%	90%	100% (at 2020)	100% (at 2020)
	Precise mapping of hard and soft skills of the structures involved with respect to the roles required		-	-	-	<b>NEW</b>	100% (at 2020)
<b>INNOVATION AND R&amp;D</b> Develop investments in research and development, increasing the number of partnerships with international research centres and universities. Properly manage relations and collaborations with NGOs and develop new technologies, patents for technological innovation	Number of research projects activated and partnerships with primary research institutes and universities		9	10	8	5/year	7/year
<b>TRANSPARENCY</b> Develop integrated reporting and an adequate information system for planning and control	Territories with Territorial Sustainability Reports prepared - number		3	6	7	8 (to 2020)	8 (to 2020)
<b>STAKEHOLDER ENGAGEMENT</b> Develop external stakeholder engagement activities, strengthening the relationship with the territory and constructing permanent methods for multi-stakeholder involvement	Number of structured engagement workshops carried out - cumulative value		3	5	6	10 (cumulative 2018-2022)	12
	Number of actions ensuing from structured engagement workshops - cumulative value		11	16	18	20 (cumulative 2018-2022)	25
<b>EDUCATION</b> To consolidate and, where possible, improve the environmental education and promote the awareness of risks associated with climate change in the public opinion	Number of visitors to plants		21,000	31,300	33,600	37,560	38,000
	Participants involved in the A2A school project		29,000	34,600	29,700	41,500	42,000

Letter to stakeholders

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