

# SUSTAINABILITY IN ACTION

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At a glance

€17.8 BN  
revenues

60.468  
employees

>11,000  
suppliers worldwide

€20.9 BN  
orders

150  
countries with sales presence

~7,000  
SMEs among the suppliers in domestic markets suppliers in Italy

€44.2 BN  
backlog

129  
sites and main plants worldwide

Innovation and digitalisation

Product Engineering

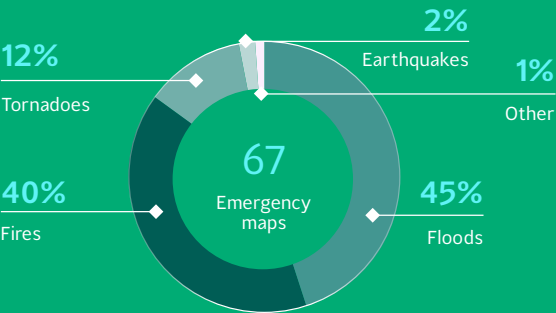
€2.5 BN (+13%)  
invested in R&D

61.5%  
employees with STEM degrees

>170  
funded or co-funded doctoral scholarships currently active in Italy and UK

17,000  
people dedicated to R&D activities

Satellite services by type of event



Leonardo helicopters by mission type



Solutions and technologies for sustainability



>1,200  
Leonardo helicopters for public order, search, rescue and firefighting missions



67  
emergency mapping activated for earthquakes, floods, fires, humanitarian crises in 30 countries

FACTS & FIGURES

Commitment to the environment and climate

Scope 1 and 2 MB CO<sub>2e</sub> emissions reduced by 43% compared to 2020

Approximately 77,000 tonnes of CO<sub>2</sub> avoided through the use of virtual training systems in 2024

Water withdrawals (megalitres) -5.7% compared to 2023 and -21% compared to 2019

≤80% CO<sub>2e</sub> emissions avoided in the SAF production cycle compared to conventional fuel

Waste produced (tonnes) -1.5% compared to 2023 and -15% compared to 2019

The CO<sub>2e</sub> emissions produced with one hour on a simulator are approximately 1/10 of those for one hour of real flight

12 helicopter models developed by Leonardo are able to use up to 50% sustainable fuel (Sustainable Aviation Fuel – SAF)

17.7% reduction in Scope 1 and 2 (MB) CO<sub>2e</sub> emission intensity compared to 2023

>90  
collaborations with universities and research centres globally

52.4  
petabytes of storage capacity (+64%)

8.2  
petaflops of computing power (+24%)

People

7,434  
new recruits, 42.5% with STEM degrees, 50.5% under 30 and 24% women

1.4 MLN  
hours of training provided to employees

1,281  
training paths initiated with the education system, including internships, apprenticeship programmes, traineeships, school-to-work alternation

1. Unless otherwise indicated, all data refers to 2024



ESG RATING

MAIN GOALS IN 2024

Sustainability Leader in the **Dow Jones Sustainability Indices** for 15 years, with the highest score in the Aerospace and Defence sector for the sixth consecutive year<sup>2</sup>.

Among the companies in the **MIB ESG INDEX** of Borsa Italiana (Euronext), the first Italian blue-chip index dedicated to the 40 companies with the best ESG performance<sup>3</sup>.

Commitment to the fight against climate change confirmed by **CDP** (an international non-profit organization), one of **the best companies in the Aerospace & Defence sector**.

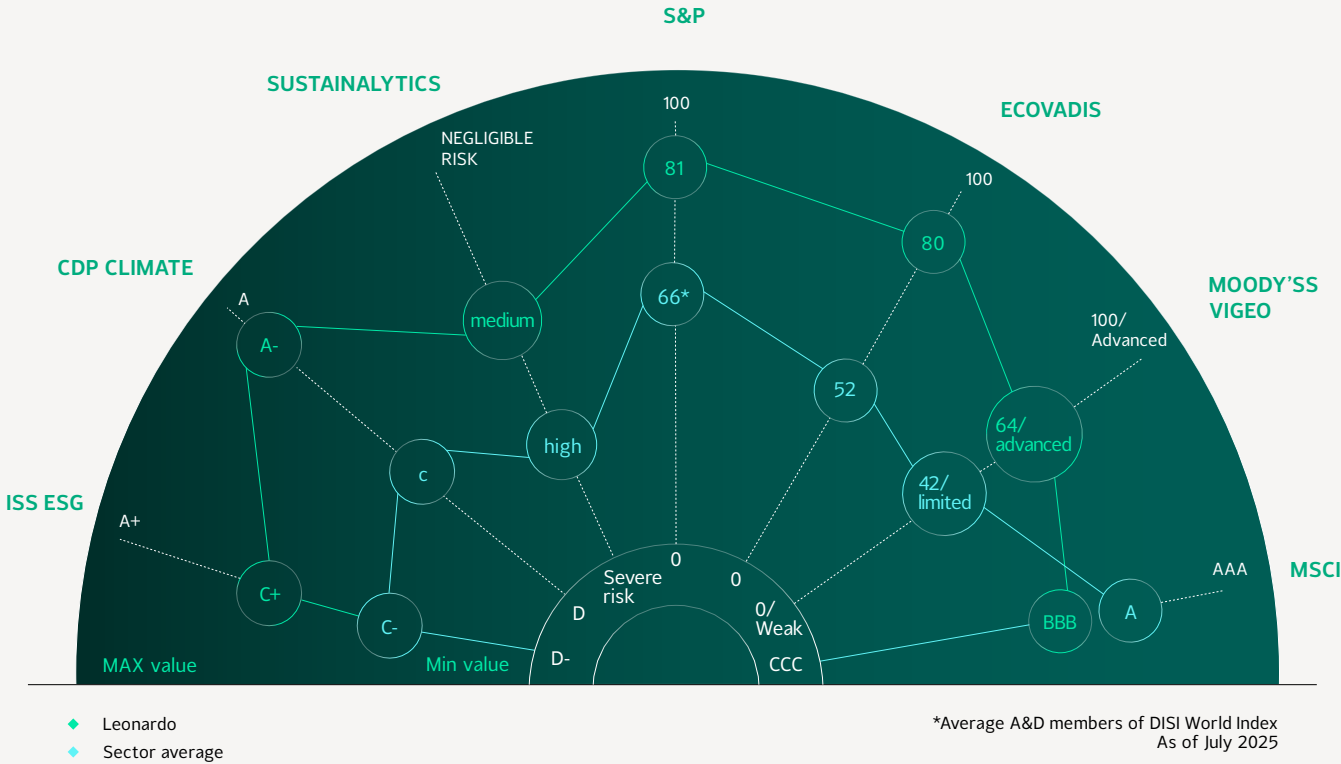
Classified as **band A** in the **Transparency International Defence Companies Index** on Anti-Corruption and Corporate Transparency (DCI).

Promoted to **Prime Status** by **ISS ESG**, with the highest score in the Aerospace and Defence sector.

“**Platinum medal**” award by EcoVadis confirmed, the best 1% among the companies assessed globally.

2. Assessment based on the S&P Global Corporate Sustainability Assessment (CSA), updated as of 16 December 2024.

3. Review of December 2024.



Shoqra, Yemen. Komsat-3A Image © KARI 2017



## GLOBAL SECURITY AND SUSTAINABILITY

Security has once again become a central issue on the agendas of many countries, and related investments have increased with the primary goal of protecting the elements that underpin our society: people, institutions, natural resources, climate, territories, infrastructure. It is increasingly clear that security is a primary need for sustainable development and prosperity of societies and the global crises that have worsened in recent years are putting it at risk. Geopolitical tensions, worsening social inequalities and the climate crisis are the cause of conflicts, migratory flows and protests with obvious adverse impacts on security.

We are currently facing a need for global security that encompasses multiple domains and different scopes, such as energy, food or cyber, and this pushes companies in the AD&S sector to design and offer increasingly integrated, multi-domain, digital solutions capable of positive impact on environmental and social sustainability.

In this context, Leonardo, a leading global security company – in line with its sustainability strategy and priorities identified by the materiality analysis – defines the key initiatives to be implemented to foster a sustainable growth process that best responds to the current challenges and opportunities. A path also based on constant dialogue with external and internal stakeholders to identify strategic priorities and guide the Sustainability Plan, which is an integral part of the Group's Strategic Plan.

### Towards a sustainable transition

Technological development, innovation and digitalization, together with the skills of its own people – distinctive factors of the company's global positioning – play the role of enablers for the sustainable transition of the Group and its supply chain and contribute to protecting and safeguarding the planet and its inhabitants, also through the solutions and technologies developed.



#### Competitiveness

Creation of new business opportunities to protect people, infrastructure, territories - namely, global security; ability to meet new customer needs; push for innovation



#### Performance

Creation of shared value, efficiency improvement and access to financial capital



#### Risk management

Climate, environmental, social, governance and reputational risk mitigation for greater resilience to external shocks

## DOUBLE MATERIALITY AND STAKEHOLDER ENGAGEMENT

### Double Materiality Analysis

Leonardo's sustainable strategy is rooted in materiality analysis, an essential process to identify the Group's sustainability priorities. This process guides the identification of strategic goals, the definition of the Sustainability Plan and the drafting of the Integrated Annual Report. In 2024, the materiality analysis was conducted according to the principle of double materiality, which combines impact and financial materiality, as set out in the Corporate Sustainability Reporting Directive (CSRD).

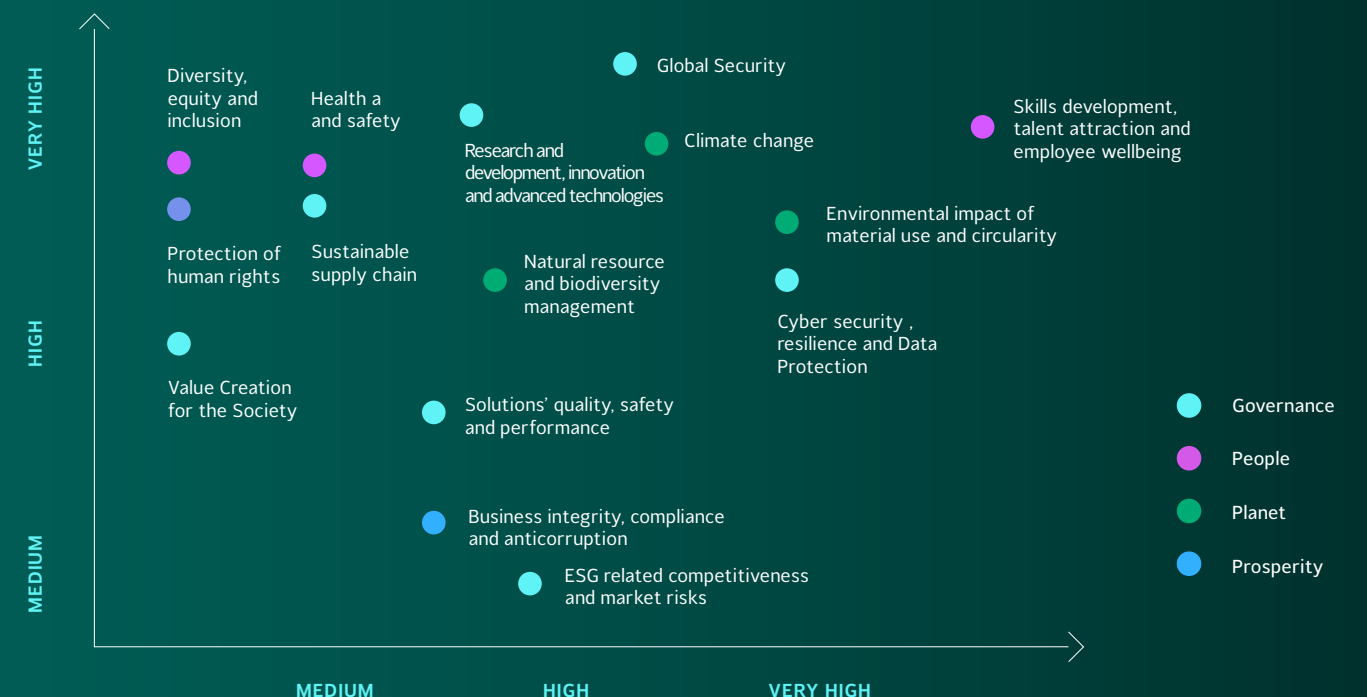
Impact materiality focuses on identifying, assessing and prioritizing the Group's impact on the environment, society and governance, considering the perspectives of both internal and external stakeholders. While financial materiality deals with ESG risks and opportunities that affect business targets.

### RESULTS AND PRIORITY TOPICS

In 2024, the analysis involved over 500 stakeholders representing 13 stakeholder categories, to intercept all the main instances of Leonardo's ecosystem. The process was divided into three stages: the analysis of the regulatory context, the identification of impacts and the assessment of their relevance.

For financial materiality, Leonardo relied on Enterprise Risk Management (ERM) of the Group. The Process Owner, Risk Owner and Sustainability Manager identified and assessed 35 ESG risk/opportunity drivers.

By integrating the impact and financial materiality results 15 material topics, were identified and then approved by the top management. The final matrix shows the prioritization of these topics, with those in the top right quadrant being particularly relevant to Leonardo's core business and to the trends in the Aerospace, Defence & Security sector.



### Highlights

516

People involved

13

Stakeholder categories

69

Internal stakeholders

447

External stakeholders

29

Impacts identified

35

C-level and BoD participants



Stakeholder engagement

Continuous engagement with internal and external, national and international stakeholders is a central element of Leonardo's strategy to create shared value. The company cultivates stable and lasting relationships, by communicating with and involving stakeholders to understand their interests and expectations in relation to sustainability.

In addition to the role of stakeholders in the materiality analysis, Leonardo collaborates with them in actively supporting the global effort to combat climate change while and overseeing emerging environmental topics such as biodiversity, Critical Raw Materials and circular economy tools, such as Life Cycle Assessment and Ecodesign. Moreover, Leonardo takes part in activities to support diversity and inclusion policies and is involved in activities to monitor, compare and rank sustainability in international, European and national associations:

INTERNATIONAL ORGANIZATIONS AND ASSOCIATIONS

United Nations Global Compact (UNGC)

Of particular importance is the partnership established in 2018 with UNGC, the United Nations association dedicated to developing sustainability in the industrial world. Leonardo has also been a member of the Board of Directors of UN Global Compact Network Italia since 2021.

United Nations Climate Change Conference (COP 29, Baku)

For the second consecutive year, Leonardo took part in the COP, during which it had the opportunity to show the substantial contribution that the advanced technological solutions in its portfolio can make to decarbonizing cities and land.

International Aerospace Environmental Group (IAEG)

Leonardo is a member of the Board of Directors of the IAEG, association created to share best practices, develop innovative environmental solutions and share standards among companies in the aerospace, security and defence sectors at a global level. Leonardo actively participates in working groups, including “WP 14 Circularity” and “WP 12 on Life Cycle Assessment” and in 2024 it discussed issues such as the development of alternative technologies in REACH, and GHG emission reporting and management.

North Atlantic Treaty Organization (NATO)

With NATO's growing interest in topics related to adapting military means to climate change and decarbonization, Leonardo has been involved in dedicated working groups organized by the NIAG (NATO Industrial Advisory Group).

EUROPEAN ASSOCIATIONS

Aerospace, Security and Defence Industries Association of Europe (ASD)

Leonardo actively takes part in the ASD Climate and Defence Task Force, which deals with issues related to decarbonization and in the Corporate Social Responsibility working group focused on dialogue with the European Commission in the field of sustainability regulation and sustainable finance. The company also leads the working groups which focuses on the dialogue on REACH and chemicals legislation, supporting actions aimed at the European Commission and Parliament and promoting dialogue with the European Defence Agency (EDA).

European Defense Agency (EDA)

The Group also takes part in the EDA initiative “Incubator Forum on the circular economy” (IFCEED) on the circular economy and sustainability of armaments and contributes to working groups on Ecodesign and Critical Raw Materials topics.

European Round Table (ERT)

Leonardo takes part in the ERT's Energy Transition and Climate Change table, which analyses European proposals for a sustainable industrial transition and maintains a direct dialogue with the European institutions.

European Space Agency (ESA)

As a signatory of ESA's “Statement for Sustainable Space”, Leonardo is involved in the ESA's Ecodesign and Life Cycle Assessment task forces.

CSR Europe

The Group is also a member of CSR Europe, a cross-sectorial European association of companies committed to corporate sustainability and responsibility. The association analyses the evolution and application of EU regulation in various areas of sustainability such as reporting, materiality analysis, circular economy and biodiversity protection. Leonardo is also involved in CSR Europe's CSOs Network, which was created in 2024 to promote high-level dialogue on sustainability regulation between companies and the European Commission. Moreover, the Group takes part in the Biodiversity Alliance, an initiative that brings together world-class industrial partners with the aim of sharing best practices on ecosystem management, monitoring emerging trends in biodiversity and proposing regulatory improvements in the EU.

NATIONAL ASSOCIATIONS AND NETWORKS

Federazione Aziende Italiane per l'Aerospazio, la Difesa e la Sicurezza (AIAD – Federation of Italian Companies for Aerospace, Defence and Security)

Leonardo takes part in the working group of the AIAD, which coordinates dialogue with the Italian Ministry of Defence and its political counterparts.

Valore D

This association allows Leonardo to strengthen its available training on DE&I topics through courses dedicated to developing inclusive skills aimed at various targets: from the top management, to recruiters and managers, and the entire Italian corporate population.

In Italy, Leonardo actively takes part in the main sustainability networks and associations such as Sustainability Makers and Anima per il Sociale (Board member), as well as in sustainability activities led by Confindustria, Unindustria and Anitec-Assinform. At the same time, it takes part in the Stakeholder Advisory Board of Edison (SAB) and the Advisory Board of Civita.

Finally, following the growing interest of national and international defence institutions in adapting military instruments to climate change and decarbonization, Leonardo takes part in and contributes to dedicated working groups, providing its experience and best practices.

Etna Volcano, Italy. COSMO-SkyMed Image © ASI. Processed and distributed by e-GEOS


















Radar test, Arco Felice (Bacoli)



STRATEGY FOR A SUSTAINABLE BUSINESS

Sustainability Targets

Leonardo has set itself public and measurable sustainability targets that aim to reduce energy consumption, CO<sub>2e</sub> emissions and environmental impact, develop the supply chain, strengthen digitalization, promote an inclusive environment, attract talent and create a responsible business model.

Category	KPI	Baseline		2024 Result	Target		Sdgs/Material Topics
		Year	Value		Year	Value	
 Planet	% reduction in consumption of electricity withdrawn from external grid <sup>i</sup>	2019	0.05 kWh/€	0.038 -23%	2025	-10%	     Climate change Natural resource management and biodiversity Environmental impact of material use and circularity
	% reduction in Scope 1 + Scope 2 (Market Based) CO <sub>2e</sub> emissions <sup>ii</sup>	2020	423 ktonnes CO <sub>2e</sub>	240 ktonnes CO <sub>2e</sub> -43%	2030	-53%	
	% reduction in water withdrawals <sup>iii</sup>	2019	5,653 ML	4,492 ML -21%	2030	-25%	
	% reduction in waste produced <sup>ii</sup>	2019	38,499 tonnes	32,555 tonnes -15%	2030	-15%	
	% reduction in Scope 3 emissions (from cat. 3 to 8 and cat. 11) per equivalent flying hour	2020	1.94 tCO <sub>2e</sub> /Fh <sub>e</sub>	1.25 tCO <sub>2e</sub> /Fh <sub>e</sub> -36%	2030	-52%	
 Prosperity	% of suppliers by emissions with "science-based" targets	-	-	12%	2028	58%	      Sustainable supply chain Creating value for society Research and Development, innovation and advanced technologies
	Number of key suppliers to be trained on sustainability issues	-	-	198	2027	≥ 500	
	% (by value) of major new tenders awarded that include ESG <sup>iv</sup> criteria or requirements	-	-	20%	2028	>70%	
	% increase in computing power per capita <sup>v</sup>	2020	198 Gflops/ Emp. ITA	222 Gflops/ Emp. ITA +12%	2025	+40%	
	% increase in storage capacity per capita <sup>v</sup>	2020	874 Gbyte/ Emp. ITA	1,425 Gbyte/ Emp. ITA +63%	2025	+40%	
 People	% women out of total recruitment	-	-	24.1%	2025	32%	    Diversity, equity and inclusion Skills developments, talent attraction and employee well-being
	% women out of total recruitment in STEM areas	-	-	23.2%	2025	30%	
	% women in management levels	-	-	17.7%	2025	20%	
	% women out of total employees	-	-	20.3%	2025	20%	
	% women in succession plans	-	-	30%	2025	27%	
 Governance	Annual renewal/ maintenance of ISO 37001:2016 Anti-Bribery Management System certification	-	-	Renewed	2024	renewal	  Business integrity, compliance and anti-corruption Human rights protection
					2025	maintenance	
					2026	maintenance	

<sup>i</sup> Reduction calculated in relation to revenue.

<sup>ii</sup> Reduction in absolute value.

<sup>iii</sup> Reduction in absolute value of water withdrawals from aqueducts and wells.

<sup>iv</sup> Calculated on tenders worth > € 1M managed on the LDO portal. This does not include DRS, LDO UK's Electronics Division or local purchases by foreign subsidiaries.

<sup>v</sup> Calculated as the number of flops and bytes in relation to employees in Italy.

Leonardo set the sustainability goals on the basis of current assessments when they were defined, taking account of political situations in different geographical areas, geopolitical dynamics, the supply chain and the global economy, without prejudice to any further significant events that were not foreseeable when the goals were set.

Sustainability plan

The Sustainability Plan aims to integrate sustainability throughout the value chain and translate the Group's sustainability strategy and targets into measurable short-, medium- and long-term projects and initiatives. The plan is formed using a data-driven approach to address priorities and measure performance through specific ESG KPIs. The robustness, coherence and consistency of ESG data are ensured by a fully digitalized bottom-up reporting and verification process, supported by planning and management control activities that allow informed decisions to be made throughout the value chain.

MAIN ACHIEVEMENTS OF THE SUSTAINABILITY PLAN IN 2024

PLANET	<b>-3,000 tonnes</b> of Group Scope 1 and 2 market-based CO <sub>2e</sub> emissions Group (-1% compared to 2023)	<b>-23 GWh</b> electricity consumption from external grid (-4% compared from to 2023)	<b>-130 megalitres</b> of water withdrawal (-3% compared to 2023)
PROSPERITY	<b>+3 percentage points</b> on suppliers by emissions with "science-based" decarbonization targets	<b>~5 million km<sup>2</sup></b> analysed by the Land Cover & Tropical Forest Mapping and Monitoring service	
PEOPLE	<b>&gt;14,000</b> Leonardo people took part in the DE&I survey, 25% of whom were women	<b>&gt;200,000 portions of food</b> donated with an economic value of €385,000	<b>~500 new users</b> subscribed to STEMLab  <b>~2,500 Transversal</b> Skills Pathways completed
GOVERNANCE	<b>&gt;15,000 hours</b> of training	<b>&gt;9,000 employees</b> trained on Trade Compliance	



Lunar Gateway Orion © Thales Alenia Space\_EBriot

UPDATE OF THE 2025–2029 SUSTAINABILITY PLAN

In 2025, the update of the 2025-2029 Sustainability Plan was presented, approved by the Board of Directors in March and subsequently integrated into the Industrial Plan. In line with the Group's vision and strategic positioning, the Sustainability Plan increasingly aims to enhance and develop products and solutions that contribute to global security by protecting communities, institutions, infrastructure and the planet. Based on a shared framework, the plan brings together over 90 projects spread over eight clusters throughout the value chain. In line with the company's DNA, digitalization takes on a central role in the Sustainability Plan, both through projects that enable the transition – such as the enhancement of the Davinci-1 HPC, the infrastructure behind many of the solutions offered by Leonardo with positive impacts on sustainability – and through projects to virtualize and streamline business processes, which give benefits in terms of resource consumption, decarbonization and the effectiveness of key activities such as training, design and maintenance of the Group's solutions.



R&I and Sustainable by design products



- › Rotocraft Digital Twin: development of a digital helicopter model to enhance design, analysis and maintenance activities
- › SESAR: a research programme to innovate and streamline European air traffic management
- › Clean Aviation: a research programme to develop new avionics technologies to support the European Green Deal and climate neutrality by 2050
- › Next Generation Civil Tiltrotor: development of a new, more eco-efficient commercial tiltrotor model

Environmental protection



- › Science Based Targets: decarbonization project through the reduction of GHG emissions related to operations, supplier involvement in climate commitment pathways and development of products with lower environmental impact
- › Water use efficiency improvement programme
- › Energy self-production programme
- › Industrial liquid waste reduction programme

Circular economy and digital factory



- › NEMESI and Factory of the future: digitalisation, automation of industrial processes and application of technologies inspired by the Industry 4.0 model for greater production efficiency
- › Recycling and reuse of waste and by-products (e.g. CFRP, aluminium, steel)
- › Helicopter spare parts sales platform
- › Life Cycle Assessment of helicopter products

Sustainable supply chain



- › Engage suppliers to expand Leonardo's commitment to sustainability throughout the value chain.
- › Accelerate supply chain sustainability through incentive mechanisms and education programs, mostly for SMEs, on sustainability and digitalization topics

Sustainable solutions, cybersecurity and digital



- › Urban security and smart cities: smart mobility solutions in the city of Genoa and local area monitoring in Sicily and the cities of Milan and Rome
- › Services and products to simulate design, maintenance and customer training, and to digitalise customer support and fleet management to increase effectiveness and efficiency

Solutions for Space, climate and emergencies



- › Monitoring and support of space objects through Space Situational Awareness and In-Orbit Services for increased security of infrastructure in space
- › IRIDE: geo-observation and geospatial services programme to support public administration
- › Fire-fighting configuration of the C-27J aircraft to support environmental protection operations
- › Copernicus satellite mapping services for effective emergency management

Business ethics and human rights



- › Maintenance of anti-corruption management system certification

Social Impact



- › Projects aimed at attraction, retention and improved personal well-being
- › Promotion of STEM and sustainability skills within and outside the company, including through projects with local communities
- › Strengthening the culture of inclusion and the Strategic Plan for Gender Equality (UNI/PdR 125:2022)

CORE

OTHER





Strategic planning and management control of sustainability

DATA-DRIVEN APPROACH TO SUSTAINABILITY

Strategic planning and management control are key elements in Leonardo's sustainability process. These are based on a systematic and data-driven approach applied throughout the overall value chain to provide a structured picture of the performance supporting the strategic decisions and enabling the continuous performance improvement aimed at achieving the Group's targets.

This is made possible by an internal organization that uses integrated and shared digital platforms to manage specific sets of KPIs, following standardized methods and metrics. ESG (Environmental, Social, Governance) data are collected in a structured manner from all areas of the Group through a bottom-up process regulated by an internal procedure which guarantees its reliability, through data experts appointed by the Sustainability Managers. The validity of the data is further strengthened by a multi-level approval process conducted by qualified managers.

PERFORMANCE CONSOLIDATION, ANALYSIS AND SHARING

Subsequently, the data collected are consolidated, analysed and shared with all internal stakeholders through dedicated digital systems. The obtained result are used to formulate sustainability performance forecasts and analyses (such as the Budget Plan for ESG KPIs), as well as to track the economic performance of projects related to the Sustainability Plan and verify progress towards achieving the Group's sustainability targets, based on existing initiatives.

This process guarantees targeted resource allocation to sustainable initiatives and constant check of the results, while also providing a reference for communication and transparency to both investors and stakeholders.



Global Cybersec Center – Chieti

SUSTAINABILITY MANAGEMENT THROUGH A DATA-DRIVEN APPROACH SUPPORTING DECISION-MAKING

Digitalization to support strategic sustainability planning and management control

Actual and forecast data on the Group's sustainability managed through an integrated digital platform that directly links all the Group's sustainability structures

Data robustness and accuracy ensured by a bottom-up process, regulated by the sustainability operating model, which involves the data managers selected by the Sustainability Managers, and requires formal multi-level approval





RESPONSIBLE BUSINESS GOVERNANCE

Sustainability governance

At Leonardo, Sustainability governance aims to ensure that sustainability is integrated into the Group’s strategy by disseminating sustainability methods and practices throughout the various business areas. To this end, Leonardo has established a specific Organizational Unit (OU), which reports directly to the CEO and General Manager and is led by the **Chief Sustainability Officer**.

The OU is responsible for **the Group’s sustainability strategy** and in particular for managing the climate and environmental strategy, the Sustainability Plan and reporting the projects and KPIs in the plan, monitoring and positioning on sustainability regulation, engaging sustainability stakeholders, social impact and relations with third-party assessment organizations such as ESG rating agencies.

Moreover, for operational sustainability activities, the Sustainability OU is supported by the **network of Sustainability Managers** within the company divisions, corporate functions and the Group’s main locations. Close coordination between the Sustainability OU and the Sustainability Managers affords the sustainability processes widespread dissemination and involvement throughout the Group to ensure they are integrated into the reference business.

Finally, sustainability activities are supervised by the **Board of Directors** and are periodically discussed and presented to the **Sustainability and Innovation Committee**. For more details, see the infographic below:

BOARD OF DIRECTORS (BOD)

- Key Activities
- › Promote the integration of sustainability in the Group strategies and business in order to pursue the long-term value creation the interest of the key stakeholders

› Examine and approve the strategic, industrial and financial plans

› Monitor periodically the implementation of the Industrial and Sustainability Plan and its objectives



STEERING COMMITTEE SBTi

- Key Activities
- › Guide and monitor the Group’s Decarbonization activities related to Scope I, II, and III, with a particular focus on the Roadmap aimed at achieving the direct and indirect emission reduction targets approved by the SBTi



BOARD COMMITTEES

The Board Committees, namely the **Sustainability and Innovation Committee** and the **Control and Risks Committee**, support the Board of Directors in sustainability strategy and target monitoring

Sustainability and Innovation Committee

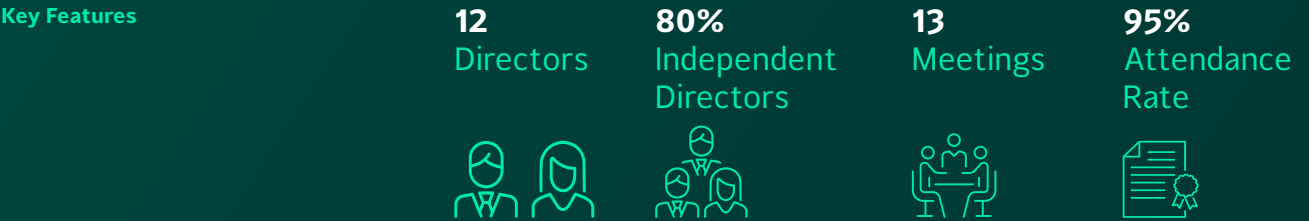
- Key Activities
- › Monitor sustainability strategy implementation, including climate and environmental strategy

› Verify progress on sustainability and decarbonization targets

› Validate abd monitor the implementation of the Transition Plan

› Report to the Board of Directors at each meeting

› Provide an annual report on activities carried out



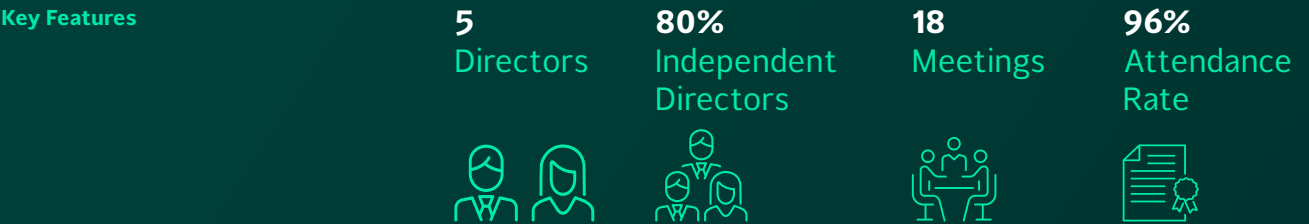
Control and Risks Committee

- Key Activities
- › Support the BoD in internal control and risk management decisions

› Oversee ESG risks, including climate and environmental related risks

› Report to the BoD at every meeting

› Provide a detailed report on activities at least twice a year





Business integrity and respect for human rights

Sustainable company success – as represented by the creation of long-term value for shareholders, taking account of the interests of all relevant stakeholders (Borsa Italiana Corporate Governance Code) – requires responsible governance based on clear and ethical principles.

In line with this principle, Leonardo has adopted a number of internal policies to regulate its governance, including the Code of Ethics, Charter of Values, Suppliers’ Code of Conduct and Human Rights Policy. To promote greater awareness of key topics, most of these policies are shared with all relevant stakeholders with whom Leonardo interacts when conducting its business. The company is also committed to respecting the Ten Principles of the United Nations Global Compact relating to human rights, labour, the environment and anti-corruption. Leonardo’s management model is inspired by these principles, is based on a solid system of governance and best practices and includes:

- Internal codes of conduct and clear rules, which are periodically updated.
- Continuous awareness-raising and training for employees and third parties.
- Monitoring through due diligence and a whistleblowing system.
- Risk assessment and transparency in company processes.

TRANSPARENCY AND THE FIGHT AGAINST CORRUPTION

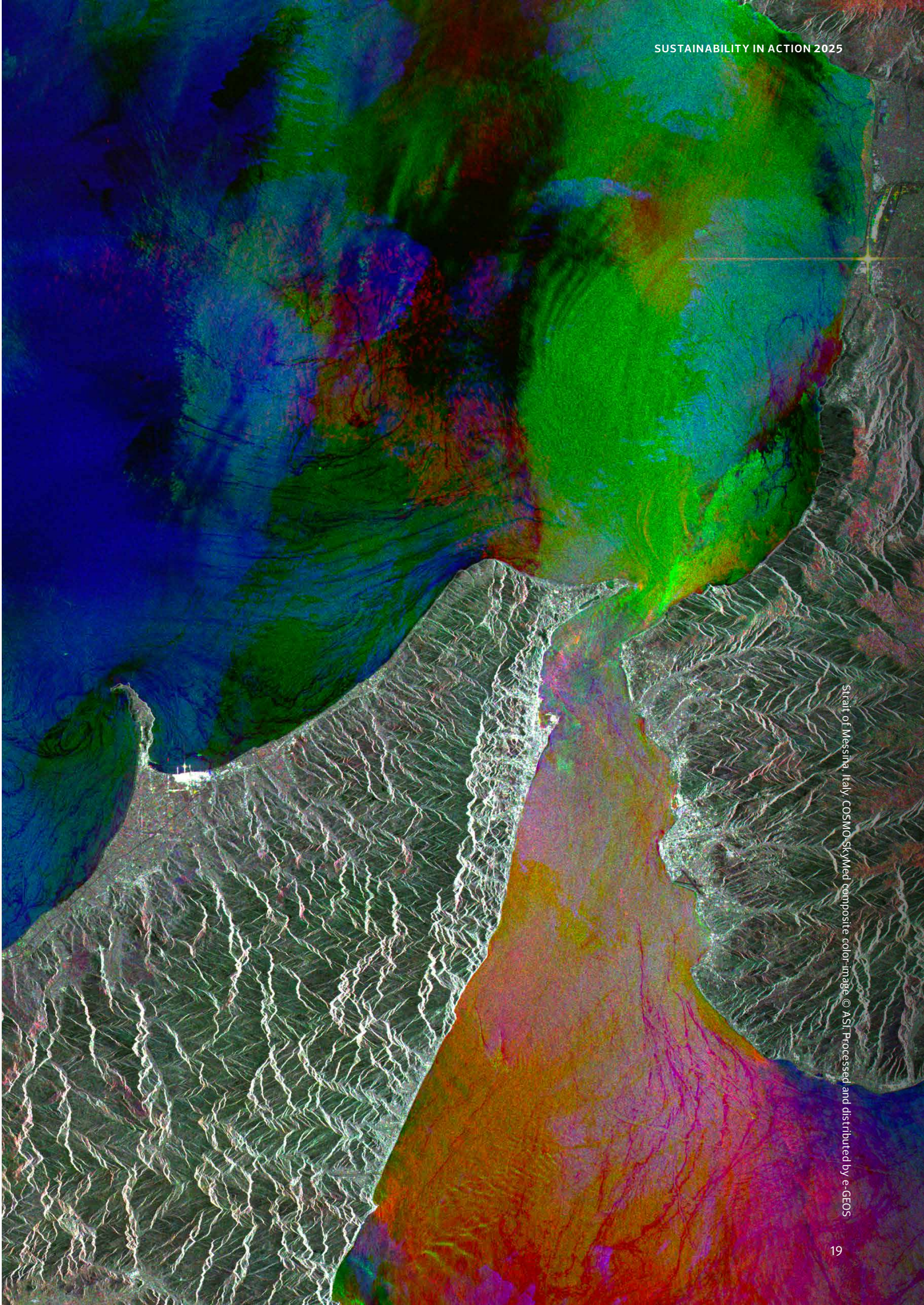
In 2024, Leonardo achieved the highest level in Transparency International’s Defence Companies Index (DCI) on Anti-Corruption and Corporate Transparency and obtained ISO 37001 certification, becoming the first company in the aerospace, defence and security sector to obtain it. The model also covers responsible supply chain management, with supplier selection and qualification and a risk analysis system for consultants and lobbyists.

HUMAN RIGHTS AND DUE DILIGENCE

Leonardo has defined specific principles and rules of conduct aimed at spreading a culture of respect for universally recognized human rights in line with the United Nations Universal Declaration, the International Labour Organization’s Conventions, the Organization for Economic Cooperation and Development’s (OECD’s) guidelines and the European Union’s Charter of Fundamental Rights. In particular:

- Leonardo developed the Trade Compliance Program to ensure compliance with international regulations on exports and imports, including embargoes and sanctions. The programme provides for due diligence on customers and end users, with specific controls for Sensitive Countries, and the introduction of the Human Rights Impact Assessment (HRIA) to assess human rights risks arising from the company’s activities.
- To manage people, supplier relations and product sales and distribution, the Group also has a mechanism for handling reports of alleged human rights violations (in a qualified or anonymous form) through a dedicated communication channel.
- Leonardo carries out specific due diligence processes on promoters and consultants, associations, collaboration agreements, suppliers, including with reference to the issue of conflict minerals and potential customers and end users.

Moreover, in view of the Corporate Sustainability Due Diligence Directive (CSDDD), a process is underway to strengthen company procedures and processes related to both human rights and environmental due diligence activities.



Strait of Messina, Italy, COSMO-SkyMed composite color image. © ASI. Processed and distributed by e-GEOS



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CLIMATE ACTION AND USE  
OF NATURAL RESOURCES

Globally, 2024 was the hottest year on record. The rise of in temperatures and of extreme weather events frequency has led to an increase in climate and environmental risks for businesses, and consequently a need for strategies to mitigate them, while containing the company's impact on the environment.

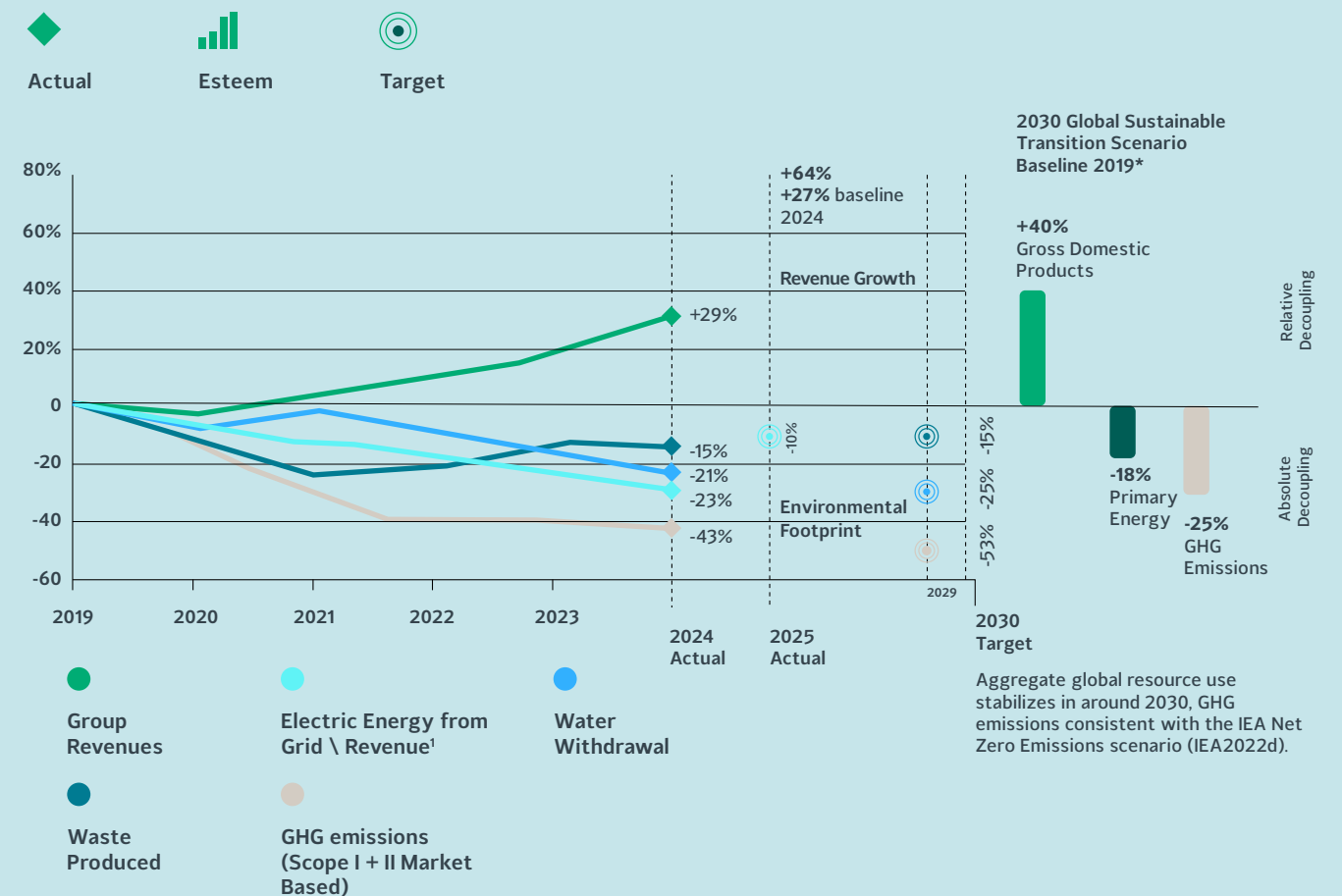
On the other hand, worldwide material use has increased more than three times in the last 50 years and is growing by more than 2.3% per year on average. Extracting and processing material resources (fossil fuels, metallic and non-metallic minerals, and biomass) is responsible for more than 55% of greenhouse gas emissions, 40% of the health impacts caused by particulate matter, more than 90% of biodiversity loss and expansion of water-stressed areas.

## DECOUPLING: THE KEY TO LEONARDO'S CLIMATE AND ENVIRONMENTAL TRANSITION

In this era of rapid change, Leonardo is redefining its position to face global challenges with a particular focus on environmental topics. A central element of the transition strategy is promoting business growth by minimizing dependence on material resources while reducing environmental impact. In fact, as a leading global security company, the Group is integrating climate, environmental and economic strategies to promote sustainable and resilient business value creation. This approach is based on technologically advanced products, innovative solutions and extensive digitalization efforts to support a high-tech and data-driven approach to sustainability.

Accordingly, Leonardo has consolidated an environmental strategy based on the concept of decoupling business growth from environmental impact by leveraging technology and innovation as the basis for the transition.

The results show how the Group is placed regarding absolute decoupling between business growth and environmental impact. These results and the targets to which Leonardo is committed exceed the global transition scenarios.



Leonardo also promotes ESG aspects to its supply chain by supporting core suppliers in defining, for example, their own emission reduction goals. These actions rely on an integrated approach that includes awareness-raising, training and incentive initiatives and, starting with critical raw materials, involves its partners in circular value chains to make material costs more efficient and increase industrial production resilience. With a view to decarbonization, the Group is also working on the aforementioned downstream Scope III emissions, mainly regarding the use of its products, by building a portfolio of low-carbon solutions and services, and improving their innovative and technological content.



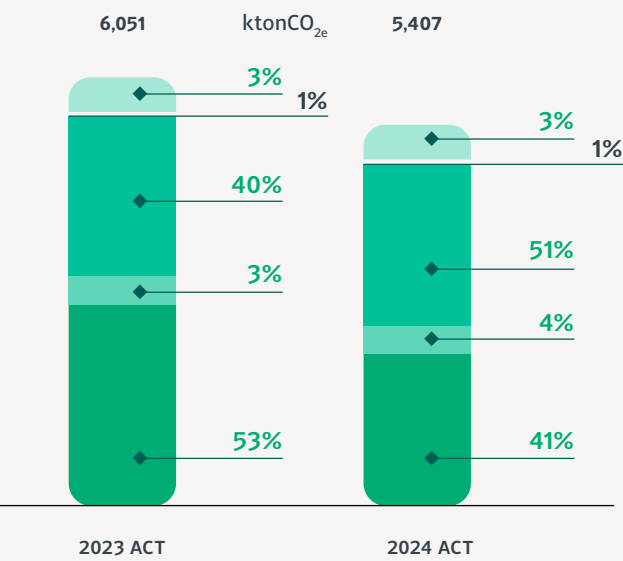
CLIMATE ACTION AND DECARBONISATION (SBTi)

The climate strategy detailed in the document “Transition Plan – Sustainable Value Creation” and in line with the targets validated by the Science-Based Target initiative (SBTi), is supported by investment and financial planning decisions that environmental and climate parameters into account, with the aim of reducing greenhouse gas emissions **throughout the value chain**.

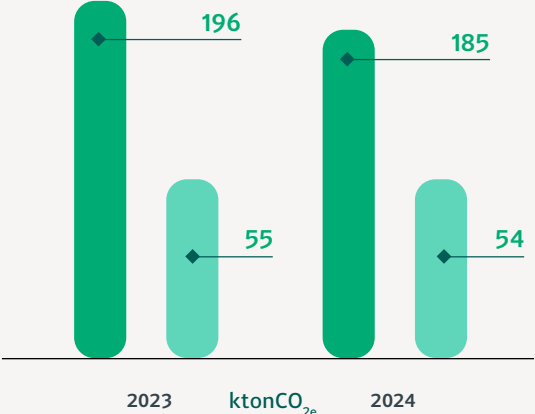
In fact, Leonardo's carbon footprint is multifaceted, and mainly due to Scope 3 emissions, while those of Scope 1 and 2, attributable to its operations, account for less than 5% of the total.

Leonardo's total carbon footprint

Total Scope 1, 2 market-based and 3



CO<sub>2e</sub> Scope 1 and 2 emissions by source



- ◆ Scope I
- ◆ Scope IIMB
- ◆ Scope III Cat. 1&2
- ◆ Scope III Cat.3-8
- ◆ Scope III Cat.11

Leonardo's carbon footprint in 2024 broken down into Scope 1, 2 MB and 3

As is evident, indirect emissions (Scope 3) amount to more than 95% of the Group's total carbon footprint. They are mainly due to end customers' use of the products that Leonardo sells and procurement of goods and services, and are closely related to annual deliveries. **Scope 1** and **Scope 2** emissions, on the other hand, account for a residual share of the total and have decreased compared to the previous year, despite an increase in business volumes. This is mainly due to the continuing replacement of SF<sub>6</sub> gas in a specific helicopter production process with a gas that has lower environmental impact, an increase in the share of energy from renewable sources purchased from the grid, a substantial reduction of emission factors in some of the countries where Leonardo operates and increased efficiency in consumption and some thermal plants.

SBTi TARGETS

As part of its climate strategy, Leonardo has defined three short-term emission reduction targets, which were **validated by the Science Based Targets initiative (SBTi)** in 2024. The roadmap to achieve the SBTi targets is implemented with an integrated approach that involves all emission categories (Scope 1, 2 and 3), and has allowed the Group to make considerable progress towards the set targets, achieving the following results in 2024:

Scope I&IIMB

The target can be reached by improving business efficiency, reducing energy consumption and minimize the impact of direct and indirect emissions.

Scope III Cat. 1&2

Category 1 and 2 emissions account for 54% of Leonardo's Scope 3 emissions in 2024. The target is about promoting supply chain decarbonization, involving over 500 suppliers.

Scope III Cat 3 - 8&11

The target is to reduce the environmental impact of the products sold (Cat. 11), which account for over 40% of the Group's carbon footprint. Leonardo aims to achieve this by developing low-impact products and virtualizing the range, e.g. with simulators.

Progress towards the targets

OUR GROUP TARGETS

Scope I&IIMB

**-53%** CO<sub>2e</sub> Scope I & II absolute emissions by 2030 from 2020 Base Year

WHERE WE WERE 2023 ACT

Progress vs target

**-41%**



WHERE WE ARE 2024 ACT

Progress vs target

**-43%**



Scope III Cat. 1&2

**58%** of suppliers by emissions have SBTs by 2028 ( on yearly rolling baseline)

**9%**



**12%**



Scope III Cat 3 - 8&11

**-52%** CO<sub>2e</sub> emissions per equivalent flight hour by 2030 from 2020 Base Year

**-20%**



**-36%**



C27J Fire Fighter




CLIMATE CHANGE MITIGATION

Key levers to reduce CO<sub>2e</sub> emissions in its operations Scope 1 and 2


Achieving Leonardo's future goals on Scope 1 and 2 relies on a systematic decarbonization strategy based on three fundamental pillars that translate into several concrete initiatives.

ACTIONS/PROJECTS




**Energy efficiency**  
**LED FULL POTENTIAL LIGHTING PROGRAM**

In the period 2021-2024, investments of approximately 29 million Euro were allocated, which will allow savings of about 27 GWh/year when in full use, equivalent to over 8,000 tons of CO<sub>2e</sub> per year avoided, in addition to the 6,000 tons of CO<sub>2e</sub> per year avoided due to the first installations completed in the period 2014-2020.



**Energy Transformation**  
**plant and process**  
**THERMAL ENERGY CONSUMPTION**

Work is continuing on the new heating system at the Vergiate plant, scheduled to be in operation by 2026. The plant will reduce gas consumption by about 900,000 m<sup>3</sup> per year, avoiding 1,800 tonnes of CO<sub>2e</sub> emissions, thanks to an investment of over 6 million Euro. From 2025, similar works will also be assessed at two other pilot sites of the Aeronautic Division, in Nola and Pomigliano.




**Energy mix rebalancing**  
**ENERGY SELF-PRODUCTION PROGRAMME**

In 2024, new contracts were formalized for a total of about 43 MWp, bringing the number of active agreements for the construction of photovoltaic plants to 19. Among these, the Nola plant, with a capacity of 7.8 MWp (about 20% of the total), was completed in 2024. Self-consumed photovoltaic energy from projects already contracted is expected to reach over 55 GWh/year, resulting in about 17,500 tonnes of CO<sub>2e</sub> avoided per year.

Key levers to reduce co<sub>2</sub> emissions Scope 3


In line with the target validated by SBTi, Leonardo is actively reducing Scope 3 emissions related to the use of the products and services it sells by promoting innovative solutions, such as using alternative materials and latest generation fuels to replace fossil fuels, thus allowing customers to reduce the emissions generated during use. Moreover, Leonardo is working a number of initiatives to encourage decarbonization of the supply chain, and thus reduce its own Scope 3 emissions deriving from it, as described in the chapter “**Towards decarbonizing the supply chain**”.

ACTIONS/PROJECTS



**Virtualization**  
**PILOTS TRAINING**

Leonardo develops simulators for virtual pilots training, thus reducing fuel use and greenhouse gas emissions. Virtual training systems (Embedded Training System) allow networked exercises, involving real and/or virtual actors in tactical scenarios shared among aircraft, ground simulators, and monitoring and control stations



**Reducing emissions**

Using SAF reduces CO<sub>2e</sub> emissions by up to 80% over the entire life cycle compared to conventional fuels. Leonardo currently offers 12 helicopter models that are compatible with fuels containing up to 50% SAF. Verification of the ability of in-service aircraft to operate with 50% SAF drop-in fuels will also be completed by the end of the first quarter of 2025. Leonardo's goal is to assess the compatibility of these aircraft without requiring changes to the aircraft or to the fuel distribution infrastructure.

CLIMATE CHANGE ADAPTATION

Several Leonardo products and services contribute to the climate adaptation of customers and end users in different areas: satellite observation of the Earth and response to emergencies created by extreme weather events.

ACTIONS/PROJECTS



**CREWED AND UNCREWED HELICOPTERS AND AIRCRAFT**

Leonardo has a Medium Altitude Long Endurance class product portfolio, based on “Falco family” aircraft, and a technological evolution roadmap for use in environmental surveillance and monitoring, emergency management and border control missions in a connected environment that is highly integrated with other infrastructures.



**SEARCH AND RESCUE (SAR) AND EMERGENCY MEDICAL SERVICES (EMS)**

Leonardo also develops multi-mission aircraft configurations for search and rescue missions and helicopter emergency medical services, which are designed for excellent performance in the most complex operating conditions in the event of natural disasters, fires, pollution control and humanitarian relief (AW, ATR. C-27J Special Version and C-27J Fire Fighting families).



**GLOBAL MONITORING**

Fast, high quality data analysis is essential for decision-making in various areas. Integrating and processing large amounts of data from different sources (including satellites, drones, etc.) in real time with the aid of artificial intelligence is at the core of global monitoring. These satellite geo-information services are useful for monitoring emergency situations such as floods, fires, earthquakes and tornadoes, and provide tools and solutions aimed at promoting climate change adaptation.

PROCESS FOR IDENTIFYING CLIMATE RISKS AND OPPORTUNITIES

Leonardo assesses the resilience of its business strategy to climate change by analysing the **physical risks** in two global warming scenarios: RCP<sup>4</sup> 8.5 (+3.3°C to +4.5°C) and RCP 2.6 (+1.5°C to +2.0°C). The analysis was conducted in 2024 by performing a preliminary screening of the entire operational network, which identified **61 priority sites** for further study. It assesses potential financial impacts – such as property damage, cost increases and lost productivity – to support informed strategic decisions.

**Transition risks** were assessed as potential financial losses that may arise, directly or indirectly, from the process of adapting to a lower-carbon and more environmentally sustainable economy, with a particular focus on political, legal, technological, market and reputational factors. The transition risk assessment took account of the financial and operational impacts over the 2030-2050 time horizon, with the aim of preparing for challenges, identifying opportunities, and supporting strategic decisions for long-term business resilience.

4. Representative Concentration Pathway



CIRCULAR ECONOMY AND USE OF NATURAL RESOURCES

Circular economy

Digitalization of products and processes, one of the Group’s distinctive strategic elements, is also an enabler of the circular transition of its business. In this sense, the transition from a linear to a circular value creation model represents a **competitive** lever for the Group, which mainly aims to:

extend the **value offered by products** through practices such as servitization, product as a service and circular services for customers such as life extension, predictive maintenance, product end-of-life management and parts sharing.

increasing **operational efficiency**: this exploits material outflow or production waste economically by upcycling it and exploits end-of-life components through reuse;

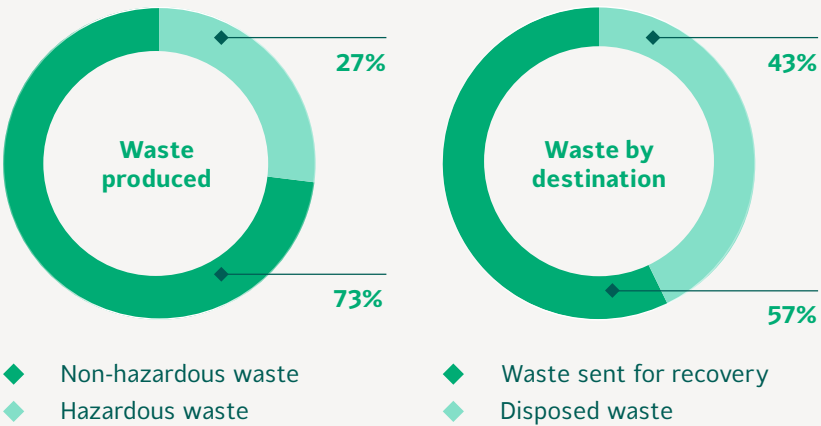
increasing production **resilience**: creating supply chains for recycled material production makes it possible to mitigate the risk of sourcing critical raw materials, while reducing the cost of sourced materials compared to virgin materials.

MATERIAL INFLOW: FOCUS ON CRITICAL RAW MATERIALS

Circular business models contribute to the Group’s business resilience by reducing dependence on extraction of technical and natural materials and in particular critical raw materials (CRM) and strategic materials defined in the CRM Act, including rare earths and conflict minerals.

Moreover, adopting secondary raw materials in the supply chain will lead to a reduction in supply costs. Availability of the critical raw materials used, among which aluminium and titanium are the most massively used, depends on the evolving geopolitical context and natural scarcity. In particular, strategic raw materials such as silicon, germanium, gallium, lithium and rare earths are irreplaceable for the digital transition that the Group is undergoing.

MATERIAL OUTFLOW: FOCUS ON WASTE



**Waste produced:**  
32,555 t (-1,5% compared to 2023).

**Recovered and/or recycled waste:**  
57% of the total

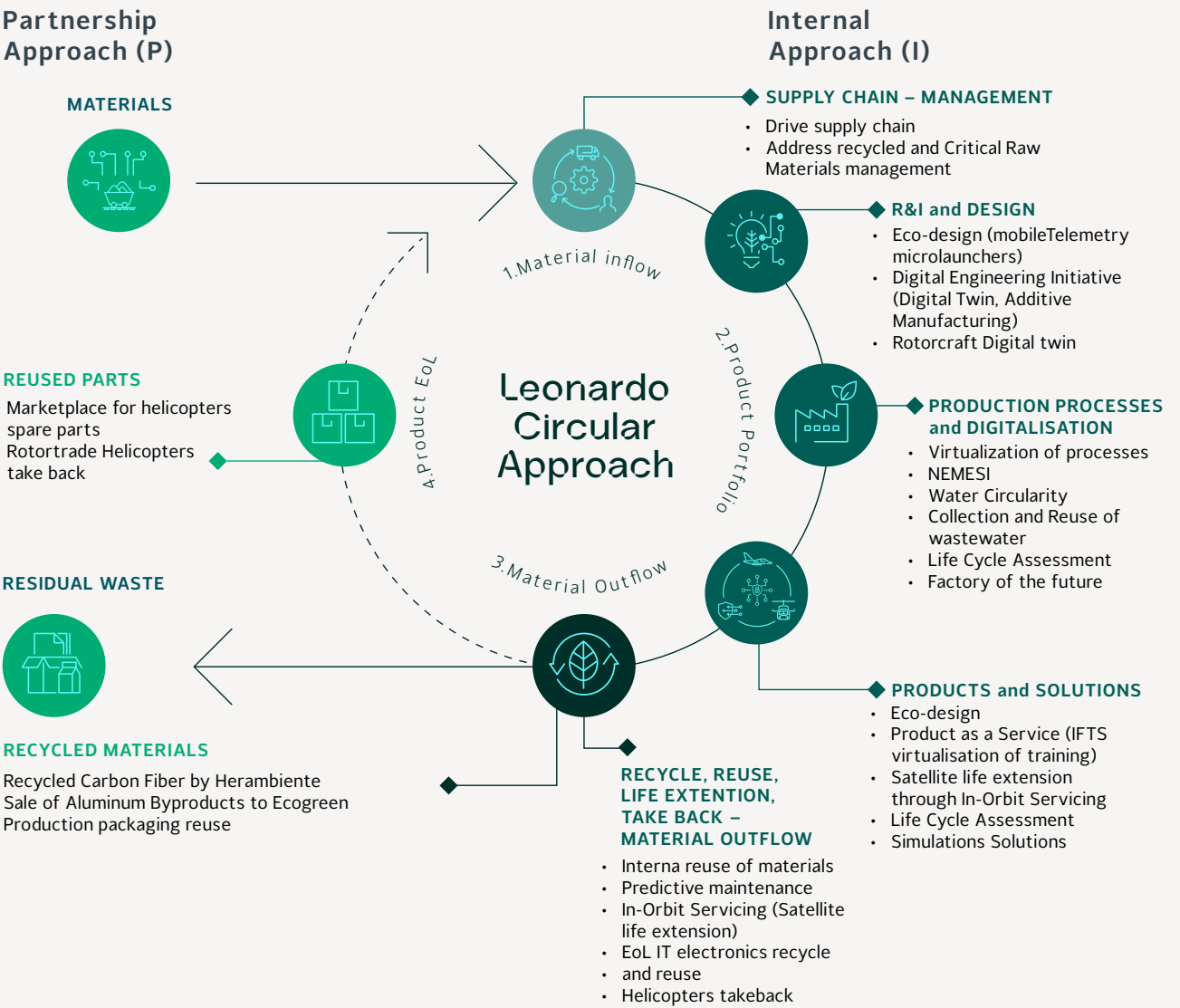
**Of the total waste produced:**  
18,535 t were not destined for disposal.

CIRCULAR ECONOMY THROUGHTOUT VALUE CHAIN

Leonardo pursues an approach that extends throughout the value production chain by promoting a **circular approach from the product design phase** (infographic below) with the introduction, for example, of Ecodesign criteria to decrease the company’s dependence on raw materials (including Critical Raw Materials) and bring greater long-term business resilience and efficiency and cost reduction.

Leonardo also implements circular practices with a direct impact on **operations** and the **product portfolio**: digital twin to reduce natural resource use, products and infrastructure as a service, new circular services such as helicopter parts/takeback marketplace and satellite life extension. These practices/projects are enabled by the Group’s extensive digitalization, supported by AI, which also includes implementation of Predictive Maintenance and the industry 5.0 approach.

LEONARDO CIRCULAR APPROACH ALONG THE VALUE CHAIN



The key circularity levers in the AD&S sector are additive manufacturing, Digital Twin and advanced recycling processes<sup>5</sup>. Regarding the latter, the Group’s strategy aims to make production operations more efficient through analysis of the material metabolism in the Group, and to enhance material outflow (Waste as a Resource) through technical and regulatory solutions that exploit production scraps as by-products.

5. Source: A Circular Economy for Civil Aerospace by James Domone, Philippa Bliss and Matt Copus.



CIRCULAR ECONOMY ACTIONS/PROJECTS

<p><b>Optimizing the use and choice</b></p> <p>Right from the design stage, and exploiting ecodesign and additive manufacturing to obtain products that reduce the use of resources throughout their life cycle.</p>	<p><b>Dematerializing and virtualizing, product as a service</b></p> <p>Increasingly using digital platforms for industrial processes and solutions offered to customers by adopting digital twins and selling simulated flight hours instead of flight hours on helicopter products for training purposes</p>
<p><b>LIFE CYCLE ASSESSMENT (LCA)</b></p> <p>Life cycle assessment (LCA) is an essential method for optimizing resources and reducing the carbon footprint of products and processes, and is also useful for comparing circular and linear business models. An LCA was carried out during the development of the Next Generation Tilt Rotor (NGCTR), which aims to reduce CO2e emissions by up to 50%, and noise emissions by 30% during take-off and up to 75% during flight compared to current rotary-wing aircraft. This study quantified the environmental benefits deriving from the use of additive manufacturing for transmission components and composite wing structures. Leonardo will apply an LCA model that complies with the ISO 14040 and 14044 standards and will developing the expertise needed to create a specific LCA model for rotary-wing aircraft</p>	<p><b>DIGITAL TWIN</b></p> <p>Digital Twins can be used to reduce resource use in prototyping and in testing and training on developed products and to rethink production cycles. Cloud processing makes it possible to further dematerialize the infrastructure used to run software services.</p> <p><b>"PRODUCT-AS-A-SERVICE"</b></p> <p>The Group promotes applying the model to multi-scenario simulators in the Helicopters, Aircraft and Defence and Security Electronics sectors to software sold in the form of licenses to use algorithms that operate on central infrastructure and are shared among multiple customers, and to IT infrastructures such as, for example, the Group's on-site HPC supercomputers that can be shared among multiple customers.</p> <p><b>INDUSTRY 5.0</b></p> <p>The <b>NEMESI</b> project aims to transform Leonardo's Pomigliano d'Arco and Nola sites into <i>smart factories</i> through digitalization, production automation and adoption of technologies inspired by the Industry 4.0 model. This innovative process reduces materials in prototyping by using a <i>digital twin</i> of the fuselage, limits production waste through additive manufacturing and minimizes reworking with automated riveting of the aluminium aerostructures. In 2024, the entire fuselage was successfully joined in the new production line.</p>
<p><b>Extending usefull life of products</b></p> <p>Product durability is a distinctive feature of Leonardo's value proposition, which creates mission-critical assets in extreme environments</p>	<p><b>Promoting recycling and selling by-products</b></p> <p>Managing the product end of life. Through partnerships and industrial symbiosis, Leonardo puts itself forward as a driving force in creating circular supply chains that involve the supply chain and customers, which also extends to application domain outside AD&amp;S</p>
<p><b>CUSTOMER SUPPORT &amp; TRAINING ACTIVITIES –</b></p> <p>The Group adds value to its products through reuse and predictive maintenance, including through predictive models and AI. In particular, Leonardo promotes actions aimed at extending product service life through repair, <i>take back</i> and selling used parts in the helicopter sector. These activities may be eligible under and in some cases, aligned with the European Taxonomy Regulation (EU) 2020/852.</p>	<p><b>CORBORESIN COMPOSITE RECYCLING CHAIN</b></p> <p>Leonardo, together with Herambiente and Syensqo, develops a circular process for recycling the thermoset matrix composites typical of aeronautics. The recycled materials will be reimpregnated and transformed into parts destined for the automotive sector.</p> <p><b>ALUMINIUM SCRAPS AS A BY-PRODUCT</b></p> <p>Leonardo has implemented a qualification process as a by-product of metal residues, based on briquetting aluminium shavings and steel offcuts from mechanical machining at production sites. When repurposed in this way, these by-products can be reintroduced into the industrial market as goods to be purchased and used by foundries and steel plants, in what is an example of industrial symbiosis.</p>

RECYCLING CARBON FIBER: A STEP FORWARD IN THE CIRCULAR ECONOMY

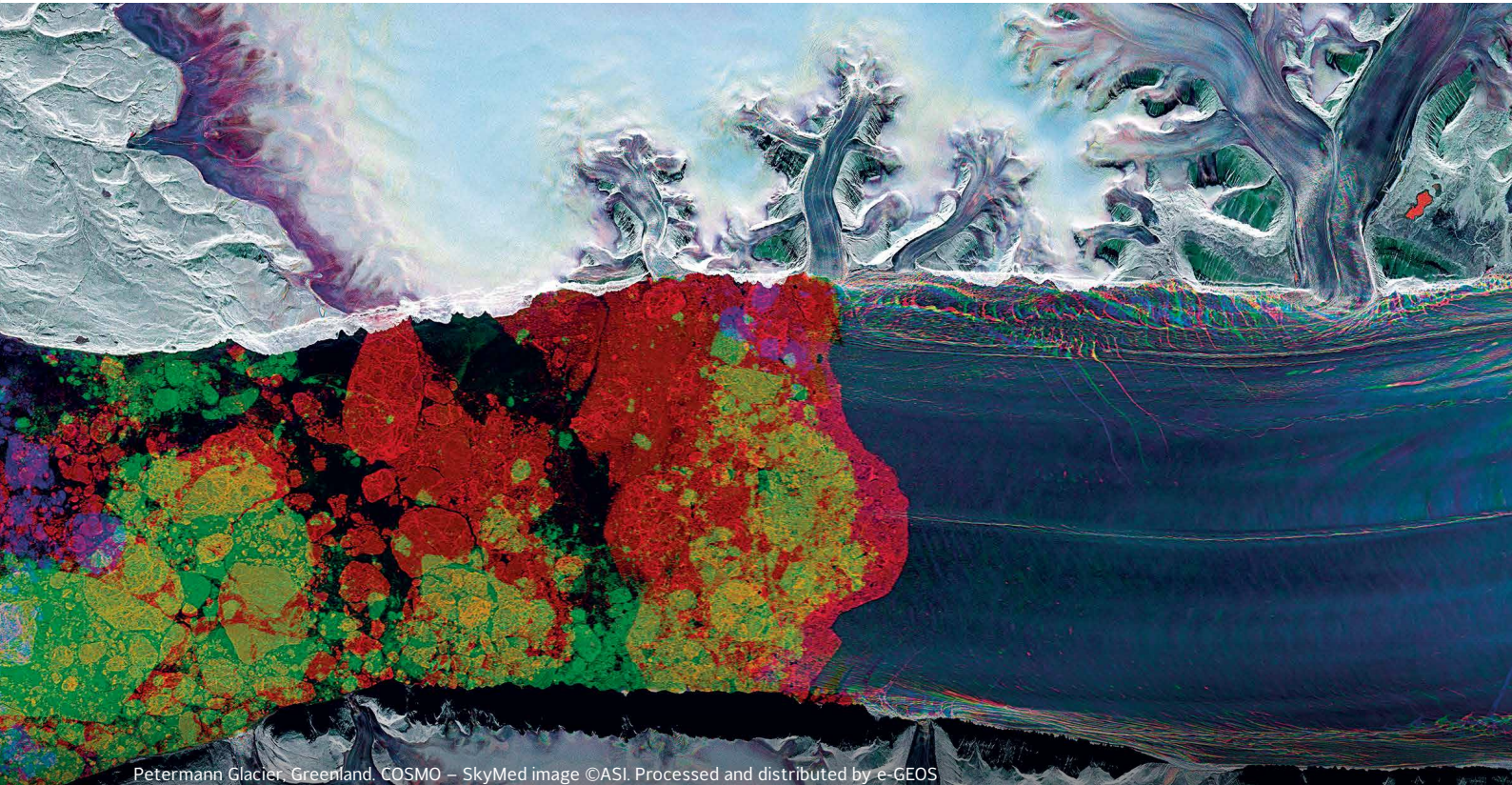
The Fib3r project has managed to close the circular life cycle of carbon fiber for the first time in Italy. The project involved creating a **circular supply chain** that brings together Herambiente, as a leader in the waste treatment and recycling sector and Leonardo as a manufacturer.

The recycled fiber will be used for automotive applications, creating an example of cross-sector industrial symbiosis. This innovative process is able to recover the fiber, thus reducing energy consumption by 75% compared to virgin carbon fibre. The goal is to recycle 300–500 tons of carboresin per year.

LEONARDO AT THE FOREFRONT OF PROMOTING THE CIRCULAR ECONOMY AND SOCIAL INCLUSION

Since 2020, Leonardo has been supporting an environmental and social project at Bollate Prison, with a focus on regenerating electronic devices. The initiative combines the principles of the circular economy with a strong social impact to contribute directly to the company's sustainability targets. Implemented in collaboration with the A2A Group and Fenixs S.r.l. Impresa Sociale, the project demonstrates Leonardo's commitment to promoting sustainable and inclusive practices. In 2023, over 1,000 smartphones were restored and sold on the secondary market, with the goal of reaching 3,000 units by 2025. Moreover, the project has started recovering 35 tonnes of materials from disused data centres, with another 35 tonnes expected in the coming months. Robots with artificial intelligence can be used to recover secondary raw materials in the urban mining process, which is in line with European WEEE regulations and future directives of the Critical Raw Material Act and are fully consistent with Leonardo's commitments to responsible natural resource management.

The project not only promotes sustainable material management, but also encourages social integration. Prisoners involved in the project receive technical training and acquire professional skills that help them reintegrate into work. Thanks to this commitment, the reoffending rate has dropped from 70% to 20%, a sign of a positive and lasting impact.



Petermann Glacier, Greenland. COSMO – SkyMed image ©ASI. Processed and distributed by e-GEOS

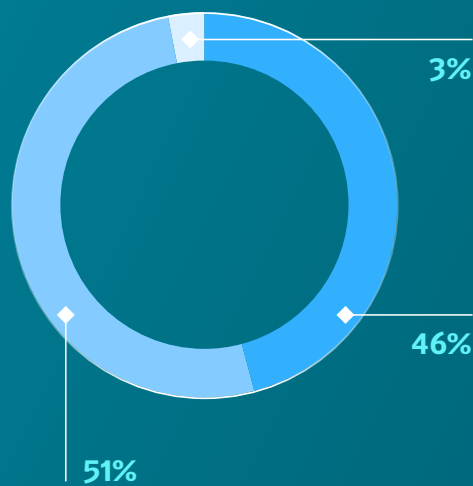


Water resource use

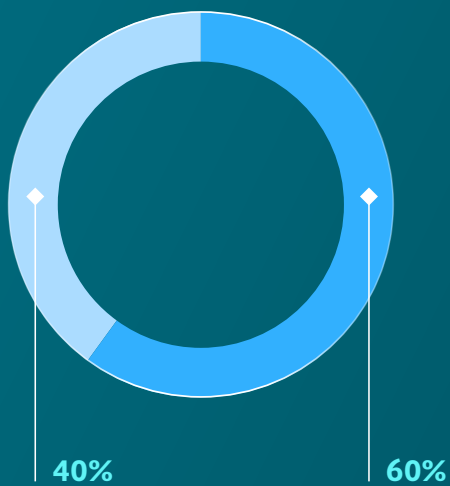
Reducing water withdrawal is essential for Leonardo, especially considering that some of the Group’s sites are located in areas afflicted by water scarcity, known as water stress areas. Leonardo periodically carries out a water risk analysis for each production site to guide an appropriate management strategy. Called the Water Site Risk Analysis, it aims to assess water risks for the business. Leonardo gives priority to actions in water stress areas and generally aims to improve the quality of the water it returns to the environment downstream of the production process. The strategy implemented so far has made it possible to reduce water withdrawals by 21% in 2024 compared to 2019.

WATER USE METRICS

Water withdrawals:  
4,647 megalitres



- Well
- Aqueduct
- Other supply sources



- Withdrawals from non-water-stressed areas
- Withdrawals from water-stressed areas

Water withdrawal intensity produced

- › Reused and recycled water amounts to 0,173 megalitres (approximately 0,004% of total water withdrawals);
- › Water withdrawal intensity in relation to revenue: 0.26 (-19% compared to 2023)
- › Withdrawals from water-stressed areas amounts to 2,798 megalitres (-6.6% compared to 2023)
- › Water withdrawals: 4,647 megalitres (-5.7% compared to 2023)

ACTIONS/PROJECT

The Group has defined a water management strategy based on two mainstays:

- › improving water network efficiency at its sites through revamping and monitoring tools;
- › implementing water circularity, including through treatment plants that allow wastewater reuse, a synergistic goal to reduce liquid waste.

Improving network efficiency and implementing water circularity

Smart Water

Projects in the period 2022-2024 implemented plant efficiency improvements and revamping, and strategically installed about 80 new smart meters to monitor consumption. Phase 2 of the Smart Water project has led to a water supply reduction of about 130 MI/year during 2024. In phase 3, the project aims to achieve a further reduction in withdrawals during 2025 by reusing the water used in production processes in a closed loop, which is made possible by wastewater treatment plants.

WaReGa and Electroplating Caselle

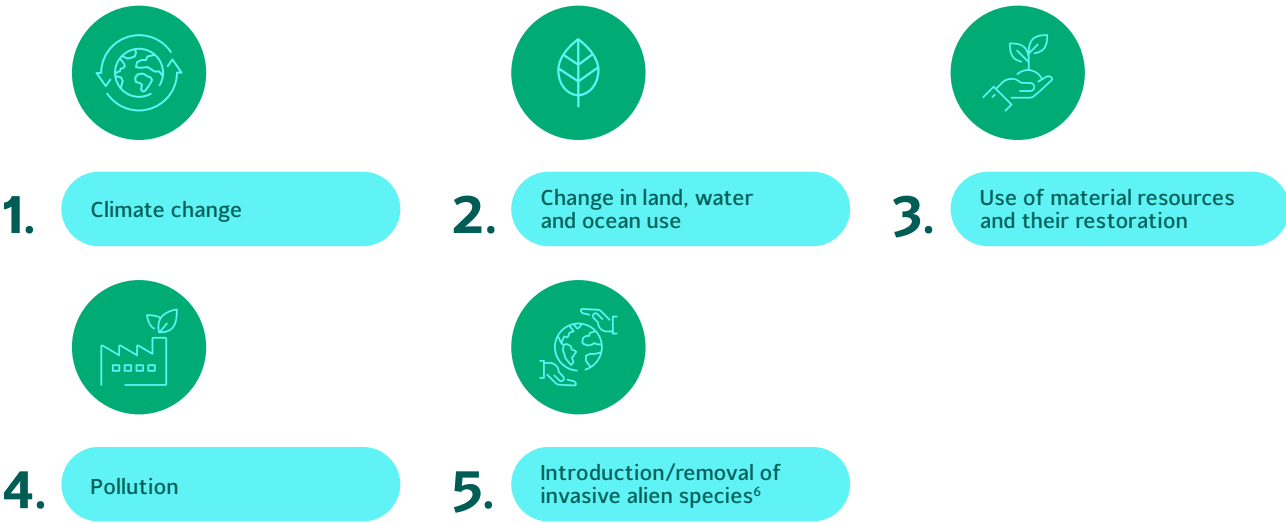
Revamping projects in the industrial wastewater treatment plant at the La Spezia site. Improving galvanic production processes to reduce wastewater and pollutant outflow. Two synergistic objectives:

Minimize waste production and reduce water withdrawals.  
~ 2800 tonnes of waste savings planned



BIODIVERSITY

The relationship between industrial activity and the biome (fauna and flora) is reflected in constant iterations with the environment in which the company operates, with consequent impacts on biodiversity and the ecosystems associated with Leonardo's value chain, resulting in some dependencies on ecosystem services. The impacts and dependencies industrial activity has on ecosystems can be grouped into 5 clusters:



and therefore require a holistic approach to the topic. The Group considers conserving ecosystems to be an element of its business resilience and aims to:

on one hand, **mitigate impacts and protect biodiversity**, both locally, in the areas where the industrial sites are located and during use of its products and services;

on the other hand, seize possible **business opportunities in relation to the supply of safety-oriented technologies and products** that are also applied in monitoring and maintaining the “natural capital”<sup>7</sup>.

To further analyse the interaction of its business with ecosystems in more detail, Leonardo launched an assessment in 2024<sup>8</sup> based on the *Science Based Targets Network (SBTN)*<sup>9</sup> framework methodology, which involves carrying out 5 successive phases: ‘Assess’, ‘Interpret&Prioritize’, ‘Measure, Set & Disclose’, ‘Act’, ‘Track’.

THE FOLLOWING RESULTS WERE OBTAINED DURING 2024:

- › publication of the Biodiversity Group Policy;
- › agreement with the National Biodiversity Future Center, the first university/research centre in Italy on the topic;
- › risk analysis performed with the WWF Filter software, analysis of impacts and dependencies on Ecosystem services and their materiality performed with the Encore tool, "sensitivity" analysis of production sites to existing species in the ecosystems where they are located using the IBAT tool;
- › biodiversity assessment pilot project with 3Bee expert on site in Nerviano and IoT tool for permanent monitoring of parameters related to natural change drivers such as fine dust pollution, heat waves, hydrogeological parameters and the presence of insects to measure the degree of pollination in green areas.

6. In line with the [recommendations of the TNFD \(Task Force on Nature Financial Disclosure\)](#).

7. These include: radar and EO instruments and sensors for satellite detection, artificial intelligence for monitoring pollution, and flora health status and coverage (chlorophyll photosynthesis).

8. The analysis launched during 2024 focuses on the Group's direct operations, with the aim of gradually extending the scope of the analysis to the upstream and downstream value chain over the coming years. In particular, the supply chain was only considered when analysing the impact of the engineered and natural raw material supply on biodiversity.

9. For details, see: [Science Based Targets Network](#).

BIODIVERSITY METRICS

The table below shows the areas of Leonardo sites near or within protected areas and/or areas of high biodiversity value and highlights the high “sensitivity” of the Group's operations to Ecosystems.

Distance from areas of high biodiversity value	Included within a 5 km radius	Within a radius of 20 km (excluding those within a 5 km radius)
Sites	75	30
Surface area km <sup>2</sup>	19	3

The area of the Leonardo sites near or within protected areas and/or areas of high biodiversity value is equivalent to approximately 42.5% of the total area.\*

\* Protected Areas or KBA, obtained from the IBAT Software.

ACTIONS/PROJECTS

The approach to planning targets, metrics and actions to protect ecosystems is necessarily site-specific. In recent years, the Group has already taken significant action to protect biodiversity, including reforestation with native species, even in areas outside the Group's sites. At Vergiate airport, Leonardo adopted practices aimed at reducing the impact on local plants and avian fauna, integrating them with safety in helicopter testing operations.

Technological solutions for biodiversity protection

Leonardo also puts itself forward as a provider of solutions for biodiversity protection using advanced technologies such as satellite monitoring and artificial intelligence. Its technological products are versatile and multifunctional and support both safety and environmental conservation. With its hyperspectral radar, EO and monitoring radar technologies, Leonardo contributes to the main global programmes for assessing vegetation health and detecting damage to flora by analysing chlorophyll photosynthesis. The company is also involved in satellite services for monitoring forests and agriculture, and in developing solutions to tackle issues related to water and food insecurity.

Pollution reduction during product use

POLLUTANT EMISSIONS

Electrifying and hybridizing aircraft such as, for example, in the development of ATR Evo or the Clean Aviation project, drastically reduces Volatile Organic Compounds released into the atmosphere from combustion during their service life. In particular, developing the new generation Tiltrotor civil helicopters has achieved a normalized reduction in NO<sub>x</sub> emissions of about 50% compared to AW139, as well as other volatile chemical compounds.

ACOUSTIC, LIGHT AND ELECTROMAGNETIC NOISE

These are among the main impacts and risks the Group's business pose for human health and ecosystems. They are associated with the use of aircraft and active electromagnetic sensors, during both testing and the product's service life. Specific development projects aim to reduce noise such as that from helicopter blades and aircraft turbines. The projects include the Tiltrotor and news nacelles for aircraft turbines.



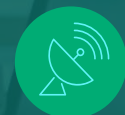
## 4

## SUSTAINABLE SUPPLY CHAIN

Leonardo's supply chain consists of over 11,000 companies worldwide, which provide goods and services to the Group and contribute daily to the competitiveness of the business. The supply chain is composed of both large international AD&S players, which provide highly complex systems and subsystems and many small and medium-sized enterprises (SMEs), the technological specializations of which contribute to the creation and success of our products.

Promoting supply chain sustainability is a crucial goal that is pursued at all stages of collaboration with suppliers. This is done through a management model aimed at building medium- to long-term partnerships with the best suppliers in the supply chain, to improve the supply chain's resilience and competitiveness while reducing suppliers ESG risks and environmental impacts, to create value in the territories where we operate.

To guide supply chain sustainability improvement in real terms, Leonardo has defined a strategy based on the following actions and tools/initiatives:



### Communication

#### REQUIREMENTS AND OBJECTIVES

Supplier Code of Conduct;  
Sustainable Supply Chain Manifesto



### Incentivise

#### ESG COMMITMENT AND RESULTS

ESG criteria in tenders, access  
to conventions



### Measure

#### ESG PERFORMANCE AND IMPACTS

Pre-qualification, EcoVadis, Joscar



### Support

#### DEVELOPING NEW SKILLS

Training and coaching for SMEs'

## ENHANCING SUPPLIERS' ESG PERFORMANCE

In order to prevent supply chain ESG risks, Leonardo has launched specific actions that affect different stages of supplier relations: from the application to become a supplier, to the pre-qualification and qualification phases to become registered, from the selection criteria to the contract terms conditions, until the verification audits and development plans of key suppliers. Leonardo requires its suppliers to comply with the Code of Ethics, the Organization, Management and Control Model and the Suppliers' Code of Conduct, which involve commitments in relation to:

**Protection of labour and equal opportunities rights**, promoting the dignity, health, freedom and equality of all workers, and rejecting all forms of direct and indirect discrimination, including in political and trade union matters;

**Non-involvement in forced labour practices**, human trafficking, exploitation of child labour and forced labour in general;

**Payment of the minimum wage** and benefits established by law, as well as working conditions, working hours and compensation that are fair and consistent with the rules and standards applicable in the countries where the suppliers operate;

**Health and safety protection** in the workplace, in accordance with current health and safety legislation.

Leonardo also verifies reputational aspects of the third parties with whom it intends to engage in contractual relations, and provides safeguard clauses to protect workers in managing changes of contract. The most relevant suppliers are subject to a more detailed assessment of ESG performance, carried out in particular by EcoVadis, the provider selected to assess supply chain sustainability as part of the AD&S sector's ESG initiative promoted by the IAEG association.

### IMPACT ON THE SUPPLY CHAIN

5000+ AD&S supply chain companies assessed as part of the sector's ESG initiative promoted by IAEG in partnership with EcoVadis

100% of suppliers accept the Suppliers' Code of Conduct during the Leonardo and Joscar suppliers accreditation and pre-qualification process

Best Supplier relationship Management Initiative. LEAP awarded under the CIPS EXCELLENCE IN PROCUREMENT AWARD 2023

Over 5,600 suppliers also assessed on social and ethical-legal aspects

Sustainably Assessment + 1,700 Italian and foreign suppliers, equivalent to almost 70% of Leonardo's order book, subject to an in-depth assessment on sustainability topics every 2 years



To help suppliers direct their ESG efforts and investments, Leonardo published the **Supply Chain Sustainability Manifesto** in 2021 to address **three main topics: Digital Transformation, Cybersecurity, People & Planet** are broken down into 18 concrete projects with progressive and measurable milestones to accelerate each supplier’s transformation and “collectively” strengthen Leonardo’s entire supply chain.



DIGITAL TRANSFORMATION

Increase digital collaboration in the supply chain, leveraging new technologies to accelerate new product development, improve operation synchronization, and offer services to customers



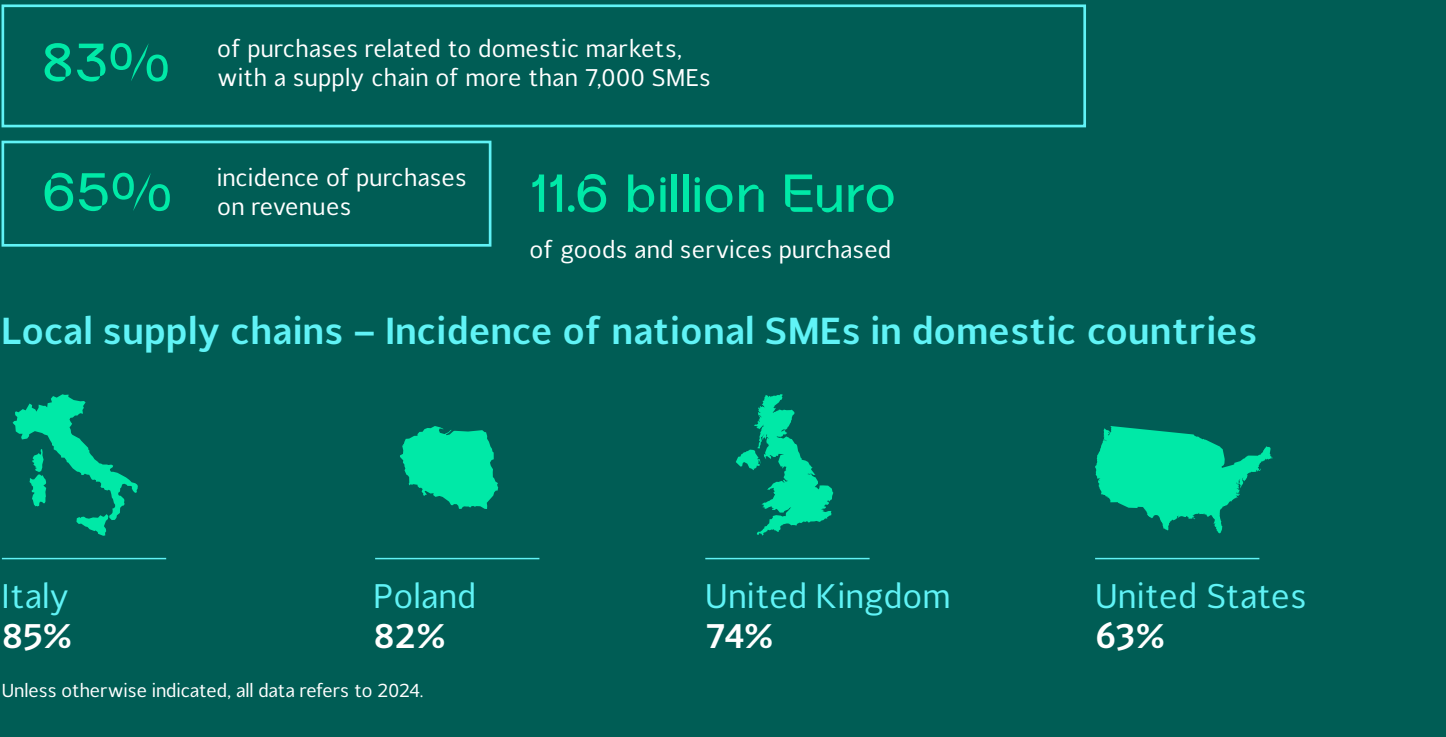
CYBERSECURITY

Ensure adequate security standards in the supply chain to meet the future requirements of defence programmes



PEOPLE & PLANET

Social and environmental responsibility to reduce risks, activate resources and create value



TOWARDS SUPPLY CHAIN DECARBONIZATION

With the commitment and subsequent validation of Leonardo’s SBTi targets, supplier decarbonization has become one of the goals of the Group’s climate strategy. In fact, the supplier engagement target for 2028 is that 58% of Leonardo’s suppliers (in terms of emissions) must have set their own decarbonization targets, in line with climate science’s latest recommendations. To achieve this challenging goal, it is essential to strengthen partnerships with suppliers. Leonardo has structured a supplier engagement process aimed at creating a community that is aware of and committed to achieving increasingly ambitious sustainability goals. To this end, in 2024 Leonardo set up a specifically trained multi-function and multi-division team, which defined a programme of progressive support initiatives suited to the maturity and size of each supplier.

In order to align its suppliers’ decarbonization path in accordance with the SBTi, Leonardo supports its supply chain in developing the necessary skills through awareness programmes, training, coaching, and enabling collaborations with associations in the AD&S sector, by involving experts and industrial market leaders for sustainable solutions, and by structuring financial support initiatives for small and medium-sized enterprises.

Leonardo has set three goals as evidence of its commitment to promoting a sustainable supply chain, which includes increasing supplier involvement and an incentive mechanism to enhance supplier commitment and results on sustainability issues.

ACCELERATING SMES' GROWTH

Leonardo plays an active role in accelerating the transformation path of its SMEs with a specific Supplier Development and Engagement Programme. This aims to exceed the solely commercial goals of cost containment in order to establish true industrial collaborations, medium- to long-term partnerships capable of fostering investment and accompanying the qualitative and dimensional growth of the best suppliers in the supply chain, and thus create a more resilient ecosystem capable of facing growing market complexity.

To do this, Leonardo has adopted a new supplier assessment model that integrates the new topics of **sustainability, digitalization and innovation** with the classic aspects of assessing **operational performance** (punctuality, quality, pricing) and **technical expertise**.

This measurement model is complemented by a “toolkit” to support supplier improvement, focusing on: training programmes to develop managerial and technical skills, supply chain financing tools to finance growth and the creation of a support network for digitalization and innovation.

TOOLKIT

Training programmes	Network (DAMAS / DIH / Cluster AD&S, Open Innovation)
<div>Elite-Leonardo Lounge the management training and mentoring programme for entrepreneurs, developed with Borsa Italiana Elite, to improve managerial skills, strategic vision, internationalization and corporate sustainability;</div> <div>LEAP Technical Training technical and managerial training courses, provided free of charge to suppliers with projects financed by FondImpresa;</div>	<div>Create a real “support ecosystem” for SMEs, collaborating with other stakeholders who share the same goals, for example:</div> <div>› Leonardo’s active participation in the European Digital Innovation Hub (eDIH) network to provide PoC training and processing services.</div> <div>› Digital maturity and cybersecurity assessment to develop industry 4.0 initiatives, implemented with Confindustria’s Digital Innovation Hub (DIH) network;</div> <div>› Creation of an open innovation network to improve the ability to innovate and collaborate with innovative start-ups and SMEs.</div> <div>› Collaboration with AD&amp;S associations and clusters to implement initiatives to improve sustainability and digitalize the supply chain</div>
Supply Chain Financing	› Package of financial support and internationalization tools developed with the Group’s main banking partners;

Target	Unit	Target year	2024
% of suppliers for emissions with “science-based” targets	58	2028	12%
Number of key suppliers to be trained on sustainability issues	≥ 500	2027	198
%(by value) of the major new tenders awarded that include ESG criteria or requirements	>70%	2028	20%



## THE IMPACT OF GLOBAL SECURITY SOLUTIONS ON SUSTAINABILITY

Security is a fundamental prerequisite for sustainability, as it guarantees the sustainable development of communities in a context of peace.

In line with its strategic vision, the Group contributes to **protecting and increasing the prosperity of society** through its solutions by safeguarding the security of people, territories, natural ecosystems and critical infrastructure. Leonardo also supports the development of key economic sectors, for example through satellite services for precision farming, or the role of its helicopters in the operational and maintenance activities in the offshore energy sector.

All this is made possible by a wide range of Leonardo applications and solutions, from surveillance technologies, to emergency management, from smart city management, to designing aircraft with low environmental impact, up to the cybersecurity of its products and customers.

The Group's contribution to global security is based on a **multi-domain approach and interoperability**. Leonardo's solutions are in fact active in the air, on land, at sea and in space, and are often based on integrating data and information from multiple domains (for example, from satellites, ground sensors, video surveillance, aircraft, helicopters and drones) to provide an accurate and timely analysis of the context in which they operate, either to support rescue operations during a catastrophic event, or to monitor an urban area.

The growing integration process between the real and digital dimensions therefore makes it essential to have the capacity to process large amounts of data in a short time, but also to protect it. The data flowing within this large system is the true strategic asset that ensures the infrastructures, services and industrial processes function properly: protecting it means creating secure digital ecosystems right from the design stage (**cybersecurity by design**). For this reason, **technological innovation, computing capacity and cybersecurity** are key enablers of Leonardo's sustainable transition.

## LEONARDO'S INTEROPERABLE AND MULTI-DOMAIN TECHNOLOGIES HAVE MANY APPLICATIONS TO PROTECT PEOPLE, TERRITORIES, ECOSYSTEMS AND INFRASTRUCTURE

### EMERGENCY MANAGEMENT

Respond quickly and effectively to emergency events by exploiting technologies that provide data about the affected area, such as satellites and products that offer operational support for rescue operations, such as aircraft and helicopters.

Examples:

- › **Copernicus Emergency Management Service (EMS) – Emergency Rapid Mapping**, European Union satellite observation service, led by e-Geos, to produce maps of the crisis area in near real time

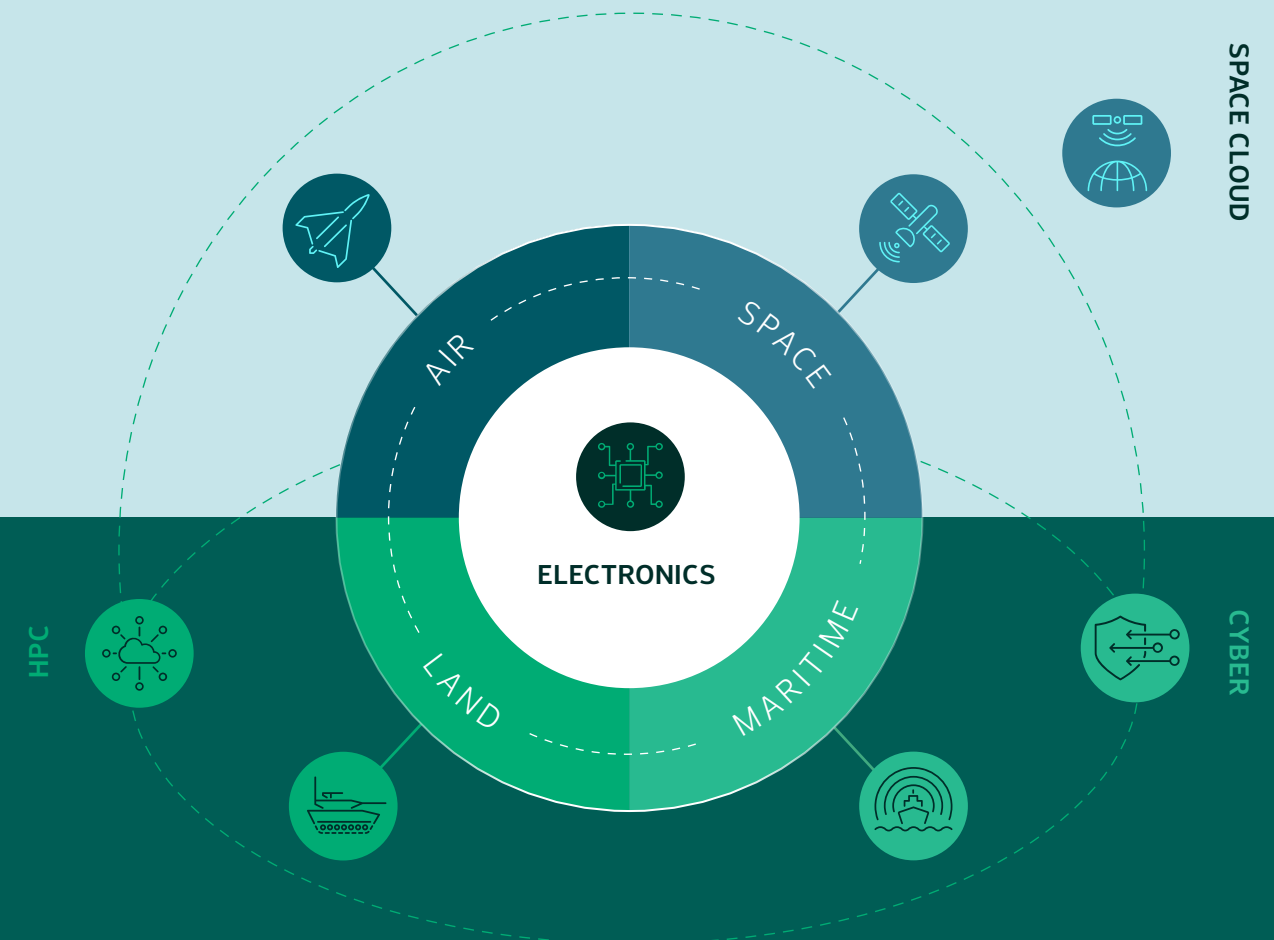
- › **Search and Rescue (SAR) helicopters** equipped to rescue and evacuate people, even in critical weather or medical conditions

### CRITICAL INFRASTRUCTURE MONITORING

Ensure the resilience of essential infrastructure and services through satellite observation technologies, "in-orbit" services in the space domain and cybersecurity solutions

Examples:

- › **Space Situational Awareness (SSA)** exploits Big Data, AI, and HPCs such as Davinci-1 to ensure the safety of "in-orbit" technologies by monitoring space debris and preventing collisions that could threaten space assets and the Earth



### GLOBAL MONITORING FOR SURVEILLANCE, URBAN MANAGEMENT AND LAW ENFORCEMENT

Strengthen the ability to prevent and manage crises in increasingly complex scenarios by integrating data from multiple sources.

Examples:

- › **Control rooms** that integrate real-time information from space, air, land and sea in order to monitor an area or coordinate rescue operations using networks, satellite terminals and links, and mission-critical communication systems

### CYBER-SECURE DIGITAL SOLUTIONS

Offer customers precise data on complex scenarios to help them manage their products better, or more effective pilot training through digital technology and simulation in "cyber-secure" environments

Examples:

- › Digitalized fleet management using the **"Connected Fleet"** suite, based on advanced data analytics and HPC systems, allows customers to ensure their aircraft are more operationally ready through predictive maintenance and adaptive logistics activities

### CLIMATE AND NATURAL RESOURCE ANALYSIS

Monitor climate phenomena and the state of conservation of land, vegetation and natural resources, and provide data to governments and companies to support production policies or practices through satellite observation and data processing technologies

Examples:

- › **AgriGeo** integrates satellite data with ground-based sensors for precision agriculture, helping farmers monitor crop growth and health and optimize resource use for sustainable agriculture



THE DIGITAL TECHNOLOGIES  
ENABLING GLOBAL SECURITY

The concept of global security rests largely on the growing role of digital technologies in managing complex scenarios, strategic and sensitive information and climate and environmental emergencies, as well as in optimizing available resources. In this context, Leonardo focuses mainly on the following innovative technologies:

**Artificial Intelligence** to support increasing autonomy and generation of predictive, descriptive and prescriptive models;

**Digital Twin** to support rapid prototyping, design, testing, certification, production and maintenance with better predictive effectiveness and lower environmental impact;

**Innovative materials** with low environmental impact to enable products in future scenarios such as low observability, shape memory, heat dissipation;

**Autonomous and interoperable systems** to reduce workloads and increase mission effectiveness, efficiency and safety;

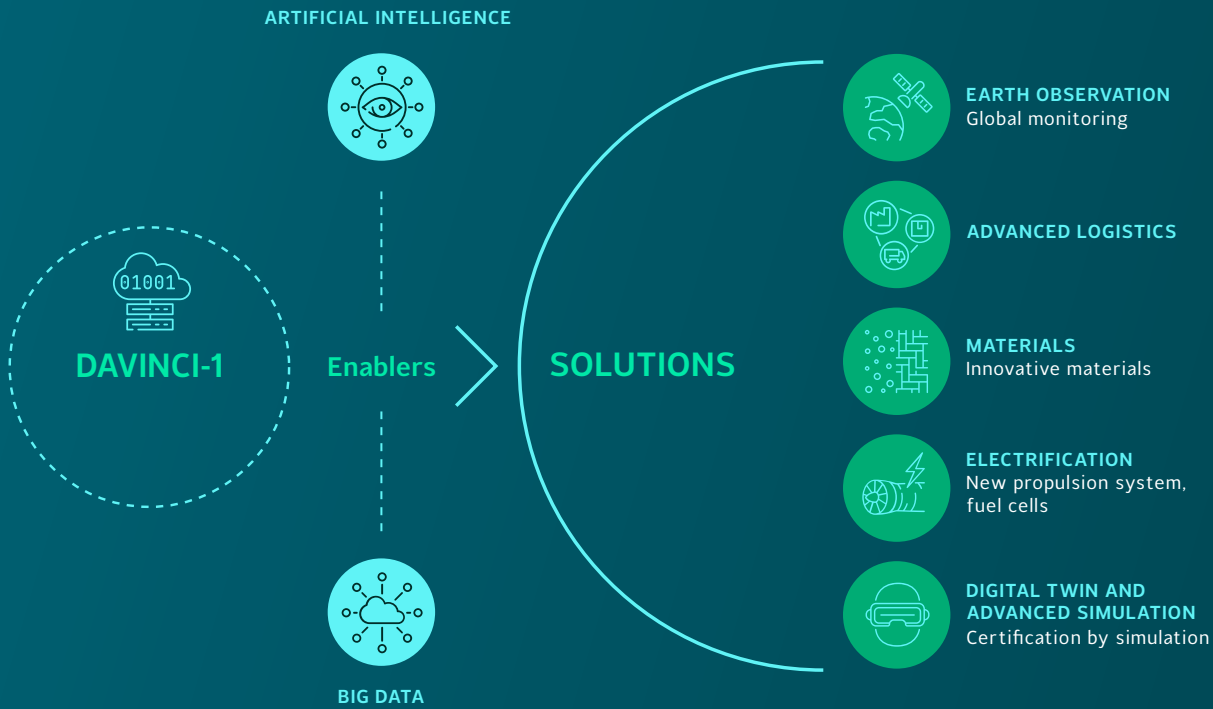
**Satellite sensor technologies** for Earth observation, technologies for climate change adaptation with a view to emergency response in the event of extreme phenomena.

As fundamental enablers of these technologies and their benefits, Cloud & HPC contribute significantly to accelerating Leonardo’s technological innovation process by allowing strategic and tactical services and applications to be provided, including for developing and managing production processes, training and heterogeneous system interoperability in multi-domain operations.



The **Davinci-1 supercomputer** is designed to combine the capabilities of the cloud with supercomputing in an integrated platform that unites flexibility and computing power. This enables complex numerical simulations (e.g. Computational Fluid Dynamics), algorithm trainings (from deep learning to Artificial Intelligence), customization by technological platform (from aircraft to helicopters and from satellites to monitoring and control systems) and calculation of the countless interactions within the data generated (Data Analysis and Big Data).

- › Among the world’s first supercomputers in the AD&S sector.
- › More than 12 PFlops (12 million billion floating point operations per second) of total computing power.
- › 200 servers installed at Torre Fiumara in Genoa.
- › 27 million gigabytes of memory.





6

GENERATING IMPACT  
TO CREATE VALUE

Create value for the people, communities and territories, with a positive impact on society: this is Leonardo commitment as a global security player and a catalyst for sustainable growth.

A commitment that runs along three strategic lines: strengthen the expertise required to accelerate technological evolution, exploit differences by seizing their competitive potential and maximise social impact by investing in the development of communities and local areas.

NAVIGATING TOMORROW:  
TECHNOLOGICAL EDUCATION AND SUSTAINABILITY CULTURE

Promoting digital education, scientific and technological knowledge and innovation are key levers to strengthen the innovation chain, increase competitiveness and attractiveness, ultimately reducing the educational and social gap in the areas where Leonardo operates. The company promotes upskilling and reskilling programmes dedicated both to keeping its people constantly up-to-date on technological developments and to helping spread the scientific culture to external communities by sharing the internal heritage of distinctive expertise. For example, within the Aerotech Academy project two campuses were established, in collaboration with the Università Federico II di Napoli and the Politecnico di Bari, to develop high-level education programmes, also involving Leonardo experts, with the aim of bringing young talents into the Group.

Skills\*

61.5%	1.4 million	1,281
Leonardo people with a <b>STEM</b> qualification	hours of training delivered in-house	training <b>paths</b> initiated with the education system (including internships, apprenticeship programmes, traineeships, school-to-work alternation)

Not only skills, but also advocacy: Leonardo has a network of STEM ambassadors in the various geographical areas that encourages new generations to study STEM disciplines through training and outreach activities with secondary schools and higher technical institutes. Initiatives targeting primary and secondary schools have also been launched to raise awareness among girls and boys in the crucial phase of choosing higher education subjects, for example, within of the School-Business System project promoted by the ELIS consortium, in 2024 Leonardo provided students with the testimonies of about 40 role models and subject-matter experts with STEM backgrounds, moreover within the Young Woman Empowerment Program – YEP dedicated to female students in Southern Italy, promoted by the Ortygia Business School Foundation. In the UK, Leonardo has over 200 STEM ambassadors working with local schools and colleges to promote awareness on these disciplines: in 2024, the company offered internship experiences to 258 students from across the UK.

<p><b>STEMLab</b></p> <p>A free education platform with contents targeting STEM disciplines, innovation and sustainability, including a module dedicated to space, developed by Leonardo for secondary school teachers. In 2024, three and a half years after the platform launch, over 2,300 teachers were enrolled and 1,600 schools with more than 80,000 students involved. The platform also hosts “In volo con Leonardo” (In flight with Leonardo), a transversal skills and orientation course that has been completed by over 4,400 students.</p>	<p><b>Exploring Technologies at School</b></p> <p>Education workshops in primary and secondary schools, where Leonardo volunteers provide their expertise to help spread knowledge about new technologies and innovation. 200 training hours delivered and over 200 students reached, half of them girls, in the pilot edition; the second edition is starting and aims at doubling the figures of the first one.</p>	<p><b>The school inside the company</b></p> <p>A project aimed at spreading knowledge about the world of aerostructures to girls and boys from technical institutes and secondary schools in central and southern Italy. To date, it has involved more than 320 young people, who have had the opportunity to visit Leonardo sites.</p>
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FONDAZIONE LEONARDO ETS

The **Fondazione Leonardo ETS** was set up to spread scientific and technological knowledge to tackle social changes and digitalization challenges, and aims at renewing school learning approach by facilitating the understanding of social complexity through STEM subjects and developing an effective communication strategy through the **Outreach project**. The Multimedia Production Centre, opened in 2024, was designed with the aim of spreading scientific and technological culture through multimedia content and targeted channels developed by a staff of technicians, creative people and journalists to promote STEM disciplines among boys and girls of all ages . An example is **A scuola di STEM** project, developed in collaboration with Edulia-Treccani to offer free lessons to students of all levels and that, with the support of the Italian Ministry of Education and Merit, has been launched among all Italian schools. At the same time, the **Social Labs** project aims at making STEM subjects more accessible through live videos developed by young researchers in their laboratories. In 2025, the historic “Civiltà delle macchine” became “Civiltà dei dati”, a new publishing project developed through a multimedia ecosystem, a significant step forward towards innovation and scientific dissemination in the digital age.

INCLUDE TO GROW: THE VALUE OF DIVERSITY

At Leonardo, transforming every difference into opportunities for growth is a strategic factor to boost competitiveness, attract talent, and make the most of human capital and innovation, all key elements for an increasingly collaborative and inclusive working environment. Developing a local welfare system, led by the professional family of corporate Welfare Coaches across all Italian sites, has further consolidated a Welfare & Wellbeing culture encompassing economic, physical and psychological well-being as key elements of Leonardo strategy. A new important strand of activities dedicated to family well-being has also been launched, with projects aimed at improving the work-life balance of Leonardo people. The most significant initiatives include the innovative **Leonardo Summer Camp**, involving over 500 children of employees aged between 6 and 17 took part and the **Leonardo Care** consultancy and guidance service, conceived for caregiving colleagues, which also gives access to reduced rates for assistance services. Another innovative experience is the **Sport Network** initiative, which focuses on the well-being of people, with the parallel aim of creating a network to connect colleagues who share a passion for sport so that they can practice it together, in facilities close to company sites. The initiative was promoted on a pilot site and involved six sports communities and over 1,000 colleagues. The project is planned to extend to all northern sites of the helicopters division and then throughout Italy.

STEM culture\*

>5.2 million

people reached by the online Outreach initiatives (Website, LinkedIn, Instagram, and Facebook) promoted by the Fondazione Leonardo ETS

>1,600

**schools**, more than **2,300 teachers** and **80,000 students** involved in the STEMLab education project developed with the support of Leonardo experts

~2,200

**hours of teaching** delivered and active collaborations (lectures, internships, etc.) with 10 technical institutes **delivered**

People\*

7,434

new hired of which:

42.5%

people with **STEM degrees**

~3,700

under 30 hired

50.5%

under 30

24%

women

>1,800

women hired, of whom **over 700** in STEM areas

SUSTAINABILITY CULTURE

Leonardo integrates sustainability into its business and throughout the value chain by promoting a shared sustainability culture internally and externally, and strengthening the relevant competencies within the Group. For this reason, Leonardo developed Level UP your Sustain-ABILITIES, the first interactive edugame for all its people, with the aim of achieving sustainability based on Group strategy and governance, led by a data-driven approach to make each person part of the sustainable transition. The education programme also includes modules dedicated to Diversity, Equity and Inclusion (DE&I) and Procurement, to embrace sustainability from every angle.

Sustainable Transformation of Business	Sustainability Excellence Programme
An executive programme delivered in partnership with UCL (University College London) and SDA Bocconi School of Management with the aim of responding to Leonardo's strategic needs in relation to sustainable business transformation. Over 240 managers were involved since the beginning, including the current edition, ongoing.	A training development programme designed to build the skills required to pursue the sustainable transition, targeting the professional sustainability family with over 30 participants and recent graduates in STEM disciplines and economic sciences, who took part in a six-month internship in the sustainability function to join the Leonardo Group.

\*2024 data

GENDER EQUALITY COMMITMENT

In 2024, as a testament to its commitment to these topics, Leonardo obtained the UNI/PdR 125:2022 **Gender Equality Certification** in Italy. To pursue this goal, the Gender Equality Management system (SGPG) was implemented and the **Strategic Plan for Gender Equality** (PSPG) was developed and integrated into the Sustainability Plan. These two pillars respond to the key principles on which Leonardo DE&I approach is based: compliance with laws and regulations, promotion and respect for multiculturalism, actively listening to people needs, training and programmes dedicated to empowering women and promoting education paths and STEM careers to support the education system; enhancement of a better work-life balance, through paths and tools to support parenting and care;strengthening of measures to foster inclusion and development of people with disabilities, definition of strategies for managing the requirements of different generations working together in the company and training activities. The Strategic Plan complies with with the Group data-driven approach by getting target and monitoring milestones, KPIs and economics aimed at continuous improvement. **Springboard Programme** – An international project focused on personal and professional development of women, with a view to empowerment,has given rise to a community of about 350 participants of different nationalities from the Leonardo Group.

\*2024 data



Recruiting STEM women	Survey Diversity, Equity \& Inclusion (DE&I) and Employee Resource Groups (ERGs)
STEM UP, She Code, Early Careers talent acquisition are some of the initiatives dedicated to attracting female talent, especially young female STEM undergraduates, to help reduce the gender gap in the Group; STEM Returners is a programme implemented in the UK with the aim of reintegrating people with STEM backgrounds after a career break, with a focus on women.	In Italy, more than 14,200 people took part in the DE&I 2024 Survey, targeting specifically gender equality (with a focus on harassment in the workplace), disability and multigenerationality. The improvement plan launched following the results led to the establishment of the first two Employee Resource Groups (ERGs) in Italy, in addition to the 7 already active in the UK. These are focused on Gender Equality and Disability and will translate the DE&I plan into concrete actions to improve inclusion within the workplace.
LIFEED	An initiative that aims at converting life experiences into key skills for professional growth through digital pathways for parents with children aged 0 to 18 and caregivers.

CONTRIBUTING TO PROSPERITY:  
SHARED VALUE AND SOCIAL IMPACT

At Leonardo, transforming every difference into opportunities for growth is a strategic factor to boost competitiveness, attract talent, and make the most of human capital and innovation, all key elements for an increasingly collaborative and inclusive working environment.

Leonardo develop commitment is straightened by the contribution of its **Foundations** (Ansaldo, Leonardo ETS and Med'or), which develop activities aimed at the sustainable development of local areas, in line with the Group strategy.

Plastic Free

The collaboration with the environmental volunteering organization was strengthened when a framework agreement was signed in 2024, leading to an increase in the number of clean-up events organized: 5 clean-up events in 2024 alone (with over 14 tonnes of waste collected) and 4 new clean-up events in 2025. Since 2021, 350 employees have joined the initiative, helping to collect over 3 tonnes of waste.

### Leonardo & Plastic Free

2024/2025





**2,8 tonnes**  
Waste collected



**280**  
Participants



**9**  
Clean-up events



**2 clean - up events**  
Vergiate, Rome & Brindisi



**1 clean - up events**  
Nerviano (Milan), Turin and Nola (Naples)

Responsible canteens

A programme to recover surplus food from the canteens of the main Italian sites to benefit non-profit organisations, in collaboration with the Fondazione Banco Alimentare ETS. Over 200,000 portions of food were distributed in 2024 with a total economic value of 384,300 Euro (more than 3.5 million Euro since 2013). A significant increase in the number of Leonardo canteens involved in the programme is planned for 2025.

Veterans and Biodiversity in the UK

An initiative launched by Leonardo UK to support the re-employment of veterans and back reforestation and biodiversity, in collaboration with the non-profit associations Carma and Green Task Force. More than 50 colleagues worked together with veterans (involved for about 100 working days) and suppliers to plant 10,000 shrubs.

Social Value

A model adopted by Leonardo UK to assess the local social impact of its activities, based on specific government requirements for participation in commercial tenders. Social Value is a key element to maximise Leonardo UK contribution to industry and society, with the aim of enhancing the social value produced.

Ad Astra Costellazione Leonardo

A project designed in collaboration with the no-profit association Il Cielo Itinerante to strengthen the Group social impact and its link with the local areas by sharing scientific and technological culture, and to bring the new generations closer to the world of AD&S and STEM subjects by leveraging on inclusion, with a specific focus on girls. Over 800 people involved, including 434 children from social change associations and children/nephews of Leonardo employees, 6 open sites that held interactive workshops on space and sustainability and provided guided observations of the starry sky. In 2025, Leonardo main Italian plants will host the second edition with 5 new events.





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FOR MORE INFORMATION

TRANSITION PLAN



