

2014 Strategy LineUP Process

the cascade sequence

CEO meeting

- 400 participants
- The instant survey highlighted a good response rate and positive feedback

BU, Functional & Regional Meetings

- More than 1,000 participants
- 20 top level meetings in 9 countries

Staff Meetings

- About 100 staff meetings in more than 60 countries

20 institutional meetings cascaded into 100 staff meetings directly involving more than 10,000 employees in the over 60 countries in which Saipem operates.

The initiatives were evaluated through a feedback questionnaire to help improve them year by year. According to participants, the messages conveyed during the meetings were both clear and useful. Many comments underlined the value of the Strategy LineUP Meeting in facilitating transparent communication, relations, a sense of belonging and of team spirit, as well as alignment with Company objectives.

Share & Shape

Share and Shape is an innovative project, which invites young employees to share their ideas and shape the future. It offers a mix of individual and group activities conducted in an online community with the goal of getting participants to think about topics of interest to Saipem people. *Share & Shape* concludes with an event in which the work groups present top management with ideas and projects developed together with the aim of achieving continuous improvements in terms of both Company processes and working life in general. *Share & Shape* is about making young Saipem people protagonists responsible for their own and the Company's future. Participants have the opportunity to share what they think and make their point of view known; they are also asked to think innovatively and to reflect on how things can be done differently in order to make a concrete contribution to their Company's activities. *Share & Shape* can benefit Saipem in a number of ways. By giving Saipem people a say, it can generate innovation;



the exchange of ideas and the recognition of experience promotes learning and a sense of belonging and helps give meaning to people's work; finally, it can unlock and leverage people's passion for what they do – which is indispensable for understanding and overcoming the challenges that lie ahead.

Share & Shape was launched in Italy in 2013 and has since also been organised in France and Brazil. About 860 people have so far been involved in the project.

Saipem: a Top Employer in France for 2014

For the sixth consecutive year, Saipem was recognised as a Top Employer in France. The certificate, awarded by the Top Employers Institute, acknowledges the excellence of Saipem's HR strategies and policies at both national and international level. By awarding this certificate, the Institute recognises Saipem as a responsible employer for its use of a structured and transparent selection processes, its talent development policy and the constant motivation of employees. Top Employer certification is awarded exclusively to companies that adopt standards of excellence, in line with international best practices, in regard to the working conditions of their staff. The Top Employers Institute is an independent international certification body that since 1991 has been recognising and promoting the work of the most deserving companies in terms of human resources management and the adoption of best practices in relation to talent management.

