



## ***Il Modello Next to Legality di ASPI***

*Racing to zero: golden standards, breaking BIAS e  
Predictive Compliance*

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Chair of the Anti-Corruption Committee at Business@OECD

# OBJECTIVES

1 L'evoluzione della compliance footprint di Autostrade per l'Italia

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2 Breaking bias exercise: racing to zero

# PREMESSA: IL GRUPPO ASPI "AT A GLANCE"

## ASPI Group Overview

Autostrade per l'Italia ("ASPI") operates one of the **largest toll motorway concession assets in Europe and in Italy**<sup>(1)</sup>, constituting c.50% of the Italian toll motorway system

ASPI holds the Group's primary concession, operating **2,855 km** of toll motorways in Italy and its subsidiaries manage **further 165 km** of toll roads under five different concessions managing the arteries connecting Northern to Southern Italy

Other companies within the Group supply services related to its core motorway activities

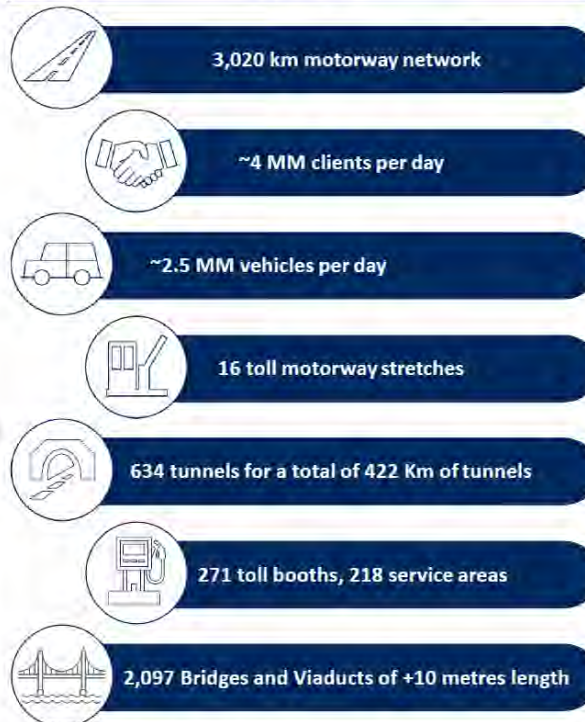
ASPI derives c.90% of its revenue from tolls paid by users of its network

Secondary sources of revenue comprise royalties from the 218 service areas and other activities

Integrated business model (design, construction, operation and technology) to ensure timely execution of capex plans, operational excellence and innovation toward a sustainable and "smart" infrastructure transformation.



## Key Data



## Key Figures

€3,196MM

2020 Revenue

€947MM

2020 EBITDA

€372MM

2020 FCF

€2,823MM

2021 Revenue

€1,506MM

2021 EBITDA

€339MM

2021 FCF

**Autostrade per l'Italia**

Km of network: 2,855  
Concession expiry: 2038

**Quarta Autostrada Triestina<sup>(2)</sup>**

Km of network: 55  
Concession expiry: 2046

**Raccordo Autostradale Valle d'Aosta**

Km of network: 32  
Concession expiry: 2032

**Tangenziale di Napoli**

Km of network: 6  
Concession expiry: 2050

**Tangenziale di Napoli**

Km of network: 20  
Concession expiry: 2037

**Autostrada Meridionale<sup>(3)</sup>**

Km of network: 52  
Concession expiry: 2012

Network operated by ANAS and other operators

Notes:

1. In length of network operated. Based on publicly available sources.

2. Like-for-like EBITDA excluding €190MM estimated additional costs to be incurred in relation to resolution of the dispute with the Ministry of Infrastructure and Sustainable Mobility and €60MM related to the impact connected with the collapse of a section of the Polcevera road bridge.

3. FCF defined as (EBITDA-Capex).

4. Italian law No. 8/2020 introduced a provision shortening SAT concession period to 2028; however, such provision is subject to on-going litigation and will have to be reflected in the relevant single concession contract which currently states the concession maturity in 2046.

5. Concession expired on 31 December 2012, but upon request of the Concession Grantor, Autostrade Meridionali is carrying on the ordinary management of the relevant Concession whilst awaiting the transfer of the Concession to a new operator, that will be required to pay the company a takeover right equal to the carrying amount of unamortised capital expenditure during the final years of the concession.

# ABOUT US: OUR CORRUPTION RISK TRIGGERS

We are planning to **spend 21,5 bln €** in investment and maintenance with an **inductive effect** on the Country economy of around **65 bln€** + We are planning to **hire +2900 professionals** by 2024 = **necessity to strengthen the Internal Control System**

- Key numbers in order to become a leading integrated operator of sustainable mobility -

2020 - 2038

+ 21,5 bln €

8,5 bln € will be realized by 2024



14.5 €billion<sup>(5)</sup>  
Investments  
of which 9.4 in New Works

+



7 €billion  
Maintenance

2020 - 2024

+ 2900

New hires planned



# IL PROGRAMMA "NEXT TO"

ASPI intende «realizzare una rivoluzione strutturale dei sistemi di gestione e manutenzione della rete, attraverso un percorso di rinnovamento profondo dell'azienda» (...) mediante l'implementazione del programma "Next"

- Il nostro piano strategico -

## ASPI Transformation Plan



Trasformazione rete in infrastruttura "smart"



Programmi di Induction e on-boarding risorse



Safety Academy



**Potenziamento Sistema Controllo Interno**



Partnership con eccellenze universitarie



Trasformazione comunicativa e informativa



Assicurare piena eccellenza operativa



Rispetto dell'ambiente, inclusività sociale e buone regole di Governance

## Focus sul «Next-to-Legality»



Potenziamento del **Sistema di Controllo Interno** e promozione del **monitoraggio continuo** dei rischi, al fine di **integrare performance e compliance**, garantendo **integrità, trasparenza e qualità** in tutti i processi aziendali

## NEXT TO LEGALITY: LE NOSTRE FONTI

L'effettiva implementazione di **linee guida, strumenti, dei framework** e del "**gold standard**" di monitoraggio dell'OCSE, BIAC, G/B2o rappresenta **il fattore critico di successo** del programma Next to Legality

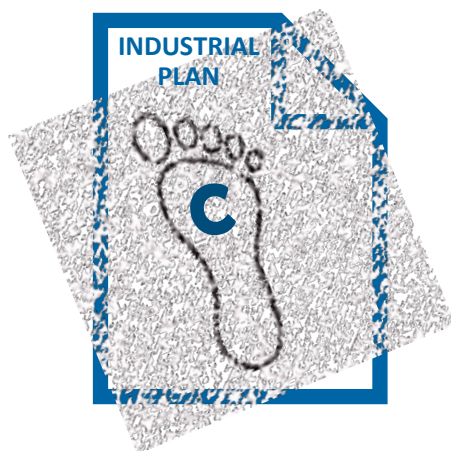




# KSF: INCLUDE THE COMPLIANCE FOOTPRINT IN THE INDUSTRIAL PLAN

It is necessary to clearly **identify within the industrial plan specific compliance-related programs** in order to enable the achievement of business objectives

## Compliance Footprint



## How we translate commitment into action

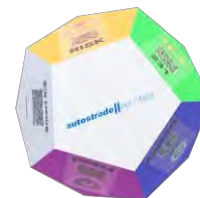
next  
to Legality



+ I NOSTRI MODELLI DI RISK & COMPLIANCE

- + D&I CERTIFICATION
- + INTEGRATED MANAGEMENT SYSTEMS CERTIFICATE
- + SAFETY ACADEMY

- + COMPLIANCE DEPARTMENT WITH HIGH LEVEL OF AUTHORITY
- + MBO LINKED TO SUSTAINABILITY AND COMPLIANCE ELEMENTS



$$E = Q \times A$$



# KEY SUCCESS FACTORS FOR COMPLIANCE EFFECTIVENESS

E = Q x A		
Quality	X	Acceptance
<ol style="list-style-type: none"> <li>1. <b>Multidisciplinary team</b> with Data Analytics Expertise, Process Expert, Risk Expert</li> <li>2. Allocation of financial resources from <b>Budget</b></li> <li>3. <b>Availability and reliability of data</b> in conjunction with evolved systems</li> <li>4. <b>Mature internal control system level</b></li> <li>5. <b>Reporting with tailored approach</b>, appropriate to target audience</li> </ol>		<ol style="list-style-type: none"> <li>I. <b>Value to business processes</b> by making them more simple, effective and adherent to the specific context</li> <li>II. Internal and external <b>communication</b></li> <li>III. <b>Top management perspective</b></li> <li>IV. <b>Reduction of number of controls</b></li> </ol>
Commitment		
Trust		
Culture // Breaking Bias		

If you think Legality is a limit...



**STAY ALIVE**  
**DON'T DRINK AND DRIVE!**

...PLEASE think about non-compliance



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# #DisobbedienzaVisionaria



**MINIMIZZARE**  
L'IMPATTO DELLA  
MALATTIA



**DEBELLARE LA**  
MALATTIA

# #DisobbedienzaVisionaria



**GESTIRE IL**  
**RISCHIO CORRUZIONE**



**ELIMINARE LA**  
**CORRUZIONE**



## Eliminando l'impatto economico della corruzione in Europa, sarebbe possibile:

1° Eliminare la fame nel mondo




2° Offrire acqua potabile globalmente



3° Sanità gratis nei paesi più poveri



Scan me 




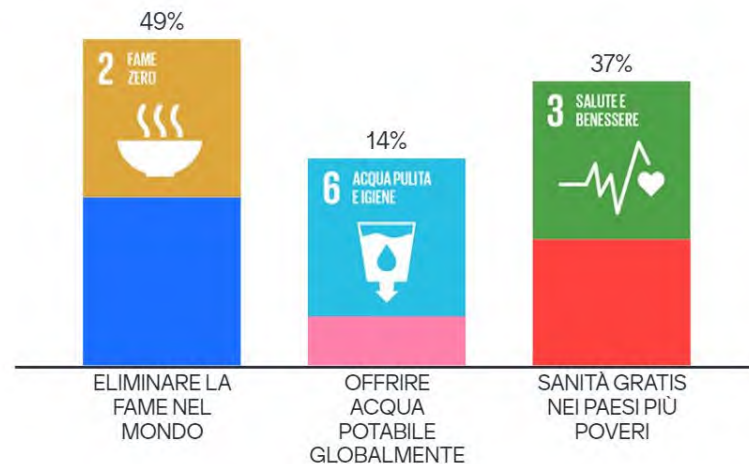
Collegatevi a [www.menti.com](http://www.menti.com) ed utilizzate il codice **8401 0975**



# Vostre risposte



"Eliminando" l'impatto economico della Corruzione in Europa, sarebbe possibile...  Mentimeter

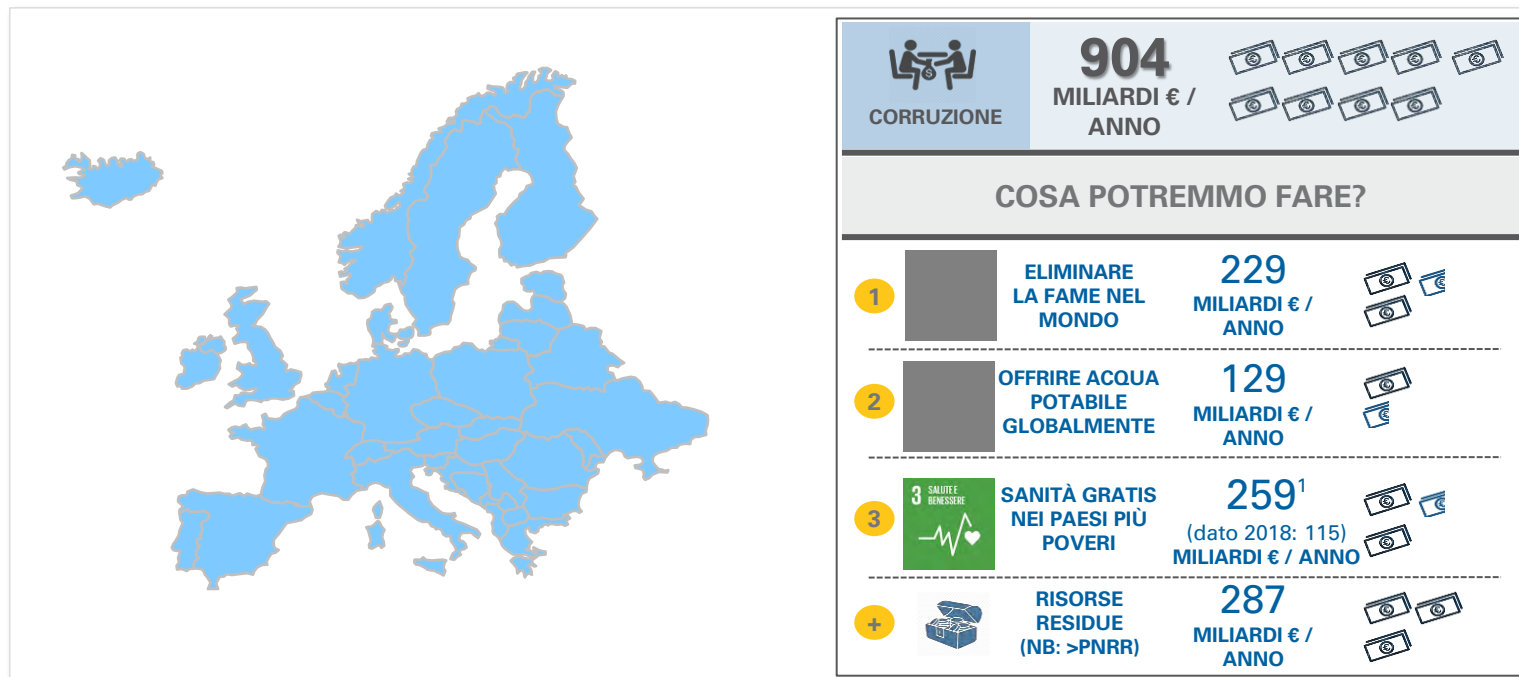


# Impatto sociale della corruzione



IMPATTO  
SOCIALE

- Impatto della Corruzione in Europa -



FONTE> THE COSTS OF CORRUPTION ACROSS THE EUROPE: <https://www.greens-efa.eu/files/doc/docs/e46449daadbfefbc325a0b408bbf5ab1d.pdf>

<sup>1</sup>FONTE> OXFAM: [https://www.oxfamitalia.org/wp-content/uploads/2020/05/BRIEFING\\_PAPER-Tutto-laiuto-necessario\\_final.pdf](https://www.oxfamitalia.org/wp-content/uploads/2020/05/BRIEFING_PAPER-Tutto-laiuto-necessario_final.pdf)

## MAKE IT HAPPEN

We must admit that it is possible to eliminate corruption.

We must have the intellectual honesty and courage to give this target a proper dignity considering it as a stepping-stone towards zero corruption and therefore should be a potential 18th SDG

### CROSS CUTTING ISSUE

The benefits from zero corruption have a positive impact on the achievement of other SDGs



# THE 18TH SDG MANIFESTO

We are defining a Manifesto to propose the 18th SDG "Zero Corruption"



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## MAKE IT HAPPEN

*The benefits from zero corruption have a positive impact on the achievement of other SDGs*

*"Corruption undermines democracy, public policy and markets, and constitutes the major hindrance to sustainable development"*

We are facing a **global issue** that cannot coexist in the sustainable future we are trying to build for the next generations. Corruption lies everywhere and is a **social scourge** that can **undermine the achievement of any SDGs**.

Therefore, we must have the intellectual honesty and courage to give this target a proper dignity considering it as a steppingstone towards **zero corruption** and therefore should be a potential 18th SDG

Spreading the ambition of achieving zero corruption in the world is key to assure a sustainable future for the next generations

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## MANIFESTO

*How can we "TRANSLATE COMMITMENT INTO ACTION"?*

**1. RACING TO ZERO!**

Breaking biases that corruption cannot be eliminated

**2. ZERO TOLERANCE**

Strive for zero tolerance against any form of corruption within all jurisdictions

**3. STIMULATE RESPONSIBLE CONDUCT**

Developing a culture of integrity, transparency, and ethics within any context, any entity, any government, any jurisdiction is vital

**4. HUMAN RIGHTS & ANTI-CORRUPTION**

Corruption is a crime that can also undermine human rights, contributing to an abusive and disrespectful ecosystem

**5. INCENTIVIZE & PROTECT BRAVE VOICES**

Support and defend individuals that have the courage to speak up and take actions towards a different direction, ensuring a psychologically safe environment

**6. COLLECTIVE ACTIONS FOR A MULTISTAKEHOLDER APPROACH**

Establishing trustworthy relationships between corporations, governments, institutions etc. is crucial to maximize the contribution in the "race to zero" and to level the playing field

**7. TECH FOR TRUST AND TRANSPARENCY**

Technology is becoming a gamechanger in the fight against corruption. It is critical to seize the opportunities coming from digital compliance solutions, using a build-block approach

**8. ACT LOCAL AND THINK GLOBAL**

Actions and behaviors we manifest locally have to be inspired by a global vision, respecting the peculiarities of local contexts (i.e. SMEs)

**9. PROMOTE FREEDOM OF PRESS**

Press can help in the fight against corruption and protecting our society by uncovering the truth and providing transparency (vigilant media)

**10. CROSS CUTTING ISSUE**

The benefits from zero corruption have a positive impact on the achievement of other SDGs

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# MAKE IT HAPPEN

*The benefits from zero corruption have a positive impact on the achievement of other SDGs*

*“Corruption undermines democracy, public policy and markets, and constitutes the major hindrance to sustainable development”*

We are facing a **global issue** that cannot coexist in the sustainable future we are trying to build for the next generations. Corruption lies everywhere and is a **social scourge** that can **undermine the achievement of any SDGs**

Therefore, we must have the intellectual honesty and courage to give this target a proper dignity considering it as a steppingstone towards **zero corruption** and therefore should be a potential **18th SDG**



Spreading the ambition of achieving zero corruption in the world is key to assure a sustainable future for the next generations





# MANIFESTO

*How can we "TRANSLATE COMMITMENT INTO ACTION"?*

## **RACING TO ZERØ**

- 1** ➤ Breaking biases that corruption cannot be eliminated

## **ZERØ TOLERANCE**

- 2** ➤ Strive for zero tolerance against any form of corruption within all jurisdictions

## **STIMULATE RESPONSIBLE CONDUCT**

- 3** ➤ Developing a culture of integrity, transparency, and ethics within any context, any entity, any government, any jurisdiction is vital

## **HUMAN RIGHTS & ANTICORRUPTION**

- 4** ➤ Corruption is a crime that can also undermine human rights, contributing to an abusive and unrespectful ecosystem

## **INCENTIVATE & PROTECT BRAVE VOICES**

- 5** ➤ Support and defend individuals that have the courage to speak up and take actions towards a different direction, ensuring a psychologically safe environment

## **COLLECTIVE ACTIONS FOR A MULTISTAKEHOLDER APPROACH**

- 6** ➤ Establishing trustworthy relationships between corporations, governments, institutions etc. is crucial to maximize the contribution in the "race to zero" and to level the playing field

## **TECH FOR TRUST AND TRANSPARENCY**

- 7** ➤ Technology is becoming a gamechanger in the fight against corruption. It is critical to seize the opportunities coming from digital compliance solutions, using a build-block approach

## **ACT LOCAL AND THINK GLOBAL**

- 8** ➤ Actions and behaviors we manifest locally have to be inspired by a global vision, respecting the peculiarities of local contexts (i.e. SMEs)

## **PROMOTE FREEDOM OF PRESS**

- 9** ➤ Press can help in the fight against corruption and protecting our society by uncovering the truth and providing transparency (vigilant media)

## **CROSS CUTTING ISSUE**

- 10** ➤ The benefits from zero corruption have a positive impact on the achievement of other SDGs



## IN CONCLUSION



*The essential truth about #ZeroCorruption*

**IT'S ON**

Ø corruption is happening

**IT'S US**

Together we can make it happen

**IT'S A MUST**

There is no plan B

- Corruption is the Global issue we have to face to assure a sustainable future for the next generations
  - In order to have zero corruption we need to work together, promoting the 18<sup>th</sup> SDG





*Scan the QR Code to download:*

*MANIFESTO*

*BROCHURE*

*ESSENTIAL TRUTH*



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