

Employee engagement

Employee engagement creates the necessary conditions for generating a proactive commitment above and beyond what is required by the resource's role, the upshot of which is outstanding performance in terms of business results. At the same time, this level of involvement requires a structured and continuous process of listening, dialogue and the development of specific activities or initiatives within the organisation.

In 2014, Saipem implemented two important processes of communication and involvement of its people: the *Strategy LineUP Meeting* and *Share & Shape*.

Strategy LineUP Meeting



The Strategy LineUP Meeting, Saipem's first cascading process, is a new way of communicating strategic priorities and translating them into objectives. It took place from

March 21 to May 30, 2014 and involved the entire Company. By means of a regular annual cascade process, the Strategy LineUP Meeting enables Saipem to:

- share its strategic, operating and organisational contents with all levels of the Company;
- engage managers and their collaborators through a semi-structured meeting system;
- communicate Saipem's results, objectives and strategies taking into account specific targets and possible cross-functional impacts.

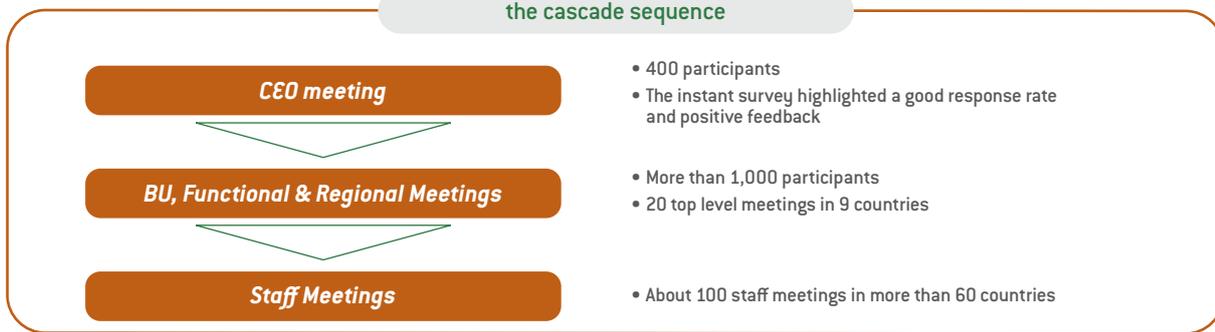


The first cascading level took place in San Donato Milanese. Saipem's top management presented senior managers with the results for 2013, as well as the targets and challenges facing Saipem's in the period 2014-2017. From one cascading level to the next, these themes were summarised, customised and integrated with specific information on results, projects, priorities and initiatives.

The figures emerging from this cascading process are remarkable.

2014 Strategy LineUP Process

the cascade sequence



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.