

People Insights

Drafted in 2025



Labor Practices

The people of the ENAV Group are the key factors in designing and making sustainable the sky of the future. Thanks to the commitment and professionalism of its people, the Group is able to provide the highest quality services for air transport, maintaining a constant commitment to creating an inclusive, collaborative and sustainable working environment, where everyone can feel appreciated and involved. This commitment extends to all the Company's employees, contract workers and the various partners with whom the Group collaborates.

The parent company ENAV and its subsidiary Techno Sky apply the **National Collective Bargaining Agreement (CCNL)** for the air transport sector, which regulates the working conditions for personnel employed in civil aviation, both on the ground and in flight. The subsidiary IDS AirNav, on the other hand, applies the CCNL for metalworkers. In this sense, the Group guarantees fair and adequate remuneration in accordance with the provisions of collective agreements and applicable legislation, ensuring the recognition of a living wage and the right to working conditions that respect human dignity. The CCNL defines the number of paid holidays per year and working hours. In line with the CCNL (Title III - Working Hours), the Group sets a maximum limit of 40 working hours per week and guarantees that all employees accrue and enjoy a period of paid leave equal to four weeks for each year of service. In addition, the Group undertakes to systematically monitor working hours to ensure that any overtime is correctly remunerated, in compliance with the hourly limits and compensation schemes provided for.

The ENAV Group is committed to promoting initiatives aimed at supporting **the balance between private and professional life** (such as agile working methods, flexible working hours, and planning of activities compatible with family and personal life schedules), avoiding excessive working hours and taking into account the real needs of employees, as also outlined in the [Diversity, Equity and Inclusion Policy](#). Furthermore, as highlighted in the Code of Ethics, the Group constantly monitors the level of risk related to work-related stress and undertakes all necessary actions to improve the adequacy of workplaces and employees' perception of them. In particular, it promotes measures aimed at eliminating sources of stress which may, for example, derive from: particularly heavy working hours, excessive workloads, inadequate work organization in relation to professional skills, infrastructural deficiencies in the workplace such as poor lighting, uncomfortable temperatures, poor hygiene conditions, and insufficient space. As detailed in the "Corporate Welfare" section of this document, the ENAV Group offers its employees (including those of its subsidiaries Techno Sky and IDS Air Nav) and their dependent family members a range of social protection measures that complement and enhance the safeguards provided by current legislation. Additionally, the Group provides further insurance policies such as accident coverage, as well as prevention packages and a supplementary pension fund.

ENAV is committed to **pursuing gender equality** and in July 2024 obtained certification in accordance with UNI/PdR 125:2022 – "Guidelines on the management system for gender equality". In addition, ENAV is pursuing its objectives in this area, such as promoting a fair, inclusive and safe working environment that values people through transparent selection, professional growth, equal pay for men and women, support for parenthood and care, work-life balance and the prevention of all forms of abuse.

The Group periodically assesses and monitors the gender pay gap within the company in order to achieve gender pay equality. In particular, the 'Percentage of pay gap at the same job level and skills'

and other indicators adopted to monitor gender pay equality are subject to verification by independent third parties (see certification at the following link [UNI/PdR 125:2022 certification](#)). With the aim of monitoring and pursuing the continuous application and effectiveness of the policies adopted, the Group has set up a “Gender Equality Committee”. Furthermore, in order to give concrete expression to the Group's commitment to promoting pay equity, a “Long-Term Incentive” objective has been defined as part of the 2024 remuneration policy with reference to the second cycle 2024-2026, which includes an indicator relating to the “Gender pay gap – pay differential of less than 5%”. For further details, please refer to the [Remuneration Policy and the remuneration paid](#).

The ENAV Group's remuneration policy differs based on the position held in the organisation, without any discrimination based on age, gender, disability, race, ethnicity, origin, religion or other. For the Chief Executive Officer (CEO) and executives with strategic responsibilities (DRS), in addition to fixed remuneration, there is remuneration linked to the short- and long-term variable incentive system. These incentive schemes are linked to economic, financial and ESG objectives, with a view to contributing to the achievement of the company's strategic objectives and the pursuit of long-term interests, in line with a corporate sustainability approach.

This variable incentive system is anchored to a performance management process based on the annual assignment of Management by Objectives (MBO) targets for all ENAV Group management in a top-down approach, with the degree of achievement measured at least once a year.

Trade unions are key stakeholders, which ENAV engages to support the value creation process for the company. In this regard, there is an organisational structure responsible for managing – at Group level – relations with trade unions, employee representatives and employer associations, including organising regular meetings and ensuring an adequate level of consultation on issues relating to working conditions and workers' rights. This organisational structure coordinates the participation of company representatives in meetings on industrial relations and ensures the management of trade union negotiations at national and regional level, including the periodic renewal of the relevant national collective labour agreements, up to the conclusion of agreements. Furthermore, in Italy, the collective dismissal procedure, which the ENAV Group complies with, is governed by Law No. 223/1991, which imposes obligations of trade union consultation and notice.

The [ENAV Group's Code of Ethics](#) (“Code of Ethics”) **governs the set of rights, duties, and responsibilities** that ENAV and its Group companies assume towards stakeholders with whom they interact for the performance of their activities. It applies to corporate bodies, management, employees, external collaborators, business partners, suppliers, and all those who have relations with the Company. The adoption of certain principles of conduct and ethical standards to be observed in interactions with third parties is part of the Group's commitment, including in relation to preventing the offences referred to in Legislative Decree 231 and preventing corruption and fraud. In that sense, the Code of Ethics forms an integral part of the 231 Model.

Considering this, the ENAV Group provides specific training sessions for its personnel, included in the Sustainability Plan, covering areas such as legality, anti-corruption, and the protection of human rights, with the aim of introducing effective mitigation actions on these topics. The most recent update of the Code of Ethics, carried out in fiscal year 2025, aims to clearly express ENAV's full adherence to a corporate culture based on respect for life and human rights (see the [Human Rights Policy](#) adopted by the ENAV Group), as well as its commitment to conducting business activities in compliance with

national and international laws, restrictions, provisions, and guidelines concerning domestic and foreign policy and common security. Finally, the Code of Ethics outlines additional safeguards - provided for in internal policies - with particular reference to environmental issues, diversity and equal opportunity protection, and the promotion and protection of human rights.

In 2024, through its double materiality analysis, the ENAV Group assessed the impacts and risks on human rights for each relevant issue identified. Furthermore, the Group adopts an Enterprise Risk Management (ERM) process in which risks related to ESG aspects and respect for human rights are also assessed. (For further information, see the [2024 Consolidated Sustainability Statement](#), pages 73 and 96).

Finally, the Group is committed to promoting a culture of environmental protection among its employees through awareness-raising and training projects, as well as encouraging the use of low-environmental-impact modes of transport for staff commuting between home and work, also with a view to achieving the Group's decarbonisation targets. Furthermore, in order to consolidate its position as a technology leader and cope with the changes linked to the industrial transition of the air transport sector, the Group is implementing various training courses in the field of AI to support the development of skills and the use of new tools through an upskilling and reskilling programme. In this regard, as part of the [2024 remuneration policy](#), a "Long-Term Incentive" objective has been set for the third cycle 2025-2027, which provides for the "implementation of a digital skills upskilling/reskilling programme, with a particular focus on AI tools". These training courses are part of the new 2025-2029 Sustainability Plan, which sets out, among other objectives, to provide ENAV Group employees with the skills necessary to achieve strategic and industrial objectives in line with developments in sustainability.

Diversity, Equity and Inclusion (DEI)

For the ENAV Group, promoting diversity, equity and inclusion is an ethical and strategic commitment, with the aim of creating a working environment where everyone can express themselves to the best of their abilities, in accordance with the criteria of equity, inclusiveness and respect for individual differences.

As describe below, the ENAV Group has adopted a [Diversity, Equity and Inclusion Policy](#) with a view to implementing its commitment to enhancing its human resources and promoting policies that encourage inclusion, diversity and equal opportunities. This policy applies to all individuals in the workplace, including suppliers and partners.

Besides the measures described in the previous paragraph ([UNI/PdR 125:2022 certification on gender equality](#) and the establishment of a Gender Equality Committee), since 2019 the Group has appointed a Trusted Advisor. This is a specialised, external and impartial figure - as envisaged in the Regulation on Abuse, Harassment and Violence in the Workplace adopted by the ENAV Group - who is responsible for managing and carrying out functions to prevent and combat discrimination, abuse and harassment in the workplace. The Advisor works in collaboration with the HR department, activating care and protection processes for working relationships at risk of discrimination or harassment. The successful collaboration between the actors engaged in this area allows an effective response in managing any incidents of discrimination, abuse and harassment in the workplace. In particular, the employee who has suffered or is exposed to discrimination, sexual harassment and psychological violence in the workplace can use of two types of procedures: an informal one, by contacting the Trusted Advisor directly, and a formal one, in accordance with the current regulations on disciplinary responsibility. Regarding the informal procedure, the employee requests the intervention of the Advisor via the dedicated email address. The Advisor:

1. examines the case and provides the person concerned with any relevant information;
2. assesses, in accordance with the injured party, the possibility of a meeting, in its presence, with the alleged perpetrator, in coordination with the dedicated HR department;
3. proceeds confidentially to gather the evidence and information necessary for the discussion and assessment of the case, respecting the rights of both the injured party and the alleged perpetrator.

The Advisor, in coordination with the dedicated HR department, will inform the injured party of any action they intend to undertake and the related final solution proposals they consider appropriate. This informal procedure must be initiated without delay and concluded within 60 days of the request for intervention.

Any episodes of discrimination or harassment can also be formally managed through the Whistleblowing system, according to the procedures defined in the [Whistleblowing Policy](#). In this regard, as described in the [Consolidated Sustainability Statement 2024](#) (see pages 143-144) training and awareness programmes are provided in this area, with a particular focus on the use of the Whistleblowing channel.

Preventive actions refer to information processes and awareness-raising initiatives, as well as the strengthening of Group governance on issues of diversity, equity and inclusion.

In the training field, empowerment and development programmes have been launched for women in managerial positions, as well as training initiatives for the entire workforce. For example, programmes have been launched to develop managerial skills and cross-company mentorship, and specific e-learning training modules have been offered on the topics of discrimination and harassment in the workplace and unconscious bias. In addition, the Group's management (66 heads of organisational units) has been involved in a training course on diversity management and team management. Lastly,

the entire company workforce was invited to take advantage of a catalogue of training courses and talks on diversity and inclusion, and to participate in the inter-company marathon “4Weeks 4Inclusion”, in which the ENAV Group took part.

Particular attention is also paid to the issue of inclusive language, both through dedicated training sessions for the entire company workforce and through the publication of governance documents, useful for defining guidelines on the subject: see the Social Media Policy and Communication Policy, both inspired by the principles of diversity and inclusion.

In the area of protection against gender-based violence, the SupportHer project has established an internal listening and initial guidance service for people who have experienced violence in interpersonal relationships outside the workplace. SupportHer figures are people within the company who are adequately trained and easily accessible within the company by anyone who wishes to get in touch.

Activities launched under the “Improve Yourself” project, aimed at employees with disabilities, have continued. Finally, the “Nuove Rotte” project, which began in 2022, continued with the aim of providing life coaching support to people approaching the end of their working careers, which represents an important moment of transition. The target audience is ENAV Group employees who are due to retire in the next four months. The programme consists of four life coaching sessions, conducted remotely and approximately two weeks apart, with two sessions before and two after the retirement date.

The positive impacts generated by the initiatives promoted regarding diversity and inclusion are constantly monitored through the collection of feedback and the provision of specific moments for reporting the results to stakeholders. In fact, the “Diversity and Inclusion” survey and the thematic focus groups that were set up have made it possible to gather the main needs, and the results will guide future actions.

Externally, initiatives have been launched to raise awareness of the ENAV Group, with the aim of broadening the audience of potential candidates and people interested in ENAV's professional skills and activities, with a view to attracting younger generations and promoting female STEM careers. ENAV has targeted the school population by launching the “ENAV incontra le scuole” project, which has involved the distribution of a promotional video to secondary schools throughout Italy and the organisation of meetings at middle schools to promote awareness of careers in air transport sector. In addition, ENAV participated in the “Inspiring Girls” project, as a result of which an ENAV engineer, and an HR representative met with middle school students with the aim of inspiring the younger generation to pursue STEM careers.

Lastly, in 2023, an agreement was reached with a network of healthcare services (ASL) and job placement services for people with disabilities, with the participation of a third sector association for the inclusion of people with disabilities, to host a social inclusion internship at Techno Sky.

Training and Development

Considering the strategic relevance of human capital for the achievement of the Group's strategic objectives, considerable attention is paid to initiatives related to training and skills development. The Group believes that enhancing human capital is not only an internal benefit in business terms, but also an essential pillar for sustainable growth and long-term value creation. To achieve these objectives, the ENAV Group defines an annual training plan based on the requirements gathered from across the entire corporate ecosystem. In defining the annual training plan, particular attention is paid not only to the strategic drivers and needs that emerge from the organisational structures, but also to the integration of training plans with the wider human resources management system. The training programmes are aimed at the entire company workforce, including fixed-term and part-time employees. Below are some of the training activities carried out by the Group:

Leadership development and coaching: the ENAV Group has launched a project to standardise and disseminate leadership models. The programme is aimed at newly appointed managers, providing them with basic knowledge and a set of methodologies and tools that can be immediately applied in their role. The programme consists of four days of synchronised intra-company training aimed at the transmission of basic knowledge and networking and mutual feedback, guided by teachers on activities that allow the consolidation of the concepts and tools analysed. In addition to the classroom sessions, each participant has access to three individual coaching sessions with a certified coach to explore specific issues related to their work environment. The programme enables participants to gain managerial skills, in addition to their highly technical background, allowing them to create value within their respective teams and contributing to the creation of an open and collaborative environment. In addition, individual coaching programmes have been set up to support the Group's managers in developing and consolidating their role in achieving business objectives. The programme also involved the direct manager of the coachee.

Cultural education: the ENAV Group has been particularly focused on diversity and inclusion. With particular regard to 2024, the following initiatives should be highlighted: e-learning training programmes dedicated to recognising and contrasting gender harassment in the workplace, unconscious bias and the adoption of an inclusive language for communication in corporate contexts. In the same year, awareness-raising webinars were held to increase awareness of issues such as gender-based violence, preparing for the launch of the Support Her project in 2025, and the use of conscious and inclusive language. To promote the diffusion of content on diversity and inclusion issues, a partnership was established with a dedicated company to enable Group employees to take part in talks and webinars on topics such as gender equality, disability, bias, differences in cultural background and inclusive communication. In addition to the information provided through webinars and talks, the company's in-house magazine publishes articles every two months dedicated to exploring diversity and inclusion issues and presenting the initiatives carried out.

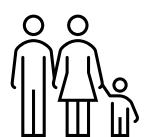
Digital transition programme: the ENAV Group, aware of the technological progress currently affecting the air transport sector, which influences many aspects of business, is offering its staff a series of synchronous and asynchronous training courses providing constant technical updates. The most significant initiatives included e-learning courses dedicated to in-depth analysis of the everyday tools in the Microsoft suite, enabling their efficient use, and webinars dedicated to the use of artificial intelligence tools available within the company.

Corporate welfare

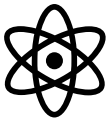
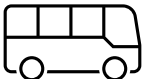
The ENAV Group firmly believes that the well-being of its people is essential for their satisfaction and success. For this reason, it has implemented corporate welfare policies aimed at improving quality of life at work. Furthermore, the ENAV Group is committed to designing and planning initiatives focused on enhancing work-life balance, through a careful internal stakeholder listening strategy.

Specifically, with the goal of providing concrete support and promoting the reconciliation of personal and professional life, the Group has defined and agreed with social partners a work model that allows all employees - depending on the nature of their role - to work remotely up to three days a week. This model also includes greater flexibility in daily working hours, as well as offering part-time options, flexible working hours, and teleworking solutions.

Effective welfare cannot exist without appropriate listening policies aimed at identifying people's needs and expectations. ENAV has introduced these policies to be able to offer useful and appreciated services and benefits, thereby also defining the scope of its actions.

Area	Initiative	Description
Social Policies 	Prevaer Supplemental Pension Fund	The ENAV Group contributes 3% of the member's salary to the fund, in addition to the 2% paid by the member.
Insurance Policies 	Supplementary Health Insurance	It insures the person and their family in the event of illness and accidents, covering medical and healthcare expenses for both hospitalisation and non-hospital expenses (specialist visits and diagnostic tests), with the premium paid in full by the ENAV Group; the person is only responsible for the premium for non-dependent family members.
	Preventive care packages	Medical and dentist checks are also provided, with general and specific packages depending on gender and age.
	Accident insurance	Compensates persons of the ENAV Group in the case of per-manent invalidity caused by accidents that occurred during work or non-work activities.
Health 	Yes We Care project	The "Yes We Care" project aims to improve the overall well-being of ENAV employees. The project involves the provision of content (webinars, short videos, guidelines) that encourages prevention and the adoption of healthier lifestyles. The topics covered are nutrition, physical activity and, in particular, the relationship between work and mental health, with a focus on work-related stress, in order to promote awareness and prevention.
Family 	Parental leave	Regarding family protection, during the mandatory maternity leave period of five months (for the primary caregiver), ENAV grants its employees full salary compensation, compared to the 80% provided by current legislation. Parental leave (lasting 10 months between both parents, extendable to 11 months if the father takes at least 3 months of leave) can be used within the first 12 years of the child's life. ENAV recognizes the following benefits for both primary and non-primary caregivers:

Area	Initiative	Description
Work-life balance  Money saving 		- One month at 80% pay within the first three years of the child's life or three years from the child's entry into the family; - One month at 80% pay within the first six years of the child's life or six years from entry into the family, if one of the parents takes at least one day of mandatory maternity, paternity, or alternative paternity leave in 2024. If these conditions are not met, the month at 80% pay is granted within the first three years; - Four months at 40% pay within the first three years of the child's life or three years from entry into the family; - For leave periods not taken within the above timeframes, the compensation will be 30% until the child turns twelve (or twelve years from entry into the family in cases of adoption or foster care). As part of its parent support policies, ENAV also provides paid leave in case of child illness, with 50% pay for the first 30 days of leave and permits for attending specialist medical appointments.
	Work-Child Balance	This project is aimed at new parents, from the months before birth until their child's second year of life, with the aim of supporting Group employees in balancing parenthood with work. The project provides easier access to the services offered, flexible working hours, reserved parking spaces, access to a national network of childcare specialists (paediatricians, psychologists, educators, nutritionists), and participation in training webinars on topics of interest to new parents.
	"Solidarity holidays"	ENAV Group employees can assign, at no cost, a portion of their holidays to the benefit of co-workers experiencing particularly challenging family situations. At ENAV, the initiative has also been extended to persons who have parents, spouses, cohabiting partners and adult children in their families with the same special health conditions expressly set out by law.
	Platform for the provision of corporate welfare services	It allows ENAV employees to convert their performance bonus into benefits through the purchase of goods (e.g., groceries, shopping, fuel) and services (sports & wellness, e.g., gym memberships, travel, and training). The platform is also available to IDS AirNav employees for the use of the corporate welfare bonus provided for in the Metalworking Collective Bargaining Agreement.
	"Corporate Benefit" and "Vip District" discount portals	These discount platforms offer ENAV Group employee's extensive benefits in the areas of banking, insurance, leisure, culture, mobility, and fitness. In addition, further agreements have been signed with companies and organizations, with a particular focus on those offering ethical and environmentally friendly products and services (e.g., purchase of electric vehicles, sales to combat food waste). The platforms also offer discounts and financial benefits for parents, with a view to supporting family well-being. These benefits include reductions on the cost of educational services, recreational activities for children, purchases of basic necessities, and more, making a tangible contribution to improving quality of life and promoting a better work-life balance.
	Meal vouchers	The ENAV Group provides the "Canteen Replacement Service" rendered through the disbursement of meal vouchers (provided both in the presence of a Company canteen and during agile workdays).

Area	Initiative	Description
<i>Support education</i> 	Let's talk about...	The project, aimed at the children of ENAV Group employees, offers courses dedicated to both 16- to 19-year-olds and 20- to 28-year-olds, providing guidance on university and career choices. For the former, the “Let's talk about your education” project offers the opportunity to engage with mentors and HR professionals during two webinars, participate in quizzes on academic guidance topics, and discover trends in universities and the most popular courses of study. Sixty young people participated in the 2024 edition. For older students, the “Let's talk about your career” project combines direct dialogue with recruiters, stories from ENAV professionals, the discovery of the most sought-after new roles in companies, and advice on job profiles to develop an active job search strategy during three organized webinars. Forty-five students participated.
	“Globe” project	The GLOBE (Grants for Learning Opportunities Beyond the Edge) initiative aims to promote the importance of international education and multiculturalism. The project, aimed at employees' children, is designed to offer high school students an opportunity for international mobility and human, social, and cultural growth by attending a full school year (12th grade) or part of it (semester) at foreign institutions. Seven scholarships were awarded in 2024.
<i>Mobility</i> 	Shuttle service and parking	For the Headquarters in Rome, synergies were developed with the Istituto Poligrafico e Zecca dello Stato: • The use of the Istituto Poligrafico e Zecca dello Stato car park to increase the number of places available for ENAV Group personnel; • A shuttle service that connects the car park of the Istituto Poligrafico e Zecca dello Stato with ENAV Headquarters; • A shuttle service from the main local public transport hubs (Tiburtina and Nomentana stations) to ENAV Headquarters.

Health and Safety

The ENAV Group is aware of the importance of protecting the health and the safety of its employees and third parties and is constantly committed to promoting a healthy and safe working environment. This commitment is reflected in the Group's [Health and Safety Policy](#), which sets out the framework for the whole management system in this area. The Policy defines the guidelines, priorities for intervention, and action plans to prevent accidents, injuries, and occupational illnesses, as well as setting qualitative and quantitative targets aimed at continuously improving the health and safety performance.

Furthermore, in order to pursue continuous improvement in occupational health and safety performance, the Group companies have adopted an Occupational Health and Safety Management System (SGSSL) in accordance with the international standard ISO 45001:2018 and with Italian legislation under Legislative Decree 81/2008.

The Group, to address the risks identified within the materiality analysis concerning Health and Safety issues, as well as all other issues, defines priorities and manages appropriate actions based on the responsibilities defined in the HSE authorisation/delegation system, including:

- ensuring that all employees, within the scope of their duties, are constantly informed, educated and trained in order to operate with full awareness of the risks associated with their activities, under normal and emergency operating conditions, ensuring control through appropriate plans, also with a view to reducing possible accidents;
- carrying out environmental monitoring;
- ensuring that timely analyses are carried out in the occurrence of accidents, near misses and situations that expose workers to health and safety risks at work;
- ensuring that facilities/systems, equipment and workplaces are kept in constant compliance with current regulations;
- ensuring compliance with the requirements of current legislation in the case of the outsourcing of work, services and supplies;
- removing or reducing risks to workers and other interested parties who may be exposed to occupational health and safety hazards associated with their activities;
- defining measures aimed at managing and responding to emergency situations;
- conducting risk assessments in the area of OSH in order to identify potential causes of damage in the workplace;
- achieving ongoing improvement in occupational health and safety performance.

The ENAV Group ensures, in this context, the definition of adequate programmes for the achievement of quantitative objectives, aimed at managing and defining the priorities to be assigned to HSE risks //in the area of Health and Safety, which it has set itself and which contain:

- the indication of responsibilities for achieving the objectives;
- the deadlines by which the objectives must be achieved;
- the allocated resources;
- indicators for their monitoring;

In addition, it periodically assesses the progress achieved with the targets that were previously set, in particular those relating to the reduction and prevention of health risks.

As required by Legislative Decree 81/08 and subsequent amendments, the Company, by resolution of the Board of Directors, ensures the availability of essential resources (human resources and specialist skills, organisational infrastructure, technical and financial resources) in order to establish, implement, maintain and improve the SGSSL certified according to the ISO 45001:2008 standard. To do this, regular internal audits are carried out in the Company site to check how efficient the system is, to make sure it meets the requirements of the standard, and to encourage continuous improvement.

For more information, see the [Health and Safety Policy](#) and the [Consolidated Sustainability Statement 2024](#).

Main indicators on people of the ENAV Group

Table 1. Total number of employees by contract type, geographical area (where they are employed), and gender

Employees (headcount)	UoM	2024			2023			2022			2021		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Fixed-term contract	N°	2	3	5	7	0	7	2	3	5	1	0	1
<i>Italy</i>		2	3	5	7	0	7	2	3	5	1	0	1
<i>Americas</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>Asia</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>Other - Europe</i>		0	0	0	0	0	0	0	0	0	0	0	0
Open-ended contract		3,474	897	4,371	3,376	871	4,247	3,331	849	4,180	3,273	832	4,105
<i>Italy</i>		3,474	897	4,371	3,376	871	4,247	3,331	849	4,180	3,273	831	4,104
<i>Americas</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>Asia</i>		0	0	0	0	0	0	0	0	0	0	1	1
<i>Other - Europe</i>		0	0	0	0	0	0	0	0	0	0	0	0
Total		3,476	900	4,376	3,383	871	4,254	3,333	852	4,185	3,274	832	4,106

Table 2. Total number of employees by type of employment and gender

Employees (headcount)	UoM	2024			2023			2022			2021		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Full-time employees	N°	3,469	885	4,354	3,374	854	4,228	3,324	831	4,155	3,264	807	4,071
Part-time employees		7	15	22	9	17	26	9	21	30	10	25	35
Total		3,476	900	4,376	3,383	871	4,254	3,333	852	4,185	3,274	832	4,106

Table 3. Employees by age group, gender and level.

Employees (headcount)	2024						2023						2022						2021					
	Male		Female		Total		Male		Female		Total		Male		Female		Total		Male		Female		Total	
	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%
Top management	51	1.2%	5	0.1%	56	1.3%	48	1.1%	4	0.1%	52	1.2%	48	1.1%	3	0.1%	51	1.2%	46	1.1%	4	0.1%	50	1.2%
<i>Less than 30 years old</i>	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>	8	0.2%	1	0.0%	9	0.2%	8	0.2%	0	0.0%	8	0.2%	4	0.1%	0	0	4	0.1%	7	0.2%	1	0	8	0.2%
<i>over 50 years old</i>	43	1.0%	4	0.1%	47	1.1%	40	0.9%	4	0.1%	44	1.0%	44	1.1%	3	0.1%	47	1.1%	39	0.9%	3	0.1	42	1.0%
Middle management	347	7.9%	70	1.6%	417	9.5%	344	8.1%	64	1.5%	408	9.6%	347	8.3%	63	1.5%	410	9.8%	351	8.5%	61	1.5%	412	10%
<i>Less than 30 years old</i>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>	70	1.6%	18	0.4%	88	2.0%	80	1.9%	18	0.4%	98	2.3%	90	2.2%	20	0.5%	110	2.6%	99	2.4%	25	0.6%	124	3%
<i>over 50 years old</i>	277	6.3%	52	1.2%	329	7.5%	264	6.2%	46	1.1%	310	7.3%	257	6.1%	43	1.0%	300	7.2%	252	6.1%	36	0.9%	288	7%
Office staff	3,055	69.8%	825	18.9%	3,880	88.7%	2,966	69.7%	803	18.9%	3,769	88.6%	2,911	69.6%	786	18.8%	3,697	88.3%	2,842	69.2%	767	18.7%	3,609	87.9%
<i>Less than 30 years old</i>	350	8.0%	69	1.6%	419	9.6%	268	6.3%	47	1.1%	315	7.4%	200	4.8%	31	0.7%	231	5.5%	162	3.9%	23	0.6%	185	4.5%
<i>between 30 and 50 years old</i>	1,577	36.0%	428	9.8%	2,005	45.8%	1,581	37.2%	428	10.1%	2,009	47.2%	1,617	38.6%	432	10.3%	2,049	49%	1,631	39.7%	433	10.5%	2,064	50.3%
<i>over 50 years old</i>	1,128	25.8%	328	7.5%	1,456	33.3%	1,117	26.3%	328	7.7%	1,445	34.0%	1,094	26.1%	323	7.7%	1,417	33.9%	1,049	25.5%	311	7.6%	1,360	33.1%
Blue collar workers	23	0.5%	0	0.0%	23	0.5%	25	0.6%	0	0.0%	25	0.6%	27	0.6%	0	0	27	0.6%	35	0.9%	0	0	35	0.9%
<i>Less than 30 years old</i>	2	0.0%	0	0.0%	2	0.0%	2	0.0%	0	0.0%	2	0.0%	0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>	10	0.2%	0	0.0%	10	0.2%	11	0.3%	0	0.0%	11	0.3%	12	0.3%	0	0	12	0.3%	18	0.4%	0	0	18	0.4%
<i>over 50 years old</i>	11	0.3%	0	0.0%	11	0.3%	12	0.3%	0	0.0%	12	0.3%	15	0.4%	0	0	15	0.4%	17	0.4%	0	0	17	0.4%
Total	3,476	79.4%	900	20.6%	4,376	100.0%	3,383	79.5%	871	20.5%	4,254	100.0%	3,333	79.6%	852	20.4%	4,185	100%	3,274	79.7%	832	20.3%	4,106	100%

Workforce breakdown

Table 4. Workforce breakdown: **gender**

Workforce breakdown: gender	UoM	2024
Women in top management positions	%	9%
Women in managerial positions		22%
Women in junior managerial positions		23%

Women in top management positions: percentage of women in top management positions (maximum two levels below the CEO) out of the total number of management positions.

Women in managerial positions: percentage of women holding managerial positions (junior, middle and top) in total managerial positions.

Women in junior managerial positions: percentage of women holding junior managerial positions in total junior managerial positions.

Table 5. Workforce breakdown: **nationality**

Workforce breakdown: nationality	UoM	2024
Italy	%	98.63
Switzerland		0.39
Germany		0.32
Ukraine		0.25
Romania		0.25
United States of America		0.16

The ENAV Group employs 4,376 employees, 98% of whom have Italian nationality. This is due to factors closely linked to the core business. That is the management of the national airspace under Italian jurisdiction. However, information relating to nationality and citizenship is also monitored internally. A summary of which is given above.

Table 6. Number of new hires by age group, gender, and geographical area.

Number of new hires	UoM	2024			2023			2022			2021		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Italy	N°	408	99	507	350	69	419	338	66	404	226	20	246
<i>Less than 30 years old</i>		322	69	361	274	48	322	238	34	272	176	16	192
<i>between 30 and 50 years old</i>		94	29	123	63	19	82	85	32	117	48	4	52
<i>over 50 years old</i>		22	1	23	13	2	15	15	0	15	2	-	2
Americas		0	0	0	0	0	0	0	0	0	0	0	0
<i>Less than 30 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>over 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
Asia		0	0	0	0	0	0	0	0	0	0	0	0
<i>Less than 30 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>over 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
Other- Europe		0	0	0	0	0	0	0	0	0	0	0	0
<i>Less than 30 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>over 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
Total		408	99	507	350	69	419	338	66	404	226	20	246
<i>Less than 30 years old</i>		322	69	361	274	48	322	238	34	272	176	16	192
<i>between 30 and 50 years old</i>		94	29	123	63	19	82	85	32	117	48	4	52
<i>over 50 years old</i>		22	1	23	13	2	15	15	-	15	2	-	2

Average hiring cost (average cost of hiring a new full-time employee in the reporting year): 1,202.36€

Intra-groupy transfers for 2024 include:

4 resources were recruited in ENAV from Techno Sky, specifically:

- 1 woman, of whom: 0 employee aged <30 years; 0 employee aged between 30 and 50 years; 1 employee aged >50 years.
- 3 men, of whom: 0 employee aged <30 years; 2 employees between 30 and 50; 1 employee aged >50 years.

10 resources were recruited in ENAV from IDS, specifically:

- 2 women, of whom: 1 employee aged <30 years; 1 employee aged between 30 and 50 years; 0 employee aged > 50 years.
- 8 men, of whom: 2 employees <30 years; 5 employees aged between 30 and 50 years; 1 employee aged >50 years

Table 7. Turnover rate

Turnover rate	UoM	2024			2023			2022			2021		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Italy	%	9.06	7.78	8.80	8.87	5.74	8.23	8.37	5.28	7.74	7.7	4.09	6.97
<i>Less than 30 years old</i>		5.01	4.56	4.91	5.00	2.87	4.56	5.13	2.46	4.59	4.73	1.56	4.09
<i>between 30 and 50 years old</i>		1.12	1.11	1.12	1.06	0.80	1.01	0.96	0.70	0.91	0.46	0	0.37
<i>over 50 years old</i>		2.93	2.11	2.77	2.81	2.07	2.66	2.28	2.11	2.25	2.50	2.53	2.51
Americas		0	0	0	0	0	0	0	0	0	0	0	0
<i>Less than 30 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>over 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
Asia		0	0	0	0	0	0	100	0	100	0	100	100
<i>Less than 30 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>over 50 years old</i>		0	0	0	0	0	0	100	0	0	0	100	100
Other - Europe		0	0	0	0	0	0	0	0	0	0	0	0
<i>Less than 30 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>between 30 and 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
<i>over 50 years old</i>		0	0	0	0	0	0	0	0	0	0	0	0
Total		9.06	7.78	8.80	8.87	5.74	8.23	8.40	5.28	7.77	7.7	4.21	6.99

Table 8. Voluntary turnover rate

Voluntary turnover rate	UoM	2024	2023	2022	2021
Total	%	2.2	1.6	1.4	1.4
<i>Italy</i>		2.2	1.6	1.4	1.4
<i>Americas</i>		0	0	0	0
<i>Asia</i>		0	0	0	0
<i>Other - Europe</i>		0	0	0	0

Table 9. Average hours of training

Hours of training (classroom and e-learning)	UoM	2024			2023		
		Male	Female	Total	Male	Female	Total
Total number of training hours provided to employees	Hours	142,883	21,980	164,863	211,672	24,572	236,243
Total number of employees	N°	3,476	900	4,376	3,383	871	4,254
Average employee training hours	Hours/N.	41.11	24.42	37.67	62.57	28.21	55.33
Total number of training hours provided to senior management	Hours	523	33	556	733	75	808
Total number of senior managers	N°	51	5	56	48	4	52
Average training hours provided to senior management	Hours/N.	10.26	6.60	9.93	15.26	18.75	15.53
Total number of training hours provided to middle management	Hours	3,787	893	4,681	5,164	1,068	6,231
Total number of middle managers	N°	347	70	417	344	64	408
Average training hours provided to middle management	Hours/N.	10.91	12.76	11.22	15.01	16.68	15.27
Total number of training hours provided to office staff	Hours	138,120	21,054	159,173	204,973	23,429	228,402
Total number of office staff	N°	3,055	825	3,880	2,966	803	3,769
Average training hours provided to office staff	Hours/N.	45.21	25.52	41.02	69.11	29.18	60.60
Total number of training hours provided to blue collar workers	Hours	453	N/A	453	803	N/A	803
Total number of blue-collar workers	N°	23	0	23	25	0	25
Average training hours provided to blue collar workers	Hours/N.	19.70	0	19.70	32.12	0	32.12

Average amount spent per FTE on training and development: 3,909.35€

Table 10. Number of hours of classroom and e-learning training in occupational health and safety by gender and category

Training hours by gender and level	UoM	2024			2023		
		Male	Female	Total	Male	Female	Total
Senior management	Hours	2.45	1.00	2.38	3.06	1.00	3.00
Middle management		4.05	4.79	4.15	1.43	0.76	1.35
Office staff		6.72	6.51	6.69	1.27	1.04	1.23
Blue collar workers		8.10	N/A	8.10	0.97	N/A	0.97
Total		21.32	12.30	21.32	6.73	2.80	6.55

Table 11. Number of average hours of classroom environmental training and e-learning by gender and category.

Training hours by gender and level	UoM	2024			2023		
		Male	Female	Total	Male	Female	Total
Senior management	Hours	2.00	0	2.00	2.00	0	2.00
Middle management		1.93	2.04	1.94	2.36	4.25	2.68
Office staff		1.40	1.05	1.36	4.33	2.00	4.22
Blue collar workers		0	0	0	0	0	0
Total		5.33	3.09	5.30	8.69	6.25	8.90

Table 12. Percentage of employees covered by collective bargaining agreements.

Percentage of total employees covered by collective bargaining agreements	UoM	2024	2023	2022	2021
Percentage of total employees covered by collective bargaining agreements	%	100%	100%	100%	100%

Note: Senior Management is excluded from the calculation.

Table 13. Number of recordable work-related injuries, injury rate and number of hours worked by employees

				2024	2023	2022	2021
Fatalities			UoM	Total	Total	Total	Total
Number of fatalities as a result of work-related injuries and work-related ill health	Employees	n.		-	-	-	-
Number of fatalities as a result of work-related injuries and work-related ill health	Other workers*			-	-	-	-
Accidents							
Total number of recordable work-related accidents	Employees	n.		4	12	5	7
	Other workers*			2			
Total hours worked	Employees	Hours		6,360,385.00	6,225,539.02	6,037,213	5,910,354
Rate of recordable work-related accidents	Employees	n.		0.63	1.93	0.83	1.18
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	Employees	n.		133	-	-	-
	Other workers*			80	-	-	-
Lost workday rate (LWR)	Employees	-		4.18	-	-	-

***Other workers:** worker made available by enterprises through a supply contract with the company.

Table 14 Annual Total compensation ratio

	2024
Ratio of the annual total compensation for the organization's highestpaid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	19.26

Note: the annual total compensation of employees consists of the Gross Annual Remuneration (RAL) and fringe benefits such as overtime, Performance Bonus, LTI and other allowances. The person receiving the highest-payment is the Chief Executive Officer of ENAV S.p.A. and the figure includes the long-term incentives (LTI) variable compensation that will be approved after the date of approval of this document.

Table 15 Governance structure and composition

In compliance with the Corporate Governance Code, in the composition of the corporate bodies the ENAV Group adopts the principles and recommendations of art.2

Therefore, the Groups compiles, among others, with principle VIII “The supervisory body has an appropriate composition to ensure the independence and professionalism of its function” and recommendation 5 “The number and competencies of independent directors are appropriate to the needs of the enterprise and the functioning of the administrative body as well as to the establishment of the relevant committees. The administrative body shall include at least two independent directors, other than the chairman. In large companies with concentrated ownership, independent directors make up at least one third of the administrative body. In other large companies, independent directors make up at least half of the administrative body. In large companies, independent directors meet, in the absence of the other directors, on a periodic basis and in any case at least once a year to evaluate the topics deemed to be of interest with respect to the functioning of the administrative body and social management.”

For more information, please see the [Report on Corporate Governance and Ownership structure](#) 2025.

