



2021-2023 ESG Plan

March 2021

- Business model impact on SDGs 3
- ESG Goals 4
- Sustainability «construction sites»
 - Accomplished results and future targets 5
- ESG Programs in detail
 - Green builders 6
 - Safe and inclusive builders 7
 - Innovative and smart builders 8

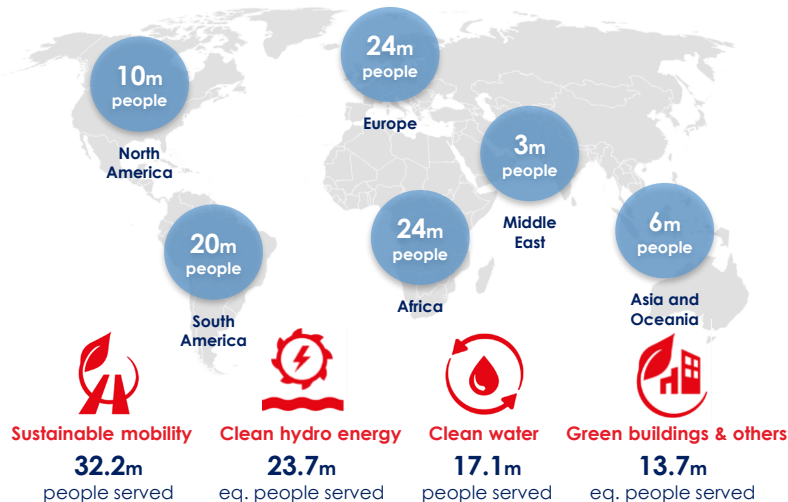
How our business model **impacts** on SDGs

webuild  a sustainable world

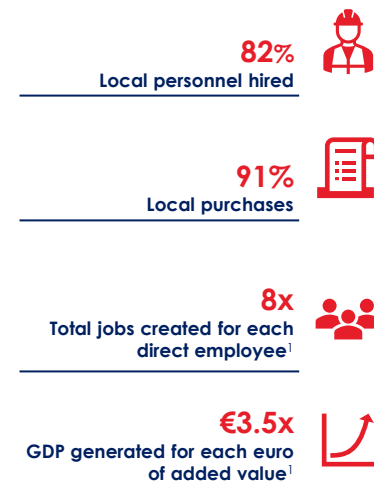
We improve people's lives



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



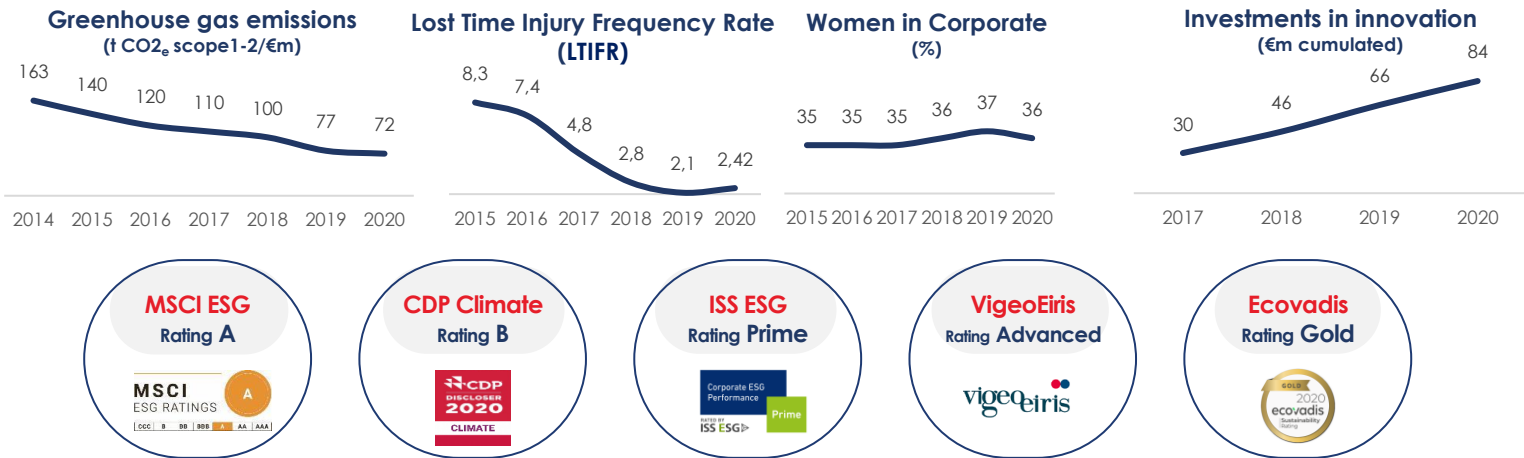
Safe & inclusive builders



Innovative & smart builders



Accomplished results

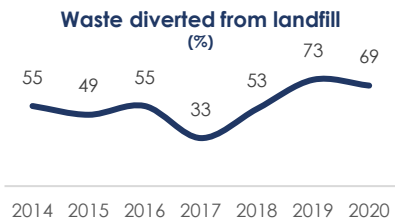
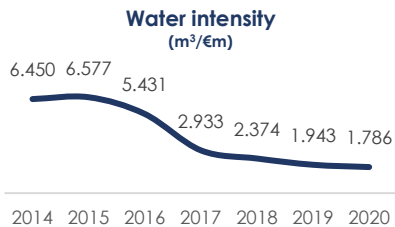
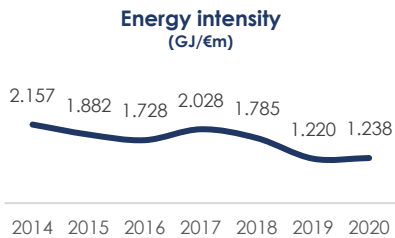


Future targets¹



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 (%)



2015 2016 2017 2018 2019 2020



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

-40%
LTIFR²
(2022 vs 2017)

Diversità e inclusione di genere



Target

20%
Women identified in the key role succession planning (by 2023)

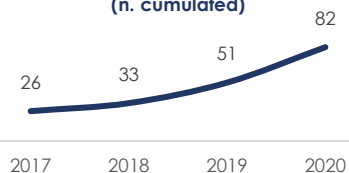


Accomplished Results

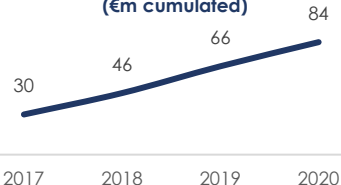
Innovation areas



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

Tecnologies 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. smart box, 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)