



Gender Budgeting **2023**

autostrade // *per l'italia*

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1. Introduction

The Gender Budgeting (GB), is the document that analyses and evaluates a company's strategic decisions and economic-financial commitments through a gender perspective. It is a reporting tool used to ensure a **greater transparency** in the application of the principles of equity and efficiency in talent development policies with particular regard to the growth of female talent.

The Gender Report presented in the following pages is introduced by national and international context components, which have outlined a benchmark and a guidance for developing effective corporate policies in favour of gender equality over time. This second publication of Autostrade per l'Italia's (hereinafter also ASPI) Gender Budgeting provides an overview of the initiatives and programmes developed by the company while presenting a list of **Key Performance Indicators (KPIs) analysed from a gender perspective**. It represents the foundation for planning actions aimed at achieving structural and cultural change within the Group and, at the same time, it represents an opportunity to verify and monitor a journey undertaken to promote gender equality and an increasingly fair and inclusive working environment. With this second edition, in which **ASPI** reports on its empowerment policies aimed at **combating gender gap and gender pay gap**, the company continues to be **one of the first operators in Italy** to implement important innovative and strategic actions and initiatives to ensure equal development opportunities, especially for female talent, renewing and improving every year.

The qualitative and quantitative information contained in the GB covers 6 key macro-areas considered strategic to achieve gender equality at both national and corporate level, in line with the standards and objectives set out in the gender equality certification UNI/PdR 125:2022 and ISO 30415:2021.

The information reported in the GB shall be regarded as exclusively referred to Autostrade per l'Italia, although projects and initiatives as well as company policies have been developed Group-wide.

Company Statement

"We believe that gender equality, which is still so difficult to achieve, is an indispensable principle of social coexistence for our Group as well as for the society as a whole. We are committed to doing everything in our power to break down barriers and stereotypes in order to achieve full equality, in full conviction that this effort will add enormous value to our Group. Our goal is to develop a working environment where talent is equally recognised and valued, through an inclusive and transparent management of our resources, and with the ambition to become a benchmark in Italy. Values, new Vision in the management of Human Capital, investment in competencies as a driver of sustainable growth, widespread listening ability, stakeholder involvement in the Diversity Equity & Inclusion, strategy equity and equal opportunities! These are the building blocks of our growth strategy. Despite the encouraging results achieved so far, we are aware that they only represent the beginning of a journey: many more challenges will have to be faced to improve further, with a framework that values uniqueness, talent, competences, equity. Because this is what we need to become a recognised European leader in sustainable mobility.

We are proud to publish the Second Edition of the Gender Budgeting, aware to be among the first private companies to disclose the composition by gender of its workforce, with a document of this kind. We hope that the analysis of the many actions undertaken, and the impact generated in recent years will allow everyone to grasp the strength of our commitment and our full resolution to make the company increasingly inclusive and able to value all talents. Happy reading!"

Chairwoman
Elisabetta Oliveri

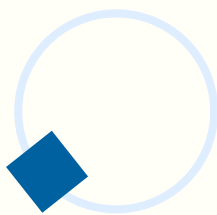
Chief Executive Officer
Roberto Tomasi

2. Brief note on methodology

This Report has been drafted according to the principles of the **Global Reporting Initiative (GRI)**, the standard for reporting on the sustainable performance of companies and organisations, and ASPI's gender budgeting has been prepared by duly considering the following GRIs:

- GRI 401 Employment
- GRI 404-1 Training and education
- GRI 405-1 and 405-2 Diversity and Equal Opportunities

Key Performance Indicators (KPIs) have also been included in the Report. They are based on the **UNI/PdR 125:2022 Reference Practice**, which provides guidelines and standardised metrics for measuring corporate performance. These KPIs allow objectively and transparently monitoring the company's progress towards sustainability and social responsibility goals, facilitating comparisons with industry benchmarks and the continuous improvement of corporate practices.





3. Regulatory framework

3.1 International and European Regulatory Framework

The **introduction of the gender perspective** in the State Budget is aimed at integrating gender issues into government policies and promoting **greater government accountability and commitment** to equality by allocating adequate budgetary resources. The budget is regarded as a tool to reflect the distribution of power in society.

Over the years, the measures have been adjusted **to promote social change and close inequality gaps**. Below are the main steps taken at international and European level to raise awareness of gender policies to accelerate the progressive closing of the gender gap.





2001 - First Conference on Gender Responsive Budgeting

The European Union organises the first conference on Gender Responsive Budgeting.

3 July 2003 – Recognition of the value of the Gender Budgeting

In the European Parliament resolution, gender budgeting is recognised as a tool to address gender inequality, with an assessment and a gender-sensitive review of economic policy.

2006 - Foundation of the European Institute for Gender Equality (EIGE)

The European Institute for Gender Equality (EIGE), an independent body that collects, analyses and disseminates data on gender equality, was founded and became a European hub on the subject.

2013 - Introduction of the Gender Equality Index

The EIGE introduces the Gender Equality Index to monitor gender inequalities in various areas (work, money, knowledge, time, power, health, violence against women).

15 January 2019 - Call for the implementation of the Gender Budgeting

The European Parliament resolution on gender equality and tax policies calls on the Commission and Member States to implement the Gender Budgeting in order to identify the share of public funds allocated to women and ensure that all resource mobilisation and expenditure allocation policies promote gender equality.

5 March 2020 - European Strategy for Gender Equality 2020-2025

Presentation of the European Strategy for Gender Equality 2020-2025, which outlines several key actions to achieve gender balance, applying gender mainstreaming to the different financial and budgetary instruments of the European Union. The Commission will also assess the gender impact of its activities and how gender equality expenditure is quantified in the Multiannual Financial Framework 2021-2027, to improve gender mainstreaming in the budgetary process.

21 January 2021 - Confirmation of the integrated approach for Gender Budgeting

The European Parliament resolution reiterates that programmes are required to follow an integrated approach between gender perspective principles and gender budgeting, especially in post-pandemic recovery measures.

3.1.2 European Strategy for Gender Equality 2020 - 2025

The main items of the gender equality strategy (2020-2025 of the European Union) concern the implementation of programmes, initiatives and policies aimed at:

- Protecting women and girls from gender-based violence and harassment

It is imperative for all Member States to adhere to the Council of Europe Convention on preventing and combating violence against women and domestic violence. Furthermore, it is essential to raise our awareness and collect data across EU countries to fully understand the widespread extent of gender-based violence and harassment.



33% of women in the EU have experienced **physical and/or sexual violence**.



22% of women in the EU have experienced **violence by their partner**.



55% of women in the EU have experienced **sexual harassment**.

- Raising awareness among the younger generation to combat gender stereotypes

Combating gender stereotypes is crucial to promote equality and mutual respect between individuals of all ages. Educating the young and very young through awareness-raising campaigns is one of the most effective tools to achieve this goal. These campaigns can include school programmes teaching the importance of gender equality, the organisation of interactive and creative workshops that challenge traditional gender norms, and the use of the media to spread positive and inclusive messages.



44% of Europeans believe that the main duty for a woman is to **take care of home and family**.



43% believe that the main duty for a man is to **earn money**.

- **Ensuring equal pay**

Equal pay is a fundamental principle for promoting fairness and justice in the professional world. Ensuring that women and men are paid equally for equal work and work of equal value is not only a matter of social justice, but also of improving productivity and general economic well-being.

- **Promoting work-life balance**

Making EU rules on work-life balance for women and men effective by ensuring that all Member States transpose and implement these rules and by promoting equality in the use of family leave and flexible working arrangements. Promoting work-life balance is essential to improve workers' quality of life and increase business productivity. Making EU work-life balance rules effective for women and men requires a tangible commitment for all Member States to transpose and implement these rules effectively. This implies different specific actions.

- **Ensuring equitable access to care services**

Equitable access to care services is crucial to ensure that all citizens can benefit from adequate supports, regardless of their socio-economic background. Improving access to high quality and affordable childcare and other care services requires public investment and fiscal incentives to increase the availability of childcare facilities and other forms of care, especially in poor areas. Ensuring high pedagogical and care standards through continuous staff training and creating safe and challenging environments is pivotal.

- **Promoting gender equality in leadership positions**

Improving the balance between women and men holding leadership positions by increasing women's participation in boards of directors and policy-making. Promoting gender equality in leadership positions is crucial for a fair and inclusive society, requiring tangible measures to improve the balance between women and men holding managerial positions. It is crucial to raise organisations' awareness of the importance of gender diversity, demonstrating how it can improve business performance and governance. Building professional support networks and visibility platforms for women leaders can facilitate their promotion to senior roles. Finally, legislative support and collaboration with non-governmental organisations and private entities are essential to promote cultural and structural changes that foster gender equality in leadership positions.

- **Encouraging balanced participation**

Encouraging a more balanced participation of women and men in all professional areas to foster greater diversity in the workplace.

3.2 National Framework

At the national level, in accordance with **constitutional principles (Arts. 3, 37 and 51)**, equal opportunities policies have been strengthened over time with the introduction of various regulations to **combat discrimination and promote equality**, in line with the European framework.

3.2.1 Equal Opportunities Code and Gender Mainstreaming

The Gender Equality Code was adopted in order to streamline the legislative environment, **bringing together existing state legislation on gender equality in the political, social and economic spheres**.

The aim of the Code is to **introduce the principle of gender mainstreaming**, which is best expressed in the National Recovery and Resilience Plan (NRP) and the National Gender Equality Strategy. A preliminary experiment to draft the State gender budgeting began in 2016.

3.2.2 Next Generation EU Programme and NRP

The European Union, through the **Next Generation EU** programme, has promoted the implementation of **National Recovery and Resilience Plans (NRPs)** to mitigate the effects of the health crisis. The Italian NRP is divided into **six missions** that include gender equality-oriented initiatives:

1. digitisation, innovation, competitiveness, culture and tourism;
2. green revolution and ecological transition;
3. infrastructure for sustainable mobility;
4. education and research;
5. inclusion and cohesion;
6. health.

Each of these missions includes interventions able to promote gender equality. Gender equality is one of the three cross-cutting priorities of the NRP, together with Youth and South. The NRP is designed to promote gender equality through initiatives to **support employment and entrepreneurship among women**, strengthening social and educational services for children and thereby incentivising the employment of mothers. Furthermore, educational interventions are proposed to reduce gender gaps, ensuring women's access to **STEM, language and digital skills**, and strengthening outreach care facilities.

3.2.3 National Gender Equality Strategy 2021-2026

The government announced the adoption of the National Gender Equality Strategy 2021-2026, a policy document in line with the European Gender Equality Strategy

2020-2025. The objectives of the strategy include a five-point increase in the Gender Equality Index by 2026, focusing on **five priorities: work, income, skills, time and power**. These priorities aim to:

- rebalance career opportunities;
- improve work-life balance;
- foster female entrepreneurship;
- remove cultural barriers and gender stereotypes;
- promote an equitable gender distribution in top and leadership roles.

The objectives of the programme are monitored through **specific gender indicators**, also selected from **the State Gender Budgeting**. This budgeting, drafted annually by the Ministry of Economy and Finance, allows **assessing the impact of the budgetary policies on women and men**, understanding whether the interventions adopted are bringing the desired results. Together with the National Gender Equality Strategy and the Gender Budgeting, the NRP represents a **concrete commitment by the Italian government to reduce gender inequalities** and promote greater social and economic inclusion of women, thus contributing to a more equitable and sustainable society.

Companies play a crucial role in this context, as they can significantly influence the effectiveness of public policies and government programmes through their business practices. By implementing **internal policies** promoting gender equality, companies can **actively contribute to achieving the goals of the NRP and the National Gender Equality Strategy**. These policies may include:

- the promotion of diversity in recruitment processes;
- the adoption of measures to facilitate work-life balance;
- the provision of training programmes supporting the professional development of women.

Moreover, **companies that adhere to the Global Reporting Initiative (GRI) standards** and the **UNI/PdR Reference Practice**, through transparent and detailed reporting of their employment, training and diversity performance, can **serve as an example and encourage other organisations to adopt similar practices**. This integrated and collaborative approach between the public and private sectors is key to guaranteeing a sustainable and long-lasting inclusive working environment and the reduction of gender inequality. Autostrade per l'Italia, one of the leading toll motorway concessionaires in Europe with a network of around 3,000 km in Italy, is committed to complying with the strategic guidelines proposed at European and national level to ensure gender equality, both within the company and externally with several initiatives benefiting the different communities involved.

Autostrade per l'Italia is one of the first Italian companies to disclose the composition by gender of its workforce, highlighting the current situation within a specific reporting document to measure its progression towards increasingly challenging sustainable development objectives.

Illustrazione di Giulia Coppola



4. Gender balance in Autostrade per l'Italia

Gender balance in Autostrade per l'Italia represented an important challenge accepted with great resolution also in response to the growing political and social inputs to ensure acceleration in the culture of inclusion by counteracting a system-wide gap of 131 years to achieve equality!

As early as November 2022, **Autostrade per l'Italia stood out** as one of the first companies in the infrastructure and transport sector to adopt measures in this area, obtaining the **gender equality certification** only a few months after the introduction of the standard (UNI PdR 125:2022). In the same year, the company obtained the **certification of the ISO 30415 standard** (April 2022), confirming the company's commitment to gender rebalancing. This commitment materialised through a structured and continuous renewal process to reduce the gender gap and gender pay gap, adopting and implementing policies, strategies and practices aimed at ensuring equal opportunities.

The company has focused on the **recognition of merit and professional growth programmes to strengthen the presence of women in the different roles of the organisation**, in a sector (civil engineering) where the presence of men prevails.

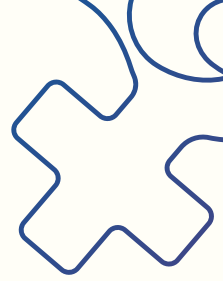
The latest available data released by Istat (Italian National Institute of Statistics) on the Labour Force (average year 2021) reveal that approximately 277,000 women in Italy hold a university degree in Engineering, accounting for 26.6% of graduates in this field. Of these, 62% hold degrees in Architecture and Civil Engineering, sectors from which the Group attracts the most talent.

In recent years, the company has strengthened its commitment to gender balance, improving its ability to attract talent, especially female talent. This is borne out by the figures for new hires, amounting to 406 new hires in 2023, with a female component of 38%, a figure that has risen sharply compared to the previous year when new hires of women accounted for 15% of total new hires.



Sustainable Development Goals
Agenda ONU 2030

	2022	2023	
KPI	Femininity index	29%	32%
	% of female new recruits out of total new recruits	15%	38%
	With reference to GRI 401-1		



Women in Autostrade per l'Italia account for 25% of the entire current workforce, a figure that has risen by 2% since 2022 and over 6% since 2019 when the presence of women in the organisation stood at 19%.

The femininity index, i.e. the ratio between the number of women and men in a population (number of women for every 100 men), at 32.5% in 2023, is also on the rise compared to the gender divide in society in 2022 with a female ratio of 29%.

42% of the women in the organisation hold a university degree, up 10 % from 2019 when the percentage of female graduates out of the total number of women in the workforce was 3%, talents who are finding more and more opportunities in the organisation to establish themselves.





In order to help reduce the gender gap and create **an inclusive work environment**, **ASPI is committed** to promoting **professional development** programmes based on the **merit recognition with a gender-neutral approach** and leadership models capable of guaranteeing equal opportunities for the expression of the full potential of resources and, in particular, of women.

4.1 Staff composition and female presence in Autostrade per l'Italia

Distribution of employees by gender

	2022	2023
TOTAL STAFF	4.944	5.001
TOTAL FEMALE EMPLOYEES	1.121	1.228
Women/Total ratio (%)	23%	25%

New Hires by Gender

2022		2023	
			
No. Women 49	No. Men 271	No. Women 155	No. Men 251
% Women 15%	% Men 85%	% Women 38%	% Men 62%

4.1.1 Autostrade per l'Italia's Glass Ceiling

The term **Glass Ceiling** is used to refer to a situation in which the **achievement of equal rights**, or the career advancement of a person within an organisation, be it professional or **social, is hindered by barriers** mainly related to racial or gender discrimination.

These barriers can build psychological, cultural and social obstacles, seemingly invisible, but in fact crippling. Hence the origin of the index's name.

The Glass Ceiling Index from 'The Economist' measures which countries treat women fairly in the workplace through specific cultural, economic, psychological, social, role and influence parameters.

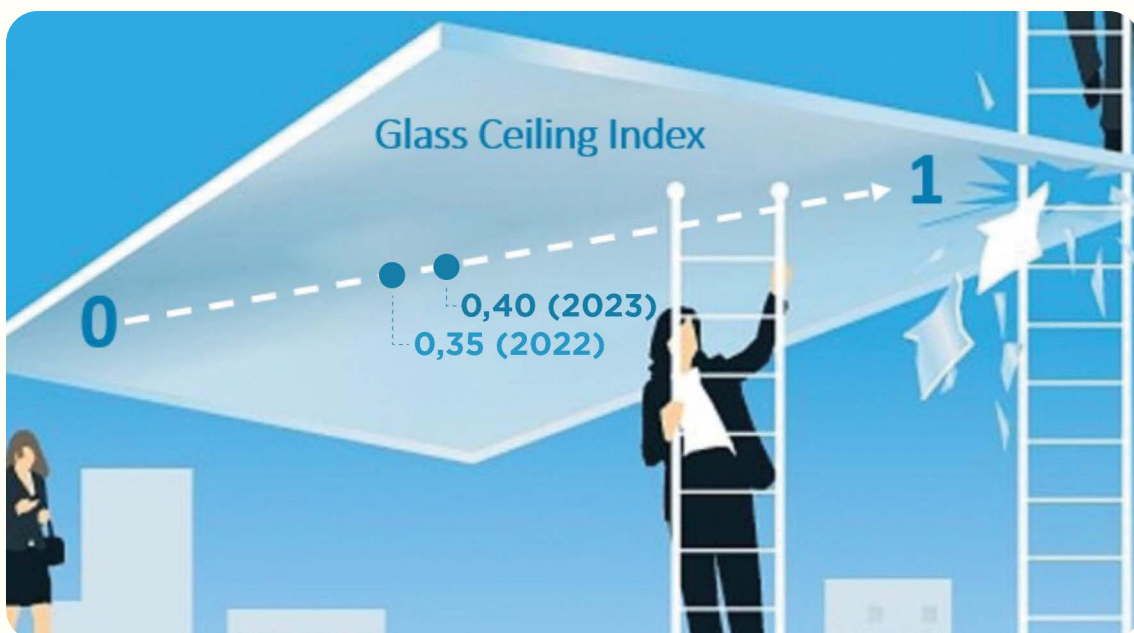
Autostrade per l'Italia measured its Glass Ceiling Index for the second time in 2023, examining the following variables:

- share of women in the total company workforce;
- share of female new recruits in the total number of new recruits;
- share of women holding management positions in the total number of managers;
- share of women in charge of one or more organisational units vs the total number of employees in charge of a unit;
- average gender Pay Gap.

The index aims to analyse the thickness of the glass ceiling within the company on a scale from 0 to 1, where:

- 0 = greatest perceived obstacle to women's advancement, i.e. the maximum thickness of the glass ceiling;
- 1 = no barriers to women's career advancement, i.e. no existing glass ceiling.

In 2023, Autostrade per l'Italia's Glass Ceiling Index is **0.40**.



4.1.2 Autostrade per l'Italia's gender equality-oriented initiatives

Autostrade per l'Italia promotes gender equality with passion and determination, adopting a series of innovative and concrete initiatives that make the Company a model of inclusion. The Company's commitment is aimed at continuous improvement through the implementation of initiatives and the adoption of procedures and policies harmonised with the broader integrated management system to ensure an inclusive, non-discriminatory working environment respectful for gender equality.

Among other initiatives, ASPI introduced a set of new procedures and tools, consistent with the **Dialogue for Company Value**, an advanced evaluation system designed to:

- » **new system**: updated in 2022, the new evaluation system integrates specific indicators on inclusive behaviour. Employees are now also assessed on their ability to promote a fair and inclusive working environment;
- » **continuous feedback**: the system fosters continuous feedback between managers and employees, promoting constant performance improvement;
- » **monitoring and transparency**: advanced monitoring tools allow performance to be monitored transparently, enabling accurate and timely evaluation.

The implementation of Dialogue for Company Value represents a significant step forward for ASPI, not only in improving company performance, but also in promoting an inclusive and collaborative culture.

During 2023, some **specific engagement and communication initiatives** were also developed **to survey employees' perceptions** on equal opportunities and inclusion-related issues, and to share and raise awareness of these issues among the entire corporate workforce. Specifically, the initiatives concern:

- **Organisation of a local Road Show** to elucidate the business plan, the new company structure, sharing DE&I values and policies, and returning the results of a DE&I survey. These meetings were held with all of ASPI's Regional Directorates and all of the Group's subsidiaries, in the presence of the Group's Chairwoman, Chief Executive Officer and Human Capital Organisation Director. With particular regard to DE&I issues, the survey conducted in 2022 enabled to investigate into corporate climate and well-being, values and inclusion, as well as the feeling of the company workforce. The survey recorded a response rate of over 40% and explored aspects such as respect, language and inclusive leadership styles, familiarity with reporting channels and procedures relating to harassment and discrimination, and freedom of expression. The survey represents an analysis and monitoring tool and, therefore, it will be repeated every two years on the company workforce in order to achieve continuous improvement;
- **the administration of the Engagement Survey 'Change is in our hands'**, aimed at investigating into engagement, ethics and values, well-being, safety and innovation. The objective was to understand how the values of the transformation plan have been understood by employees and measure the degree of satisfaction perceived by the organisation in relation to leadership models and management's ability to foster appropriate

collaboration. The survey aimed to identify areas of strength and opportunities on which to focus action plans to trigger continuous improvement.

The survey, involved about 70% of the Group's company workforce (more than 9,000 recruited employees) and provided useful insights that, combined with the results of the focus groups organised in June 2024, allowed planning several improvement actions, the results of which will be tangible in the medium term.

4.2 Governance for gender equality

Commitment to DE&I issues is felt and shared by all Autostrade per l'Italia's people through a **governance model** based on **three key bodies** in charge of steering the strategy, defining and implementing action plans.

- 1. DE&I Steering Committee:** top managers in this committee steer the strategy and define action plans. The DE&I subcommittee, part of the ESG Sustainability Management Committee, plays a key role in developing targeted listening plans for different business segments, establishing key performance indicators (KPIs) to monitor the progress of DE&I projects.
- 2. Bilateral Committee for the Protection and Inclusion of Diversity:** established after the opening of the dialogue with the trade unions, this committee is composed of female workers in the company together with female representatives of all trade union forces. Established in 2021, it involves five trade unions and is focused on monitoring women's employment in the company. It is dedicated to tackling the pay gap between men and women, ensuring a progression of fair career, promoting initiatives to improve corporate welfare, support co-parenting, combat violence and discrimination, and protect vulnerable people and integration policies.
The company reports the progress of the annual programme to the DE&I Subcommittee and the Bilateral Committee to ensure the monitoring of DE&I initiatives and related KPIs for continuous improvement. The measurement of KPIs is ensured by the DE&I Dashboard, which is fitted with the main management software to measure the company's level of maturity in the dissemination of a culture of inclusion and career development for women. The Dashboard allows monitoring over 85 KPIs.
- 3. ERG Groups (Employee Resource Groups):** a community of volunteer activists on diversity and inclusion issues. The ERG Groups, established in 2022, are a key component of the Group's DE&I Governance. These groups, composed of volunteer employees, focus on cross-cutting issues and actively contribute to building a more inclusive organisational environment. At the end of 2023, this community had about 120 volunteer members. Each

group has a board with representatives chosen by the group itself, who act as a guide and *trait d'union* with the Group's DE&I unit. The groups are supported by sponsors belonging to the C-Level suite and have been governed by a charter since 2024.

ERG teams, supported by the company with training courses, are engaged on various issues to promote an inclusive and respectful working environment. Focus areas include:

- » PGender Equality - Hypatia Group, Sponsor: Chairwoman, Elisabetta Oliveri
- » LGBTQ+ - GuidiAmo Group, Sponsor: IT and Digital Transformation Director, Danilo Gismon
- » Disability - Aucuba Group, Sponsor: Economic Regulation Director, Francesco Sapio
- » Cross.generation - GenZero, Sponsor: Elgea's Chief Executive Officer, Laura Onnis



Ipazia Group

The Ipazia Group stands out for its commitment to raising awareness among the company workforce on gender equality and change from language to behaviour. Over the past two years, it has carried out different information and awareness-raising activities, promoting a corporate culture that is attentive to gender equality and inclusive language. Thanks to their effort, the company is making significant progress towards a fairer and more inclusive environment.

The name was inspired by Hypatia of Alexandria, the first Greek mathematician, astronomer and philosopher who lived between 350 and 415 AD. Her culture and great scientific knowledge, handed down to her by her father, and which she also passed on to laymen, were the cause of her death by a Christian extremist group. Hypatia knew that only knowledge makes people free.

During ASPI's Inclusion week, the Group promoted the anonymous collection of all the stories of poor inclusion that female colleagues have personally experienced or witnessed during their professional life in the company.

In just one week, the 80 stories collected were transformed into a play script and staged by the Ambassadors in the Gender Equality Day event, causing a strong echo of awareness among colleagues.

The same stories inspired the creation of a video, also disseminated on official social channels, to mark 25 November, the international day against violence against women.

4.2.1 The Group's Guideline for Gender Equality and Inclusion

The Group's Equality and Inclusion Guideline, published in 2023 after its approval by the Board of Directors in April (BoD of 6-4-2023), is based on the **principles of equality, fairness and respect** and represents a guide for all Group subsidiaries.

It was Introduced to respond to the increasing attention to gender equality in line with the **UNI/PDR 125:2022 practice** and the **ESG 2023 Inclusion, Enhancement, Human Resources Development**, and has the following purposes:

- **adopt policies to ensure gender equality** and recognise diversity, always treating all people with dignity and respect;
- **act responsibly and ethically**, promoting behaviours that facilitate inclusion during work inside or outside the workplace and in all other events and programmes promoted by the company;
- **support and advocate for gender equality and inclusion** through continuous training programmes to improve knowledge and foster cultural evolution of the organisation, inclusive organisational practices and stakeholder relations.

It was integrated into the Group Management System, in order to holistically achieve its objectives, and also led to updating the Integrated Policy and System Manual of the different existing standards such as:

- quality;
- road traffic safety;
- environment;
- safety at work;
- information security;
- data protection and the cloud;
- anti-bribery;
- risk management, business continuity;
- energy;
- gender equality and inclusion.

Lastly, the Equality and Inclusion Management System is characterised by a Control System that includes risk analysis, which provides for the implementation **of a systematic and structured Enterprise Risk Management process** in each Group company to ensure that the main risks are properly identified, assessed and constantly monitored, also **through fit-for-purpose analytics**. A monitoring system is also in place through a set of quantifiable, measurable and objective key indicators (KPIs), also **consistent with the Dialogue for Company Value process**, to periodically monitor performance in relation to the targets set, and **in the event of violation** of the Principles and the provisions contained in the Guideline,

disciplinary measures may be taken against its employees, based on the seriousness of the violations and the assessments made by the competent departments.

The penalty system consists of:

- **disciplinary measures;**
- **contractual remedies.**

4.2.2 Certifications: UNI/PdR 125:2022 and ISO:30415

In 2023, Autostrade per l'Italia renewed its endorsement of the ISO 30415 standard (obtained on 31 May 2022), an international standard that provides guidelines for promoting the principles of diversity and inclusion within organisations and integrating them into its company management system. Autostrade per l'Italia has been a pioneer in adopting these certifications, demonstrating a tangible commitment to creating a fair and inclusive work environment where gender differences are respected and valued. This recognition attests to the company's commitment to reducing gender inequalities, promoting the professional growth of all employees and building a fairer corporate culture.

Still in 2023, ASPI confirmed its certification for Gender Equality according to the UNI/PdR 125:2022 standard, introduced by the National Recovery and Resilience Plan (NRP). More specifically, in November 2023, the surveillance for the Equality certification confirmed the score obtained by ASPI as early as the first issuing stage (November 2022), without any remarks (no cases of 'non-compliance' with the scheme were found). This result proves ASPI's ongoing commitment to promoting gender balance and reflects the progressive success of the Diversity Equity & Inclusion programme, called '**fareDI+ Diversity and Inclusion: a value for all**'.

The **UNI/PdR 125:2022 practice** provides guidelines for a gender equality-oriented management system, and a monitoring system based on a set of qualitative/quantitative key performance indicators (KPIs) related to gender policies within organisations. The scheme is divided into **six macro-areas of intervention**, each characterised by a percentage weight, and provides access to the certification process on condition that the organisation demonstrates a score of 60% or more following a preliminary assessment.

Below are the six macro-areas :

1. **culture and strategy**: implementation of company policies promoting diversity and inclusion at all organisational levels;
2. **governance**: structuring a governance system that ensures gender equality in decision-making processes;
3. **HR processes**: review of recruitment, selection, development and human resources management practices to ensure gender equity;
4. **career opportunities and inclusion**: creation of fair and inclusive career development programmes, with special attention to the share of women in key roles;

- 5. **Equal pay:** monitoring and reducing the gender pay gap, ensuring pay equity for equivalent roles and responsibilities;
- 6. **Protection of parenthood and work-life balance:** adoption of policies supporting the balance between work and personal life, including parenthood-oriented initiatives.



In 2021, while planning its programme to strengthen its commitment to lasting equity and equal professional development, Autostrade per l'Italia **signed up to the Women's Empowerment Principles (WEPs) promoted by the UN Global Compact in partnership with UN Women.**

These are 7 principles aimed at promoting a level playing field for women, at work and in relations with stakeholders, on which the company bases its HR policies in enhancing gender diversity within the company.

Women Empowerment principles (WEP's)



<p>Establish high-level corporate leadership for gender equality.</p>		<p>1 2</p>		<p>Treat women and men fairly at work, respect and advocate for human rights and not discrimination.</p>
<p>Ensure the health, safety and security of all workers.</p>		<p>3 4</p>		<p>Promote the education, training and pre-professional development of women.</p>
<p>Implementing business development, supply chain and marketing practices that empower women.</p>		<p>5 6</p>		<p>Promote equality through community initiatives and advocacy.</p>
		<p>7</p>		<p>Measure and publicly report progress towards achieving gender equality.</p>

4.2.3 Gender Equality: DE&I strategic plan and GEP

Autostrade per l'Italia reports on its programme both through the Gender Budgeting, a qualitative-quantitative document describing its commitment to the advancement of women's careers, and through the introduction of the **Gender Equality Plan (GEP)**, a strategic and dynamic tool for the entire workforce, which includes a set of specific actions and measures to promote gender equality within Autostrade per l'Italia.

The Plan consists of **6 areas** with related specific **objectives** connected to one or more of **the UN**

2030 Agenda SDGs, which Autostrade per l'Italia wishes to help promote.

The GEP is part of two major initiatives:

- the **Horizon Europe programme**: the EU's main funding programme for research and innovation, places a strong emphasis on gender equality as a key element for scientific and social progress;
- **Italy's National Recovery and Resilience Plan (NRP)**: developed in response to the crisis caused by the COVID-19 pandemic, it includes among its strategic objectives the improvement of gender equality and the promotion of equal participation of women in the labour market and in research.

These two instruments work in concert to support initiatives aimed at removing structural barriers to gender equality, promoting an inclusive environment and valuing diversity as a key resource for innovation and sustainable development.

The **Gender Equality Plan** represents **a concrete commitment to gender equality** and aims to ensure that beneficiary organisations adopt effective policies to promote gender equality, thus fostering greater equity and inclusiveness in research and innovation.

The GEP and the Diversity, Equity and Inclusion (DE&I) strategic plans, formalised under the UNI Pdr 125:2022 scheme, play a key role in creating more inclusive working and research environments. These strategic plans not only promote gender equality, but also extend to other areas of diversity, including ethnicity, sexual orientation, disability, to support and promote an inclusive work environment.

By implementing DE&I policies, organisations can ensure **a more equitable representation and valorise different perspectives**, thus enhancing creativity, innovation and overall resilience. DE&I plans, together with the GEP, are therefore essential tools to guide the Group's medium to long-term sustainable development strategy.

In this context, Autostrade per l'Italia has formalised the following actions to promote inclusive development in the workplace:

- **Diversity Equity & Inclusion (DE&I) Strategic Plan**: this document aims to fill the gender gap and its main points have been included in the **Diversity, Equity & Inclusion Manifesto**, which outlines the 5 cornerstones of Autostrade per l'Italia's Diversity Equity & Inclusion strategy in terms of:
 - » promotion of 'diversity';
 - » ensuring work-life balance;
 - » enhancement of welfare initiatives for the well-being of workers;
 - » ensuring fairness in recruitment and remuneration;
 - » stakeholder involvement in the DE&I strategy.

- **Gender Equality Plan (GEP):** a strategic plan that encompasses several actions and measures to promote gender equality developed on the basis of the Horizon scheme and the six areas of the UN Pdr 125:2022. The plan develops across six areas, each of which includes objectives linked to the UN 2030 Agenda. Autostrade per l'Italia wishes to achieve these objectives with a three-yearly update. The GEP is divided into the following six areas:
 - » work-life balance and organisational culture;
 - » gender balance in top positions and decision-making bodies;
 - » gender equality in recruitment and career advancement;
 - » integration of gender perspective in training and skills enhancement;
 - » gender mainstreaming in business processes and activities;
 - » combating gender-based violence including sexual harassment.

Each objective provided for in the GEP has one or more action strategies to be implemented, with targets that may be:

- direct, benefiting Autostrade per l'Italia's workforce;
- indirect, benefiting people outside the company workforce.

The Gender Equality Plan is publicly available and accessible on Autostrade's website.

Illustrazione di Giulia Coppola



TI RISPETTO, TI RICONOSCO



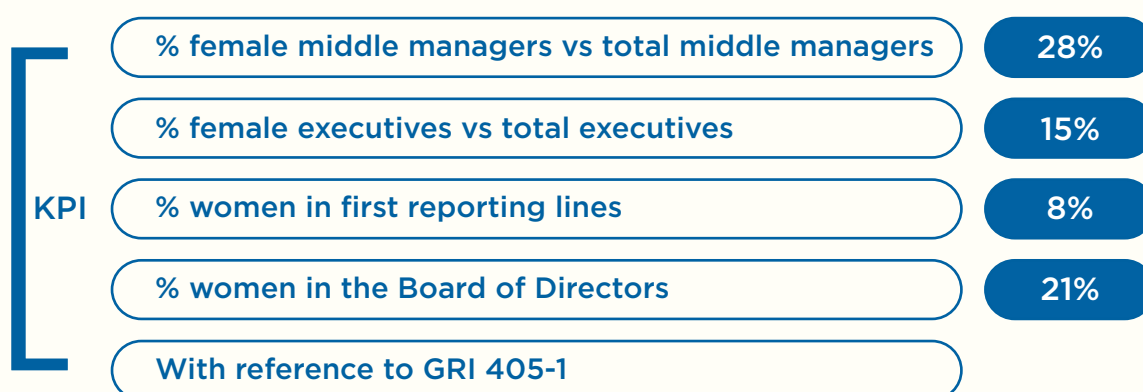
5. Gender equality in top positions

5.1 Initiatives to increase the number of women holding managerial positions

Gender equality in top positions

Positions held by women

Sustainable
Development
Goals UN Agenda 2030

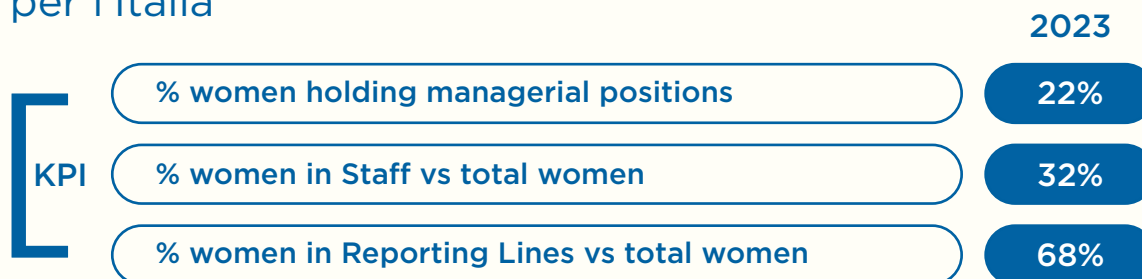


In order to increase the number of women holding managerial positions, several initiatives and actions were introduced with the ambition of accelerating professional growth:

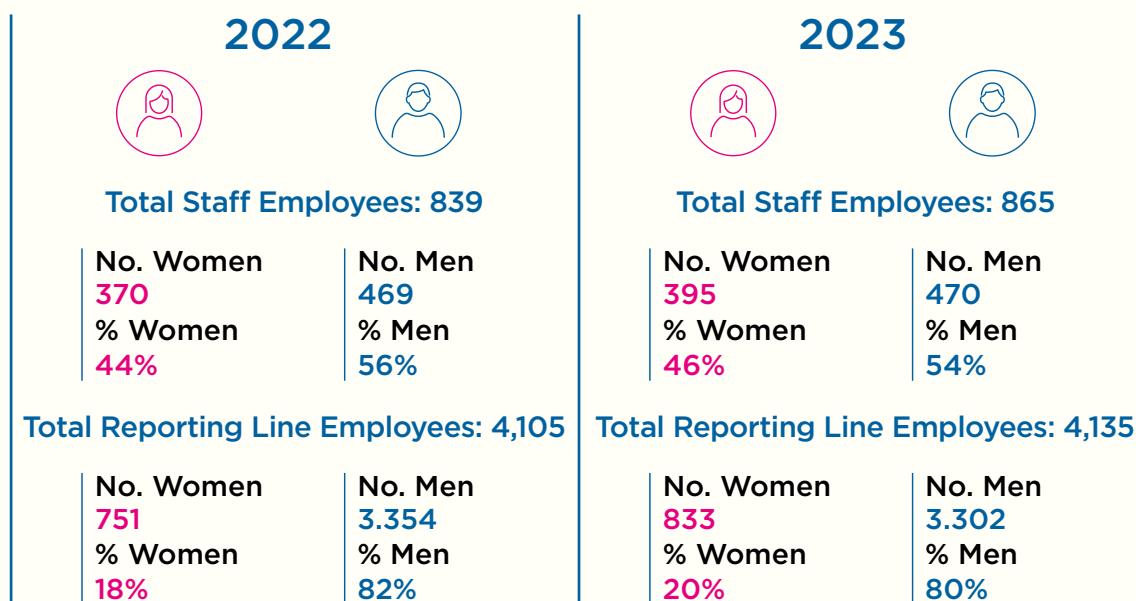
- **promotion of gender balance in professional development programmes:** ensuring gender balance in all professional development initiatives and programmes to create new leaders;
- **development of managerial skills:** the promotion and continuous improvement of the skills necessary for managerial development (soft-cross cutting/hard-technical) with a focus on increasing the number of women in higher education;
- **strengthening meritocratic policies** to support the development of female talent;
- **development plans:** planning of a development plan dedicated to talent development with a focus on the dissemination of an inclusive culture through targeted training on inclusive leadership;
- **external recruiting with balanced short lists of candidate:** the implementation of external selection processes providing, in line with the target market, for the presentation of short lists consisting of at least one woman out of three candidates;
- **employer branding:** activation of employer branding initiatives at leading Italian polytechnics to attract female talent with STEM degrees;
- **succession plan:** ensuring gender balance in succession tables for filling key positions by implementing a Succession Plan Model for N-1, N-2 positions with at least one woman per succession table.

5.2 Positions held by women

Women holding managerial positions in Autostrade per l'Italia



Distribution of employees between Staff and Reporting Line (ASPI only)



With regard to the **presence of women in the first reporting line (N-1, N-2)**, the number remains in line with the values of 2022: in particular, in 2023 there was one woman out of a total of 12 resources, a situation similar to 2022 where there were 13 total resources in the first reporting line.

2022 - Number of first-reporting line managers



No. Women
1



No. Men
12

2023 - Numero manager prima linea



No. Women
1



No. Men
11



Positions held by women in the Board of Directors

Below are the details of the composition of Autostrade per l'Italia's Board of Directors by gender and age bracket for 2023.

Number of people	As at 31 December 2023			
	<30 years	30-50 years	>50 years	Total
Men	-	4	7	11
Women	-	1	2	3
Total	-	5	9	14

The absolute number of gender quotas complies with the relevant regulatory requirements, being at least one third of the total composition of the Board of Directors.

5.3 Women holding managerial positions in Autostrade per l'Italia

Managerial positions held by women

NUMBER OF PEOPLE	2023	2022
Total managerial Positions	628	595
Managerial positions held by women	139	130
PERCENTAGE OF WOMEN HOLDING MANAGERIAL POSITIONS vs total managerial positions	22,1%	21,8%

Autostrade per l'Italia recognises that women's empowerment is essential to ensure sustainable and equitable development. Therefore, the company is committed to monitoring and evaluating through a series of Key Performance Indicators (KPIs) not only the number of managerial positions held by women, but also **the importance and influence of these roles within the organisation**. This approach ensures that women's contributions are properly valued and recognised, promoting an inclusive and fair working environment. Furthermore, through **the analysis of "organisational importance" of women's roles**, Autostrade per l'Italia aims to ensure that women not only gain access to senior positions but that these positions have a **significant impact on the Company's strategic and operational decisions**. This commitment stems from the conviction that greater gender diversity in management levels contributes to more effective and innovative management, fostering **sustainable progress** that takes care of the needs of the entire business community and society in general.

In particular, Autostrade per l'Italia's women holding managerial positions account for 22.1% of total resources in 2023 (139 women out of a total of 628 positions of responsibility), an indicator identified in 2023 by ASPI to represent the presence of women within the organisation in line with the principles of certification. **The "Women holding managerial positions" indicator**, defined as the ratio between the number of organisational positions covered by women and the total number of organisational positions has also been included in the sustainability targets for the 2024-2026 three-year period with the aim of exceeding the current number of women in the total workforce by 2026.


5.4 Succession Plan and internal mobility policies

In the context of internal mobility and succession policies for managerial positions, Autostrade per l'Italia's objective remains the promotion of an inclusive working environment, conceived in such a way as to value the individual and recognise merit. To ensure equal opportunities for all candidates, Autostrade per l'Italia guarantees a **gender-neutral approach in its internal selection processes** and undertakes to implement a **Succession Plan Model** for N-1, N-2 positions with at least **one woman per succession table**.

Indeed, the processes are structured to make as conscious as possible decisions and that are geared towards preserving and ensuring, first and foremost, the valorisation of merit, performance and skills, regardless of gender.

To this end, the elements underlying the choices are objective:

- succession tables;
- professional background;
- internal selection notices;
- performance evaluation;
- Skill evaluation;
- matrix placements;
- external assessments.



Specifically, the instruments used to manage internal employee mobility in a fair and transparent manner are:

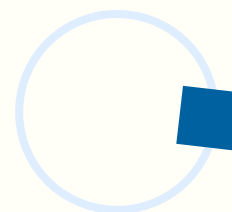
- **internal selection**: conceived for the pursuit of career development, it involves staff mobility entailing a change in the contractual framework;
- **Change4Value**: a tool intended for Autostrade per l'Italia and all Group company employees, designed to broaden and diversify their professional knowledge and experience. The tool is intended to encourage employee mobility by enabling independent application for positions in line and/or comparable with the vacant position.

The external selection process is used when vacant positions could not be filled by resorting to horizontal or vertical internal mobility processes. The process may vary depending on the seniority and type of profile sought, also through the use of assessment tools diversified and/or entrusted to external bodies (e.g. tests, assessment centres, individual interviews with specific company roles other than those indicated in the standard process).

For any external selection, the principles set out in the Autostrade per l'Italia Group's Gender Equality & Inclusion Guideline regarding a gender-neutral approach are complied with and guaranteed in order to ensure equal opportunities for all male and female candidates.



6. Gender pay gap



6.1 Regulatory framework

The national legal framework to combat gender discrimination has recently been strengthened with the so-called **Transparency Directive** regulating the gender pay gap.

The objective of the right to equal pay for women and men for equal work or work of equal value is reinforced by **Directive 2023/970**, which relies on transparency to **combat gender pay gap**.

The Directive imposes **transparency obligations** on companies both prior and during employment. The recent provisions introduce reporting obligations according to company size. By **7 June 2027**, and annually thereafter, **companies with more than 250 employees** will be required to **report the gender pay gap within the organisation** to the competent national authority. If the communication reveals a gender pay gap of more than 5% that cannot be justified based on objective and neutral criteria, companies will be required to remedy this situation, through actions to be agreed upon in a joint review with trade unions.

At Autostrade per l'Italia, the gender pay gap is contained within the +/- 5% tolerance threshold required by UNI PdR 125:2022 at any organisational level and is constantly monitored to ensure this objective is confirmed. The monitoring is ensured by a **company-union Joint Committee** (bilateral committee for the inclusion of diversity) which is responsible, *inter alia*, for combating pay gap, ensuring equality in career advancement between men and women. In order to eliminate the periods of compulsory non-remunerated abstention, the female employee is granted an employer contribution of 20% to supplement up to 100% of her monthly salary; variable pay is not affected by periods of abstention.

6.2 Autostrade per l'Italia's remuneration data

KPI	Gender Pay Gap	-2%
	% women with variable remuneration	7%
	% men with variable remuneration	9%

The **Remuneration Policy** adopted by Autostrade per l'Italia is based on the principle of fair treatment and equal pay for women and men at all levels of the organisation. The Group **monitors the gender pay gap** (an indicator required by UNI:PdR 125 Reference Practice) to reduce pay discrepancies between women and men with the aim of eliminating them by applying equal pay for the same gender at the same organisational level and position. The gender pay gap analysis conducted showed that the pay gap between men and women does not represent a criticality at Autostrade per l'Italia in 2023.

The assessment of remuneration by contractual categories shows overall alignment between the average remuneration received by women and men for the same role in the organisation, with a minimum gap between women's annual remuneration compared to men's, considering the average of the different professional levels, and amounting to -2%, included in the tolerance range (+/- 5%) provided for by the UNI Pdr 125:2022 practice.



An overall consistency with the 2022 levels of the ratio between female and male employees with variable remuneration is also confirmed in 2023, as shown in the table below:

Percentage of employees with variable remuneration by gender		
Years	2022	2023
Women	7%	7%
Men	9%	9%

Consistent with corporate policy and strategy, the Remuneration Policy is driven by the principles of sustainability.

The Group values skills and experience by guaranteeing remuneration commensurate with the role, the commitment required and the related responsibilities, with the aim of **rewarding and retaining excellence and fostering the motivation and involvement** of Group resources in the creation of sustainable value over time. Moreover, remuneration is granted in such a way as to ensure adequate competitiveness in relation to the remuneration levels recognised by the market for the specific position.

In order to disseminate the culture of sustainability and embed it in the remuneration and incentive system, the Group includes **targets with ESG indicators** in all variable remuneration components.



7. Women's empowerment

At Autostrade per l'Italia, female talent is a fundamental resource for the company's innovation and success. The organisation is committed to enhancing the skills and capabilities of women, promoting an inclusive and meritocratic professional environment. Through professional development programmes and equal career opportunities, Autostrade per l'Italia is committed to **supporting and amplifying the contribution of women in all areas of the Company**, recognising their **crucial role in driving change and progress**.

The company places the valuing of individual skills at the centre of its policies, embracing a meritocratic approach that recognises and rewards talent regardless of gender to allow each individual to express their potential and grow professionally.

7.1 Valuable Collaborations

The ASPI Group's transformation plan called for a broadening of the scope of operations in order to implement a sustainable network upgrade and development programme. This process, based on integrated supply chain competencies, has mobilised economic resources and engineering know-how, putting digitisation of assets and human capital at the heart of operations.

The Group undertook this transformation with **investments and interventions in line the NRP guidelines**, with a focus on a sustainable future for young people, who are actively involved. Over the past four years, around 3,000 highly specialised people have been recruited, allocated in all current and emerging professional sectors. These new resources work on sustainable, integrated digital and infrastructure solutions for customer-centred mobility and customer needs.

This process has also involved integrating a **strong cultural and generational transformation plan** into the Group's industrial policy, promoting new values and diversity and inclusion policies. The aim is to build an inclusive professional environment where talent knows no gender boundaries, with a special focus on women.

This is the context for **the specialised higher technical training courses** with which ASPI attracts and trains young people with an increasingly decisive presence of women. An example of the above is the **second-level Master's degree** in advanced training and research apprenticeships "Engineering and integrated management of motorway networks", a training project which

stems from the collaboration between **ASPI** and three leading Italian universities (**POLITO, Graduate School of Management POLIMI**) with the ambition of **training talents** who know how to stand out in researching and implementing innovative solutions in the field of motorway network management and monitoring, supporting the company along its journey towards the **Digital Transformation** provided for by Autostrade per l'Italia's Industrial Plan.

The collaboration between **ASPI, Tecne and the Federico II University of Naples for the Smart Infrastructure and Construction Academy**, a customised training project to attract new talent and foster the upskilling of technical competences for Group staff, is pursuing the same goal. It is part of several training modules hosted at the University Centre in San Giovanni a Teduccio.

In these two training programmes just described, the **presence of women** stands at **35%**. Collaboration with universities, pivotal for improving skills and fostering the dissemination of best practice, led Autostrade per l'Italia to **collaborate with several universities in 2023**. This has allowed enriching the study programmes of young students upon completion of their three-year or master's degree university course, who decided to include the women's empowerment programme carried out by Autostrade per l'Italia in their degree thesis. Collaborations include **LUISS University** for a three-year thesis on the analysis of the women's leadership, the **Roma Tre University** for a master's thesis on equality certification, and the **University of Bari's Aldo Moro** for a master's thesis on enhancing diversity with a focus on disability, an occasion that allowed valuing the innovative **Ability Garden** project tested by ASPI since 2022. These initiatives underline Autostrade per l'Italia's commitment **to promoting academic research and gender equality**.

7.1.1 Membership of Valore D Association

By joining Valore D Association in 2021 as a **supporting member**, the company subscribed to the **Manifesto for Women's Employment**, created to support female talent development policies and introduced new behaviours respectful for diversity and inclusion.

Valore D represents **an association of over 300 companies** of different sizes committed to promoting gender equality and inclusion within organisations. The membership of Valore D demonstrates the company's commitment to creating a fair and inclusive working environment where men and women can enjoy the same opportunities for professional growth and development. This partnership is an opportunity to collaborate with other organisations that share the same values, enabling the **exchange of knowledge and best practices** to promote a corporate culture that respects and values gender diversity. Autostrade per l'Italia is working with Valore D to **build a future where gender equality** becomes a concrete reality in every sphere of its activities.

In addition, membership of the association provides **training and awareness-raising opportunities** for the entire company workforce, with a special focus on selected resources of ERG groups (Executive depts.). The objective is to promote, especially in schools, initiatives to raise awareness of issues such as the culture of respect, inclusive language, gender discrimination and

vocational guidance programmes for choosing STEM education. Examples of the above are the **Inspiring Girls and Wanters** programmes for middle and high schools, which will also involve Autostrade per l'Italia staff trained accordingly, from 2024.

7.1.2 Membership of Fondazione Libellula

Joining Fondazione Libellula in the last quarter of the year 2023 has strengthened ASPI's commitment to combating all forms of violence. Indeed, Fondazione Libellula is committed **to preventing and combating violence against women and spreading an inclusive culture**. The Foundation organises **specific training courses** that have provided participants with tools and resources to face professional and personal challenges, promoting a corporate culture based on equity and respect for diversity.

Through these initiatives, Autostrade per l'Italia continues to demonstrate its commitment to promoting gender equality and spreading a culture of inclusion and combating violence starting from the **workplace as a driver of change**.

7.1.3 A partnership for change: Stati Generali delle Donne

The partnership with *Stati Generali delle Donne*, which is actively committed to **combating all forms of violence and supporting women in difficulty**, enshrines the same ambition. With *Stati Generali delle Donne* ASPI has launched an ambitious project in 2023, based on the idea of exploiting the more than **200 service areas** of Autostrade per l'Italia, with the aim of raising awareness among customers through **the installation of 'Talking Red Benches'**. The red benches have long been a symbol of the fight against violence against women. Autostrade per l'Italia has made them 'talking' thanks to the application of a QR Code that allows customers to **listen to the stories of ten women** who have been victims or survivors of violence. The series, entitled '**Donne Interrotte**', aims to raise awareness through these touching stories. The first benches were installed on **8 March 2023**, to celebrate the **International Women's Day**. This event also involved local schools, thus promoting awareness and prevention education as early as among the youngest generations.

Gender-based violence is a problem rooted in society's culture, and Autostrade per l'Italia, together with the Stati Generali delle Donne, is committed to eradicating it by spreading a culture of prevention at all levels of society.

In 2024 the Red Talking Benches project **will engage the State Police**, which will actively contribute to the promotion and dissemination of this initiative. The presence of the State Police with the installation of additional benches in the Service Areas (SA) represents a further proof of commitment to protecting women victims of violence and fighting this plague. With such

a partnership, the company is demonstrating that **we can make a difference**, raising public awareness and providing a tangible contribution to the fight against gender-based violence.

7.2 Training activities

7.2.1 STEM competences

STEM (**Science, Technology, Engineering and Mathematics**) skills are the backbone of all organisations today. However, in Italy the gender gap is exacerbated by the **low number of female graduates in STEM subjects**: only 16.5% of girls specialise in scientific subjects, compared to 37% of male graduates.

Encouraging girls to study science and technology is paramount to nurture the skills needed to handle the boom in infrastructure investments planned by the major contracting authorities, with some 75 billion investments planned in the national mobility environment. There is a huge gap in professional roles available to ensure the management of these investments. Between 7,000-10,000 engineers and specialised staff are expected to be needed In the 2022-2027 five-year period.

Therefore, **Autostrade per l'Italia has launched several projects** in schools and universities to encourage girls to take an interest in scientific subjects by expanding employment opportunities in contexts historically predominated by men.

Since 2021, the company has been collaborating with **high schools in 10 areas** where its offices operate, providing school orientation courses with successful female role models. In addition, it promotes **talent attraction** initiatives in universities and funds **scholarships** for three-year STEM degree courses at the **Polytechnic University of Milan**.

A careful **recruiting policy**, which has supported with targeted employer branding initiatives the recruitment of more than 2,900 new resources into the Group, has paved the way for a **steady increase in the number of women holding a STEM degree**. Specifically, in 2023 the number of female graduates at ASPI is 42% of the female workforce and, out of this 42%, 34% are STEM graduates; on considering the total 2023 graduate workforce, women account for 22% (i.e. 180) of 820 STEM employees, 1% more than in 2022.

Female talents

Number	2022	2023
Total employees with STEM degrees	812	820
Of which women	168	180
% women with STEM degrees	21%	22%

2023



No. STEM women: **180**

% STEM women out of
TOT. Graduates: **12%**

+ 7% Women holding
STEM degrees compared
to the previous year



No. STEM men: **640**

% STEM Men out of
TOT. Graduates: **43%**

- 1% Men holding STEM
degrees compared to
the previous year

7.2.2 Training Programmes

With the aim of fostering the empowerment of women, which will change the face of companies and relaunch talents and skills that are still largely silent, Autostrade per l'Italia has designed several high-level training and professionalisation programmes. These programmes have been developed in collaboration with the **Polytechnic Universities of Milan and Turin** and the main **business schools** in Italy. These initiatives have involved an ever-increasing number of employees, **with the number of women also growing rapidly**.

As shown in the table below, in 2023 out of 74 participants in advanced training and professional courses, 23 participants were women, i.e. **31% of the total participants**.

Participation in higher education by gender

Number	2023
Men enrolled in higher education/ professional programmes	51
Women enrolled in advanced training/ professional programmes	23
Total participants	74

8. Work-life balance

The maturity of an organisation in terms of pay gap measured under a **total reward perspective** includes not only monetary compensation but also **welfare and well-being systems**.

8.1 Autostrade per l'Italia's support for families

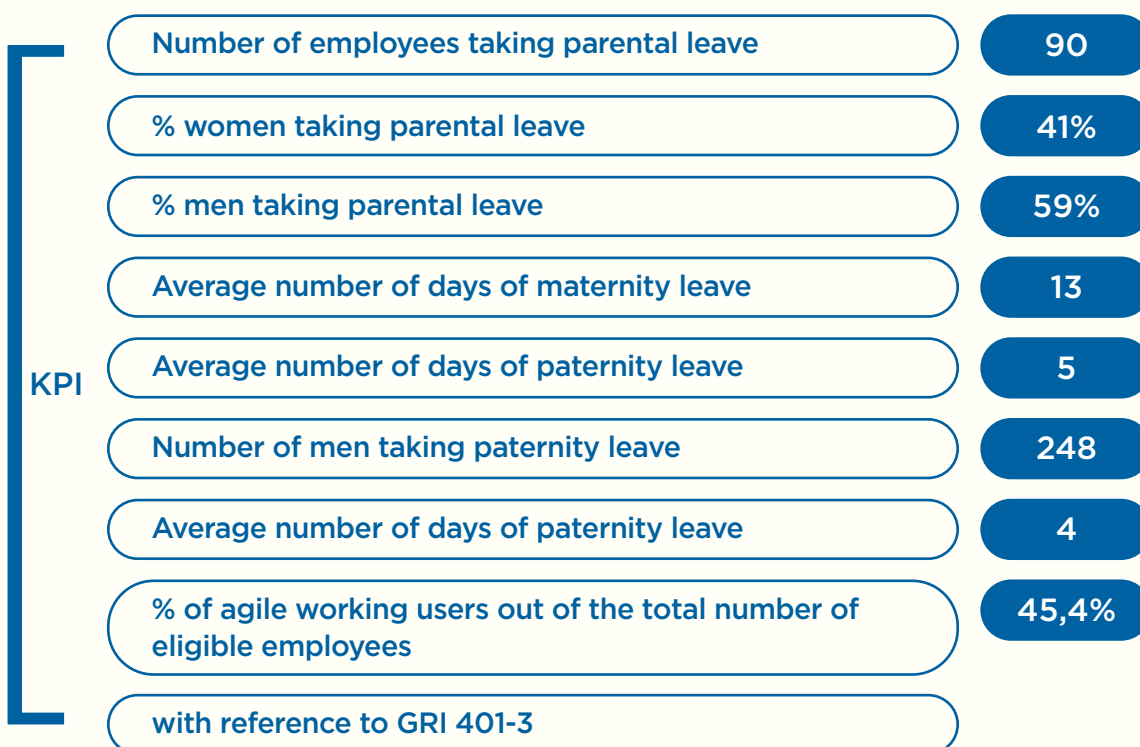
In line with the initiatives launched in the previous year, the focus on people and their well-being also in terms of **work-life balance** will remain crucial in 2023.

Protecting the rights of all employees has always been a fundamental prerogative for ASPI and represents the bedrock of the company's ethics. This commitment drives the company to **constantly monitor and improve company policies**, ensuring that rights are respected at all times and in line with the progress of the **company** and the consequent changes.

In this regard, it is worth mentioning the **renewal of the 'National Collective Labour Agreement for employees of companies operating toll road infrastructure'** on 18 July 2023. The renewal includes parenting and work-life balance-oriented measures, such as:

- **paternity leave**: two days of leave granted to new parents at the birth of a child, in addition to those provided for by current legal provisions, effective from January 2024;
- **child sickness**: in the case of absence due to child sickness, parents with children up to the age of 12 are granted the possibility of being absent up to 5 days per year;
- **agile working and flexible entry and exit times**: agile working renewed through an individual agreement for working 8 days per month in agile mode with the possibility of extending the benefit to additional days/month for male and female workers with children up to 12 years of age, single-parent families, as well as employees with disabilities or those assisting people with disabilities in serious conditions. In addition, when working in attendance, male and female workers are granted the possibility of starting their activity at a flexible entry time, from 8 a.m. to 12 noon, in order to meet the needs of their private lives.

Work-life balance



Autostrade per l'Italia supports its resources by offering **incentives and benefits additional to the obligations provided for by law and the National Collective Labour Agreement applied**, with the aim of rebalancing private and professional life. The main initiatives include the availability of **nurseries** to cover early childhood, education and home care expenses: the Rome head office, which accounts for over 1,000 employees, has a Company nursery to accommodate children of Group employees aged 0-3 years. The facility accommodates 69 children with a guaranteed time slot from 7:30 a.m. to 6:30 p.m. and an employer contribution commensurate with the employee's EESI (Equivalent economic status indicator) bracket. 20 slots are allocated for children from the IV Municipality of Rome, where the facility is located, as ASPI decided to guarantee a service useful for the local community that hosts our headquarters by entering into an agreement with the Municipality of Rome. In 2023, other agreements were also concluded with private facilities located in the proximity of the company's regional headquarters, guaranteeing the slot and an employer's contribution for tuition fees.

Other initiatives to ensure a proper work-life balance, especially during school closures, include **Summer and City Camps**. These are residential and non-residential summer stays lasting 2-4 weeks, intended for employees' children, with an employer contribution ranging between 30% and 70%. In 2023, these initiatives registered 251 enrolments in Autostrade per l'Italia alone.

A key area of our initiatives concerns **targeted training and support for psychophysical well-being**, especially when returning to work after a period of leave. These measures are designed to ensure a smooth and productive return to work, taking due account of the specific needs of each individual.

In addition, we have implemented several initiatives to ensure **prevention** and **care** for our employees' **health needs**. These include periodic screening programmes that allow for constant health monitoring, as well as check-up packages specifically designed for pregnant and post-partum women, attention to gender-based medicine, and supplementary (contractual and non-contractual) health benefits. These packages provide a **full range of services**, from prenatal check-ups to paediatric check-ups, to support mothers at every stage of motherhood.

To ensure proper communication of all initiatives favouring coparenting, the company has renewed the promotion and dissemination of the so-called **Vademecum for Parenthood**, which outlines the instruments supporting new parents provided for by law, by the National Collective Labour Agreement and by the company.

Still in 2023, the company joined in promoting its family-friendly best practices by adhering to the **Code of Self-Regulation for Responsible Businesses to support motherhood**, a document proposed by the Minister for Family, Childhood and Equal Opportunities to share their programmes by also encouraging other organisations to implement and disseminate such practices.

Three areas are proposed to stimulate collective family and birth-friendly solutions, through bilateral bodies, health funds and concrete welfare actions proposed by companies:

1. career continuity support for mothers;
2. prevention and treatment initiatives for health needs;
3. adaptation of working time and methods, together with support for childcare and education expenses.

Through these initiatives, ASPI aims not only to promote gender equality within its professional environment, but also to **create a corporate culture that values the health and well-being of each individual**.

The company is committed to ensuring and expanding its Welfare offer under the guidance of a Bilateral Diversity Inclusion Committee, an integral part of DE&I Governance. This committee, set up with trade union and company representatives, aims to act on parental support. The goal is to develop a series of initiatives to build an increasingly advanced company welfare, capable of providing concrete support for co-parenting. In this way, the company wishes to unleash the energies of female workers by concretely supporting them in their needs and enabling an ever-greater integration of women in company organisations.

8.2 Flexibility and remote working in Autostrade per l'Italia

In order to increase employees' overall wellbeing and improve work-life balance, **Autostrade per l'Italia confirmed for 2023** the **Agile Working scheme**, introduced in 2020 in compliance with the Covid-19 emergency provisions. The remote working scheme has been widely adopted, involving over 50% of the 5,000 resources employed.

With this agreement, Autostrade per l'Italia has chosen to continue this form of flexible working pattern and:

- consolidates tools to support work-life balance;
- protects parenting;
- protects workers with health needs, both their own and those of their family members.

This agreement, which allows alternating between in attendance and remote work, provides for time flexibility at work, enabling workers to start working at their convenience.

Thus, in addition to flexible timetable, workers can perform their tasks remotely two days out of five and not necessarily at the domicile communicated to the company, under a clear **'Working from everywhere'** claim.



No. of women eligible for remote working: **1.213**

No. of remote-working women: **701**

% Women: **58%**

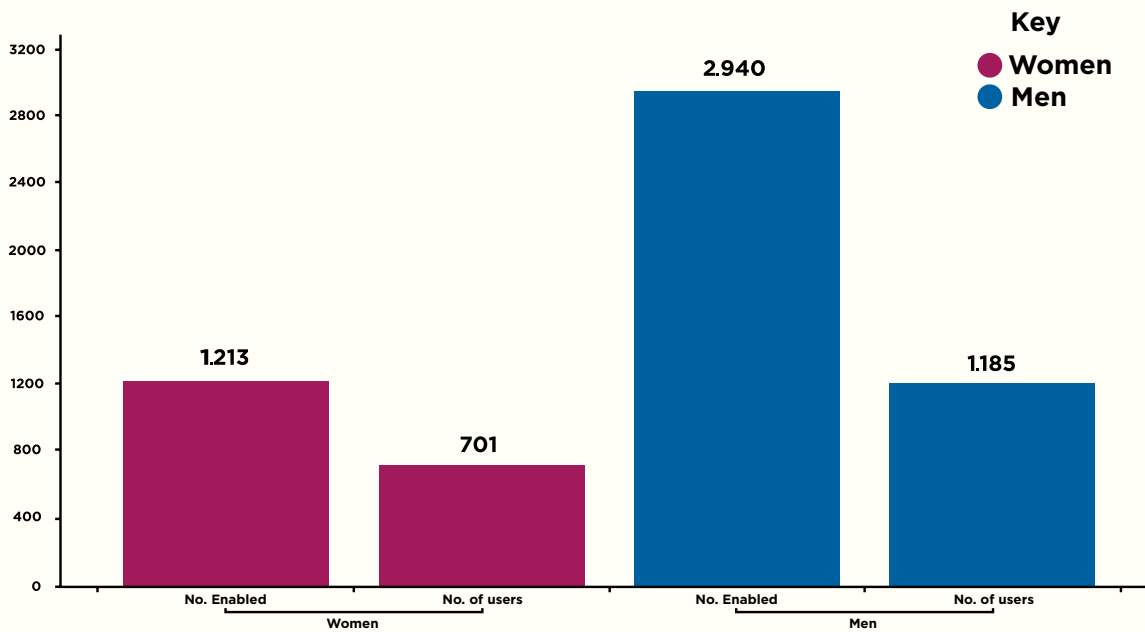


No. of men eligible for remote working: **2.940**

No. Of remote-working men: **1.185**

% Men: **40%**

No. of remote working-eligible employees and actual remote working employees by gender



8.3 Solidarity Banked Hours

The employee solidarity mechanism, known as the Solidarity Banked Hours, has been confirmed in 2023 to **ensure support for colleagues who are out of their contractual entitlements** (holidays, contractual leave, holiday leave, banked hours) but due to serious, documented reasons of family members, need to take leave. The reconciliation mechanism provides for the voluntary transfer of contractual leave called 'Banked Hours' to colleagues requesting the activation of the Solidarity Banked Hours.



9. An inclusive culture

9.1 Prevention of harassment and discrimination

In Italy, the fight against violence and discrimination against women has become critical in social and legislative policies.

In recent years, several **measures** have been implemented **to protect victims and punish perpetrators of abuse**, including:

- awareness campaigns;
- educational programmes;
- strengthening of anti-violence centres;
- anonymous reporting systems to encourage victims and witnesses to report abuse without fear of retaliation.

A significant step in this context is **Law 168/2023**, which introduces stricter measures to combat abuse, stalking, harassment and violence, also providing state compensation for victims. This law highlights the Italian government's ongoing commitment to promoting a safe and respectful environment for all women.

Some of **Autostrade per l'Italia's** priorities include the ambition to **guarantee a working environment inspired by the protection of the dignity and inviolability of the individual** and respect and fairness in interpersonal relations.

A commitment enshrined in our code of ethics and consistent with the 'Joint Declaration for the Prevention and Combating of Harassment, Violence and Discrimination in the Workplace' found in Article 53 of our National Collective Labour Agreement, in which the company and the social partners confirm their joint commitment to promote any initiative aimed at preventing discrimination, harassment and marginalisation in the workplace, while committing themselves to guaranteeing a system of adequate assistance, reporting and management of any cases reported by the victims.

9.2 Autostrade Group Code of Ethics

The company's Code of Ethics promotes the values of respect, inviolability of people's fundamental rights and integrity.

The Code of Ethics aims to promote a culture of diversity and inclusion, rejecting any form of **discrimination, opposing abuse, discrimination, harassment and labour exploitation** through the provision of a **Reporting System** compliant with international whistleblowing standards to report wrongdoings.

9.3 Anti-violence protocol

On 12 October 2023, the Bilateral Committee for the Protection and Inclusion of Diversity published an Anti-Violence Protocol. This protocol aims to prevent, detect and handle harassing, violent and bullying behaviour by defining a code of conduct to raise awareness of prohibited behaviour and promote respect for human dignity.

The Protocol strengthens the contractual provisions by introducing several innovations that will come into force from **January 2024**:

- **listening and early psychological assistance desk**: a desk outside the company offices, accessible to all employees for psychological support and assistance in reporting wrongdoing both in the professional and private sphere; a third channel alongside the company channels to which the victim can resort in order to trace any cases and ensure the proper handling of abuse that occurred in the professional context. The desk also offers victims support for violence in a private context;
- **paid leave**: granting of a period of paid leave of 60 additional days, in addition to the 3 months provided for in the National Collective Labour Agreement, for women victims of gender-based violence;
- **training programmes**: compulsory training plans on these topics for the entire company workforce;
- **Risk assessment**: the Risk Assessment Document (DVR- *Documento Valutazione Rischi*) was supplemented to include an assessment of the risk of discrimination, violence or harassment in the workplace. The measures have been strengthened to support employees who are victims of such behaviour, with a focus on the assessment of work-related stress.

9.4 Reference Standards

The Code of Ethics and the Protocol are inspired by various national and international standards:

- **Equal Opportunities Code (Legislative Decree 198/2006)**: defining and combating harassment at work and gender discrimination;
- **Whistleblowing regulations (Legislative Decree 24/2023)**: protection of employees who report wrongdoings;
- **ILO Convention No. 190**: on the elimination of violence and harassment at work ratified in Italy in October 2021.

The protocol is extended to all ASPI's subsidiaries, and the Company undertakes to disseminate it to the whole transport sector.

The Protocol received the 'Libellula Inspiring Company 2023' award in the 'Equity' Special Mention category from the Libellula Foundation, recognising the Group's commitment to creating a safe working environment that respects the dignity and inviolability of human rights.

9.5 Anti-harassment, violence and discrimination decalogue

In addition to the contractual provisions strengthened by the Anti-Violence Protocol, ASPI has introduced a quick guide to identify abuse and discrimination, and provide detailed information on company reporting channels and procedures (including assistance desks).

This is the Anti-Harassment, Violence and Discrimination at Work Decalogue, which has been renewed in terms of content and discrimination circumstances. This document guarantees a safe environment where everyone stand out authentically, without tolerating any form of harassment.



10. Autostrade per l'Italia's Inclusive Services

Autostrade per l'Italia is also very attentive to Inclusion and Diversity when selecting suppliers.

Specifically, among the **criteria adopted for accreditation and participation in private tenders** when **selecting of suppliers**, some specific ones have been included to demonstrate the suppliers' commitment to fostering and respecting gender equality-oriented policies, such as:

- **commitment to the employment of young people and women:** in the event of the contract being awarded, commitment to employ at least 20% of young people (under the age of thirty-six) and/or women;
- **compliance with the principles of gender equality:** compliance with the principles of gender equality in the last three years and adoption of specific measures to promote generational and gender-based equal opportunities, also considering the men/women ratio in recruitment, remuneration levels and the granting of managerial positions;
- **work-life balance tools:** use and/or commitment to use specific tools to rebalance health, life and work needs for their employees, as well as innovative ways of organising work (work-life balance);
- **gender equality certification:** ownership of gender equality certification (as per Art. 46-bis of the Equal Opportunities Code).

Moreover, **additional rewarding criteria**, specifically linked to ESG parameters, have been introduced, such as:

- ownership of specific certifications in the areas of Quality, Environment and Safety;
- use of corporate policies to ensure compliance with environmental standards, energy saving and energy efficiency;
- adoption of systems to monitor pollution levels, hazardous waste and the impact on the environment in terms of air, water and land pollution.

In addition, **gender equality-oriented criteria** have been incorporated as from July 2023, by complementing the calls for tenders for the awarding of the Oil and Food service of the Service Areas on our network with changing tables in men's toilets (so-called "baby rooms") and the development or renovation of playgrounds (so-called "Dedicated play areas"), providing the same areas **with spaces specifically intended for children**. In 2023, the number of playgrounds in Autostrade's Service Areas amounted to 54, while the number of baby rooms was 193.

11. Awards and participation in events

Libellula Inspiring Company 2023

The Anti-Harassment Protocol and the Red Talking Benches project received the Libellula Inspiring Company 2023' award in the 'Equity' Special Mention category from Fondazione Libellula, recognising the Group's commitment to creating a safe and respectful working environment.

4 Weeks 4 Inclusion

In the arena of initiatives dedicated to the promotion of inclusiveness and diversity, on 26 October 2023, the event '*Accogliere la diversità: i Gruppi che fanno la differenza*' (Welcoming diversity: Groups that make a difference) was held, organised by TIM as part of the month dedicated to inclusion. During the event, ASPI presented its ERG Groups to celebrate and emphasise the importance of corporate activism groups that stand out for their commitment to creating inclusive environments.

Global Inclusion

The *4 Weeks 4 Inclusion* event was followed by the Global Inclusion 2023 in Milan on 13 November, an international event dedicated to promoting inclusion in different contexts, from corporate to social, to focus on strategies and best practices for building more inclusive societies and representative organisations. Once again, ASPI's participation and the testimony of ERG groups, allowed valuing the contribution of the initiative by demonstrating its decisive role in spreading an increasingly inclusive culture inspired by respect.

Minerva Azienda d'Eccellenza 2023 Award for the commitment to women's empowerment

On 7 November 2023, ASPI received the award promoted by Federmanager and Unindustria for the great work on gender inclusiveness and female leadership through the adoption and implementation of policies, strategies and practices aimed at guaranteeing equal opportunities, with professional growth programmes centred on the recognition of merit implemented to increase the number of women in the various roles of the organisation.

Imprese Femminili Award

On 25 November 2023, the *Stati Generali delle Donne* forum was held at the University of Pavia with the *Imprese Femminili Award* (Women's Enterprise Award), an event dedicated to recognising the outstanding contribution of female entrepreneurs in the Italian and international arena. This event not only celebrates talent and female entrepreneurship, but also promotes discussion and action to improve conditions for women in the professional world and beyond. On a special day, such as 25 November, against violence against women, ASPI shared the group's great effort to make the professional environment psychologically safe and inspired by a culture of respect, sharing the Anti-Harassment, Violence and Discrimination at Work Protocol, a company best practice that, with the introduction of the listening and first assistance desk intended for victims of wrongdoings, provides concrete support not only for violence and discrimination in the professional context but also in the private sphere.



Conclusions

Autostrade per l'Italia recognises that valuing pluralism and adopting inclusive practices are pivotal to achieve collective success and to build a fair and innovative professional environment. The Group constantly strives to ensure equal opportunities for professional growth and development for each and every employee, aware of the added value that diverse and inclusive leadership can bring to the entire organisation.

With this in mind, we will continue to invest in strategic initiatives aimed at promoting gender equality and removing all forms of barriers that may hinder the full development of women within our Company. We are deeply convinced that these efforts will improve the quality of our working environment and will also contribute to strengthening the Group's competitiveness as well as its ability to innovate.

Furthermore, the many initiatives and programmes we have adopted will soon be published on our official website. This is not only to demonstrate our concrete commitment to fighting gender discrimination, but also to make our efforts to ensure greater equity and inclusion transparent. By these figures and results, we hope to inspire other organisations to embark on similar transformation journeys.

We look to the future with optimism and determination, confident that our relentless commitment to diversity and inclusion will not only strengthen our corporate culture but will also be an engine for sustainable growth and collective success. We are aware that the journey towards full gender equality is long and complex, but the results achieved so far encourage us to continue with resolution and enthusiasm.

We are proud to have completed this second edition of the Gender Report and to be among the first private companies to disclose the composition by gender of our workforce. We hope that this document has elucidated our commitment and determination to create a work environment that is increasingly inclusive and capable of valuing talent.



Special thanks to AnotherWayTo for their cooperation in revising the document, helping to improve its legibility and readability.

[anotherwayto.it](https://www.anotherwayto.it)

Thanks to Giulia Coppola, Art Director And Visual Communication Designer for the illustrations (pages 7, 14 and 24).


Annexes


Correlation table

Gender balance in Autostrade per l'Italia		
<p>Monitored KPIs</p> <ul style="list-style-type: none"> • Femininity index • % female new recruits vs total new recruits • Glass Ceiling Index • GRI 401-1 referenced • No. of ERG members 	<p>The presence of women in Autostrade per l'Italia</p> <ul style="list-style-type: none"> - Scenario of the as-is corporate workforce with focus on the gender divide - Focus on new female recruits <p>Glass Ceiling Index</p> <p>Presentation of ERGs with IPAZIA focus</p>	<p>UN 2030 AGENDA</p>



Women empowerment in Autostrade per l'Italia		
<p>Monitored KPIs</p> <ul style="list-style-type: none"> • No. of women participating in higher education and vocational training courses • % women holding STEM degrees vs total employees holding STEM degrees • No. of women holding STEM degrees • % women employed holding STEM degrees vs previous year 	<p>Female talents</p> <ul style="list-style-type: none"> - Description of the contribution to increasing the number of women participating in higher education and vocational training courses - Description of support in the development of cross-cutting competences of female talent - Description of increasing recruitment of STEM graduates 	<p>UN 2030 AGENDA</p>



Gender equality in managerial posit		
<p>Monitored KPIs</p> <ul style="list-style-type: none"> • % women cadres out of total cadre • % women executives out of total executives • % women reporting to the top line • % % women on BoD GRI 405-1 referenced • % women divided between staff and lines out of total female employees • % women in leadership roles 	<p>The roles played by women</p> <ul style="list-style-type: none"> - Description of how women are promoted at different organisational levels - Survey on the presence of women in the different professional categories and focus on the presence of women in managerial positions and in the BoD 	<p>UN 2030 AGENDA</p> 
	<p>Women in charge</p> <ul style="list-style-type: none"> - Survey of women in charge of organisational units 	

Equal pay		
<p>Monitored KPIs</p> <ul style="list-style-type: none"> • Gender Pay Gap • % women with variable remuneration • % men with variable remuneration 	<p>The remuneration of women</p> <ul style="list-style-type: none"> - Description of remuneration by gender and focus on gender pay gap - Description of remuneration policies with focus on variable pay by gender 	<p>UN 2030 AGENDA</p> 

Work-life balance

<p>Monitored KPIs</p> <ul style="list-style-type: none"> • No. of employees taking parental leave • % women and men taking parental leave • Average number of leave days for women and men • No. of men taking paternity leave • Average number of days of paternity leave • % of Agile Working users vs total of eligible employees • GRI 401-3 referenced 	<p>Support for families</p> <ul style="list-style-type: none"> - Description of the parental leave procedure and details on: total employees taking parental leave and focus on paternity leave - Description of assistance and support initiatives for families with focus on: Company nurseries, Summer Camp, Solidarity Banked Hours - Description of institutes introduced with renewal of the CCNL 	<p>UN 2030 AGENDA</p>  
<p>Agile working in Autostrade per l'Italia</p> <ul style="list-style-type: none"> - Monitoring of employees using Agile Work - Description of the right to disconnect - Description of working time flexibility 		





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