



2021-2023 ESG Plan

March 2021

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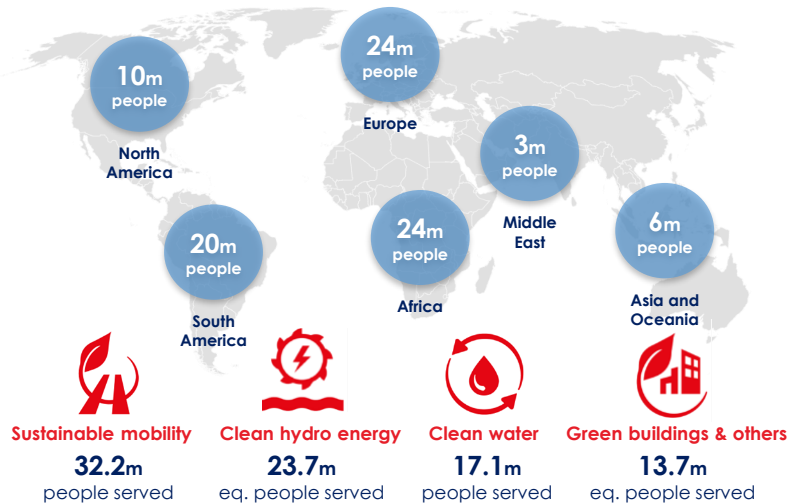
How our business model **impacts** on SDGs

webuild a sustainable world

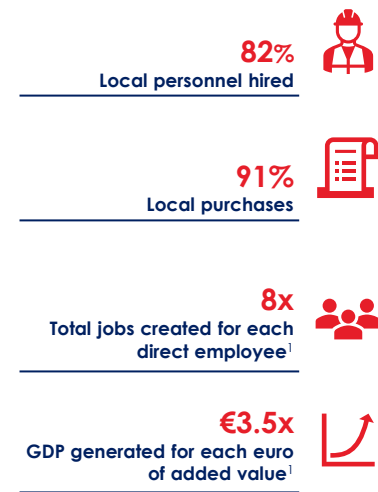
We improve people's lives



All over the world



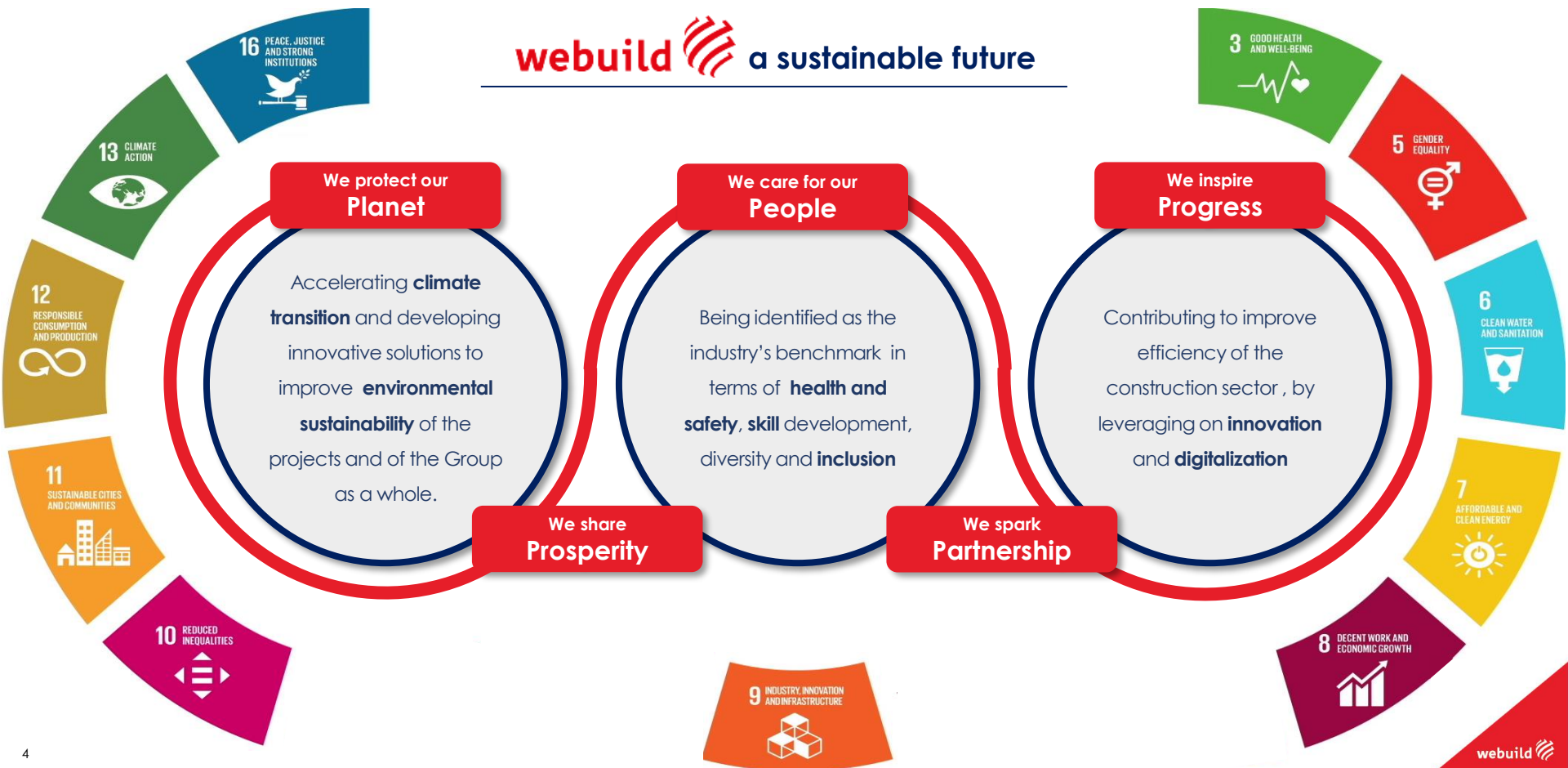
Enhancing local economies



Advancing Sustainable Development Goals (SDGs)



3. 1. Values referred to the main Group's markets, based on input-output matrixes
2. From ongoing hydro, rail and metro projects once operational



Our sustainability «construction sites»

Focus on three distinctive areas

Green builders



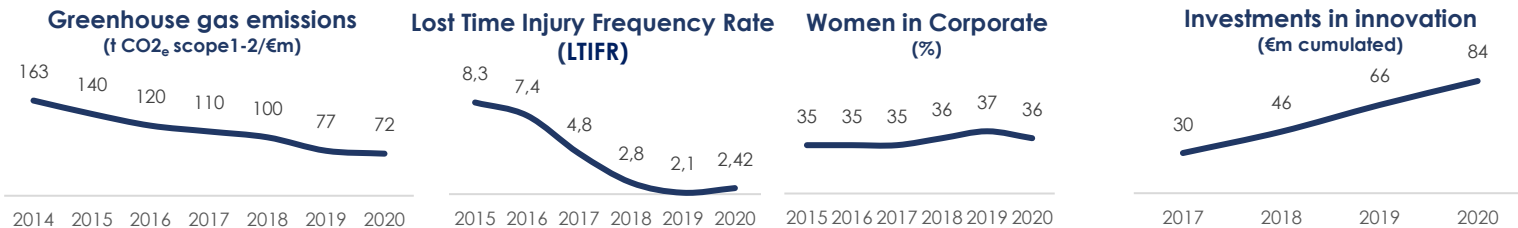
Safe & inclusive builders



Innovative & smart builders



Accomplished results



Future targets¹

-35%

Greenhouse gas emission intensity scope 1&2²

(2022 vs 2017)

-40%

LTIFR³

(2022 vs 2017)

20%

Women identified in the key role succession planning

(by 2023)

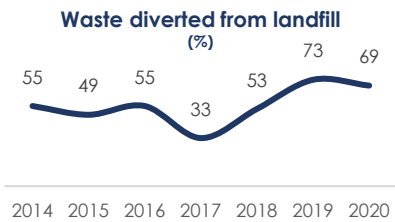
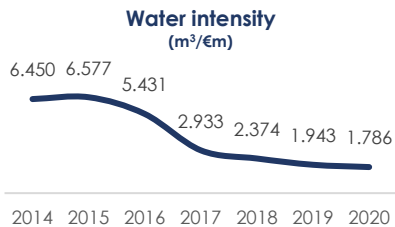
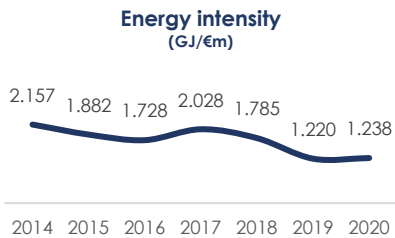
+€30m

Additional investments in high potential innovative projects

(by 2023)

5 1. Targets include the effect of Astaldi's integration in Webuild Group
 2. Scope 1 & 2 indicate CO₂e emissions coming from the consumption of fuels (scope 1) and electricity (scope 2)
 3. LTIFR shows the lost time (days) for injuries frequency rate.

Accomplished Results



Programs planned 2021-2023

Climate roadmap Corporate

- Definition of Science-based Targets → 2021
- «Climate change» training programs (corporate and sites incl. Astaldi) → 2021-2022
- Definition of environmental targets for 100% of most significant sites → 2022
- Development of a LCA Carbon/Energy footprint evaluation methodology → 2022
- Testing the LCA methodology developed on selected new business initiatives → 2023

Environmental efficiency Sites

Implementation of green solutions in our construction sites (start-up phase):

- Green TBM
- High efficiency precast
- Power quality improvement and predictive maintenance systems
- Renewable energies (photovoltaic, mini-hydro, energy storage, hybrid electricity-generating groups)
- Low emission vehicles and charging stations
- Eco-sustainable logistic camps
- Remote water control and other water efficiency systems

Target

-35%
Greenhouse gas emissions intensity 1&2¹
(2022 vs 2017)

Accomplished Results



-  120+ workshops
-  1.800+ managers and supervisors involved
-  ≈10.000 training hours

Women in Corporate (%)



Organizational development

Programs planned 2021-2023

Health and Safety

Programs and processes

- Safety Builders Program implementation for 100% of our construction sites in Italy → 2021
- Alignment of Astaldi to Webuild's HSE expectation → 2021
- New HSE clauses in 100% of procurement contracts in Italy → 2021

Smart safety technology

- Identification of pilot projects and replicability feasibility studies (monitoring of hazardous areas, anti-collision, suspended loads, height works, vehicle drivers behaviours) → 2021-2023

Inclusion and development

Diversity and inclusion

- Inclusion-oriented selective programs → 2021 (Corporate), 2022 (branches), 2023 (major legal entities)
- Headquarters Smart working → 2021
- Training and development (female mentoring, inclusion senior manager coaching, cultural diversity training) → 2021-2023

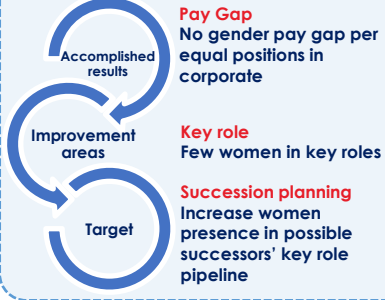
Development / leadership

- Performance management program extension → 2021 (Corporate), 2022-23 (sites), 2023+ (white collar)
- Development programs (GMA/GTA, technical schools¹) → 2021-22
- Key roles assessment and succession planning → 2021-2023

Target



Diversità e inclusione di genere



Target



1. GMA (Global Managerial Academy), GTA (Growing Talent Academy), technical schools for highly qualified personnel in construction sites
2. LTIFR shows the lost time (days) for injuries frequency rate. Targets include the effect of Astaldi's integration in Webuild Group



Accomplished Results

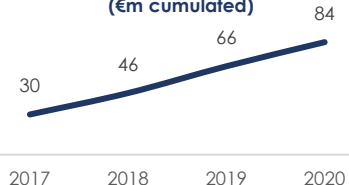
Innovation areas



Innovative Solutions developed (n. cumulated)



Investments in innovation (€m cumulated)



Programs planned 2021-2023

IT Vision – Connected Webuild

- Implementation of a Digital Roadmap for the development of a Group's integrated IT technological infrastructure, comprised of 10 elements and a total investment of about €21m → 2021-2023+

Knowledge management
Analytics
Smart collaboration
IT transformation
Bid to win – Build to win
Workforce planning
Supply journey
Control Tower
Design to Commission
Digital construction site

Technologies for environment, safety and quality

- Launch (study and implementation) of technological solutions that improve environmental, safety and quality performance of construction sites, for a total investment of at least €10m → 2021-2023

Open innovation

- Innovation days with focus on sustainability → 2021-2022
- Technical scouting of our suppliers to find sustainable solutions and technologies → 2021-2023
- Strategic Partnerships with suppliers to develop green customised solutions (e.g. TBM green, hybrid /electric fleets) → 2021-2023

Smart communication

External communication

- Live Construction Sites (webcam, live streaming, information via chat with AI) → identification of Italian sites where to replicate the technologies used for Genoa Bridge (2021-2022)

Internal communication

- Extension to our sites of our intranet platform, through app and totems → 2021-2022

Target

+€30m
Additional investments in high potential innovative projects
(by 2023)