



# 2025-2029 Sustainability Plan ENAV Group

# 2021-2024 Sustainability Plan

The results achieved with the integration of sustainability into the business within the previous Plan

## Asset 1 – *Strategies and governance*



ESG criteria integration  
into remuneration policy



Pilot project for ESG assessment of the  
supply chain

## Asset 2 – *Policies*



Achievement of **ISO 37001** relating to  
the **fight against corruption**



Obtaining **PdR 125:2022**  
on **gender equality**

## Asset 3 – *Technological innovation*



Implementation of the **AMAN system**  
at FCO, MXP, LIN and BGY airports



**New ATM platform** for airport  
operations management

## Asset 4 – *Reporting and communication*



Publication of the first **Climate Report** and  
**Generational Report**



First edition of the **ENAV podcast**  
«*Storie In-sostenibili*»

## Asset 5 – *Culture and dedicated projects*



+7.5% hours of training on **corporate**  
**conduct issues** (vs 2020)



Internal tool for assessing the **ESG**  
**sensitivity of new talents**

## Asset 6 – *Climate change*



Carbon neutrality of CO<sub>2</sub>e emissions  
-87.4% Scope 1 e 2 vs 2019



↗ A List CDP 2024 Climate Change

# Evolution of the reference context

## The main factors influencing the development of the 2025-2029 Sustainability Plan



### Industrial and commercial strategy

The 2025-2029 Business Plan was drawn up with the aim of achieving excellence in regulated activities and promoting the ENAV Group as a national and international aviation system operator.



### Technological development in the aviation sector

The ENAV Group will continue to develop its ATM operating model and implement advanced air traffic control technologies, such as digital towers for remote traffic control.



### Steady increase in air traffic

The reference scenario forecasts a challenging increase in traffic levels with an expected CAGR in Italy of 2.5% in 2029; ENAV's people, intellectual capital and technologies are ready to meet the challenge.



### ESG challenges in the aviation sector

Climate change is the crucial ESG challenge for the sector. The ENAV Group will continue its commitment to supporting the sector and stakeholders in the main sustainability challenges.



### Dual materiality and emerging ESG risks

IRO-based approach to align sustainability assessments at Group level and reflect ENAV's essential role in the aviation system in an increasingly complex and polarized global context.



### Regulatory developments and ESG ratings

In a context of continuous regulatory evolution, the transparency requirements imposed at European level and the expectations of stakeholders and financial community remain at the heart of the Group's commitment.

# Priority areas of intervention in the 2025-2029 Sustainability Plan

Supporting the Group's growth and becoming a reference point in the ESG field

## *Climate change*

Mitigation and adaptation to climate change represent the main challenge for the global aviation sector. In this context, the ENAV Group can leverage its international leadership role to seize strategic and operational opportunities and continue on its path reducing emissions throughout the value chain.

## *Commitment to the community*

Large companies play a fundamental role in social and economic development. ENAV operates in a sector that is crucial to the country's economy, ensuring safety and timeliness for millions of passengers. In a context of organizational evolution, there is an opportunity to promote initiatives that can generate a positive social impact and foster the development of a culture of sustainability.

## *Diversity, equity and inclusion*

DEI is a socially relevant issue, and growing interest is forcing large companies to take clear positions. People are an essential asset for the ENAV Group, which can propose projects capable of continuing to spread DEI culture both internally and externally, concretely reflecting the Group's values and supporting its long-term growth.

## *Sustainability along the value chain*

The evolution of ESG regulations and the attention paid by the financial community and public opinion are increasingly focused on the entire value chain of large companies, which can drive the transformation of supply chains. The ENAV Group can transform these pressures into multiple opportunities to strengthen relationships with suppliers, customers and other stakeholders in a systematic way.

# Objectives of the 2025-2029 Sustainability Plan

Evolving the sustainability model to achieve excellence

## Strategic objectives of the 2025-2029 Sustainability Plan

- 🕒 Implementing the climate strategy, contributing to the sector decarbonization and continuing to reduce emissions throughout the value chain
- 🕒 Leading the transition within the supply chain, using innovation to support our main customers and stakeholders in the aviation sector in meeting their challenges
- 🕒 Give further impulse to the dissemination of the DEI culture to concretely reflect the Group's values and support its long-term growth
- 🕒 Generate a positive social impact by leveraging the essential role for the country's economy, establishing itself as a point of reference for stakeholders in spreading greater awareness on sustainability issues



*Sharing the **most urgent ESG challenges** with our stakeholders and becoming a **reference point** for sustainability **within the international aviation system***

*From the commitment to integrating ESG factors into the Group's business and strategy to the pursuit of excellence in sustainability through a concrete and ambitious Plan*

# Pillars of the 2025-2029 Sustainability Plan

## 1 Become leader in climate change

Supporting the international aviation sector in its challenge to achieve net zero target and continuing to implement the Group's climate strategy, including through energy R&D programs

## 2 Driving value chain transformation

Leading the transition towards sustainable business models within the supply chain, to share and support the challenges of our main stakeholders in the aviation sector in an increasingly uncertain context

## 3 Making a positive social impact

Leveraging ENAV's essential role in the country's economy to implement its sustainability strategy and be recognized by stakeholders as a benchmark for ESG commitment

## 4 Accelerating the spread of DEI culture

Give further impulse to the dissemination of DEI culture to ensure continuity of initiatives already underway and to concretely reflect the values of the ENAV Group, supporting its long-term growth

## 5 Technological innovation

The ability to innovate is a distinctive feature of the ENAV Group, which aims to consolidate its international position as a "technological leader." Technological innovation and the evolution of the ATM operating model will enable the achievement of strategic and industrial objectives and deliver the desired sustainability benefits through the development of the new 2025-29 Sustainability Plan

# Pillar 1 – Become leader in climate change

## Cluster and strategic initiatives

### *Efficient air traffic management*



The aviation sector is ambitiously tackling the challenge posed by climate change, against a backdrop of constantly growing demand. The ENAV Group intends to continue supporting its customers and stakeholders by leveraging its ability to optimize air traffic management and develop innovative procedures that reduce fuel consumption in all phases of flight.

### *Physical and technological infrastructure*



ENAV Group has achieved carbon neutrality for direct and indirect emissions (Scope 1 and 2) and has been included in CDP Climate Change's A List 2024. The Group is determined to keep the fight against climate change at the heart of its strategies, continuing on its path to reduce energy consumption related to its corporate offices and technological infrastructure.

### *Company fleets*



The use of company fleets for operational and service purposes continues to account for a significant portion of the company's carbon footprint. The process of gradually replacing the fleet with vehicles with a lower environmental impact will continue to be a challenge for the ENAV Group.

### **SUSTAINABILITY PLAN INITIATIVES**

**-5.7%**

Reduction of emissions generated by air traffic

in 2029 vs scenario «NO FRA-IT»  
<sup>1</sup>

**-92%**

Overall reduction of scope 1 and 2 emissions

(vs baseline 2019; -33% vs FY 2024)

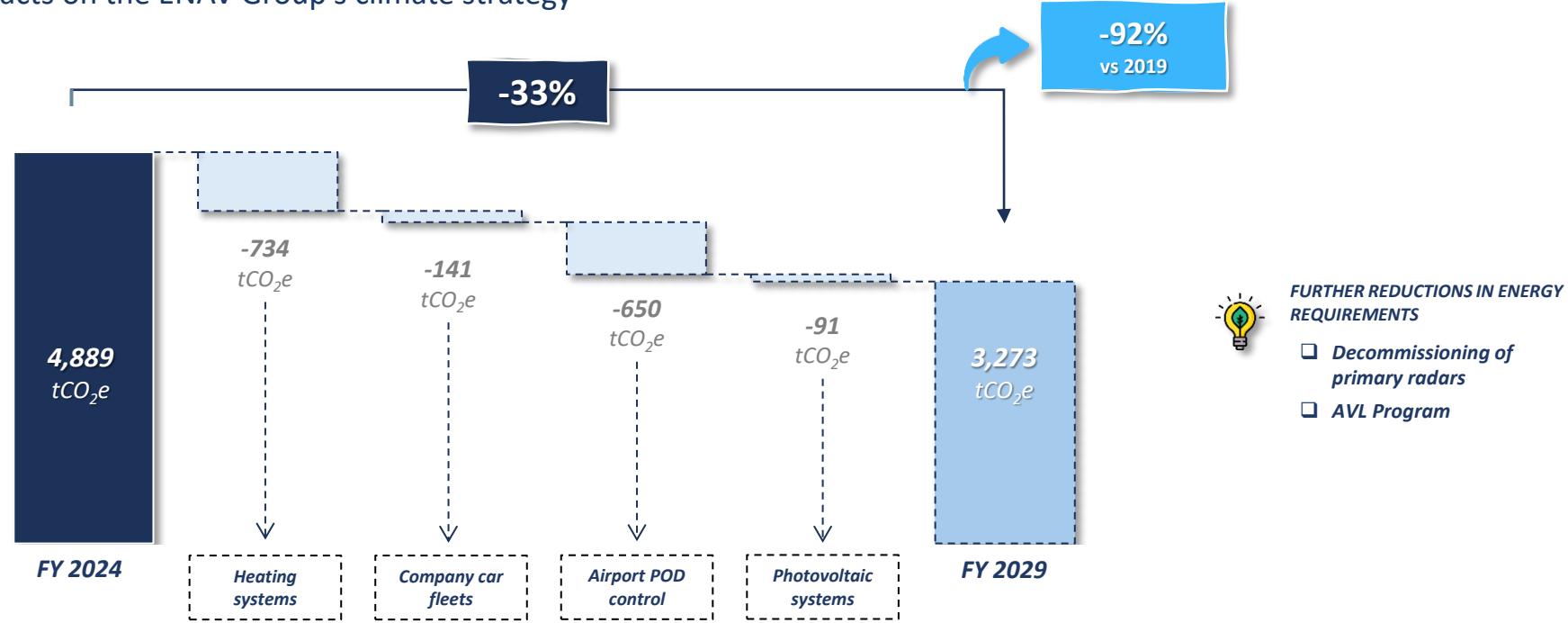
- Purchase of certified electricity with GO
- Management of 10 additional airport PODS<sup>2</sup>
- Efficiency improvements to 13 heating systems
- Decommissioning of 3 primary radars
- AVL<sup>3</sup> program at 7 airport sites
- Installation of 7 additional PV<sup>4</sup> systems
- Replacement of company car fleets

<sup>1</sup> FRA-IT – Free Route Airspace Italy; <sup>2</sup> POD – Point Of Delivery;

<sup>3</sup> AVL – Bright Visual Aids; <sup>4</sup> FV – Photovoltaic

# Pillar 1 – Become leader in climate change

Impacts on the ENAV Group's climate strategy



Program for electricity purchasing from renewable sources with GO certification

# Pillar 2 – Driving value chain transformation

## Cluster and strategic initiatives

### ESG supply chain

Recent regulatory developments (e.g., CSRD and CS3D) are gradually shifting the focus to the supply chains of large companies, which are now required to consider sustainability factors throughout the value chain. The ENAV Group can seize this opportunity by defining a development program aimed at gradually improving the ESG performance of its supply chain.

This would create favorable conditions for growth and competitiveness in line with the ENAV Group's objectives and values.



### Customer satisfaction

By maintaining its focus on the value chain, in a context characterized by high technical and operational complexity, as well as traffic volumes unprecedented in the history of aviation, the ENAV Group can strengthen its relationships with customers in the sector and capitalize on its ability to meet their expectations through internal dialogue and listening processes (*Customer Relations Management*).



### SUSTAINABILITY PLAN INITIATIVES

100%

*Initiatives completed in the period 2025-29*

By 2025

- Definition of the supplier evaluation management process*
- 10 most significant suppliers involvement*

By 2027

- ≥ 40% of suppliers involved vs total CapEx FY 2024*
- ≥ 50% of suppliers involved vs scope 3 emissions in SBT target for FY 2024 («capital goods»)*
- Launch of capacity building programs with the most representative suppliers*

In the period 2028-29

- Further consolidation and extension of supplier program coverage*



### Improvement in customer satisfaction index

≥ 4.2

*Customer satisfaction index  
In each year of the period 2025-2029*

*[scale from 0 to 5]*

# Pillar 3 – Making a positive social impact

## Cluster and strategic initiatives



### ***Stakeholder management***

Regulations and key international standards require companies to ensure structured and ongoing dialogue with stakeholders. In this context, the ENAV Group is committed to consolidating and further strengthening its relationship with its stakeholders in order to outline its future trajectory on sustainability issues.



### ***Culture of sustainability***

Culture is an enabling factor in ensuring development and a sustainable future. For this reason, the Group wants to continue contributing to raising awareness and engaging its internal and external stakeholders and spreading a culture of sustainability.

## ***SUSTAINABILITY PLAN INITIATIVES***



100%

*Initiatives completed by 2027*

- 🎯 By 2025 → Stakeholder Engagement policy
- 🎯 By 2026 → Launch of thematic forums with the most relevant categories for business
- 🎯 By 2027 → Launch of the multistakeholder forum on areas of common interest emerging from the thematic forums



100%

*Initiatives completed by 2026*

- 🎯 By 2025 → Generational Report (2<sup>nd</sup> edition)
- 🎯 By 2026 → «Ambassador» and internal «Operator»
- 🎯 By 2026 → 2<sup>nd</sup> edition of ENAV Podcast

# Pillar 4 – Accelerating the spread of DEI culture

## Cluster and strategic initiatives



### **Promoting and strengthening the inclusion of people with disabilities**

Promoting diversity and inclusion is a key objective for ENAV, which is committed to developing initiatives aimed at fostering the development of increasingly inclusive work environments and tools, as well as stimulating greater awareness of Diversity, Equity and Inclusion (DEI) issues.



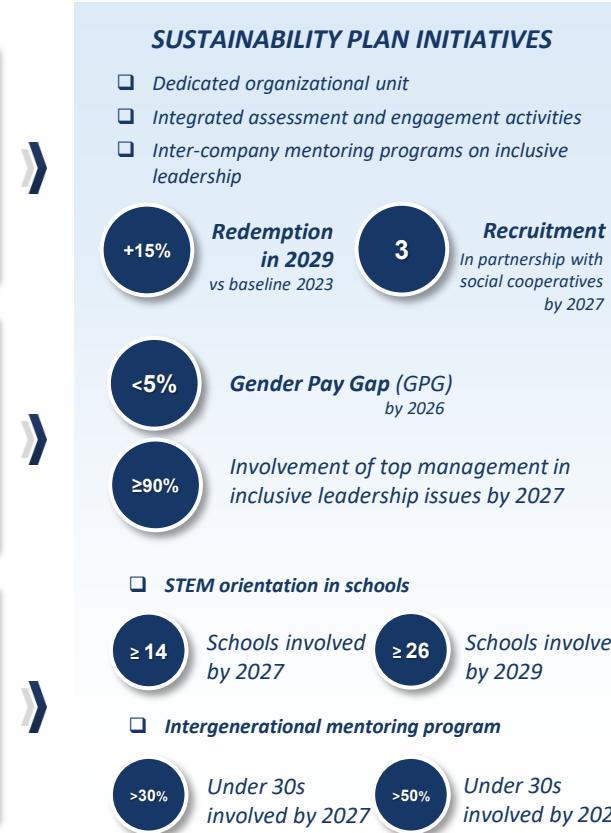
### **Ensuring gender equality**

Gender equality is a fundamental principle of human rights that the company is committed to promoting by ensuring that its staff are not subject to gender inequality in terms of remuneration, in line with the certifications obtained by ENAV (e.g., PdR 125:2022).



### **Unlocking STEM potential**

For a company focused on innovation, promoting greater female representation in predominantly technical positions is an essential requirement. The ENAV Group intends to engage in information activities at secondary schools and to launch internal mentoring programs on career opportunities in STEM fields within ENAV.



# Pillar 5 – Technological innovation

## Cluster and strategic initiatives

### ***Technological innovation***

The ability to innovate is a distinctive feature of the ENAV Group, which aims to consolidate its international position as a “technological leader.”

Technological innovation and the evolution of the ATM operating model will enable the achievement of strategic and industrial objectives and deliver the desired sustainability benefits through the development of the new 2025-29 Sustainability Plan.

<i>Clusters of the 2025-29 Sustainability Plan</i>	<i>Expected sustainability benefits</i>
 <b><i>Experiments in the field of AI</i></b>	→  <i>Designing innovative tools for managing core and corporate processes</i>
 <b><i>Training courses in the field of AI</i></b>	→  <i>Supporting the growth of digital skills through an upskilling and reskilling program with a particular focus on literacy in AI tools</i>
 <b><i>R&amp;D in the energy sector</i></b>	→  <i>Experimenting with better solutions for energy production</i>

# Sustainability governance

## Solid ESG governance to support the ENAV Group's sustainability commitments

To implement its 2025-2029 Sustainability Plan, the ENAV Group can count on a solid governance system, which is also in line with international best practices and will support the balance between business growth and sustainability, including through the following initiatives.



### Further strengthening of ESG criteria in ENAV Group governance

- ❑ expansion of the integrated governance system through the EASI (Integrated Sustainable Business Ecosystem) model and related certifications;
- ❑ program development for Group suppliers (see Pillar 3 of the Plan);
- ❑ continuous adaptation to the obligations set out in the CSRD Directive and the Taxonomy Regulation, as amended by the so-called “Omnibus package” currently being defined;
- ❑ internal implementation of the obligations introduced by the CS3D Directive;
- ❑ internal implementation of the disclosure requirements introduced by the Pay Transparency Directive.