CHAPTER 5

PEOPLE
CHAPTER 5

PEOPLE

FOR A COMPANY THAT HAS AS ITS PRIMARY OBJECTIVE THE FLIGHT SAFETY AND THE PRESERVATION OF PASSENGERS’ LIFE, THERE IS ONLY ONE PATH TO FOLLOW IN ORDER TO ACHIEVE ITS PURPOSE: TO ENHANCE THE PROFESSIONALISM AND THE SKILLS OF ITS PEOPLE, BOTH FOR THE OPERATIONAL STAFF AND THE MANAGEMENT.

In line with this view, as recalled in the Group’s Code of Ethics, each manager is required to oversee the professional growth of his/her employees. The success and reliability of the ENAV Group, in fact, comes not only from structured and constant training programmes, but also from the ability to create a collaborative and motivational working environment, able to enhance the potential of each individual and to leverage the diverse professional profiles.

- **3,364** ENAV
- **815** TECHNO SKY
- **2** ENAV ASIA PACIF

**4,181**
EMPLOYEES
ENAV GROUP
3.7% STAFF TURNOVER RATE

100% PERMANENT EMPLOYEES
With regard to the managerial and specialist training, given the assumption that every effort arises from the need to have a constant update of skills in relation to the role played in the company and the new challenges required by the market, the objectives pursued during the year by the ENAV Group have focused mainly on: leadership topics for the Management of the Air Navigation Services Directorate (installation heads and deputies), the diffusion of the model for the integrated management of SME model projects, the increase/maintenance of the knowledge of the English language, the improvement of communication and integration dynamics for the Administration, Finance and Control Department, the regulatory update on the procurement codes, and the enhancement of communication and assertiveness techniques for the Logistics and Support Services Department. In order to achieve these objectives, managerial training courses have been carried out together with individual coaching approaches (for executives and managers of the Air Navigation Services Directorate responsible for organisational units/installations), preparation courses for the PMP (Project Management Professional) certification exam for Project Managers of the Technical Area and of other business structures that work for projects, “one to one” courses in English for executives, multimedia courses for employees and middle managers and inter-departmental thematic workshops. In addition, experiential training was provided for Group middle managers and executives in the area of Administration, Finance and Control and an educational course run in classroom was offered, designed for employees and middle managers of all the corporate departments involved in contractual supply and execution activities. Finally, a few days of classroom training on the subject of assertiveness were held.

The entire training process is regulated under ENAV’s Quality Management System. In accordance to this procedure, ENAV verifies the achievement of the objectives by using evaluation questionnaires - usually within 5 days from the end of the training activity - provided to all the participants in the classroom and catalogue courses. Moreover, only for some preselected courses, it distributes efficacy questionnaires to the participants’ managers about 6 months after the training activity.
For what concerns Techno Sky, the managerial and specialist education also includes training related to Occupational Safety and technical training for certain types of activities - F-GAS licences, boiler courses, professional masters.

The process of transformation followed by ENAV, and, in particular, the dynamics of its industry and the decision of the Group to be listed on the stock exchange in 2016, have made it necessary, besides the training activities that the company constantly provides, to start a process of change aimed at the introduction of compliant management and leadership models.

The ability of the management is, in fact, one of the most important non-economic indicators for institutional investors. Today, the management team must have the right mix of experience and expertise, express a high level of cohesion and integration, and be very effective in the short-term but with a long-term orientation. All these qualities must coexist because the management team is called to lead a corporate transformation that aims to combine the traditional values of the company, fundamental for the results achieved, with the need to adapt quickly to new contexts.

At the same time, these transformations affect all the
levels of the organisation. It is therefore necessary to develop a widespread awareness, within the people working in the company, of the need to implement changes in the perspective of generating value for the customer, the shareholder and the people themselves. In this phase of the life of the company, it is therefore necessary to have people even more motivated and competent, who know how to work with autonomy and initiative and who are able to collaborate in integrated teams. Involvement, trust in people, shared responsibility of the results, recognition of the results achieved, the perception of a stimulating job, and trust in the management are essential prerequisites for an environment that is favourable to personal commitment and is characterised by the sense of belonging to the company.

In line with these ideas, during 2017, the Leading Transformation & People Engagement project continued with the aim of initiating a phase of listening/comparison that would lead to the identification of those values and guiding principles capable of orienting the action of management and people, and, at the same time, highlighting barriers and obstacles to change.

It is all about the identification of a concrete leadership model that can orient people and make the new development model more systematic, objective and shared, based on a competence system that is consistent with the strategic framework and the challenging actions that the company is supposed to realise.

The project follows a path that is based on the involvement and empowerment of people, with the aim of recognising, mobilising and channelling positive energies. Its driver is the development of the training initiatives and the involvement in the improvement activities within the Business Plan framework.

The project, therefore, aims to achieve some macro objectives, including the redefinition/confirmation of the values and guiding principles and the definition of a management model (ENAV spirit and ENAV leadership model) that promotes a high involvement of people. It is also necessary, during a period of such a big transformation for the company, to drive the change (to align itself and to align the people to the new vision, to develop integration, to not hide problems, to question, to change mind-set, to generate discontinuity where necessary, to increase comparison, to simplify) and to give value to the people within a development model, in order to select/bring out the talents and create prospects for growth for all the investors (evaluation/ recognition of people's commitment). Not least, it is necessary to re-establish the priorities and the areas of focus in the context of a successful listed company and in the perspective of value generation.

During 2017, individual competency assessment sessions for the Top Management and for all the intermediate executives, and 6 sessions of focus group for 76 middle managers and professionals of the Group have been organized in order to select, starting from the bottom, the values and the culture of the company, the leadership models practised and the evaluation and development criteria in force. These events were followed by specific training sessions for all of the Group executives for the adoption of the new leadership model.

The Leading Transformation & People Engagement project is therefore an initiative that is positioned as a part of change management and aims to lay the foundations for developing new skills and new leaders capable of managing new challenges.
Consolidated disclosure of non-financial 2017

People
Among the general principles listed in the Group’s Code of Ethics, there is the valorisation of equality, according to which the Group’s companies must operate by guaranteeing equal opportunities avoiding any discrimination based on political, trade union, and religious opinion, or on the basis of race, nationality, age, sex, sexual orientation, state of health and in general any intimate characteristic of the human person.

Based on these considerations, it is evident how both the internal practices focusing on equal opportunities and those on anti-discrimination practices are important among the values of the ENAV Group. Both these areas, in fact, are seen as important factors of internal cohesion, capable of contributing to the creation of a motivating working environment. A heterogeneous workforce is experienced as a resource, capable of generating progress and improving performance.

In line with its commitment, ENAV has established an Equal Opportunities Committee which, in collaboration with the Human Resources Department, engages in activities that are aimed at promoting the culture and the practices of equality in the corporate context, and, at the same time, to bring attention and help to possible situations of discrimination that require specific interventions. To accomplish this purpose, the Committee constantly updates itself, also through comparison with other Committees, looking at new legislations and at the initiatives and interventions related to the subject, with the aim of involving the company and employees in a process of acquisition of the culture of equality.

Although there is no specific policy on the subject, the initiatives put in place by the ENAV Group to promote the culture of equal opportunities in the Company, many. In past years, for example, the Group has joined the Charter for Equal Opportunities and equality at work, with the aim to give its concrete contribution to the fight against all forms of discrimination at work, while, at the same time, engaging in enhancing the diversity within the organisation through the definition of company practices aimed at overcoming gender stereotypes and preventing all forms of discrimination. These strategies were based on the knowledge that the realisation of an environment that ensures equal opportunities to all, by recognising the potential and skills of each person, contributes to increasing the competitiveness and success of the company.
The event that every year enjoys particular success among the staff is the one called “Children in the office with mum and dad”; it is a national event that is usually held on the last Friday of May that, also through the involvement of different ENAV offices located on the national territory, allows the children of employees to “live” for one day in the working environment of their parents, allowing them to acquire tranquillity and awareness regarding the absence of their parents from home.

This day also has a training purpose; every year in fact, a topic among the activities of the company is chosen and small lessons and practical games related to the subject are organized, promoting the involvement of the children in expressing their commitment and imagination.

The activity of Support and Counselling for the Reports Received, imposes that the Committee plays an interfacing role with the Human Resources Department, in relation to those particular reports, received from co-workers, which highlight personal problems. Collaboration and listening are aimed at finding the best solution for the company and the reporting person.

Also regarding welfare, many internal practices and initiatives are implemented and involve, in most cases, accommodations granted to employees that are beyond those established by law. A successful case launched in 2017, addressed the project “Solidarity Holidays”. Implementing the provisions of Article 24 of Legislative Decree No. 151/2015, concerning the free disposal of their rest days and holidays to other workers for the assistance of minor children who need constant care for health reasons, ENAV and the trade unions signed a specific Agreement on 19/06/2017 which has broadly expanded the borders of the rule: it has been established that these joint initiatives can also be initiated in favour of employees who, in their own family environment, need to assist parents, spouses, partners living as man and wife and adult children. This project has allowed the company to acquire an important tool to intervene on the reconciliation of
private life and work of its employees, contributing to the improvement of corporate wellbeing. Following the signing of the agreement, the Human Resources Management department has received 3 valid requests for solidarity leave, as a result of which information has been given to the employees concerned on the timing and modalities for submitting the transfer offer.

The workers’ community responded to the requests of the needy colleagues in an extremely generous way: as many as 104 employees offered to give up their RFS (Reclaiming of Suppressed Holidays) and holidays, for a total of 248 days.

On the topic of the protection of maternity/paternity leave, ENAV has promoted other initiatives, proving its attention towards this problem by expanding, through contractual agreements, the advantages and guarantees provided by the current legislation in this field.

With regard to welfare, still, ENAV has contracted with the insurance companies of reference (entirely at the cost of the company) a health policy to protect its employees, extending, starting from 2018, the possibility of being insured also to its staff in retirement—even though the payment of the premium, in this case, is the responsibility of the insured—, under the same conditions.

Similarly, ENAV intervenes in support of the so-called supplementary pension plan with a share equal to 2/3 of that envisaged for the membership of employees to the Prevaer Fund, with the possibility to extend, at the expense of the employees, the membership of their dependent children to the Fund.

In the field of training and education, it is necessary to highlight how ENAV supports, each year, with a contribution equal to 80% of the cost, the disbursement of scholarships that are awarded, through specific selections carried out by the Intercultura Society, to the children of employees.

The “Open” project operates in the same field. It is an initiative that began during last year and that offers technical and professional support to the children of the employees who are close to the graduation from high school, in order to help them to identify university faculties and/or professional paths of interest, having regard to the school knowledge acquired over the years.
Consolidated disclosure of non-financial 2017

People
The protection of human rights

Although the Group, because of its activities and the geographical location, is not exposed to particularly significant risks inherent to the issue of human rights violations, there are areas within the Group in which, for reasons related to their critical infrastructure nature and for being sensitive objectives, the staff receives a specific protective attention aimed at maintaining very high standards of safety. Without these precautions, their rights would not be protected in compliance with the obligations of the employer codified in Article 2087 of the Italian Civil Code, expressive of constitutional concepts regarding the protection of the dignity and integrity of the worker and in the exercise of the activity of the company - even more so if public - aimed at the social utility. This applies both to the protection of the life and the safety of the staff and of the third parties who even occasionally find themselves in the ENAV infrastructures - in consideration of the so-called “criminal risk” to be considered in the analytical assessments of Legislative Decree No. 81/2008 in which the employer must prevent, eliminate or mitigate any risk that may interfere with the constitutional values of human life and safety -, but also as a logical extension of the concept of “workplace”, to protect the staff of the Group working for particular tasks, in potentially dangerous countries, in particular due to the effects of political instability, the actions of terrorist groups or also for critical health and sanitation conditions.

The other particularly sensitive area concerns the treatment of individual information and the safeguard of the right of confidentiality, according to the framework of privacy protection established at national and European levels, whose founding principles are fully accepted and explained in the highest Group policies. In this context, the Group places attention on the legislative compliance of the prohibition of indirect control of workers, as enshrined in Law No. 300/1970 (“Worker’s Charter”), in particular with regard to the remote control of workers using surveillance and the use of security guards. For the first, introducing a wider and more transparent dialogue with the labour unions and the use of the instruments in a fair transparent form; and for the second introducing expressly the relative prohibition as an integral part of the special specifications that regulate the procurement of the supervisory services. Moreover, the systems of computer protection, which can provide for forms of verification and control, are consistent with the principles of Article 4 of Law No. 300/1970, as amended by Article 23 of Legislative Decree No. 151/2015, with regard to which ample and transparent information is given to the personnel and to the trade union representatives.

An important note is the coordination action carried out with the institutions. In fact, because of the delicacy of the role played by the staff of the ENAV Group, there is a need to reinforce the protection of the worker from any external factor that could be considered as a risk inherent in the work performance or the workplace. With
In this regard, the systems of prevention and protection from criminal risk are supplemented by special agreements with the Ministry of the Interior - Department of Public Safety and broken down into special procedures aimed at the protection of life, safety and safeguard of the dignity of the worker, also in relation to acts of conflict that may be generated within the workplace.

With regard to specific safety risks for the personnel on mission abroad, there is a special procedure that ensures the preventive assessment of the risk for this type of activity, supplemented by the connection with the Crisis Unit established at the Ministry of Foreign Affairs and International Cooperation.

Moreover, ENAV’s attention to the issue of human rights is evident, not only considering the constant monitoring of the Human Resources department, but also looking at the application of what is established in the Code of Ethics that expressly stipulates that “relations between employees are based on the values of civil society and on respecting the rights and freedoms of the individual and the fundamental principles that affirm equal dignity without discrimination on the grounds of nationality, language, gender, race, religious belief, political or union affiliation, physical or mental conditions”.

In relation to Techno Sky, the protection of human rights is applied through some general principles (guaranteeing freedom of association, the equal opportunities, prohibiting, both in internal and external relations, behaviours that have discriminatory content, protecting the right to life, both of its employees as well as of third parties, putting at the centre of their attention the protection of health and safety in the workplace, etc.) which are monitored carefully through constant and constructive interactions with the staff.

DURING 2017, THE RISKS ASSOCIATED WITH HUMAN RIGHTS WERE EVALUATED IN 100% OF THE ENAV GROUP PROCESSES
In the last few years the Group has developed a “sustainable” internal communication, through projects and actions that were aimed not only to inform but also and above all to involve people in the organisational and strategic dynamics of the company through:

• The involvement of all employees in the analysis of communication processes in order to create the conditions for the sharing of knowledge, culture and values;
• The use of internal communication as a lever to promote people’s participation;
• A vision of the company as different from a closed system but rather open to its countless interactions and repercussions with the environment that surrounds it;
• Online and off-line press, publishing, social media 2.0;
• The stimulation of a perception of the internal communication tools as a fundamental instrument to talk about ourselves and to create an identity and a shared culture.

The Internal Communication aims to acquire progressively a more central role and to build a system capable of ensuring the widespread and timely provision of information to each segment of the Group’s population.

The main tools of Internal Communication are:
• The New Group Intranet “Follow Me”;
• The monthly magazine “House Organ”;
• Newsletters;
• Video messages by Top Management;
• Video tutorials;
• Editorial products;
• Photographic contests;
• Communication questionnaires for the evaluation and approval from the employees.

THE GROUP INTRANET INFORMATION PORTAL “FOLLOWME”

By the end of 2017, the and Techno Sky portals retired, giving up their place to a new infrastructure that represents the evolution and the technological foundation enabling Group communication as well as a new digital company space, where all key processes are managed through innovative modalities. The new Followme portal, whose name was voted by the Group employees, in addition to having a new graphic design, offers a more dynamic and modular interface where all the work tools are easily reachable. Some digital services are already active, while starting from June 2018, it will be possible to reach the website from a personal device from anywhere and at any time. Moreover, it will be possible to express opinion on what is published or to contribute to in depth forums in the logic of a company community.

Followme constitutes a part of the Digital Workplace intended as a place where it is possible to operate in “smartworking” mode, that is, always being connected with the team and the working environment.

THE NEW INTRANET PLATFORM IS A DIGITAL ECOSYSTEM WHERE ALL APPLICATIONS AND PROCESSES ARE MANAGED IN INTERACTIVE MODE.
Efficiency and development of people, solidarity and innovation are the main topics at the basis of the corporate dialogue developed during 2017. This dialogue has been inspired by the principles of utmost fairness, impartiality and independence as recalled by the Group’s Code of Ethics.

With regard to the search for the best synthesis between efficiency and development of people, it is worth noting the agreement of April 14th, which, moving on the basis of the important innovations introduced by the Jobs Act, is aimed at guaranteeing the employability of the ENAV people by combining actions of organisational optimisation and professional requalification preceded by suitable training courses. A first application of this agreement has already involved about 30 resources that are now carrying out a new activity.

The same spirit is also reflected in the agreement of November 23rd regarding the impact on personnel arising from the shift to the ACC of Rome Ciampino of the management of the Olbia air space approach. Also in this case the agreement has allowed the combination of organisational efficiency with professional enhancement, in particular thanks to the training activity. The adaptation of the staff of the Olbia airport, which will be calibrated on the new levels of service (and, therefore, without the tasks required by the airspace approach), has been discussed with the worker’s union. Particularly, this dialogue foresaw opening of a professional growth path that will involve about 30% of the Olbia controllers, who, after an accurate training period, can achieve the specialisation of Air Control Centre controller and perform their duties at the Milan Control Centre.

Solidarity has been the “spring” which has led the players of industrial relations to conclude the agreement on the transfer of leave, the so-called “Solidarity Leave” project which is mentioned in more detail in the section on equal opportunities.

In terms of dialogue in support of innovation, it is worth noting also the agreement aimed at ensuring the excellence of the service through the provision of measures that have proved to be suitable to support the growth of traffic resulting from the full entry of the Free Route.

In terms of strikes, in 2017 ENAV recorded 3 national strikes for a total of 12 hours, with a decrease of 50% compared to 2016 and with an average adhesion rate of 22%.

The mentioned strikes were proclaimed in order to claim
a greater representativeness by minor acronyms: the
events at the basis of these claims regard some activities
of corporate reorganisation and the possibility of the
sale to Cassa Depositi e Prestiti of a share of the stock
package today held by MEF.

The total number of employees adhering to worker’s
unions was 2,306, representing a percentage of 67%
on the total number of employees. The collection of data
regarding the number of members of a given worker’s
union is done on 1 January of each year. The membership
or withdrawal of an employee to the worker’s union,
formulated in writing, is collected monthly, processed
and transmitted to the competent office that provides
for the admission to the role. The data is then stored in
special cabinets to guarantee the confidentiality of the
information contained.
Finally, it is specified that the collective bargaining
agreement applies to 100% of ENAV employees.

Regarding labour grievances, it should be noted that
during 2017 there was a small number (11) of new
disputes brought against the Company concerning
certain aspects of the employment relationship
(demotion- illegal redundancy - greater duties - salary
differences - hiring). Of the total of cases concluded
in 2017, 64% were resolved by judgements that were
favourable to ENAV (69% in 2016) while for 13% of
them (15% in 2016) it was possible to reach out-of-court
settlements.

The Group company Techno Sky, to which the
metalworker CCNL applies in coordination with the
Parent company, manages directly the relations with the
representatives of metalworkers worker’s union.

The general objectives pursued by Techno Sky are the
maintenance of a good climate in the company through
dialogue and meetings with the worker’s unions and
the improvement of the management and productivity
of the workforce. The actions implemented in order to
achieve these objectives consist in the development
of collaborative and continuous relationships that are
substantiated in specific meetings for the illustration
of organisational changes, and in the negotiation
of agreements that are supplementary to the CCNL
regarding matters delegated to the corporate level, such
as, for example: work schedules, geographic mobility
of staff, results bonus.

Annual informative meetings are also convened to
discuss the business plan, the present and future
activities of the company, the economic situation, and
the foreseeable trend of employment.

In 2017, in Techno Sky the number of employees registered with the union was 382 people (48% of the workforce) a decrease of 3% compared to the previous year (51% in 2016).

Moreover, during 2017 there was a substantial reduction in the number of national strikes: a single strike compared to 7 in 2016. That strike, which lasted 24 hours, was proclaimed by the USB worker’s union (not recognised by the company) and claimed the application of the air transport CCNL in place of that of metalworking. Only 1.22% of the staff joined the strike.

The number of labour grievances with the employees was reduced (20 instead in the 21 of 2016). 15 of them were advanced by the technical staff who claimed the retroactive application on their behalf of the ENAV CCL and which, until now, has seen a trend totally favourable to the company’s position.

Finally, the number of employees covered by collective bargaining agreements of different levels is 799 persons, equal to 100% of non-executive employees. This last category, (16 people) are regulated exclusively by the CCNL of managers of companies producing goods and services.

For ENAV and Techno Sky significant organisational changes are communicated with a reasonable notice.
Remuneration practices

The remuneration internal practices of the Parent company ENAV differ depending on whether they involve “non-middle manager staff” or “middle manager and executive” personnel.

Regarding “non-middle manager personnel”, the performance evaluation process is started annually, in order to report on the performance of all staff operating in the H36 time system and who have worked during the year for more than 6 months.

Starting in November, the Resource Organisation and Development function define the list of resources that need to be evaluated. The resources concerned and their evaluators are identified on the basis of the following requirements:

• H36 time system;
• Presence in Department/Sector/Installation for more than 6 months.

Subsequently, through the dedicated IT application, the process of evaluation of technical skills and performance is initiated by the responsible manager, with a validation by a higher level manager. At the end of the evaluation process and consistent with the reported results, the Human Resources Management department initiates the merit recognition internal practices, in line with the economic resources specifically provided for in the budget of the applicable year. Evaluations are made on a standard model for all the resources involved in the process.

As regards to the “middle manager and executive” personnel, the variable component is anchored to an incentive by objective system (MBO - Management By Objective) articulated according to a top-down logic: the identification of the objectives is based on from the strategic guidelines provided by the Business Plan and then a deployment of these activities/pillars is carried
out according to the different levels of responsibility, according to a “cascade” approach from the top level to the lower hierarchical levels. The objectives are linked to economic dimensions and to specific areas linked to the individual organisational positions, depending on the different levels of responsibility.

With regard to the “line” functions, there are objectives focused on operational performances (punctuality and reduction of delays), the implementation of projects related to service quality, also through the introduction of projects and innovative technologies in the field of air traffic control which permit the mitigation of environmental impacts arising from air traffic.

In the subsidiary Techno Sky, the evaluation of non-middle manager company personnel is carried out by the individual manager, in accordance to the performance and results obtained, with subsequent validation by a higher level manager. At the outcome, the Human Resources Department initiates the merit recognition internal practices, having regard to the economic compatibility specifically foreseen for in the budget of the applicable year.

The process ends with the approval of the list of provisions by the Company’s CEO.

As regards the Middle Manager personnel, the variable remuneration is broken down through the company internal practice, implemented, similar to the Parent group, through the MBO process involving Executives and Middle Managers responsible by Area, Installation and Organisational Unit. The objectives are defined by the relative Manager according to a top-down logic and the recognition of the variable bonus is connected, currently, to the achievement of the individual goals.

Concerning the Executives, the assigned objectives are defined in line with the Group’s internal practice and are therefore shared with those of ENAV’s Executives. The provision of the variable incentive is conditional on the achievement of objectives of efficiency and effectiveness by the Group (so-called “Gateway objective”), equal to that provided for the Executives of the Parent company.
Health and safety of workers

ENAV and Techno Sky, as established in their Code of Ethics, give great importance to the physical and moral integrity of their employees and partners with regard to working conditions that respect individual dignity and to safe and healthy working environments. The Companies are careful, therefore, to spread and consolidate a culture of health and safety of workers in the workplace, developing risk-awareness and promoting responsible behaviour to all the staff.

Employers, in compliance with health and safety at work rules and with the support of the Prevention and Protection Service, carry out the assessment of all the risks of the territorial structures, editing, for each of them, the Risk Assessment Document (DVR), including the risk associated with working abroad; moreover, this evaluation is complemented by periodic environmental surveys related to micro-climate, lighting, noise, indoor air quality, electromagnetic fields and natural sources of ionising radiation (radiogenic matrices, radon gas and cosmic radiation).

In order to reduce the residual risk for their workers and with the aim of a continuous improvement, ENAV and Techno Sky, in line with the objectives established at the beginning of the year, issued their respective health and safety policies at work, the manual of the system of occupational health and safety management (ver. 1.0) and its related procedures.

For what concerns the training, the programmes implemented in the OSH field are divided into courses provided through e-learning and courses run in classroom.

The contents of the courses provided in the classroom were:

- Initial first aid and update;
- Initial fire-fighting and update;
- Initial supervisors and update;
- Initial workers’ representatives for safety (RLS) and update.

In particular, the population of the Parent company ENAV involved in the training activity is made up of all the personnel designated as emergency management personnel for the first and second course, by all those who have been designated as supervisors and by all those elected as workers’ representatives for the third and fourth course respectively.

The courses provided by e-learning on the platform focused on:

- General workers’ training;
- Workers’ specific risks training;
- Workers’ refresher.

The first two courses were provided to newly-hired non-executive staff, while the third course was provided to the remaining non-executive staff.

3,770
ENAV EMPLOYEES INVOLVED IN OSH TRAINING

ENAV EMPLOYEES INVOLVED IN OSH TRAINING

3,770
It is not possible to make a comparison with the year 2016 because the data is not fully reliable; in 2017, also because of the issuance of the “SGSSL-P. 6.1 Management of the Training for Health and Safety at Work” procedure, work was done to manage the reporting of the OSH training provided or to report for each type of worker the courses attended (e.g., First Aid, Fire Fighting, Workers’ Representative for Safety, etc.) distinguishing it as initial or upgrade or in low, medium or high risk.

<table>
<thead>
<tr>
<th>ENAV*</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>around 60,000 €</td>
<td>COST OF THE OSH TRAINING</td>
</tr>
<tr>
<td>22,281</td>
<td>HOURS OF OSH TRAINING</td>
</tr>
<tr>
<td>including 17,616</td>
<td>HOURS OF E-LEARNING TRAINING</td>
</tr>
</tbody>
</table>

*It is not possible to make a comparison with the year 2016 because the data is not fully reliable; in 2017, also because of the issuance of the “SGSSL-P. 6.1 Management of the Training for Health and Safety at Work” procedure, work was done to manage the reporting of the OSH training provided or to report for each type of worker the courses attended (e.g., First Aid, Fire Fighting, Workers’ Representative for Safety, etc.) distinguishing it as initial or upgrade or in low, medium or high risk.
For what concerns Techno Sky, the efficiency of safety requirements in maintenance activities is pursued by defining the processes related to safety at work (risk identification, training, equipment and special tools management, health surveillance, etc.).

The activities carried out by Techno Sky are put into effect by the evaluation of all the risks related to the work activities and the consequent preparation and issuance of the Risk Assessment Document (DVR), as well as by the monitoring of the installations and work equipment.

Likewise, the health surveillance service is guaranteed for the personnel, operational and not, with the frequency established by the specific Health Protocol, and specialised health personnel do inspections of the work environments of the Company’s personnel. Moreover, the Company, in relation to the multiple activities and works it performs as a contractor, edits, in relation to the specificities of the contract, the Operational Safety Plan (POS) and the Interference and Risk Assessment Document (DUVRI).

ENAV and Techno Sky, in coordination with each other, are also actively involved in preparatory actions to the issuance of their respective OHSAS 18001 certifications.

Special attention is finally given to training in order to develop a culture of prevention of accidents in the workplace and to constantly inform all staff about safety policies.
Consolidated disclosure of non-financial 2017

People