

## B. Stakeholder engagement

(GRI/G3.1 >4.13, 4.14, 4.15, 4.16, S05)

Dialogue with the stakeholders is a pillar of the sustainability policies adopted by the Group, which is fully aware of its strategic social role and of the deep roots of its core business in the local areas. A collaborative approach with all the main stakeholders represents a key lever to reach the targets and create value over the long term.



The Group puts great emphasis on stakeholders. The main stakeholders are identified through the performance of a risk and opportunity analysis linked to the expectation of each stakeholder category, its positioning in relation to its availability and an open approach to dialogue, reputation and influencing ability.

In order to provide an organic framework of its relationships with stakeholders, the Group adopted internal codes and procedures of behaviour, established specific control committees and implemented increasingly integrated communication systems in order to enhance and increase engagement both centrally and locally, fostering ongoing and interactive dialogue on issues, including, without limitation: investment performance, growth strategy, technological innovation, service quality, safety on the road and in the workplace and activities and projects dedicated to environmental protection.

Stakeholder	Committees and engagement tools
<b>Customers</b> <ul style="list-style-type: none"> <li>Private customers</li> <li>Economic partners</li> <li>Frequent travellers</li> <li>Consumer associations</li> </ul>	<ul style="list-style-type: none"> <li>Committee for Service Safety and Quality</li> <li>Customer Satisfaction surveys (interviews to a sample of 3,609 customers)</li> <li>Charter of services</li> <li>Viability and Commercial call centre</li> <li>Website, social media, TV and radio channels</li> </ul>
<b>Employees</b> <ul style="list-style-type: none"> <li>Human resources</li> <li>Trade unions</li> </ul>	<ul style="list-style-type: none"> <li>Committee for Health and Safety in the workplace</li> <li>Meetings with the top management</li> <li>Industrial relations</li> <li>Ethics Officer</li> <li>Relationships with trade unions</li> <li>“Autostrade Talent” portal</li> <li>“Welfare” portal</li> <li>Counselling</li> <li>Theme based workshops</li> <li>Performance management</li> <li>Opinion survey for the identification of new welfare initiatives</li> </ul>
<b>Investors and financial community</b> <ul style="list-style-type: none"> <li>Shareholders</li> <li>Financial analysts</li> </ul>	<ul style="list-style-type: none"> <li>Shareholders’ meetings</li> <li>Conference calls</li> <li>Web casting</li> <li>One-to-one and group meetings</li> </ul>
<b>Institutions</b> <ul style="list-style-type: none"> <li>Government</li> <li>Category associations*</li> <li>Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Workshops, discussion tables and think tanks</li> <li>Dialogue with the supervisory body on motorway concession holders of the Italian Ministry of Infrastructures and Transport</li> <li>Parliamentary hearings</li> <li>Meetings with category associations</li> </ul>
<b>Suppliers</b> <ul style="list-style-type: none"> <li>Suppliers of goods and services</li> <li>Sub-suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Ethics Officer</li> <li>Co-ordination and co-operation meetings with suppliers and sub-suppliers</li> <li>Permanent round table dedicated to safety in the building sites of the Variante del Valico</li> <li>Audits</li> </ul>
<b>Community and the environment</b> <ul style="list-style-type: none"> <li>Local areas and institutions</li> <li>Civil society</li> <li>Media</li> <li>University and research centres</li> </ul>	<ul style="list-style-type: none"> <li>Environmental observatories</li> <li>Press conferences and releases</li> <li>Relationships with the media and local institutions through the “Local External Relations” function</li> <li>Website and social media</li> <li>Round tables and collaboration with national and international associations</li> <li>Dissemination of knowledge through “Autostrade per la Conoscenza” (Collaboration between Autostrade per l'Italia S.p.A and the main Italian universities)</li> <li>Laboratory for infrastructures (Collaboration between Autostrade per l'Italia S.p.A. and Bocconi University)</li> </ul>

\* The Company is a member of national and international category associations: AISCAT (Associazione Italiana delle Società Concessionarie di Autostrade e Trafori), ASECAP (Associazione Europea delle Concessionarie di Autostrade a Pedaggio), IBTTA (International Bridge Tunnels and Turnpike Association), Confindustria, Unindustria (Unione degli industriali e delle imprese di Roma), ANIMA per il sociale nei valori d'impresa, IGI (Istituto Grandi Infrastrutture), AIPCR (Associazione mondiale della strada), Global Compact Network Italia, Arel (Agenzia di ricerche e legislazione), Istituto Bruno Leon, Astrid (Fondazione per l'analisi, gli studi e le ricerche sulla riforma delle istituzioni democratiche e sull'innovazione nelle amministrazioni pubbliche), Associazione Italiadecide, CCE (Conseil de coopération économique).

The table below contains a list of the Group stakeholders and strategic objectives broken down by “Capital” area.

Capital	Stakeholder priority	Strategic objective	Outcome
<p><b>Infrastructural capital</b></p> <p>Construction, equipment, infrastructures</p>	<ul style="list-style-type: none"> <li>• Compliance with the commitments undertaken with the stipulated conventions</li> <li>• Geographic diversification of investments</li> </ul>	<ul style="list-style-type: none"> <li>• Adjustment of the motorway network to the demand for mobility</li> <li>• Increased presence in high growth countries</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to sustainable and safe mobility, a key lever for economic and social development</li> <li>• Support sustainable growth processes in emerging markets</li> </ul>
<p><b>Financial capital</b></p> <p>Funds available or obtained through loans, borrowings and investment transactions</p>	<ul style="list-style-type: none"> <li>• Financial solidity</li> <li>• Stability and quality of the ownership structure</li> </ul>	<ul style="list-style-type: none"> <li>• Debt optimisation (level and costs) through balanced financial management</li> <li>• Diversification of financial sources and markets</li> </ul>	<ul style="list-style-type: none"> <li>• Create value over the long term</li> </ul>
<p><b>Human capital</b></p> <p>Knowledge, competencies, professional experiences, motivations, aspirations and values</p>	<ul style="list-style-type: none"> <li>• Human resource quality: competencies and performance</li> <li>• Safety in the workplace</li> <li>• Occupational continuity</li> </ul>	<ul style="list-style-type: none"> <li>• Talent pooling, know-how development and increase, meritocracy</li> <li>• Protection of the value of work</li> <li>• Ongoing improvement of the safety conditions in the workplace and protection of employee health and wellbeing</li> <li>• Activity internationalization</li> </ul>	<ul style="list-style-type: none"> <li>• Support and increase safe, fair, satisfactory employment based on meritocratic criteria</li> <li>• Contribute to the development and dissemination of knowledge and competencies in the context of reference</li> </ul>
<p><b>Social capital</b></p> <p>Establishment of relationships with the local areas, communities, institutions and other groups of stakeholders to increase individual and group wellbeing</p>	<ul style="list-style-type: none"> <li>• Excellence in the quality of the service offered</li> <li>• Efficacy in the development of infrastructures</li> <li>• Contribution to the development of the local area involved and the entities engaged in the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of the road safety level, accessibility and traffic congestion reduction</li> <li>• Increased level of customer satisfaction</li> <li>• Provision of new services in favour of the local areas</li> <li>• Relationships with the supply chain and the community inspired by sustainability principles</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute, as key player, to the definition and adoption of infrastructural policies based on sustainability</li> <li>• Contribute to increasing the country's competitiveness</li> <li>• Contribute to improving the local areas adjacent to the motorway network</li> <li>• Disseminate a sustainable approach in the supply chain and the community</li> </ul>

Capital	Stakeholder priority	Strategic objective	Outcome
<p><b>Natural capital</b></p> <p>Activities having a positive or negative impact on the environment as a whole, including: water, soil, sub-soil, atmosphere, vegetation, forests, biodiversity and ecosystem protection</p>	<ul style="list-style-type: none"> <li>• Reduction of environmental impact</li> <li>• Environmental compatibility of the newly built infrastructures</li> <li>• Strategy targeting climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing improvement of the level of environmental compatibility of the infrastructures also through the so-called “light projects”</li> <li>• Carbon footprint reduction</li> <li>• Sustainable use of resources and management of waste produced</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce emissions of greenhouse gases produced also through improved energy performance, contributing to the attainment of the environmental targets established at the national and local level</li> <li>• Reduce externalities associated with mobility, contributing to the dissemination of top notch technological solutions</li> </ul>
<p><b>Intellectual capital</b></p> <p>Intangible assets providing a competitive advantage (patents, copyright, research and development, organisational systems and software, procedures and protocols etc.)</p>	<ul style="list-style-type: none"> <li>• Technological innovation in the service of mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidation of the leadership as integrated mobility operator</li> <li>• Improvement of the infrastructural and proprietary technological know-how</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the development of sustainable models of mobility regulation systems</li> </ul>