

# OUR PEOPLE AND THE VALUE OF HEALTH, SAFETY AND DIVERSITY

## EMPLOYMENT



**6,358**

EMPLOYEES



**21%**

WOMEN



**3,306**

ENGINEERS

## TRAINING



**~150,000 h**

TOTAL HOURS OF TRAINING FOR EMPLOYEES

**23.8 h**

AVERAGE HOURS OF TRAINING PER EMPLOYEE

## SAFETHINK:

### HSE AWARENESS PROGRAM



## HEALTH AND SAFETY ON SITE\*

**0.038 LTIR**

LOST TIME INJURY RATE IN 2021

**0.245 TRIR**

TOTAL RECORDABLE INJURY RATE IN 2021

\* Referred to Hydrocarbons Business Unit and based on 1 million hours worked.

## MULTI-SITE CERTIFICATIONS



**SA8000:2014**

**ISO 45001:2018**

**ISO 14001:2015**

MAIRE TECNIMONT GROUP MULTI-SITE CERTIFICATION



# 3



## MATERIAL TOPICS

- EMPLOYMENT
- DIVERSITY AND INCLUSION
- HUMAN CAPITAL DEVELOPMENT
- HEALTH AND SAFETY OF EMPLOYEES AND SUBCONTRACTORS
- HUMAN RIGHTS

## 3.1 PEOPLE AT THE CENTRE

Our People are the players and enablers of the transformation taking place. Therefore, investing in protecting their health and safety and initiatives to promote their professional growth, recognising merit, making the most of everyone's potential and guaranteeing equal opportunities are our priority objective and the core of our Human Resources Policies.

The increase in the employment rate, with growth in almost all our geographical areas, the reduction in potential health impacts due to the proactive and scrupulous management of prevention and safety in our Company premises and at construction sites, and the ever-increasing attention to Corporate welfare - as attested by the practices established for meeting the needs of parents and the smart working method introduced some time ago and now established - confirm the Company's constant investment in the well-being of our people.

The 76 different nationalities of our employees provide the Maire Tecnimont Group a strong multicultural character. The female presence stands at 21%, in line with industry benchmarks; the Maire Tecnimont Group is committed to increasing female presence through the progressive and growing employment of women with STEM degrees, not only through external recruitment but also through the design and development of targeted projects in 2022.

Investment in young people continues, also including through the Flourishing Program, introduced in 2021 and directed towards our high-potential under-40 staff, who will be engaged in formalised development pathways, also with a view to succession planning for project and department management positions.

The Company's Remuneration Policy, in the new macro-economic scenario too, will continue to support the pursuit of strategic and business objectives, guiding management action and strengthening the engagement of our Human Capital. This will encourage continuation along the industrial path already begun by the Company, increasingly focused on the pursuit of results related to the Maire Tecnimont Group's sustainability strategy and the continuous creation of sustainable business value in the long-term, as demonstrated by the launch, also in 2021, of an inclusive commitment tool such as the Second Cycle of the 2020-2022 Employee Share Ownership Plan.

**OUR PEOPLE ARE  
THE PLAYERS AND  
ENABLERS OF THE  
TRANSFORMATION  
TAKING PLACE.**

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# 3

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In the context of the Group Policy dedicated to Human Capital Development, training is confirmed as a fundamental lever for growth and connection to the world of work, also with reference to collaboration projects with universities and partnerships with various Master's degrees. With reference to Health, Safety, Environment and Social Accountability, **more than 5 million hours of training** have been provided in the last three years alone: this commitment has helped to ensure the continuity of an average injury rate well below the sector averages, confirmed this year too. With reference to Social Accountability, in 2021 the maintenance of the SA8000 multi-site certification confirmed the Maire Tecnimont Group's firm commitment to fundamental values such as respect for human rights, protection of the people and promotion of their well-being, improving the synergies between the various companies.

# 3.2 EMPLOYMENT

During the evolution of the pandemic, the Corporate Personnel management Policies have been characterised by the need to guarantee business continuity, the effective coordination of national and international sites, and the pursuit of business goals, while maintaining as the primary goal the utmost safeguarding and protection of the Health and Safety of Human Capital, a fundamental asset for the Maire Tecnimont Group.

The widespread and now consolidated experience gained within the Group in terms of smart working and the availability of an IT infrastructure able to guarantee adequate support have made it possible to re-establish the comprehensive application of the “Be Adaptive! - Working Smart in Maire Tecnimont Group” program, which regulates smart working, in full compliance with the occupational health and safety protection provisions issued by the relevant bodies and institutions.



pany, combining new resources with the professionals already in the Maire Tecnimont Group.

**Focusing on Italy reveals that there were 281 new hires in 2021, an increase of 101% compared to 2020.** This increase is even more significant if you consider mainly permanent contracts, with

an increase of 113% compared to the previous year. Equally positive in terms of employment trends is the conversion of all expiring apprenticeship contracts to permanent positions and the 22% overall reduction in terminations compared to the previous reporting year. The constant growth in the Green sector of the

workforce also demonstrates continuing investment in this business



area, which is a priority within corporate strategies. This data is even more significant if compared with that published by the INPS in the Observatory on Precarious Work for the same period, where a national figure of a 20% increase in hiring is noted.

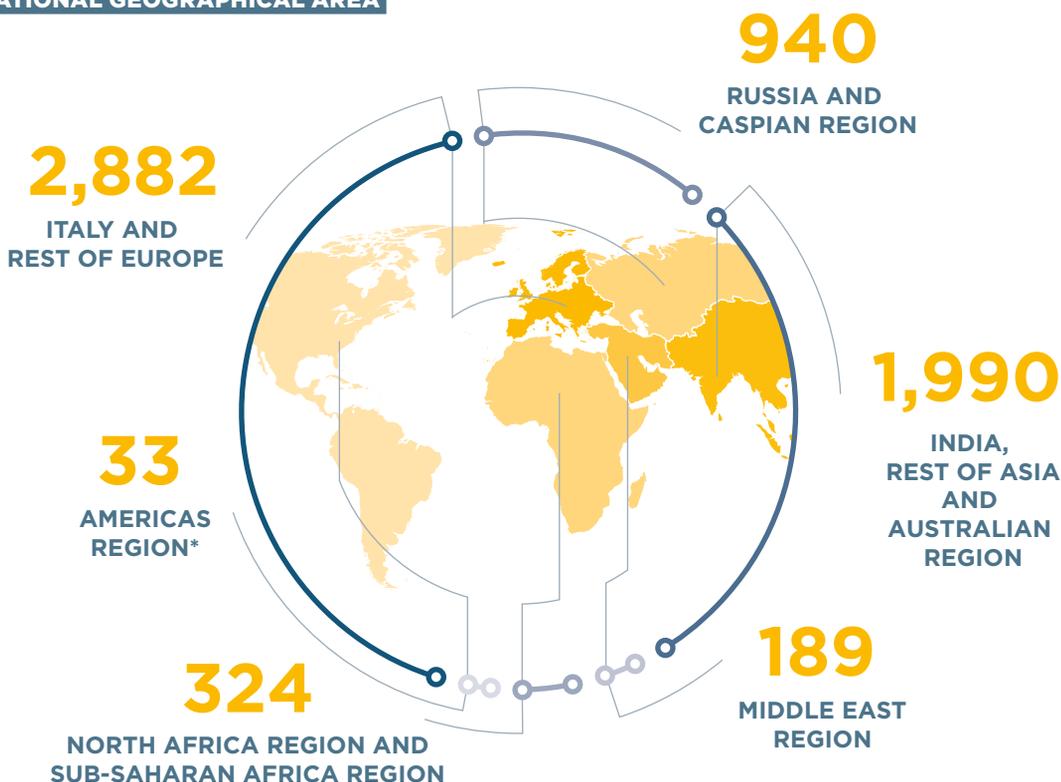
The positive trend in new hires also applies to all the Maire Tecnimont Group’s main foreign engineering centres: in Tecnimont Private Limited, the increase was 180%, in TPI (Germany) 67%, in Stamicarbon (Netherlands) 36% a finally, in MT Russia (Russian Federation) by 9%.

The only decreases in the workforce were in the Middle East and Malaysia, due to the substantial completion of certain projects in those areas.

As of 31 December 2021, the Group counted 6,358 employees, with a percentage of permanent contracts exceeding 80% and overall growth rate of around 7% with respect to 2020. Considering only permanent employees, 2021 saw 480 new hires, compared to 233 in 2020, more than doubling last year’s figure. Particularly in light of the pandemic, this positive trend further confirms the Company’s ongoing investment in Human Capital and the pursuit of a recruitment policy able to contribute to the long-term growth of the com-



**BREAKDOWN OF EMPLOYEES  
BY OPERATIONAL GEOGRAPHICAL AREA**



\* In this representation "North America Region" and "Central and South America Region" are shown together as "Americas Region". For more details on "Employees by location of operation" see "Appendix - Sustainability Performance".

**INDUSTRIAL RELATIONS  
AND COLLECTIVE  
BARGAINING**

**Protecting workers' rights is a fundamental and essential Group value, which cannot merely be reduced to compliance with the relevant national and/or international regulations.**

With reference to industrial relations, in 2021 too, the fruitful discussions between the Company Management and the Trade Unions continued. This allowed, through constant monitoring of the epidemiological conditions and maintaining the utmost safeguarding and protection of the Health and Safety of Human Capital as primary goal, the successful management of the parties' shared need to guarantee operational and business continuity.

With respect to the Maire Tecnimont Group's Italian Companies in particular, in addition to the usual

consultation on training (with the signature of 11 agreements), the discussions between Company Management and Trade Unions and worker representatives focused on the extraordinary transactions completed during the year (merger by incorporation of the companies MST and Neosia, merger by incorporation of the companies MyReplast and Green Compound and merger by incorporation of the companies Nextchem S.p.A. and Bio-P). This discussion also concerned agreements related to Corporate welfare, such as the People Care initiatives, concerning Parental Support (with the signing of 2 agreements with the Trade Union Representatives for executives, white-collars and middle managers of the Parent Company, Maire Tecnimont, and Subsidiaries Tecnimont, KT - Kinetics Technology and Neosia Renewables). In addition, with specific reference to MST, the intense trade union discussions concerned both the "change of contract"

procedures regarding the new projects started during the year and the signing of the New Collective Labour Agreement.

**The frequency of meetings - all held remotely - and the high number of trade union agreements finalised during the year confirmed the Maire Tecnimont Group's digital transformation as a key factor** also in enabling industrial relations, which until now has been characterised by traditional methods of discussion with physical presence an essential requirement.

In the Netherlands, meetings with the Work Council focused on company performance and updates on the various initiatives underway, including the implementation of the smart working policy and all related activities. The joint analysis of the pension system reform initiated in the country was also launched.

## 3.3 DIVERSITY

In the international and multicultural context in which the Maire Tecnimont Group operates, Diversity represents a value, an opportunity and a key competitive factor to successfully meet the challenges of the global market.

**Maire Tecnimont is present in 45 countries and employs staff of 76 nationalities.** Their enrichment is a founding factor of the sustainability policy in the medium to long-term.

The Group has always recognised the richness and value of diversity - of gender, age, religion, ethnicity, ability and professional background - and the fundamental contribution of each person to the corporate growth and innovation strategy. It is constantly engaged in enriching specific individual qualities and aptitudes in order to maximise its employees' potential by promoting everyone's participation in the creation of sustainable value, impartially and free from discrimination. This commitment is an integral part of the Code of Ethics and a constituent element of the corporate culture, as a lever to strengthen people's motivation and engagement, as well as an opportunity to enhance creativity and innovation.

**The Maire Tecnimont Group encourages an inclusive workplace and promotion of a culture that keeps stressing the value of uniqueness, not only as a strategic goal but also as a foundation for the everyday actions of its People.**

The initiatives carried out by the Company aim to consolidate, without distinction and with the in-

### GEOGRAPHY



76

NATIONALITIES

volvement of all employees, a sense of belonging and awareness of being able to make an active contribution to the growth of the company through their skills, representing the rich variety and heterogeneity of the workforce a shared value and an effective organizational, motivational and competitive lever.

To this end, the Group has set in motion a process of raising awareness across the various corporate functions, also in terms of leadership model and behaviour, to encourage increasingly wide-ranging recognition and expression of everyone's talent, while making the most of a wealth of many individual qualities. **The inclusive enrichment of skills promotes individual expression and development of potential**, allowing each person to seize upon and maximise all opportunities for the creation of value, competitive advantage and organizational well-being that support the business.

In this regard, **Maire Tecnimont has promoted occasions for its employees to discuss and listen to each other on the topic of gender diversity**, activating the levers of engagement and of training as an integral part of the Group's sustainability strategy and consolidating the legacy of ethical principles and values that form the basis for its identity and culture.

**The program, through various focus groups and idea-generation workshops, involved more than 50 colleagues with different professional and cultural backgrounds, geographical origins and seniority.** They discussed the topic of inclusiveness with regard to the dimension of gender, providing ideas and concrete proposals for the Diversity, Equality & Inclusion program to be implemented soon, and which has even greater scope.

Remaining in the area of raising awareness around D&I topics, throughout 2021, the **partnership with Valore D** - the first association of companies in Italy that promotes gender

balance and an inclusive culture for the growth of companies and the country - took shape with the activation of training and mentoring courses dedicated to employees.

### PARTNERSHIP FOR DIVERSITY WITH

valore<sup>D</sup>



95%

AVERAGE OF THE RATIOS BETWEEN FEMALE AND MALE SALARIES

**From a data point of view, the percentage of the Maire Tecnimont Group's female workforce stands at 21%** and, referring specifically to the main European companies, the equal-pay analysis reveals the absence of a gender gap when staff join the Group and a

reduction in the gender salary ratio, taking into consideration the remuneration of female employees - up to 30 years old - with white collar and middle management roles. With regard to executives aged over 50, on the other hand, there has been a slight decrease, of 3 percentage points compared to 2020.

Overall, the average of the ratios between female and male salaries is 95%, an improvement of 2 percentage points with respect to 2020.

Investment in young people also continued, as demonstrated by the 31% of permanent new hires for the year, which involved staff aged 30 or under, around 90% of whom are graduates in engineering and other technical disciplines.

The average age of Maire Tecnimont Group employees is around 43. An analysis of the data broken down by role shows that the average age of staff in positions of responsibility (executives and middle managers) is 46.7 (resulting from an average age of 48 in Italy and 45.2 abroad). The average age of white-collar workers, on the other hand, fell to around 39, with no substantial differences between Italy and abroad.

Finally, the 76 different nationalities of the Group's employees confirm multiculturalism as a distinctive feature of the corporate Human Capital and Human Resources Policy. In this regard, the further consolidation of the local content policy, in terms of enriching specific skills and strengthening local structures, is in turn demonstrated, among other things, by the new hires of staff for the project teams at the various sites and recruitment in the North Africa & Sub-Saharan Region, for the launch of certain projects. This is confirmed by the fact that 89% of the 670<sup>28</sup> new hires made concern staff of local nationality.

## D&I: COMMITMENT AND ENGAGEMENT



### The Maire Tecnimont Group signed up to the Women's Empowerment Principles in 2020. How did this choice impact the maturity path with respect to D&I topics?

We were the first players in our sector in Italy to sign up to the 7 principles. The signature of our CEO meant concrete awareness, a major commitment. We want to be part of a positive change, which sees companies as key players not only within their own organizations but also in the social contexts that they inhabit. This endorsement gave a clear signal to our stakeholders, making clear the great relevance of the topic of promoting gender equality as an economic and developmental lever.

### How has the direct involvement of employees in building a D&I pathway been received within the company?

Right from the start it was met with curiosity and attention: this was the first dedicated internal listening session. Participation in the discussion and sharing sessions was marked by enthusiastic collaboration.

The work was collective, with positive and proactive contributions, also from the male colleagues involved.

Change starts with people, and our colleagues have shown that they really want to be part of it: this is the first major achievement but is also an essential step in starting this process!

### What are the next steps that the Group has chosen to take?

The first milestone is to activate a dedicated work group.

We are aware that the results of concrete actions in this field are the fruit of a long-term commitment, supported by a medium to long-term vision that addresses analysis and how to overcome critical issues from a systemic perspective.

To that end, exchange with external bodies, such as Valore D and Global Compact Network Italy D&I Observatory, can also be of help in overcoming any lack of flexibility in the sector. At the same time, it is essential to create a favourable and receptive internal cultural environment, ready to capitalise on the inherent richness of diversity, so that each of our employees can fully express their potential and contribute to shared growth.

<sup>28</sup> This figure does not include Italy and the Rest of Europe and the Middle East.

# 3.4 HUMAN CAPITAL DEVELOPMENT

The Group offers its employees equal opportunities in terms of development and professional growth, encouraging the strengthening of individual skills, abilities and potential through specific training and development Programs, continuing to consider these levers as fundamental tools for the pursuit of business goals. **The resilience and capacity for adaptation put in play to promptly and effectively redesign the approach and methods of delivering training and development activities**, in view of the emergency situation and development of the pandemic, made it possible to ensure the continuity of training activities in this reporting year. Thanks to the availability of advanced digital and social collaboration tools already widely used as a result of the ongoing digitalization process and the Group's MET Academy project already in operation, **it was possible to offer**

**the entire institutional training catalogue, making extensive use of remote participation for scheduled courses.** In this way, it was possible to continue to guarantee access to skill development initiatives as tools for inclusion and equal opportunities.



OUR TOOL TO GUARANTEE  
**CONTINUITY OF THE TRAINING OFFER**

In addition to the training offer on the topic of Project Management and in the technical-specialist area - in order to reinforce behaviour and communication methods to encourage constant dialogue and effective team collaboration - the courses dedicated to soft skills were confirmed, increasingly focused on the specific cultural aspects of the individual countries of reference for the business, also with

**TRAINING**



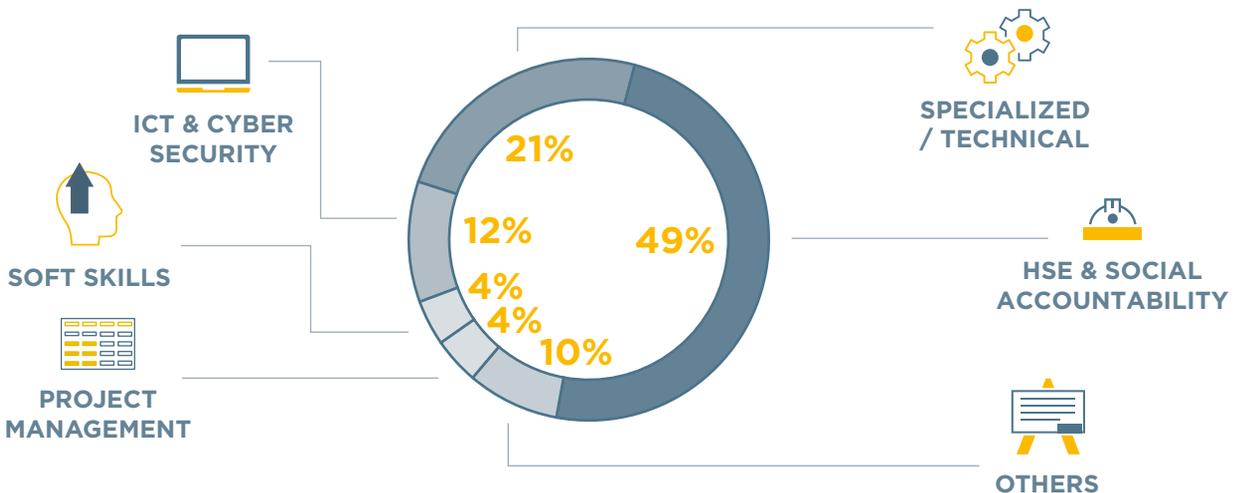
**~150,000**  
**TOTAL TRAINING HOURS IN 2021**

a view to full valorization of the local ICV and, more generally, of Diversity.

The centrality and value of training and Human Capital development have always been recognised. **This has resulted, among other things, in the provision of more than 150,000 hours as showed in the chart below.**

As part of the broader digitalization process underway, in continuity with and on the basis of the proven effectiveness of the **Cyber Security training campaign** - significant both In terms of content and People involvement - conducted for the main Group companies in 2020, further training initiatives were launched in no fewer than 12 foreign companies. This meant a total of over 8,893 hours of training, with the aim of further consolidating employee awareness and sensitivity to potential

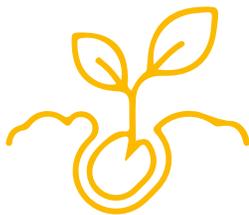
## BREAKDOWN OF TRAINING BY CONTENT



cyber risks and the positive behaviour to be adopted.

This campaign is coming to an end, having been focused mainly on 2020, with over 41,000 hours of training delivered; this explains the difference in total training hours compared to 2020. Something to note as significant in this area is that, compared to 2019 - the year before the launch of this important Cyber Security path - the total training hours recorded in 2021 demonstrate an increase of more than 16%<sup>29</sup>. This is proof of the constant and growing investment in skills development, as a distinctive factor in the Group's Human Capital development policies.

## MAIRE TECNIMONT FLOURISHING PROGRAM



Maire Tecnimont has launched the "Flourishing Program", **the goal of which is to bolster the existing engagement activity directed towards People under the age of under 40** by involving figures with high potential in formalised development pathways, with a view to succession planning for project and department management positions. This program, which in its initial phase involves more than 450 people between Italy and India, represents new and further confirmation of a focus on young people. Thanks to this Program, this cluster of the company's workforce will be guided and supported by more senior colleagues, with a view to the intergenerational exchange of skills, so that-

<sup>29</sup> The increase does not include training hours in the area of "Health, Safety, Environment and Social Accountability".

## FLOURISHING PROGRAM



**Franco Ghiringhelli**  
*Human Resources, ICT  
and Process Excellence  
Senior Vice President*  
MAIRE TECNIMONT

### Flourishing? What does it mean?

It's the opposite of 'languishing': we want our people to be engaged, at their full potential. The Group wanted to step forward once more, again confirming its presence alongside people able to seize on the opportunities provided by the Company.

### What does it consist of?

Maire Tecnimont has further consolidated its Human Capital Development strategy by launching, in addition to its existing initiatives, this new program: the goal is to develop the "managerial generation of the future", able to support change, and specifically the Group's long-term energy and digital transition strategy, with a new lever for engagement that makes people feel involved and that they are agents at the heart of their own professional growth.

### How are people involved, concretely?

The first step involves a project to promote the Group's organizational culture, in order to deepen knowledge of it through people's perceptions and analyse the level of engagement and organizational cohesion. Based on this project's results, dedicated development pathways will be defined for identified figures, also with a view to succession planning, providing mentorship programs alongside the training offer, in particular for selected young people in the Group, as well as involving a more senior management colleagues. In practice, an opportunity for intergenerational growth for the whole organization.

### Is this the first time we've talked about "mentorship" at Maire Tecnimont?

We wanted to get ahead of the curve, launching a pilot project that has seen great participants involvement and has generated many benefits: better knowledge of the Company and its dynamics, creation of a wider and more valuable network of relationships - also between companies - professional growth and further alliance with the Group based on values and culture. This experience will be fundamental for innovation in the program, adapting it to our reality and - why not? - creating a brand-new approach to classic corporate mentoring.

**TRAINING PATHS OF EXCELLENCE**



As further proof of the focus on training and professional growth for its staff, Maire Tecnimont continued to award two scholarships to allow brilliant young people to undergo a prestigious development course, the International Master's in Project Management at Milan Polytechnic. The many applications received confirmed how valued the initiative is, as an

opportunity to consolidate young people's Project Management skills. In 2021, the Group also promoted a dedicated new training path for all those who applied, as an opportunity to share thoughts on and discuss Digital Transformation, Green Acceleration and In-Country Value. Active participation was promoted by involving the participants right from the stage of choosing the new topics to explore, continuing the investment in this training initiative also for 2022.

they can successfully take up and offer their own take on the challenge of the energy and digital transformations taking place within the Group.

Digital participation in Career Day - in the context of the consolidated partnerships with Milan Polytechnic and Luiss Guido Carli - **confirmed a commitment to running initiatives to encourage the meeting of labour supply and demand and to promote relations, and collaboration, with the world of education.** Moreover, again in order to facilitate initial contact with the world of work, training was organised for students at selected upper secondary schools. This training also aimed to **encourage young female students to approach and engage in STEM disciplines**, which provide skills in increasingly high demand on the labour market, and within our Group, but which are still strongly characterised by gender differences.

Two further collaborations have also been formalised, again with Milan Polytechnic: the International Master's in Project Management and the Master's in Sustainable Industrial Management, with Maire Tecnimont participating in the course of study with teaching hours.

For the main Italian companies, the Maire Tecnimont Group applied to access the Fondo Nuove Competenze, a public fund co-financed by the European Social Fund to encourage companies to invest in strengthening their employees' skills, allocating part of their working hours to dedicated training activities. This plan, called "Methodologies and Skills for Innovation", aims to address specific needs, such as:

- the consolidation of people's knowledge and skill sets in light of the needs arising from new methods of working and organization adopted to respond appropriately and effectively to the market challenges posed by the current economic situation and the pandemic;
- reinforcing the approach of valuing diversity in order to promote an increasingly inclusive corporate culture and environment, in line with the corporate sustainability strategy;
- investment in the development of managerial skills, in particular for employees with roles in coordinating groups of people.

As part of the broader process of increasing the harmonization and uniformity of corporate processes

in the area of Development, the project to integrate the performance evaluation process (Employee Performance Commitment) process continued in the various Maire Tecnimont Group companies, including foreign companies, with deployment in Croatia and Algeria, involving all employees who met the necessary requirements.

**NOT JUST THE COMPANY, THIS IS YOUR COMPANY!**

**The 2020-2022 Employee Share Ownership Plan** - designed with reference to the previous positive experience deriving from the 2016-2018 three-year Plan - continues, an incentive mechanism aimed at encouraging the participation of all employees in the



achievement of objectives and the growth of corporate value in the long term, strengthening the motivation, sense of belonging and loyalty of its People on the Maire Tecnimont Group's development journey. The Plan, which provides for the free allocation of Maire Tecnimont Shares upon the achievement of certain consolidated economic and financial results, recorded an acceptance rate of over 95% for the Second Cycle (2021), confirming the deep appreciation of the employees for the initiative and the choice of the Maire Tecnimont Group to implement it despite the unusual nature of the period.

### ZERO PROJECT

Maire Tecnimont participates, as Corporate Partner, in the "ZERO" project - the Italian Cleantech Accelerator of the National Accelerator Network promoted by Cassa Depositi e Prestiti - which aims to identify start-ups with great business potential and zero-impact solutions for the environment in the fields of Energy Transition, Decarbonisation and Sustainability.



The Group's participation in this innovation program, in addition to representing an important opportunity for discussion with numerous nationally important companies and start-ups, and for development of selected employees involved in the training pathway focusing on mentoring skills and evaluation of the solutions that the start-ups propose, reconfirmed the centrality of the topics of environmental sustainability and ecological transition for the Maire Tecnimont Group.

### MAIRE TECNIMONT UP - KNOWLEDGE SHARING

The Maire Tecnimont UP program - in support of SMEs - is part of the Group's initiatives aimed at promoting In-Country Value, and is dedicated to sharing knowledge and lessons learned with strategic Italian suppliers. The program includes, among others, major knowledge sharing initiatives: Maire Tecnimont organised a virtual workshop dedicated to the topics of Internationalization, Digital Transformation, Co-engineering and Open Innovation involving more than 60 managers from 40 leading SMEs in their respective sectors, together with the Group's top management. The initiative allowed the



development of an innovative platform for acquiring the key skills needed to create value and boost competitiveness in international markets, through the sharing of knowledge accrued by Maire Tecnimont and its supply chain. Following this workshop, a meeting was held for 8 selected suppliers to explore the topic of internationalization in greater depth, through an even more interactive format that saw the direct involvement of participants in the various round tables. The knowledge sharing activities will conclude in 2022 with a further workshop on Green and Sustainability topics.

## 3.5 HEALTH AND SAFETY

**The safety and protection of people is not only a priority but a fundamental value that each of us puts into practice in all our activities, day after day.** We are putting our efforts into increasing the engagement of our colleagues, clients and subcontractors, because HSE is a value in which everyone believes and can identify with.

The Maire Tecnimont Group is committed on a daily basis to promoting workplace safety, environmental protection and people's well-being. In general, a continuous focus is placed on creating a positive workplace, in which people can work safely, aware of the risk and consequences for the environment related to their job, and cooperating and sharing work and life experiences while growing professionally with their colleagues.

For the Maire Tecnimont Group, **people have a distinctive value.** Therefore, the risks relative to the health and safety of the employees present every day in offices and construction sites are continuously assessed and mitigated.

Focusing on the prevention of any type of accident and the mitigation of any impact on the ecosystem, **the Maire Tecnimont Group is therefore committed to providing workplaces, services and industrial plants compliant with applicable legal requirements and the highest international Health, Safety and Environment (HSE) standards,** while also encouraging "work safely" and environmental protection approaches for every area of Company operations and during all phases of project execution, both at office and construction site level. With regard to the evolution of international tensions over the Ukraine situation, the

Group is closely monitoring developments, taking appropriate measures and constantly assessing the impact on people and activities (for further details, see the paragraph "Significant events that occurred after the end of the year and outlook for operations" of the 2021 Annual Financial Report).

To best achieve these objectives we have designed and implemented a multi-site management system for Health, Safety and Environment for the Maire Tecnimont Group that **complies with the requirements of ISO 14001 and ISO 45001 standards** in the belief that a company-wide vision and centralised management are necessary to achieve excellence.

The HSE Policy specifies principles, objectives, targets, roles and responsibilities, in addition to the management criteria necessary to control HSE issues. These objectives and targets are communicated to the Companies by Top Management and pursued through involving all personnel in each activity during the engineering, procurement, construction and commissioning stages of our projects. Continuous and intensive monitoring and periodic audits are carried out by the HSE internal auditors within the organization and by third party certification bodies, ensuring that the HSE obligations are effectively met.

The Maire Tecnimont Group considers its employees as a strategic resource and therefore ensures their rights are respected, promoting their professional and personal de-

velopment in all areas. **Training is therefore essential to create value for our stakeholders and to continuously develop the professional skills and abilities of employees** across the Maire Tecnimont Group. An intensive training program and specific sessions are provided to all employees in order to improve knowledge on Health, Safety and Environment issues, tailored according to the role and tasks of the employee. In terms of the activities performed on construction sites, training is a key element for incident prevention.



**Over 5.2 million hours have been dedicated to HSE courses** over the last three years. The ratio between HSE training hours and man hours worked on construction sites was 2.45% in 2019, 2.91% in 2020 and 2.78% in 2021<sup>30</sup>.

The three-year period in question has seen a positive trend, with a peak in 2020 due to the large-scale information and awareness campaign aimed at enforcing policies and behaviours to combat and contain the spread of Covid-19.

The average hours of training per capita provided to employees at office and construction sites for the Maire Tecnimont Group on HSE, Social Accountability and Project Quality topics were 11.9 hours in 2019, 7.3 hours in 2020 and 11.6 hours in 2021. The increase recorded in 2021, in terms of hours provided per employee, **demonstrates the Maire Tecnimont Group's continued commitment to carrying out training and awareness-building activities on HSE and Social Accountability topics.**

<sup>30</sup> For more details on HSE training hours see the Appendix.

In addition, all sub-contractors at construction sites belonging to the Maire Tecnimont Group receive training on HSE and human rights issues.

**SAFETHINK: HSE AWARENESS PROGRAM**

The Maire Tecnimont Group’s HSE results are significant. They show not only that the correct methodologies have been adopted and that compliance with international laws and standards has been achieved, but also demonstrate the awareness and involvement of all those who take part in our activities.



**This is where we are maximising our efforts: the challenge of our journey is to “humanize” HSE.** In this perspective, in 2018 we launched a five-year plan aimed at increasing HSE awareness in the Maire Tecnimont Group: “Safethink HSE Awareness Program”. The program is structured into a series of

initiatives, all focused on this singular objective, applying a multi-stakeholder approach. Since 2019, a number of activities have been initiated and developed, in particular the challenging goal of creating the innovative “Safethink” brand as the basis of a new shared HSE culture and identity alongside a communication campaign under the same name. Following these initial efforts to launch the Program, **the Maire Tecnimont Group has committed to**

**strengthening this culture through an ever deeper humanising program** to create engagement with

each employee and stakeholder, ensuring that the new HSE vision is applied by everyone in each activity. Despite the emergency situation that began in 2020, we have responded with full resilience, continuing on our path by adapting and customising our goals accordingly. Therefore, not only have our activities never ceased, but on the contrary we have strengthened them in order to maximise focus on prevention and protection for people.

As evidence of the large-scale involvement of all staff in the Maire Tecnimont Group’s new HSE identity, the institutional video “Safethink – One Team, One Goal” was launched at the beginning of 2021, featuring our people, each with their own story and way of embodying “Safethink”.



Watch the Safethink One Team, One Goal video

VIDEO

The Maire Tecnimont Group’s wholehearted commitment to the program was further demonstrated with an organizational change in October 2021, when the ‘Group HSE&SA, Project Quality and Risk Management’ function officially assumed the responsibility of promoting HSE & Social Accountability awareness programs, with the aim of building awareness and involvement on the part of internal and external stakeholders with respect to these values.



### IN TERMS OF THE INDIVIDUAL INITIATIVES OF THE PROGRAM, THE FOLLOWING WERE DEVELOPED IN 2021:

#### HSE COMMUNICATION CAMPAIGN

Communication campaigns to maintain focus on HSE & Social Accountability issues. In 2019, we launched an innovative communication campaign and a new “Safethink” brand in the HSE field, aimed at maximising our safety culture and strengthening a shared identity. In 2021, the campaign was implemented with the following activities:

- **safethinkcovid-19:** to adapt to the rapidly evolving scenario following the Covid-19 emergency, the Maire Tecnimont Group launched a spin-off of its proprietary Safethink brand and adapted it to the current situation with Safethinkcovid-19 and the related HSE campaign, which was also carried out in 2021 on a range of dedicated information and awareness-building topics.

#### HSE&SA ENGAGEMENT INITIATIVES

Engagement initiatives aimed at starting a humanization process on these issues, raising awareness and spreading the new HSE & SA vision in the Maire Tecnimont Group. In 2021, as part of this “humanising” process, engagement initiatives in the HSE area aimed at involving leaders were identified:

- **World Day for Safety and Health at work:** the Maire Tecnimont Group participated for the second time in the world day promoted by the International Labour Organization (ILO) in order to spread and strengthen the commitment of Maire Tecnimont on these issues;
- **Maire Tecnimont Group HSE Workshop:** the Maire Tecnimont Group Site Managers and HSE Managers took part in the fourth edition of the Group HSE Workshop;

#### HSE CELEBRATION DAY

Celebration days following strong HSE performances during construction projects. Worthy of mention in 2021 was the HSE Celebration Day for the HAOR, PP5 and LUANDA Refinery projects;

#### MAIRE TECNIMONT HSE & SA8000 MULTI-SITE CERTIFICATIONS

A dual goal achieved by the Maire Tecnimont Group in HSE and Social Accountability, which improves the synergies between the various companies. Surveillance audits were carried out by a third-party body during 2021 which confirmed the Maire Tecnimont Group’s maintenance of and strong commitment to both HSE & SA8000 management systems.

#### HSE&SA SOCIAL INITIATIVES

Social initiatives on HSE and SA8000 topics to support local development, undertaking activities which best reflect the Maire Tecnimont Group’s values;

#### TRAINING TOOLS

Spread of information pills and training tools to increase awareness of procedures and good practices on HSE & SA8000 issues in and out of the workplace. In this context, in 2021 the following activities were carried out:

- **Safety Moment:** continuing the previous year’s activities, new informative Safety Moments on Covid-19 were held, resulting in a total of more than 285 hours of information provided to around 200 employees, with the aim of reinforcing the policies and behaviours to be followed within the Maire Tecnimont Group’s corporate offices, as well as all updates and additional requirements. In addition, a series of brief summaries on general HSE topics and Covid-19 related measures were provided to client personnel at corporate offices.

- **Safety Tips:** publication on our social channels of 10 digital pills about each of our Safethink Rules for Life.

- **Train the Trainer:** a 24-hour safety-related “Train the Trainer” course was carried out, awarding a nationally recognised qualification for internal HSE training courses. In addition to providing training principles, methods, techniques and tools, the course covered the topics of behavioural safety and the motivation for safe conduct with a view to developing an ever-increasing safety culture. 16 HSE Managers and Project HSE Engineers attended a total of 384 hours of training.

### IN ADDITION TO THE INITIATIVES DESCRIBED ABOVE, WHICH BUILT ON PREVIOUS COMMITMENTS, TWO NEW, HIGHLY CHALLENGING AND AMBITIOUS SAFETHINK HSE AWARENESS PROGRAM ACTION AREAS WERE CREATED IN 2021

#### STOP & COACH PROGRAM

An innovative program aimed at driving up Safety awareness by increasing the engagement and onboarding of our colleagues, clients and subcontractors through a participatory approach;

#### SAFETHINK CARE

The new Safethink “soul” dedicated specifically to unconventional/emotional training for workers, contributing to our macro-objective of humanising HSE by working on attitudinal and cultural change. A pilot launch of the project was carried out in 2021 with its content and visual identity to be rolled out in 2022.



**2022**  
**OBJECTIVES**

**<0.459**

**TRIR**  
(TOTAL RECORDABLE INJURY RATE)<sup>31</sup>

**<0.117**

**LTIR**  
(LOST TIME INJURY RATE)<sup>31</sup>

**3%**

(CONSTRUCTION SITES)

**TRAINING HOURS PROVIDED / HOURS WORKED**

**HSE HUMANIZATION PATH**



ONGOING PROMOTION AND STRENGTHENING OF **HSE CULTURE**

**SAFETHINK - HSE AWARENESS PROGRAM**

**Damiano D'Alessandro**

*Group HSE&SA,  
Project Quality  
and Risk Management  
Head of Department  
MAIRE TECNIMONT*



**How has the Safethink HSE Awareness Program evolved?**

The Program was launched in 2018 with the aim of defining a new approach to HSE culture, aimed at an empowerment of HSE awareness in Maire Tecnimont Group. The first step was to create a brand and communication campaign that would best represent our identity and safety culture: Safethink. A distinctive feature of this was the creation of our “Safethink Rules for Life”, a selection of fundamental safety rules for injury prevention. The program immediately attracted a great deal of participation. And even the pandemic, during which we launched the “safethinkcovid-19” spin-off, couldn’t stop it. Having already achieved the challenging goal of a new HSE identity early on, we decided to enhance the program with new initiatives aimed at “humanising” HSE.

**What is meant by the humanization of HSE?**

Our aim is to go beyond mere compliance and take action at a deeper level; that means not just on technical and knowledge-based systems but on cultural-value systems. So “humanising” is about connecting more deeply with people through awareness-building initiatives and other activities. For us, humanization also means addressing staff from across all disciplines and seniority levels, not just technical workers: at the Maire Tecnimont Group, HSE belongs to everyone. We have therefore put new initiatives in place with a strong focus on engagement and awareness through playing an active role. These include the Group HSE Workshop and the innovative Stop & Coach Program.

**How does the Stop & Coach Program work?**

The aim of the Stop & Coach Program is to increase engagement and onboarding of colleagues, clients and subcontractors. Specifically, this means raising safety awareness by encouraging our Construction Team to take action on activities that don’t comply with our Safethink Rules for Life through a participatory approach. The innovative aspect of this program is that it aims to not only correct behaviour, but ensure a high level of HSE awareness through a coaching process, promoting safe behaviour as part of employees’ value system, and not just through operational instructions.

<sup>31</sup> Based on 1 million hours worked.

## STOP & COACH PROGRAM

The “Stop & Coach Program” is part of our macro-objective of boosting HSE awareness and is aimed at injury prevention. Specifically, the program aims to increase the safety awareness of our Construction Team by promoting a participatory approach to managing the measures taken regarding activities not complying with our Safethink Rules for Life.

The Program goes beyond merely stopping unsafe behaviour, aiming to combine interrupting unsafe behaviour with a process of training and mentoring to ensure that the interruption is not perceived as purely disciplinary and/or conflictual (coaching).

It involves, therefore, promoting safe behaviour as part of the worker’s personal set of values and not just as mere operational instructions, leading to multiple benefits for the community as well.

The variety of cultures involved in the Maire Tecnimont Group is naturally one of the project’s major challenges, both because of varying levels of maturity on safety issues, but also because of the ways in which different communities give and receive feedback. For this reason, the project places great emphasis on identifying tools that are versatile and cut across different cultures and roles.

The methodological approach is inspired by Coaching, proposing a set of questions to stimulate safety awareness. In order to mitigate intercultural differences, the role of the safety coach is channelled through the metaphor of the “good father”:

### **Supervisor = [safety coach] = Good Father**

The initial phase of the “Stop & Coach Program” involved raising general awareness of the program’s objectives through a Kick off Meeting with all Construction Sites involved. Subsequently, tailored training courses were held for all construction site resources, Supervisors and Managers, aimed at providing the awareness and tools to ensure they approached their role correctly. 11 construction sites were involved with 63 training sessions organised for HSE/Site/Construction Managers, Supervisors/Superintenders and Project Directors/Project Managers.

In carrying out the training activity, the methodological focus was on asking questions that encouraged a new point of view: a new HSE awareness that stems from placing personal reasoning above disciplinary duty. This strategy, inspired by safety coaching, derives from the goal of empowering workers and leading to safer, more conscious conduct during all construction activities. At the same time, we have provided a user-friendly tool, through a sequence of predefined questions that take into account the intercultural differences involved while minimising their impact.



Following the training and mentoring activities, the Program was implemented on-site through the use of an actual physical card – the “Stop & Coach Card” – a tool that gives workers the authority to stop an unsafe action or situation and manage the coaching activity. On the front of the card is the ‘stop’ symbol; the back side is dedicated to the innovative part of the program – a series of questions that will guide the person who has stopped the unsafe action through the coaching process. The Stop & Coach Card is delivered in a kit that also includes the Safety Observation Card, a useful tool for recording and following up on non-compliant situations.

In addition, ad hoc “Stop & Coach Guidelines” have been created detailing the program in all its phases, with the aim of providing instructions and tools to help implement the program across all the Maire Tecnimont Group’s construction sites.

Finally, dedicated communication material was prepared and distributed to promote the content of the Program and strengthen the Maire Tecnimont Group’s HSE awareness.

Applying the method has several benefits in terms of:

- the effectiveness of the action;
- the personal safety culture of workers;
- establishing a corporate safety culture;
- the interpersonal climate in work teams.



11

CONSTRUCTION SITES INVOLVED



327

PARTICIPANTS



500

STOP&COACH KITS DISTRIBUTED ACROSS ALL CONSTRUCTION SITES INVOLVED



840

TOTAL HOURS TRAINING DELIVERED OVER 63 SESSIONS AS FOLLOWS

16

SESSIONS

FOR HSE, SITE AND CONSTRUCTION MANAGERS

44

SESSIONS

FOR SUPERVISORS AND SUPERINTENDERS

3

SESSIONS

FOR PROJECT DIRECTORS/PROJECT MANAGERS



**FOURTH EDITION OF THE GROUP HSE WORKSHOP:  
MAIRE TECNIMONT CELEBRATES THE 2021 WORLD DAY FOR SAFETY AND HEALTH  
AT WORK, BRINGING TOGETHER CONSTRUCTION SITES ACROSS THE WORLD**

The fourth edition of the two-day HSE workshop was organised by the Maire Tecnimont Group on the 2021 World Day for Safety and Health at Work, sponsored by the ILO.

The 2021 edition was attended by 160 colleagues from the Construction team (Site managers and Site HSE managers) and Top Management from across the Maire Tecnimont Group, who followed the event from 17 countries, both from the main offices and from 24 construction sites. These construction sites mobilise around 36,500 people, including Maire Tecnimont’s Construction team and direct and indirect workers. Seven of our Top Managers were present, including the CEO of the Maire Tecnimont Group, Pierroberto Folgiero. They made a valuable contribution and shared their vision.

This year, the day focused on strategies to strengthen occupational safety and health (OSH) systems to build resilience to meet current and future challenges by drawing on past learning and experiences from the world of work.

To mark the occasion, the Group HSE function, in collaboration with the Construction management of Tecnimont and KT-Kinetics Technology, organised the fourth HSE Workshop with specific branded materials (posters, banners, t-shirts, polo shirts). The aim of the event was to share best practices implemented, lessons learned from 2020 and new goals and expectations for 2021.

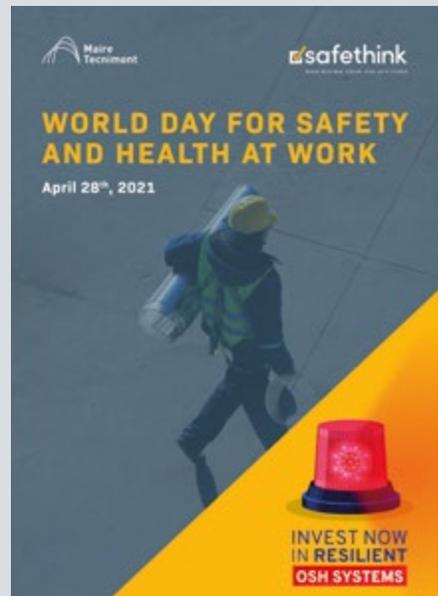
share best practice and strengthen our shared HSE identity - a litmus test showing that our “Safethink HSE Awareness Program” has already managed to implement and strengthen a new shared health and safety culture in just a few years.

The high levels of participation and involvement from all the construction sites showed how much the new HSE identity is shared and embedded in the Maire Tecnimont Group.

**160**  
COLLEAGUES

**17**  
COUNTRIES

**24**  
CONSTRUCTION SITES



A dedicated HSE program was broadcast on all our Corporate TV channels throughout the two days. In parallel, on our social networks, we shared with our external stakeholders how the health and safety of our people is a core value for the Maire Tecnimont Group.

The current situation has placed even more emphasis on the need to establish guidelines to ensure people’s safety and health. As safety is not only a priority for us but a core value, the workshop was a valuable opportunity to



## 3.6 HEALTH AND SAFETY PERFORMANCE

The Maire Tecnimont Group strongly supports a preventative approach to reducing the risk of accidents and their associated effects, safeguarding the health and safety of its employees and personnel under its responsibility and minimising negative impacts at offices and construction sites.

Over the last three years, work hours totalled more than **222 million** at the Maire Tecnimont Group's offices and construction sites worldwide<sup>32</sup>.

The Occupational Disease Rate (ODR) measures the frequency of occupational diseases relative to the total time worked by all employees. No occupational diseases were recorded over the last three years (ODR=0).

### PERFORMANCE AT HEADQUARTERS

At the Maire Tecnimont Group's offices, for the Hydrocarbons<sup>33</sup> business unit, over the last three years a total of 24.2 million man hours were worked. Including branches, man hours work amounted to 8,063,986 for 2019; 8,151,755 for 2020; and 8,021,693 for 2021.

Four injuries<sup>34</sup> were recorded in 2019 (with 116 lost days), and zero in 2020 and 2021. According to OSHA, over the three years of observation the Lost Time Injury Rate (LTIR)<sup>35</sup> indicator fell, reaching 0.099 in 2019 and **0 in 2020 and 2021**. Again according to OSHA, the same reduction was recorded for the Total Recordable Injury Rate indicator<sup>36</sup>, which was 0.149 in 2019 and **0 in 2020 and 2021**.

In Italy, commuting injuries, those occurring outside company premises, must be recorded according to domestic legislation. Commuting injuries over the last three years for the Maire Tecnimont Group's Italian companies amounted to 9 for 2019, 3 for 2020 and 5 for 2021.

Relating to the Green business unit<sup>37</sup>, over the last three years, a total of over 0.49 million man hours were worked on Headquarters. More in detail, man hours worked amounted to 105,161 for 2019; 198,129 for 2020; and 191,171 for 2021.

The number of injuries registered for 2019 was zero, for 2020 one injury was recorded (with 53 lost days) and in 2021 zero injuries were registered. According to OSHA, the Lost time Injury Rate

(LTIR) indicator stands at **0 for 2019, 1.009 for 2020 and 0 for 2021**. Also according to OSHA, the same trend was recorded for the Total Recordable Injury Rate indicator.

In the last three years, **no commuting injuries** were registered for the Green business unit.

### CONSTRUCTION SITE PERFORMANCE

For the Hydrocarbons business unit, the Maire Tecnimont Group adopts the main performance indicators set out by OSHA (the US Occupational Safety and Health Administration) and IOGP (International Association of Oil & Gas Producers), in order to monitor and detect areas for improvement and to continuously promote a strongly HSE focused approach on worksites.

Over the last three years, man hours worked in construction sites of the Maire Tecnimont Hydrocarbons business unit totalled over **195 million**.

The table below shows the main safety indicators for the Maire Tecnimont Group as per IOGP criteria.

<sup>32</sup> Details of the hours worked by personnel in the Offices and Construction Sites is shown in the "Appendix - Sustainability Performance".

<sup>33</sup> The Hydrocarbons business unit includes the companies that deal with petrochemical and Oil & Gas activities.

<sup>34</sup> Commuting injuries are not included.

<sup>35</sup> Lost Time Injury Rate (LTIR) is the number of injuries including at least one day lost divided by the hours worked in a year

the year times 200,000. The LTIF indicator takes into account fatalities and injuries with lost days.

<sup>36</sup> Total Recordable Injury Rate (TRIR) is the total number of recordable injuries divided by the hours worked in a year times 200,000. The indicator takes into account: fatal events, injuries with lost days, restricted work day cases and medical treatment cases.

<sup>37</sup> The Green business unit includes the companies that deal with activities in the Renewables and Green Chemicals sectors.

**SAFETY INDICATORS FOR HYDROCARBONS BU ACCORDING TO IOGP**

	2019	2020	2021
Work hours in construction sites (employees + sub-contractors) - million	103.9	38.7	53
Lost time injury rate - LTIR <sup>38</sup>	0.096	0	0.038
Total recordable injury rate - TRIR <sup>39</sup>	0.317	0.077	0.245

The numbers and trends emerging according to these indicators are regularly compared with internationally recognised benchmarks, such as those provided annually by the IOGP for EPC (Engineering Procurement & Construction) contractors.

2021 data for IOGP is not available yet (as benchmark data will be

published in the second quarter 2022) and for this reason the Maire Tecnimont Group will maintain the same 2020 benchmark data also for 2021.

By their nature, events categorised as LTIs have a very low rate of occurrence, therefore, in order to statistically record their trend over time an observation period much

longer than a single year is required. For this purpose, the IOGP, whose statistical data we use as a sector benchmark for HSE, has adopted a five-year rolling formula for the LTIR indicator and our company has done similar processing.

**LTIR FIVE YEAR ROLLING AVERAGE (FOR MILLION HOURS)**



Analysis of the trends of the last few years confirms the Maire Tecnimont Group’s commitment to excellence in injury prevention. In fact, our figures remain consistently well below IOGP benchmarks, and since 2015 the trend is decreasing, as is immediately visible from the graph above<sup>40</sup>.

The Maire Tecnimont Group’s intense focus on health and safety issues is documented by an aver-

age injury rate (LTIR) constantly below the sector average. In 2021, using the same reference data as 2020, the LTIR indicator recorded was three times lower than the benchmark while the TRIR registered was two times lower than the benchmark<sup>41</sup>.

Work hours for the Green business unit<sup>42</sup> over the last three years amounted to over 2.1 million. Work hours on construction sites (em-

ployees in construction sites + sub-contractors) amounted to over 1.501 million for 2019, over 0.45 million for 2020 and over 0.15 million for 2021.

The recordable incident cases reported the following safety performance, calculated across 1 million hours worked times the Injury Frequency Index (INAIL) and across 1,000 hours worked times the Injury Severity Index (UNI: 7249).

<sup>38</sup> Lost Time Injury Rate (LTIR) is the number of injuries including at least one day lost divided by the hours worked in a year times one million. The LTIR indicator takes into account fatalities and injuries with lost days.

<sup>39</sup> Total Recordable Injury Rate (TRIR) is the total number of recordable injuries divided by the hours worked in the year times one million. The indicator takes into account: fatal events, injuries with lost days, restricted work day cases and medical treatment cases.

<sup>40</sup> The Hydrocarbons Business Unit includes companies involved in petrochemicals and oil & gas activities. From 2015, the figures also include Tecnimont Pvt. Ltd., subsidiary of Tecnimont S.p.A.

<sup>41</sup> For more information on safety indicators see “Appendix - Sustainability Performance”.

<sup>42</sup> The data does not include figures relating to the MyReplast and Green Compound plants.

■ The Injury Frequency Index<sup>43</sup> was 6.66 for 2019, 4.39 for 2020 and 26.46 for 2021;  
 ■ The Injury Severity Index<sup>44</sup> was 0.353 for 2019, 0.377 for 2020 and 0.457<sup>45</sup> for 2021.

The MyReplast plant upcycles plastic waste: mechanical recycling and compounding produce high-quality recycled polymers for use in applications, which are capable of replacing virgin plastics in many sec-

tors. The plant recorded one injury (with 10 lost working days) in 2019, no injuries in 2020 and two injuries in 2021 (with 40 lost working days). In 2021, the plant worked a total of 69,019 man hours.

### HSE CELEBRATION DAY - SOCAR HAOR PROJECT AND PP5 PROJECT

During 2021 the restrictions and criticalities related to the Covid-19 pandemic persisted but Maire Tecnimont Group continued pursuing the backbone of its DNA – its wholehearted commitment to best implementing the Maire Tecnimont Group's "Safethink" values. It achieved excellent results even where the complexity of the project involved the simultaneous management of construction, pre-commissioning and commissioning activities and the large-scale use of vendors.

In this framework, the JV between TCM and KT operating in Azerbaijan achieved 20 million injury-free man-hours (LTI Free) on 24 December 2021 in the Baku PKA Refinery Modernization and Reconstruction Project (HAOR) owned by the state-owned company SOCAR.

In view of this significant achievement, the top management of the Maire Tecnimont Group and the clients organised a celebratory event for the beginning of 2022, with the participation of representatives of the Subcontractors and all the organizations involved, to express their thanks for the achievement and to reinforce the message of widespread commitment and participation in the area of HSE until the completion of the works planned for 2022.

Also in 2021, the Polypropylene-5 (PP5) project for our long-standing client Borouge (a joint venture between ADNOC and BOREALIS) was completed at the Ruwais complex (Abu Dhabi, UAE) with the impressive result of over 22 million man hours worked over the entire project with 0 LTIs and 0 TRIs.

This outstanding performance was celebrated with the client and representatives of all parties involved in a ceremony held in October. Emphasis was placed on the virtuous combination of completing the project on schedule and safely – an example to be followed for future projects both in the area and in other countries.



### HSE CELEBRATION DAY - LUANDA REFINERY PROJECT



For 2021, we should also highlight the celebration day of an important milestone achieved in Angola, at the LUANDA REFINERY construction site. 2 million man hours worked without LTI (Lost Time Injuries according to OSHA - Occupational Safety and Health Administration) were achieved in the project.

This is a very significant achievement in a difficult working environment, rewarding all the HSE team and the Construction team's effort, who gave their full commitment to safety and showed incredible resilience during this critical historical period.

The celebration was held at the construction site, in the presence of representatives of ENI, representatives of SONANGOL, KT - Kinetics Technology Site and Project management, as well as Project Management from the sub-contractors, all in compliance with Covid-19 prevention measures. During the event, KT Management presented a commemorative plaque in recognition of key sub-contractors and took the opportunity to share a commemorative Safethink branded t-shirt with the entire workforce.

**43** The Injury Frequency Index is the number of lost time injuries (fatalities + lost work day cases + restricted work day cases + medical treatment cases) divided by work hours worked times 1 million. The indicator takes into account: fatalities, injuries with lost days, restricted work day cases and medical treatment cases.

**44** The Injury Severity Index is the number of lost days divided by

work hours times 1,000. The indicator takes into account lost days due to injuries. Injury Severity Index is defined according to OSHA Forms 300 methodology.

**45** In 2020, 114 lost days were also recorded due to the return of an injury that occurred in 2019.

# 3.7 HUMAN RIGHTS

Respect for Human Rights is an essential element of the vision of the Maire Tecnimont Group and is one of the values underlying our activities in all the countries where we operate. The Company therefore recognises the diversity of the countries where it is present and of its clients, suppliers and employees, and each is valued as a strategic asset.

**One of Maire Tecnimont's key goals is to ensure its business is managed ethically, fairly and responsibly**, also taking into account certain intangibles, such as the Company's human, organizational and social resources. The Maire Tecnimont Group, in compliance with the SA8000 standard and the United Nations' Universal Declaration of Human Rights, recognises and promotes among its employees and business partners respect for the individual, their dignity and their values as a core aspect of its identity and of its conduct. Accordingly, any form of intolerance, violence, harassment and discrimination (be it based on gender, race, nationality, age, political opinion, religion, sexual orientation, health condition or socio-economic conditions) is disavowed. **No incidents of discriminatory practices were recorded in 2021.**

Maire Tecnimont's position on safeguarding human rights is made clear to all stakeholders, both internal and external, through the Code of Ethics - a copy of which is provided to new hires and suppliers and is always available on the Corporate website.

In order to ensure ethical and responsible business management, **the Maire Tecnimont Group's certified companies are committed to a voluntary social responsibility certification in accordance with the SA8000 management system.**



This system can be certified through an audit system by an independent body and is based on international human rights standards (ILO and UN

conventions) and national employment laws. Its purpose is to provide a tool that protects and gives authority to all personnel working for a company and to all those who collaborate with the company, such as suppliers, contractors, sub-contractors, and home workers.

As a result of the strong commitment to fundamental values such as respect for human rights, protection of the individual and promotion of their well-being, **at the end of 2020, the Maire Tecnimont**



**Group received the multi-site certification from Bureau Veritas Italia in accordance with the SA8000:2014 standard.** Achieving this ambitious goal was the result of coordinated work between the main Group companies that were already individually SA8000 certified.

In addressing all these issues, Maire Tecnimont has therefore demonstrated the implementation of a solid and structured management system, made up of policies and procedures that are able to clearly guide the work of the certified companies. The centralization of the management system, an equally challenging target for a multinational with operations in 45 countries, was possible thanks to the presence of a core of shared values that translate into strategic choices and operational practices applied uniformly among the various companies of the Maire Tecnimont Group, while taking into account the specific characteristics of the individual businesses.

**Our commitment to the protection of human rights, within the framework of SA8000 certification, is based on the following core elements:**

#### ■ TRAINING

The Maire Tecnimont Group has built its system of Social Accountability not only by fully complying with the requirements of the SA8000 standard, but by customising the Management System to increasingly put the person at the centre. We have invested heavily in training and internal communication activities to raise awareness and involve everyone on these issues, with the aim of making each person an active participant on this journey and in their personal well-being. On construction sites, our Construction team plays a lead role in increasing awareness and monitoring of human rights for our

sub-contractors: all construction site personnel (both supervisors and workers) receive training in Social Responsibility.

The total number of hours in the reporting period for the companies included in the multi-site certification in relation to training on human rights policies or procedures concerning the human rights aspects of operations were as follows: 4,077 hours in 2019, 1,660 hours in 2019 and 3,704 hours in 2021.

This increasing trend demonstrates the Maire Tecnimont Group's ongoing commitment and effort to addressing human rights issues.

The percentage of employees trained on human rights policies and procedures concerning human rights aspects, out of the total number of employees and during the reporting period, was 20% in 2021 compared to 23% in the previous year. When related to SA8000 certified companies, the percentage increased to 53% in 2021.

The commitment to human rights training also involves sub-contractors, in addition to employees. 100% of sub-contractors receive human rights issue training.

#### ■ APPOINTMENT OF WORKERS' REPRESENTATIVES IN SOCIAL ACCOUNTABILITY AREAS

In order to facilitate workers' liaison and communication with company management on matters related to social responsibility, an SA8000 (RLSA8000) Workers' representative has been elected at each certified Maire Tecnimont Group company.

In 2021, as part of a major engagement on complaints methods, an awareness-building activity was carried out on communication channels dedicated to RLSA8000.

#### ■ SOCIAL PERFORMANCE TEAM AND RISK ASSESSMENT

A Social Performance Team (SPT) was also set up for every certified company, made up of a balanced representation of managers and SA8000 workers representatives, and is responsible for monitoring and maintaining the SA8000 Management System. In this context, the SPT conducts a periodic written Risk Assessment to identify and prioritise areas of current or potential non-compliance with the standard and ensure that corrective and preventative actions are effectively implemented. The risk assessment is carried out on the basis of the ERM (Enterprise Risk Management) methodology that the Maire Tecnimont Group has adapted from the assessment of corporate business risks. Involving the Social Performance Team in this systematic process, the Maire Tecnimont Group's companies are able to foster worker-manager collaboration around a proactive process that leads to practical workplace improvements.

In 2021, we continued to update the social risks assessment, 100% of all certified companies conducting a risk assessment on issues related to the requirements of the SA8000 standard and the social accountability management system.

#### ■ ACTIVE LISTENING TO STAKEHOLDERS AND MANAGING COMPLAINTS

A central aspect of our vision is to listen and give voice to the Maire Tecnimont Group's various internal and external stakeholders. We have therefore created a channel for all our stakeholders to send/receive reports, as a direct way of receiving insights and suggestions to improve daily working life. These channels differ depending on the type of stakeholder in-

volved and are all managed through applying thorough analysis and transparency.

In 2021, following Maire Tecnimont's SA8000 multi-site certification, we optimised these channels to encourage and facilitate even more dialogue with the company, accompanied by an awareness-raising activity with all employees. In particular, alongside the dedicated SA8000 Management Team and Worker Representative mailboxes, the Maire Tecnimont Group has developed more structured ways to access the channels and ensure the anonymity of the complainant, as per the previously mentioned grievance mechanism. Two special sections of the corporate website and the internal portal allow both internal and external stakeholders to report alleged breaches of company policies and/or of SA8000 standard requirements. A system for collecting reports was also established with 'physical boxes', both in offices and in our construction sites.

In 2021, at the multi-site aggregate level, we received 27 complaints relating to SA8000 requirements, all of which were taken up during the year: 23 complaints were handled and successfully resolved by the end of 2021; the 4 reports remaining open will continue to be managed in 2022.

**MONITORING OF THE SUPPLY CHAIN**

Respect for the human rights of the entire supply chain that works with our Group is fundamental to building positive, transparent and lasting relationships.

The Maire Tecnimont Group makes all its suppliers/sub-contractors aware of these issues so that they undertake to respect human rights in their operations.

To this end, our suppliers are required to follow the founding principles of the Code of Ethics and to respect human rights in line with Group policies, with a commitment to adopt best practices in terms of human rights and working conditions, occupational health and safety and environmental responsibility.

In addition, in line with the Group's continued commitment in terms of sustainability, Maire Tecnimont has launched structured activities for the integration of environmental, social and governance (ESG) factors within its supply chain from supplier scouting to qualification process and post-order management.

We are therefore constantly engaged in pre-qualifying our suppliers, contractors and partners, a process which sees hundreds of suppliers assessed each year on their performance, including human rights and social accountability issues. In 2021, around 900 suppliers were assessed on these issues.

The promotion and protection of human rights in the supply chain is also managed through audits at our construction sites, including sub-contractors' "leaving camps". In 2021, the Maire Tecnimont Group made a particular effort in this

area, working proactively to resolve critical issues affecting the workforce of third parties, especially in particularly disadvantaged geographical areas.

**COMMUNICATION, AWARENESS AND ENGAGEMENT**

Communication and personnel engagement is a fundamental aspect of the SA8000 Management System. On the subject of social responsibility, as well as on that of health and safety, the Maire Tecnimont Group has put in place many initiatives to generally strengthen awareness on these issues. People's awareness is an asset we are working on today and which we are committed to for the next few years. In the SA8000 context, dedicating focus and commitment to these matters does not only mean improving the well-being of employees, but the even more complex mission to transfer and share these requirements with all the companies that work with us, and this is our challenge for the future.

The graphic features the text "SA8000" in blue above a large yellow rectangle containing the words "RAISE YOUR VOICE" in blue, stacked vertically. Below the yellow rectangle are the logos for Maire Tecnimont and safethink.

**MAIRE TECNIMONT'S ROUTE TO MULTI-SITE SOCIAL ACCOUNTABILITY CERTIFICATION AND SA8000 CORPORATE GOVERNANCE**



Discover more about the multi-site certification

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**Maire Tecnimont is the first Italian group, and the first in the world in the energy industry**

**technology, engineering and construction sector, to certify a single social responsibility management system at a multi-geographic level**, confirming its commitment to the well-being of people in offices and on construction sites. This significant milestone is the result of a process that began several years ago. This work and focus on Social Accountability issues started at the end of 2011 and led to a first certification obtained in July 2012 for KT - Kinetics Technology, a sister company of the Maire Tecnimont Group. Subsequently, a similar certification process took place for other Maire Tecnimont Group companies, each limited to the respective national scope as initially regulated in the SA8000 standard. When, at the beginning of 2020, the SAAS (Social Accountability Accreditation Services) accreditation body introduced the possibility of obtaining multi-site certification for the SA8000 Standard as well, our Group promptly took advantage of the opportunity. We did this as, having already implemented all HSE activities in a multi-site system, the natural evolution was to also work towards a single social responsibility management system - confirmation of our commitment to the well-being of people in our offices and construction sites.



Discover more about the Round Table with Bureau Veritas

VIDEO

Consequently, thanks to its strong commitment to fundamental

values such as respect for human rights, protection of individuals and promotion of their well-being, **at the end of 2020 the Maire Tecnimont Group obtained multi-site certification in accordance with the SA 8000:2014 standard with the BVI certification body**. It was an ambitious goal, achieved through complex coordination work between the various Maire Tecnimont Group entities that were already individually SA8000 certified, and in particular those with offices in Italy (Tecnimont S.p.A., KT - Kinetics Technology S.p.A., MST S.p.A.), Germany (TPI GMBH), as well as in the Netherlands (Stamicarbon BV).

Today, Maire Tecnimont is committed to maintaining its multi-site SA8000 certification and therefore extending SA8000 social responsibility certification beyond national borders, once again demonstrating

that it is a pioneer of change. The certification enhances the synergies between the various companies, which share a solid core of Maire Tecnimont Group values, primarily the protection and growth of people, the most important asset at the centre of Maire Tecnimont's business in every country where it operates. Extending the multi-site certification to the various countries has allowed the Maire Tecnimont Group to standardise procedures and methods, and optimise audit times, as well as further strengthen the dynamics of exchange with its supply chain,



Discover more on the Forbes article

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increasing the competitiveness on the market both of each individual entity and the Group as a whole.



**Maire Tecnimont Group CEO Pierroberto Folgiero** commented on this important result as follows: "The certification we received is a significant new milestone. It is another crucial step on

our path to guarantee the utmost focus on the protection of all the people who share the DNA of Maire Tecnimont and its values, and at the same time, it strengthens our commitment to the entire supply chain, essential factors for a company that firmly believes in its own code of ethics. With this result we are building on the important work of previous years, which led to the implementation of robust and mature management systems by each of the companies included in the certification perimeter." The path undertaken by Maire Tecnimont over these years to disseminate and consolidate a culture of respect for human rights was also bolstered at a structural level through an organizational change that took place in October 2021: the **"Group HSE&SA, Project Quality and Risk Management"** corporate function officially assumed responsibility for defining the Maire Tecnimont Group's course of action and strategic and operational guidelines relating to Social Accountability, with coordination and monitoring actions for both its offices and its construction sites. In addition, along with HSE issues, it is also responsible for promoting awareness programs on Social Accountability, in order to build awareness of these values and the involvement of internal and external stakeholders.