

TRAINING AND DEVELOPMENT

Human capital and its development are key elements for ensuring lasting competitive success



Saipem believes that the secret to its success lies in its people: skills and know-how are the key assets and as such are duly monitored and developed through continuous analysis and the definition of a specially-focused investment plan.

Further details on management of Saipem people can be found in the 'Consolidated Non-Financial Statements' of the Annual Report 2017.

2017 Highlights	UN GC Principles	Sustainable Development Goals
Training man-hours (including employees and subcontractors) +1.9 mln		
Employee performance evaluations -10,000		

Saipem offers a reliable work environment that guarantees equal opportunities for all on the basis of merit and without discrimination. People development represents a key lever in the Company's business strategy: learning programmes ensure the development of professional know-how and behavioural competences.

ATTENTION TO KNOW-HOW

The **K-map campaign**, launched in 2014, is aimed at monitoring, assessing and tracing critical skills that Saipem people have gained in significant contexts and projects.

LEADERSHIP MODEL AND SKILL MANAGEMENT

The Leadership Model, inspired by six principles – People, Integrity, Vision, Decision-making, Knowledge, Communication – identifies the behavioural skills and the aspects that make up leadership in Saipem. The model takes into account both the diversity of the organisational levels and the peculiarities of managerial and technical-professional careers, and on the other hand, directs people's growth.

The Leadership Model is the basis of all human resources management processes for:



Resources mapped for the K-map campaign

-14,700

Developing talents

Succession planning is a strategic process that allows the identification and development of talent in the medium to long term and minimises the risk of losing key skills. In fact, the process identifies a shortlist of talented internal resources who, due to their expertise and managerial skills, are suitable candidates to cover strategic positions, and maps the areas on which to perform risk mitigation actions (i.e., mobility actions, growth towards more complex roles and training actions).

EVALUATING LEADERSHIP POTENTIAL	DEFINING IDEAL MANAGER PROFILES	TRAINING	PROMOTING AND ENCOURAGING ETHICAL MANAGERIAL BEHAVIOURS
Facilitating the planning of careers and development paths, allowing better visibility of the internal competences and their potential, and the enhancement of individual skills.	On the basis of which the managerial appraisal allows for identifying areas of strength and improvement and possible career paths of young developing managerial resources.	Since 2017 the planning of training paths differentiated for specific company populations was launched.	Training courses, developed in collaboration with the Politecnico di Milano and dedicated to the Managing Director and Senior Manager of the Group's operating companies, have been implemented since 2017.

**Key positions analysed
for succession planning**

29

**Succession planning
identified**

112

Evaluating and rewarding performance

Saipem bases the Group's remuneration policies on the principles of equity, merit and local approach and hence defines its policies in full keeping with the results of the performance and skills assessment.

Furthermore, remuneration strategies are defined through a local approach that intercepts the specificities of the labour market and labour law. Saipem also affirms its commitment to the principle of 'equal pay for equal work', having monitored the gender pay gap for years throughout all its workplaces where it operates.

NURTURING KNOW-HOW

To improve the **integration between the world of work and the education system**, Saipem has cooperated, through the Programma Sinergia, with three Italian technical institutes (Enrico Fermi High School in Lecce, Alessandro Volta High School in Lodi and the Science High School of the Amatrice comprehensive school) to develop curricular and extra-curricular training courses and summer camps for in-depth study. A partnership was created through the Elis Consortium for secondary vocational training with GSE to implement the Territorial Laboratory initiative, dedicated to energy efficiency and providing intensive training for a week with the aim of enhancing both individual skills and the potential for working on a team. The initiative also took on a form of social solidarity since the Amatrice institute is located in one of the territories hit by the earthquake in the summer of 2016.

Saipem has in place a continuous recruitment process for **company internships** for young undergraduates and new graduates, especially in technical and economics fields. The aim of the internship is twofold: facilitate young people in their professional choices, and facilitate the personnel selection and recruitment process through on-the-job training. Furthermore, internships are an effective tool for tapping into the potential for innovation, creativity and motivation of young people and contributing to cultural integration and exchanges between the professional and educational world.

A VISION FOR THE FUTURE: STRATEGIC PARTNERSHIPS IN SAUDI ARABIA

Hands-on-Training programme

In November, Saipem and Saudi Aramco initiated the one-year *Hands-on-Training programme* in order to train 32 Saudi Safety officers on Saipem's rigs. Prior to being

FOCUS ON HUMAN RESOURCES DEVELOPMENT COMMITTEE

The Human Resources Development Committee was established in January 2018 in order to guarantee the consistency of Saipem's managerial population in order to meet current and future business needs, in line with the context and the company Leadership Model. The Committee is responsible among others for guiding the definition of the Saipem Managerial Model and methods for identifying and developing talents, and for monitoring the pool of young talents, promoting career paths and cross-functional/ interdivisional mobility plans.

mobilised to the rigs, the trainees underwent a safety and knowledge induction at Saipem's drilling base in Dammam, Saudi Arabia.

The trainees develop a well-rounded understanding of the rig environment, how it operates, what each role entails and what is expected of them while adhering to a safety culture and standards in order to ensure and maintain an environment that benefits all whilst mitigating risks as much as possible.

Saudi Arabian Drilling Academy

The SADA (Saudi Arabian Drilling Academy) programme is a vision for the future, which arose from Saudi Arabia's need to develop a youthful local talent base and provide young Saudis with all the skills required to work in the O&G industry. The 18-month programme provides practical and academic schooling and is the first of its kind in the world resulting from the partnership between Saudi Arabian Saipem and Saudi Aramco.



'TALENTISSIMO', AN INNOVATIVE WAY OF TRAINING

Since 2015, the *Talentissimo programme* in Angola has aimed to develop students' technical competences and employability, by closing the gap between university and industrial standards and increasing Saipem's talent attraction. In 2017, 8 students from two local universities participated in a 3-month internship programme to work on structural and subsea structure design under the guidance of Saipem engineers. Over 170 students have participated in the programme since its launch.