

Training

The Company defines and carries out an annual corporate training programme based on an analysis of training requirements which

identifies any gaps and the most appropriate training to resolve these issues. The training courses include final tests and certification when possible and/or provided for.

Introduced in 2015 to promote a new training model that would strengthen the existing skills and expertise and transmit these throughout the organisation, the Company's Learning Academy continued its activities in 2017. The main training programmes provided in the year covered induction courses on internal policies and procedures for new employees, courses on companies' administrative liability (Legislative decree no. 231/2001) and anti-corruption, health and safety, languages, the digitalisation of systems and processes, technical expertise and economic-financial issues.

The Company also strengthened its E-learning Academy, the Group's international training hub launched in 2016 as a platform to share technical and specialist know-how through e-learning courses. During 2017, the "In aula con i nostri esperti" e-learning programme was revised to include webinars and video testimonials of the main experts of the materials presented during the course.

Salini Impregilo rolled out the second edition of the master degree course "International Construction Management" (levels I and II) at the Milan Polytechnic, a leading university partner. The Master course, held entirely in English, combines classroom lessons, mostly provided by Salini Impregilo professionals, with a six-month internship in Italy and abroad under the guidance of company tutors. The 2017/2018 course includes international students (33%) and female students (30%).

Salini Impregilo also invests in the professional development of its employees around the world in order to ensure their performance meets with the Group's technical, qualitative, environmental and health and safety standards and so that it has qualified personnel for its ongoing and future projects.

Accordingly, projects include professional training courses for the local workforce, defined using parameters that identify the training requirements and needs for each position. Employees must attend the

specific training course identified for their roles and requirements (both classroom and on-the-job).

These courses avoid the risk that employees' technical, professional and managerial skills become obsolete as this could affect the productivity, efficiency and safety of their jobs.

Training hours provided in 2017 amounted to 771,910, inclusive of both classroom and on-site training and information.

AVERAGE PER CAPITA TRAINING HOURS	Unit	2016	2017
Managers and white collars	hours	27	16
Blue collars	hours	33	28
Total	hours	32	25

In addition to training given to group personnel, the staff of its subcontractors attended courses on QHSE subjects totalling 914,800 hours in 2017.