



Sustainability performance indicators

2025



Summary

ESRS INDICATORS

E1	CLIMATE CHANGE ^(*)	3
E2	POLLUTION	4
E3	WATER AND MARINE RESOURCES ^(*)	5
E4	BIODIVERSITY	5
E5	RESOURCE USE AND CIRCULAR ECONOMY ^(*)	6
S1-6	CHARACTERISTICS OF THE UNDERTAKING’S EMPLOYEES ^(*)	7
S1-7	CHARACTERISTICS OF NON-EMPLOYEE WORKERS IN THE UNDERTAKING’S OWN WORKFORCE	9
S1-8	COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE	10
S1-9	DIVERSITY METRICS ^(*)	11
S1-12	PERSONS WITH DISABILITIES	12
S1-13	TRAINING AND SKILLS DEVELOPMENT METRICS ^(*)	12
S1-14	HEALTH AND SAFETY METRICS ^(*)	13
S1-15	WORK-LIFE BALANCE METRICS	14
S1-16	COMPENSATION METRICS (PAY GAP AND TOTAL COMPENSATION)	14

OTHER INDICATORS

OTHER ENVIRONMENTAL INDICATORS	15
TAXONOMY INDICATORS	16
OTHER DIVERSITY METRICS	17
HIRES AND TURNOVER	19
OTHER TRAINING METRICS	20
OTHER EMPLOYEES INDICATORS	21
PERFORMANCE APPRAISAL	22
ETHNIC MINORITIES	23
TAXES	24
SUPPLY CHAIN & INNOVATION	25
CERTIFIED MANAGEMENT SYSTEMS	26
SASB QUANTITATIVE INDICATORS	27
PAI	28

NOTES:
1) All ESRS indicators are subject to a limited assurance from the Independent Legal Auditors as envisaged by the Italian law regarding Sustainability Reporting (Legislative Decree 125/2024).
2) Moreover for the indicators marked with (*), Leonardo - on a voluntary basis - required to the Independent Legal Auditors to perform the full assurance ("Reasonable assurance" engagement according with the principle of ISAE 3000 - revised), considering the strategic relevance for the Group.



E1

Climate Change

ENERGY CONSUMPTION AND MIX	UNIT	2025	2024	2023
Fuel consumption from coal and coal products	MWh	0	0	n.a.
Fuel consumption from crude oil and petroleum products	MWh	79,952	69,557	102,753
Fuel consumption from natural gas	MWh	699,931	685,665	675,988
Fuel consumption from other fossil sources	MWh	834	1,022.	739
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	143,976	141,371	149,395
Total fossil energy consumption	MWh	924,693	897,615	928,875
Share of fossil sources in total energy consumption	%	61	60.1	63.0
Total consumption from nuclear sources	MWh	0	5,028	n.a.
Share of consumption from nuclear sources in total energy consumption	%	0	0.3	n.a.
Fuel consumption for renewable sources	MWh	0	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	570,418	588,301	546,276
The consumption of self-generated non-fuel renewable energy	MWh	12,387	2,726	130
Total renewable energy consumption	MWh	582,805	591,027	546,406
Share of renewable sources in total energy consumption	%	39	39.6	37.0
Total energy consumption	MWh	1,507,498	1,493,670	1,475,281
Energy intensity (Energy consumption / net revenue)	MWh/M€	77	84	96

GHG EMISSIONS (E1-6)	UNIT	2025	2024	2023
Scope 1 GHG emissions				
Gross Scope 1 GHG emissions	tCO2	185,262	185,446	195,682
% of Scope 1 GHG emissions from regulated ETS	%	63	56	52
Scope 2 GHG emissions				
Gross location-based Scope 2 GHG emissions	tCO2	187,839	216,386	227,905
Gross market-based Scope 2 GHG emissions	tCO2	53,090	54,378	55,088
Scope 3 GHG emissions				
Cat. 1	tCO2	2,843,800	2,608,667	2,263,633
Cat. 2	tCO2	142,219	159,300	149,149
Cat. 3	tCO2	35,085	34,514	34,594
Cat. 4	tCO2	17,826	16,229	17,027
Cat. 5	tCO2	18,809	22,768	26,371
Cat. 6	tCO2	33,167	28,649	27,200
Cat. 7	tCO2	75,559	82,752	54,713
Cat. 8	tCO2	11,118	9,316	12,170
Cat. 9	tCO2	(2)	(2)	(2)
Cat. 10	tCO2	(3)	(3)	(3)
Cat. 11 (8)	tCO2	2,449,608	2,205,409	3,215,336
Cat. 12	tCO2	(4)	(4)	(4)
Cat. 13	tCO2	(5)	(5)	(5)
Cat. 14	tCO2	(6)	(6)	(6)
Cat. 15	tCO2	(7)	(7)	(7)
Gross Scope 3 GHG emissions	tCO2	5,627,192	5,167,604	5,800,193
Total GHG emissions (location-based)	tCO2	6,000,293	5,569,436	6,223,780
Total GHG emissions (market-based)	tCO2	5,865,544	5,407,428	6,050,963

Total GHG emissions (location-based) per net revenue	tCO2 / M€	308	314	407
Total GHG emissions (market-based) per net revenue	tCO2 / M€	301	304	396

(1) Leonardo's business is cyclical so a +/- 15% YoY variability between 2020 and 2030 is forecast on Cat. 1 and 11 emissions. This YoY variability reduces to +/-6% in the 2027-2030 timeframe due to several high-impact programs coming to an end and business stabilizing on lower emissions / higher volumes platforms.

(2) Not Applicable: Leonardo manages and pays for the delivery of products and services directly to the customer. Therefore, according to GHG protocol, emissions related to transportation and distribution of sold products are tracked and reported under the upstream transportation and distribution category because Leonardo purchases the service. Thus, downstream transportation and distribution emissions are not applicable. w

(3) Negligible - around 0.05% of total Scope 3 emissions.

(4) Negligible - around 0.01% of total Scope 3 emissions.

(5) Leonardo's business is based on selling products, not on leasing them. Therefore, this category is not applicable.

(6) Leonardo does not have any franchises. This category is therefore not applicable to its business activities.

(7) Negligible - around 0.5% of total Scope 3 emissions.



E2

Pollution

TARGET	UNIT	2025	TARGET	TARGET YEAR
Use of hazardous substances (compared to 2022)	%	2.97	-15%	2025
		(-34%)	-50%	2032

SOC AND SVHC	UNIT	2024	2025
Total SOC	t	2,541	796
Total SVHC	t	70	41





E3

Water and Marine Resources

WATER CONSUMPTION	UNIT	2025	2024	2023
Total water withdrawals	m3	4,540,567	4,646,925	4,929,455
Total water discharged	m3	2,741,249	2,912,200	2,733,578
Total water consumption	m3	1,799,318	1,734,725	2,195,877
Total water withdrawals in areas at water risk	m3	2,748,620	2,797,701	2,953,926
Total water discharged in areas at water risk	m3	1,625,687	1,696,495	1,762,283
Total water consumption in areas at water risk	m3	1,122,933	1,101,206	1,191,643
Total water recycled and reused	m3	160,543	173,241	390,291
Total water stored	m3	176,259	63,965	n.a.
Water intensity (Water consumption/Net Revenues)	m3/M€	92	98	144

E4

Biodiversity

DISTANCE FROM AREAS OF HIGH BIODIVERSITY VALUE	WITHIN A RADIUS OF 5 KM	WITHIN A RADIUS OF 20 KM (EXCLUDING THOSE WITHIN A RADIUS OF 5 KM)
Sites	71	23
Surface of the area (km2)	18,5	1,6





E5

Resource use and circular economy

RESOURCE INFLOWS	UNIT	2025	2024	2023
Total weight of products and technical and biological materials	t	92,743	23,590	n.a.
% of biological materials used (from sustainable supply chain)	%	0%	0%	n.a.
Total weight of secondary reused or recycled components, secondary intermediary products and secondary materials used (including packaging)	Kg	1,831,670	628,601	n.a.
% of secondary reused or recycled components, secondary intermediary products and secondary materials used	%	1.97%	2.66%	n.a.



Life Cycle Assessment: 39% of Helicopter deliveries in 2025 are covered by LCA
Product reuse and recycling: Based on an internal assessment, Leonardo estimates that approximately 13% of revenues in 2025 is linked to product parts from Helicopters and Aeronautics that could potentially be recycled

RESOURCE OUTFLOWS	UNIT	2025	2024	2023
Total amount of waste generated	t	30,090	32,555	33,065
Total amount diverted from disposal	t	18,208	18,535	16,342
of which Hazardous	t	2,415	2,687	2,236
of which Non-hazardous	t	15,793	15,848	14,106
of which Reused	t	40	0	0
of which Recycled	t	3,117	3,92	3,664
of which Other recovery operations	t	15,051	14,615	12,678
Total amount directed to disposal	t	11,883	14,02	16,723
of which Hazardous	t	5,372	6,059	6,201
of which Non-hazardous	t	6,511	7,961	10,522
of which Incenerated	t	85	92	795,0
of which Disposed in landfill	t	902	1,171	1,276
of which Other disposal operations	t	10,896	12,757	14,652



S1-6

Characteristics of the undertaking’s employees

	2025	2024	2023
GENDER	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES
Men	49,898	48,183	43,070
Female	12,863	12,284	10,496
Other	-	-	n.a.
Not disclosed	1	1	n.a.
Total employees	62,762	60,468	53,566

2025

Employees by employment contract and gender

	FEMALE	MEN	OTHER	NOT DISCLOSED	TOTAL
Number of employees					
	12,863	49,898	-	1	62,762
Number of permanent employees					
	12,488	48,576	-	1	61,065
Number of temporary employees					
	375	1,322	-	-	1,697
Number of non-guaranteed hours employees					
	1	2	-	-	3
Number of full-time employees					
	11,916	49,469	-	1	61,386
Number of part-time employees					
	947	429	-	-	1,376

2024

Employees by employment contract and gender

	FEMALE	MEN	OTHER	NOT DISCLOSED	TOTAL
Number of employees					
	12,284	48,183	-	1	60,468
Number of permanent employees					
	11,913	46,762	-	1	58,676
Number of temporary employees					
	371	1,421	-	-	1,792
Number of non-guaranteed hours employees					
	-	-	-	-	-
Number of full-time employees					
	11,319	47,763	-	1	59,083
Number of part time employees					
	965	420	-	-	1,385

2023

Employees by employment contract and gender

	FEMALE	MEN	OTHER	NOT DISCLOSED	TOTAL
Number of employees					
	10,496	43,070	n.a.	n.a.	53,566
Number of permanent employees					
	10,184	41,948	n.a.	n.a.	52,132
Number of temporary employees					
	312	1,122	n.a.	n.a.	1,434
Number of non-guaranteed hours employees					
	-	-	n.a.	n.a.	-
Number of full-time employees					
	9,642	42,781	n.a.	n.a.	52,423
Number of part time employees					
	854	289	n.a.	n.a.	1,143



S1-6

Employees by Country

	2025	2024	2023
COUNTRY	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES
Italy	38,32	36,704	33,306
United States	7,809	7,782	7,329
United Kingdom	9,362	8,957	8,106
Poland	3,301	3,3	2,913
Other countries	3,97	3,725	1,912
Total	62,762	60,468	53,566

EMPLOYEE TURNOVER	UNIT	2025	2024	2023
Total employees leaving	N.	4,397	3,922	4,039
Percentage of employees leaving on total employees	%	7	6	8

2025

Employees by employment contract and Country

	ITALY	UNITED STATES	UNITED KINGDOM	POLAND	OTHER COUNTRIES	TOTAL
Number of employees						
	38,32	7809	9,362	3,301	3,97	62,762
Number of permanent employees						
	37,919	7,744	8,83	2,94	3,632	61,065
Number of temporary employees						
	401	65	532	361	338	1,697
Number of non-guaranteed hours employees						
	3	-	-	-	-	3
Number of full-time employees						
	37,698	7,611	9,014	3,279	3,784	61,386
Number of part-time employees						
	622	198	348	22	186	1,376

2024

Employees by employment contract and Country

	ITALY	UNITED STATES	UNITED KINGDOM	POLAND	OTHER COUNTRIES	TOTAL
Number of employees						
	36,704	7,782	8,957	3,300	3,725	60,468
Number of permanent employees						
	36,331	7,730	8,437	2,761	3,417	58,676
Number of temporary employees						
	373	52	520	539	308	1,792
Number of non-guaranteed hours employees						
	-	-	-	-	-	-
Number of full-time employees						
	36,057	7,556	8,621	3,283	3,566	59,083
Number of part-time employees						
	647	226	336	17	159	1,385

2023

Employees by employment contract and Country

	ITALY	UNITED STATES	UNITED KINGDOM	POLAND	OTHER COUNTRIES	TOTAL
Number of employees						
	33,306	7,329	8,106	2,913	1,912	53,566
Number of permanent employees						
	32,966	7,274	7,683	1,716	2,493	52,132
Number of temporary employees						
	340	55	423	420	196	1,434
Number of non-guaranteed hours employees						
	-	-	-	-	-	-
Number of full-time employees						
	-	-	-	-	-	-
Number of part-time employees						
	-	-	-	-	-	-



S1-7

Characteristics
of non-employees
in the undertaking’s
own workforce

WORKERS OTHER THAN EMPLOYEES	UNIT	2024	2025
Supervised workers	N.	2,361	2,061





S1-8

Collective bargaining coverage and social dialogue

Trade Union Relations

INDUSTRIAL RELATIONS (% ON TOTAL EMPLOYEES)	UNIT	2025	2024	2023
Employees covered by collective bargaining	n.	48,176	45,557	41,196
	%	77	75	77
Employees who are members of trade unions	n.	18,47	13,311	16,855
	%	29	22	31
Meetings with trade unions	n.	973	755	498
Employees covered by workers' representatives	n.	41,659	37,707	n.a.
	%	66	62	n.a.
Total hours of strike in the reporting period	h.	318,202	78,704	43,362

2025	Employees - EEA (for countries with >50 empl. representing >10% total empl.)	Social Dialogue
COVERAGE RATE	EMPLOYEES - EEA (FOR COUNTRIES WITH >50 EMPL. REPRESENTING >10% TOTAL EMPL.)	WORKPLACE REPRESENTATION (EEA ONLY) (FOR COUNTRIES WITH >50 EMPL. REPRESENTING >10% TOTAL EMPL.)
0-19%	United States	
20-39%	United Kingdom	
40-59%	United Kingdom	
60-79%		
80-100%	Italy, Poland	Italy, Poland

2024	Employees - EEA (for countries with >50 empl. representing >10% total empl.)	Social Dialogue
COVERAGE RATE	EMPLOYEES - EEA (FOR COUNTRIES WITH >50 EMPL. REPRESENTING >10% TOTAL EMPL.)	WORKPLACE REPRESENTATION (EEA ONLY) (FOR COUNTRIES WITH >50 EMPL. REPRESENTING >10% TOTAL EMPL.)
0-19%	United States	
20-39%	United Kingdom	
40-59%	United Kingdom	
60-79%		
80-100%	Italy, Poland	Italy, Poland

2023	Employees - EEA (for countries with >50 empl. representing >10% total empl.)	Social Dialogue
COVERAGE RATE	EMPLOYEES - EEA (FOR COUNTRIES WITH >50 EMPL. REPRESENTING >10% TOTAL EMPL.)	WORKPLACE REPRESENTATION (EEA ONLY) (FOR COUNTRIES WITH >50 EMPL. REPRESENTING >10% TOTAL EMPL.)
0-19%	United States	n.a.
20-39%		n.a.
40-59%	United Kingdom	n.a.
60-79%		n.a.
80-100%	Italy, Poland	n.a.



S1-9

Diversity metrics

EMPLOYEES BY AGE GROUP	UNIT	2025	2024	2023
< 30 years	N.	10,088	9,058	6,941
30-50 years	N.	31,857	30,928	27,940
> 50 years	N.	20,817	20,482	18,685

TOP MANAGEMENT COMPOSITION	UNIT	2025	2024	2023
Men	n.	149	159	177
	%	73	80	84
Female	n.	54	39	34
	%	27	20	16
Other	n.	-	-	n.a.
	%	-	-	n.a.
Not disclosed	n.	-	-	n.a.
	%	-	-	n.a.

NOTES:
Regarding the “Top management” category, the percentage is calculated considering first-level (directly reporting to the CEO) and second-level managerial positions. The executive team (including the CEO) is made up of 19 men (79.2%) and 5 women (20.8%).





S1-12

Persons with disabilities

EMPLOYEES WITH DISABILITY	UNIT	2025	2024	2023
Total employees with disability	N.	1,862	1,803	1,705
Employees with disability Rate	%	3	3	3
Employees with disability by gender	N.	1,862	1,803	1,705
Men	N.	1,322	1,255	1,211
	%	71	70	71
Female	N.	540	548	494
	%	29	30	29
Other	N.	-	-	n.a.
	%	-	-	n.a.
Not disclosed	N.	-	-	n.a.
	%	-	-	n.a.

S1-13

Training and skills development metrics

AVERAGE HOURS OF TRAINING PER EMPLOYEE	UNIT	2025	2024	2023
Training hours	hours	26.2	23.0	24.1
Training hours by gender				
Men	hours	26.9	23.2	24.8
Female	hours	23.4	22.5	21.3
Other	hours	-	-	n.a.
Not disclosed	hours	5	19	n.a.
Training hours by employee category				
Managers	hours	17.5	13.9	15.1
Middle managers	hours	21.1	22.1	21.1
White collars	hours	24.0	22.8	22.4
Blue collars	hours	35.8	25.0	30.7



S1-14

Health and safety metrics

INJURIES OF EMPLOYEES	UNIT	2025	2024	2023
Number of injuries of employees	N.	203	174	179
Injury Rate (IR) of employees by gender	i	1.93	1.70	2.03
Men	i	1.92	1.74	2.15
Female	i	1.95	1.53	1.51
Other	i	-	-	n.a.
Not disclosed	i	-	-	n.a.

INJURIES OF WORKERS NOT EMPLOYEES	UNIT	2025	2024	2023
Number of injuries of workers not employees	N.	7	16	8
Total Injury Rate of workers not employees	i	1.89	4.01	2.57

INJURIES OF VALUE CHAIN WORKERS	UNIT	2025	2024	2023
Number of injuries of Value Chain workers	N.	n.a.	75	85

FATALITIES FROM WORK-RELATED INJURIES AND FROM WORK-RELATED ILL-HEALTH	UNIT	2025	2024	2023
Fatalities from work-related injuries and from work-related ill-health of employees	N.	-	-	-
Fatality Rate of employees	i	-	-	-
Fatalities from work-related injuries and from work-related ill-health of not employees	N.	-	-	-
Fatalities Rate of workers not employees	i	-	-	-
Fatalities from work-related injuries and from work-related ill-health of Value Chain workers	N.	-	-	n.a.

HEALTH AND SAFETY INDICATORS	UNIT	2025	2024	2023
Total occupational diseases	N.	17	8	29
Occupational Disease Rate (ODR)	i	0.03	0.02	0.07
Total number of lost days	days	5,264	5,421	15,195
Lost Days Rate (LDR)	i	9.99	10.58	34.54
Absenteeism Rate (AR)	i	4.72	6.98	4.83

NOTES:
Details on indicator calculation: ODR is calculated using the following formula: (Total cases of occupational diseases / Total worked hours)*200,000. LDR is calculated using the following formula: (Total days of lost work / Total worked hours)*200,000. AR is calculated using the following formula: (Total days of absence / Total working days)*100.



S1-15

Work-life balance metrics

WORK-LIFE BALANCE METRICS	UNIT	2025	2024	2023
Employees entitled to parental leave	N.	62,762	60,468	53,566
Percentage of employees entitled to parental leave	%	100	100	100
Employees who took parental leave during the reporting period, by gender	N.	1,76	1,895	1,726
Percentage of employees who took parental leave during the reporting period, by gender	%	3	3	3
Men	N.	1,282	1,456	1,288
	%	2	2	2
Female	N.	478	439	438
	%	1	1	1
Other	N.	-	-	n.a.
	%	-	-	n.a.
Not disclosed	N.	-	-	n.a.
	%	-	-	n.a.

S1-16

Compensation metrics
(pay gap and total compensation)

REMUNERATIVE METRICS	UNIT	2025	2024	2023
Gender pay gap	%	98	98	98
Remuneration ratio of the highest paid individual to the median annual total remuneration for all employees	i	40	37	36





Other environmental indicators

Environmental violations

VIOLATIONS OF ENVIRONMENTAL LEGAL OBLIGATIONS/ REGULATIONS	UNIT	2025
Number of violations of environmental legal obligations/ regulations	n.	6
<i>of which gave rise to sanctions > 10k\$</i>	<i>n.</i>	-
Total amount of sanctions > 10k\$ paid in the year	€	-

Reporting on breaches

REPORTING AREAS	NUMBER OF BREACHES IN FY 2025
Corruption or Bribery	0
Discrimination or Harassment	4
Customer Privacy Data	0
Conflicts of Interest	1
Money Laundering or Insider trading	0

Sustainable Raw Materials

SUSTAINABLE RAW MATERIALS	UNIT	2024	2025
Plastic Raw Materials			
Plastic materials in products (no packaging)	t	78,76	20,4
% of materials that are recycled	%	5	10,0
Metal Raw Materials			
Aluminium	kton	0,143	23
Magnesium	kton	0,015	0,03
Iron/steel	kton	10,4	3,9
Paper and cardboard	kton	0,8	1,7
Semi-finished products	kton	6,9	12,7
Metal Raw Materials			
Copper	t	237	385
Nickel	t	0	–
Titanium	t	154	125

Other air emissions

OTHER AIR EMISSIONS	UNIT	2021	2022	2023	2024	2025
NO _x	t	162	143	146	152	134
SO ₂	t	1	2	2	2	1,5
VOC	t	99	166	178	146	198
VIC	t	3	3	3	2	1,8
Heavy metal	t	0,5	0,4	0,9	1	0,8
Particulate	t	13	19	16	13	16



Taxonomy indicators

EU Taxonomy KPIs: voluntary disclosure FY2025

NOTES:
In the 2025 Integrated Annual Report are reported the results related to eligibility/alignment according to the framework in force today. The particularly low alignment values depend on the fact that the “core” activities for AD&S are eligible but not aligned, as the “significant contribution” criteria of the two sector-relevant activities seem to have been designed for commercial goods, without considering the peculiarities of the defence sector.
It should be noted that a further cause of the lack of alignment is the provisions of the DNSH criterion referring to the pollution target, which, in many cases, prohibits the use of chemicals included in the European regulations referred to. If this criterion were more closely aligned with the normative dictate of these European regulations, which allow – under certain conditions – the use of these substances, part of Leonardo’s Customer Support activities and those ancillary to its business (such as energy efficiency measures) could be aligned.
For the sake of completeness and as a voluntary disclosure, the % of revenues, CapEx and OpEx that would be aligned is shown below.

	ELIGIBLE	ALIGNED
Revenues	65%	5%
CapEx	67%	5,6%
OpEx	73%	4,2%



Other Diversity metrics

Diversity and equal opportunities

DIVERSITY OF GOVERNANCE BODIES	UNIT	2025	2024	2023
Composition of governance bodies by gender and age				
Men	%	58	58	58
Female	%	42	42	42
Other	%	-	-	n.a.
Not disclosed	%	-	-	n.a.
< 30 years	%	-	-	-
30-50 years	%	25	25	33
> 50 years	%	75	75	67

Diversity - Disability

EMPLOYEES WITH DISABILITY	UNIT	2025	2024	2023
Total employees with disability				
Employees with disability Rate	%	3	3	3
Employees with disability by gender	N.	1,862	1,803	1,705
Men	N.	1,322	1,255	1,211
	%	71	70	71
Female	N.	540	548	494
	%	29	30	29
Other	N.	-	-	n.a.
	%	-	-	n.a.
Not disclosed	N.	-	-	n.a.
	%	-	-	n.a.

Diversity - gender pay gap

GENDER PAY GAP	TOP PAY QUARTILE	UPPER MIDDLE PAY QUARTILE	LOWER MIDDLE PAY QUARTILE	LOWER QUARTILE	TOTAL
Men	81%	77%	77%	85%	80%
Women	19%	23%	23%	15%	20%
2023 remuneration ratio	93%	99%	101%	93%	98%

NOTES:
First Quartile: employees with higher remuneration.
Second Quartile: employees with medium-high remuneration.
Third Quartile: employees with low-medium remuneration
Fourth Quartile: employees with lower remuneration.
Remuneration ratio is calculated on 96.5% of employees using the following formula: women average remuneration/men average remuneration.
The total median value of the remuneration ratio is 104%. 10% of employees with the highest remuneration is composed of 18% women and 82% men.

Diversity - gender pay gap

GENDER PAY GAP BY CATEGORY	UNIT	2025
Managers	%	91
Middle managers	%	95
White collars	%	92
Blue collars	%	96



Gender diversity
Women in revenue-generating and STEM positions

GENDER DIVERSITY	UNIT	2024	2025
Share of women in management positions in revenue-generating functions as % of all such managers	%	18.6	23.9
Share of women in STEM-related positions as % of total STEM positions	%	17.2	14.0
Percent Women IT/Engineering (*)	%	17.3	16.0
Women Promoted Percentage of Total Promoted Pct	%	20.2	31.0

* women working in functional roles with IT (Information Technology) and/or Engineering (Research & Development; Programming/Coding) responsibilities at the company, of the total employees working in these roles.

Parental Leave

PARENTAL LEAVE - OTHER INFO	UNIT	2024	2025
Minimum number of weeks of fully paid primary parental leave offered by the company (*)	N.	21	21
Minimum number of weeks of fully paid secondary parental leave offered by the company (*)	N.	2	2
Parental Leave Retention Rate (**)	%	89	86
Women Parental Leave Retention Rate (**)	%	93	92

* Data refers to Italy, where Leonardo is headquartered. Fully paid primary and secondary parental leave envisaged by Italian law are equal to 21 weeks and 10 days (2 weeks) respectively. Besides, Leonardo in Italy offers 1 additional day of fully paid primary/secondary parental leave.

** the percentage of full-time employees that remained employed by the company 12 months after their return from parental leave.



S1-6 Characteristics of the undertaking’s employees

Hires and Turnover

NEW EMPLOYEE HIRES	UNIT	2025	2024	2023
Total hires and gender breakdown	N.	6,666	7,434	6,118
Percentage of hires on total employees	%	11	12	11
Men	N.	5,131	5,642	4,618
Female	N.	1,535	1,792	1,500
Other	N.	-	-	n.a.
Not disclosed	N.	-	-	n.a.
Number of hires by Age group		6,666	7,434	6,118
Percentage of hires by Age group on total employees	%	11	12	11
< 30 years	N.	3,478	3,757	2,979
30-50 years	N.	2,619	2,978	2,522
> 50 years	N.	569	699	617
Number of hires by Country		6,666	7,434	6,118
Percentage of hires by Country on total employees	%	11	12	11
Italy	N.	3,237	3,246	2,626
United States	N.	1,227	1,437	1,313
United Kingdom	N.	1,211	1,426	1,315
Poland	N.	193	538	472
Other countries	N.	798	787	392
Number of employees hired with a technical-scientific degree (STEM) (*)		2,891	3,161	2,644
Men	N.	2,272	2,428	2,051
Female	N.	619	733	593
Other	N.	-	-	n.a.
Not disclosed	N.	-	-	n.a.

EMPLOYEE TURNOVER	UNIT	2025	2024	2023
Total employees leaving and gender breakdown	N.	4,397	3,922	4,039
Percentage of employees leaving on total employees	%	7	6	8
Men	N.	3,426	3,089	3,229
Female	N.	971	833	810
Other	N.	-	-	n.a.
Not disclosed	N.	-	-	n.a.
Number of employees leaving by Age group		4,397	3,922	4,039
Percentage of employees leaving by Age group on total employees	%	7	6	8
< 30 years	N.	1,091	855	798
30-50 years	N.	1,587	1,217	1,237
> 50 years	N.	1,719	1,85	2,004
Number of employees leaving by Country		4,397	3,922	4,039
Percentage of employees leaving by Country on total employees	%	7	6	8
Italy	N.	1,611	1,432	1,645
United States	N.	1,195	960	1,141
United Kingdom	N.	807	780	773
Poland	N.	193	149	176
Other countries	N.	591	601	304
Number of employees leaving by Category		4,397	3,922	4,039
Percentage of employees leaving by Category on total employees	%	7	6	8
Managers	N.	108	133	109
Middle managers	N.	590	545	569
White collars	N.	2,792	2,411	2,369
Blue collars	N.	907	832	991
Pilots	N.	-	1	1

NOTES: hiring data do not include the increase in headcount related to acquisitions

Internal mobility

WORKFORCE PROFILE	UNIT	2025	2024
Number of open positions/vacancies in internal Job posting portal	N.	4553	3901
of which filled by internal candidates	N.	586	485



Other Training metrics

Training and skills development metrics

AVERAGE HOURS OF TRAINING PER EMPLOYEE BY AGE GROUP	UNIT	2025	2024	2023
< 30 years	hours	38.0	38.7	37.3
30-50 years	hours	27.7	23.3	26.1
> 50 years	hours	18.1	15.7	16.3

N. EMPLOYEES WHO RECEIVED TRAINING	UNIT	2025	2024	2023
N. employees who received training in the reporting period	n.	60,973	54,8	51,605

AVERAGE HOURS OF TRAINING PER EMPLOYEE BY MANDATORY	UNIT	2025	2024	2023
Total average training hours by mandatory	hours	26.19	24.13	24.13
Mandatory training	hours	12.3	12.8	14.8
Non mandatory training	hours	13.9	10.2	9.3

Training & Development inputs

TRAINING	2025
Average amount spent per FTE on training and development	331 €





S1-6 Characteristics of the undertaking’s employees

Other Employees indicators

EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER	UNIT	2025	2024	2023
Managers	N,	1,253	1,251	1,169
Men	N,	1,016	1,03	993
Female	N,	237	221	176
Other	N,	-	-	n.a.
Not disclosed	N,	-	-	n.a.
Middle managers	N,	7,854	7,61	6,579
Men	N,	6,161	6,017	5,244
Female	N,	1,693	1,593	1,335
Other	N,	-	-	n.a.
Not disclosed	N,	-	-	n.a.
White collars	N,	39,295	37,527	32,336
Men	N,	29,77	28,419	24,647
Female	N,	9,524	9,107	7,689
Other	N,	-	-	n.a.
Not disclosed	N,	1	1	n.a.
Blue collars	N,	14,31	14,03	13,431
Men	N,	12,901	12,667	12,135
Female	N,	1,409	1,363	1,296
Other	N,	-	-	n.a.
Not disclosed	N,	-	-	n.a.
Pilots	N,	50	50	51
Men	N,	50	50	51
Female	N,	-	-	-
Other	N,	-	-	n.a.
Not disclosed	N,	-	-	n.a.

NOTES: Middle managers include Middle mangers and Junior managers

EMPLOYEES BY COUNTRY AND GENDER	UNITÀ	2025	2024	2023
Italy	N.	38,32	36,704	33,306
Men	N.	31,272	30,024	27,459
Female	N.	7,047	6,679	5,847
Other	N.	-	-	n.a.
Not disclosed	N.	1	1	n.a.
United States	N.	7,809	7,782	7,329
Men	N.	5,766	5,742	5,413
Female	N.	2,043	2,04	1,916
Other	N.	-	-	n.a.
Not disclosed	N.	-	-	n.a.
United Kingdom	N.	9,362	8,957	8,106
Men	N.	7,336	7,042	6,462
Female	N.	2,026	1,915	1,644
Other	N.	-	-	n.a.
Not disclosed	N.	-	-	n.a.
Poland	N.	3,301	3,3	2,913
Men	N.	2,585	2,609	2,317
Female	N.	716	691	596
Other	N.	-	-	n.a.
Not disclosed	N.	-	-	n.a.
Other countries	N.	3,97	3,725	1,912
Men	N.	2,939	2,766	1,419
Female	N.	1,031	959	493
Other	N.	-	-	n.a.
Not disclosed	N.	-	-	n.a.



S1-13 Training and skills development metrics

Performance appraisal

TOTAL EMPLOYEES ASSESSED	UNIT	2025	2024	2023
Employees with performance appraisal	N.	43,311	41,091	29,059
	%.	69	68	54

EMPLOYEES ASSESSED BY GENDER	UNIT	2025	2024	2023
Men	N.	33,251	31,562	22,534
	%	67	66	52
Female	N.	10,058	9,528	6,525
	%	78	78	62
Other	N.	1	0	n.a.
	%	-	0	n.a.
Not disclosed	N.	1	1	n.a.
	%	100	100	n.a.

EMPLOYEES ASSESSED BY CATEGORY	UNIT	2025	2024	2023
Managers	N,	1,153	1,107	1,084
	%	92	88	93
Middle managers	N,	7,13	6,967	6,000
	%	91	92	91
White collars	N,	32,468	30,149	19,494
	%	83	80	60
Blue collars	N,	2,389	2,797	2,425
	%	17	20	18



Ethnic minorities

ETHNIC MINORITY UK EMPLOYEES	UNIT	2025	2024	2023
Employees from minorities by gender	N.	500	325	248
Men	N.	358	246	181
Female	N.	142	79	67
Other	N.	-	-	
Not disclosed	N.	-	-	
Ethnic minority employees by category	N.	500	325	144
Managers	N.	-	1	2
Middle managers	N.	38	30	25
White collars	N.	456	289	113
Blue collars	N.	6	5	4
Pilots	N.	-	-	-
Ethnic minority employees by type	N.	500	325	248
Asian / Asian British	N.	292	192	144
of which managers and middle managers	N.	22	19	17
Black African / Black British / Carribean	N.	81	51	51
of which managers and middle managers	N.	4	2	2
Mixed / Multiple ethnic (White and Black Caribbean, White and Black African, White and Asian, Any other Mixed or multiple ethnic background)	N.	106	72	30
of which managers and middle managers	N.	12	10	5
Other	N.	21	10	23
of which managers and middle managers	N.	-	-	4

ETHNIC MINORITY US EMPLOYEES	UNIT	2025	2024	2023
Employees from minorities by gender	N.	2,120	2,065	1,860
Men	N.	1,463	1,410	1,269
Female	N.	657	654	591
Other	N.	-	1	
Not disclosed	N.	-	-	
Ethnic minority employees by category	N.	2,120	2,065	1,860
Managers	N.	11	9	9
Middle managers	N.	313	299	266
White collars	N.	856	804	739
Blue collars	N.	939	951	844
Pilots	N.	1	2	2
Ethnic minority employees by type	N.	2,120	2,065	1,860
Asian	N.	581	573	540
of which managers and middle managers	N.	83	80	71
Black or African American	N.	554	543	488
of which managers and middle managers	N.	78	75	62
American Indian (Alaska Native)	N.	15	19	19
of which managers and middle managers	N.	7	9	9
Hispanic or Latino	N.	736	709	624
of which managers and middle managers	N.	114	101	94
Native Hawaiian	N.	13	15	13
of which managers and middle managers	N.	2	2	2
Other Pacific Islander	N.	-	1	-
of which managers and middle managers	N.	-	-	-
Mixed / Multiple ethnic	N.	207	205	176
of which managers and middle managers	N.	43	42	37
Other	N.	14	-	-
of which managers and middle managers	N.	2	-	-



Taxes

Country-by-Country Reporting

2024						
TAX JURISDICTION	NOTES	USA	UK	POLAND	ITALY	OTHER COUNTRIES
Revenues from third parties	1	3,52	2,673	316	11,252	1,124
Revenues from related parties	2	215	284	404	1,424	1,676
Total revenues	3	3,736	2,957	720	12,676	2,8
Profit/(Loss) before income taxes	4	178	310	63	490	1,486
Income taxes paid (based on cash accounting)	5	(80)	(26)	(16)	(24)	(13)
Income taxes accrued in the year		52	38	11	39	29
Workforce	6	7,777	8,901	3,302	36,567	3,921
Property, plant and equipment other than cash and cash equivalents	7	390	262	74	2,144	79

NOTES:

1. Revenues from third parties: include all revenues (as defined below), net of those from companies subject to CBCR.

2. Revenues from related parties: include all revenues (as defined below) from companies subject to CBCR.

3. Revenues: include all revenues and financial income, net of dividends received from related parties from companies subject to CBCR.

4. Profit/(Loss) before income taxes: includes the result before tax and the result from discontinued operations, net of dividends received from companies subject to CBCR.

5. Income taxes paid: positive value indicates receipts, while negative value indicates payments. This includes payments for current tax and for tax disputes.

6. Workforce: number of employees entered in the register on the last day of the period (31 December).

7. Property, plant and equipment other than cash and cash equivalents: include tangible assets and investment property.

2023						
TAX JURISDICTION	NOTES	USA	UK	POLAND	ITALY	OTHER COUNTRIES
Revenues from third parties	1	3,173	2,342	240	9,924	678
Revenues from related parties	2	217	251	311	1,198	195
Total revenues	3	3,39	2,593	550	11,122	873
Profit/(Loss) before income taxes	4	156	240	41	308	88
Income taxes paid (based on cash accounting)	5	(42)	(37)	(11)	(105)	(6)
Income taxes accrued in the year		68	37	24	39	21
Workforce	6	7,327	8,047	2,916	33,215	2,061
Property, plant and equipment other than cash and cash equivalents	7	328	230	62	1,987	62



Supply chain & Innovation

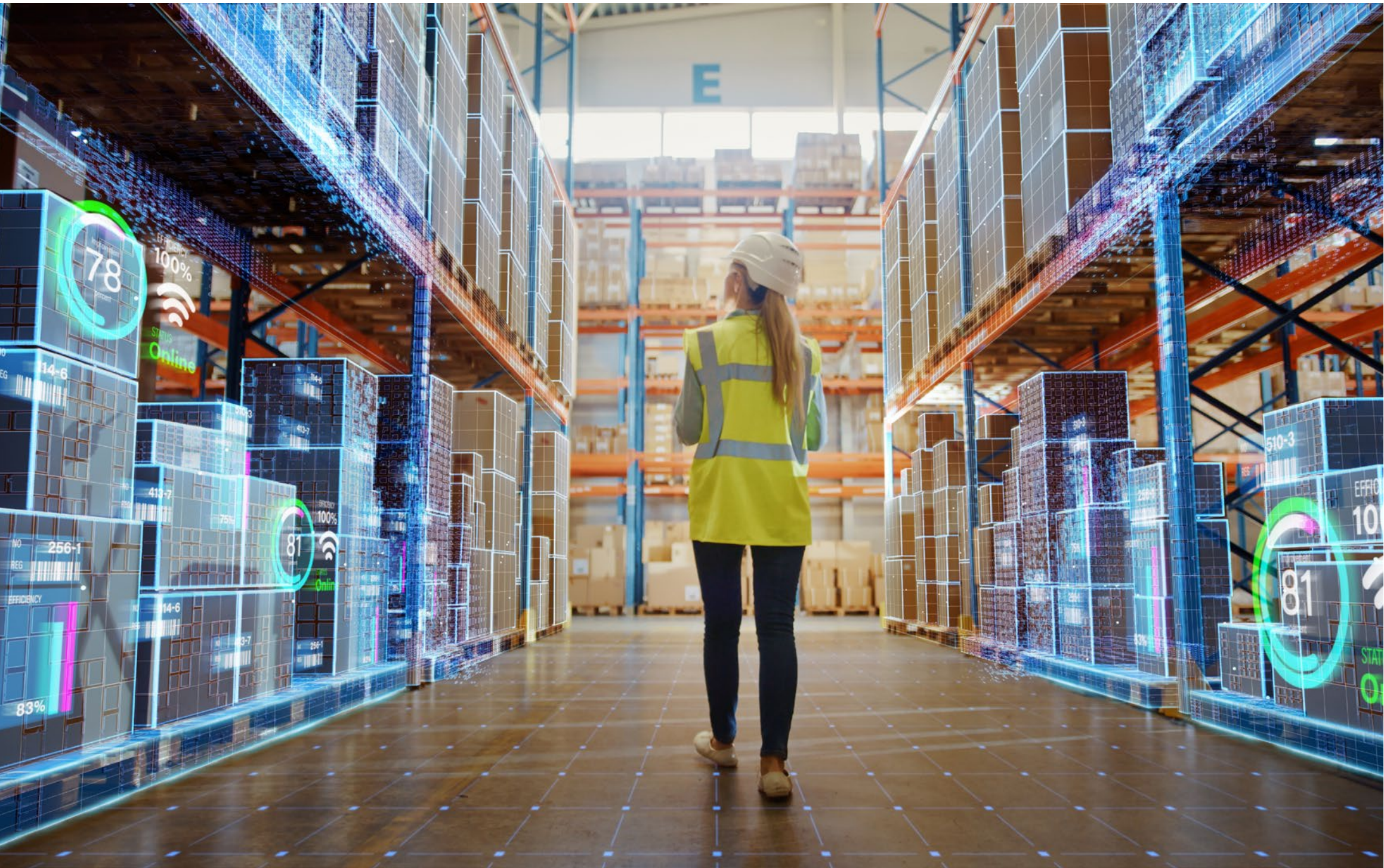
Supply chain objectives and KPIs

TARGETS	UNIT	2025	TARGET	TARGET YEAR
% of suppliers per emission with decarbonization “Science-based” objectives	%	16%	58%	2028
Number of key suppliers to whom to deliver training on sustainability issues	N	306	≥ 500	2027
%(in value) of major new tenders awarded, which include ESG criteria or requirements*	%	34%	>70%	2028

Innovation targets

TARGET	UNIT	2025	TARGET	TARGET YEAR
Increase in computing power per capita (vs 2020)	%	222	40	2025
Increase in storage capacity per capita (vs 2020)	%	109	40	2025
Computing power per capita (Gigaflops on no. of Italian employees)	Gigaflop	637		
Data storage capacity per capita (Gigabyte on no. of Italian employees)	Gigabyte	1,827		

* Calculated on tenders valued >1M€ managed through Leonardo portal. It does not include DRS, the Electronics Division of Leonardo UK and local purchases on the part of foreign subsidiaries.



	2025
Total number of suppliers	11000
Significant suppliers	801
Significant suppliers supported with development measures	528
Significant suppliers assessed via desk assessments/on-site assessments	530



S1-14 Health and safety metrics

Certified management systems

(coverage on total employees)

% OF EMPLOYEES COVERED BY QUALITY MANAGEMENT SYSTEMS CERTIFIED	UNIT	2025	2024	2023
Health and safety management systems	%			
ISO 45001:2018 Certification	%	79	77	81
Environmental management systems	%			
ISO 14001:2015 Certification	%	81	79	82
Quality management systems	%			
ISO 9001 Certification	%	89	89	89
AS/EN 9100:2018 Certification	%	80	79	83





SASB quantitative indicators

DISCLOSURE		SECTION/NOTES
RT-AE-000.A	Production/trend by reportable segment	Profile Sector results and outlook
RT-AE-000.B	Number of employees	Own workforce
RT-AE-130a.1	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable	Climate change and decarbonisation
RT-AE-150a.1	Amount of hazardous waste generated percentage recycled	Resource use of and circular economy
RT-AE-150a.2	Number and aggregate quantity of reportable spills, quantity recovered	E2-4 Pollution of air, water and soil
RT-AE-230a.1	(1) Number of data breaches (2) Percentage involving confidential information	Governance Business conduct
RT-AE-230a.2	Description of approach to identifying and addressing data security risks in (1) company operations and (2) products	Value chain Business conduct
RT-AE-250a.1	Number of recalls issued, total units recalled	Any measure issued to the in-service fleet, should there be a safety impact, is covered by the Authority with an Emergency Airworthiness Directive (see indicator RT-AE-250a.3).
RT-AE-250a.2	Number of counterfeit parts detected, percentage avoided	NA

DISCLOSURE		SECTION/NOTES
RT-AE-250a.3	Number of Airworthiness Directives received, resulting in Emergency Airworthiness Directive, total units affected	"In the applicable businesses, Leonardo has Airworthiness Review processes in place to investigate any events with potential impact on the safety of its products and takes appropriate precautionary and/or corrective actions. Following the investigations and in compliance with the current regulations, Leonardo agrees with the competent aviation authority on the issuance of Emergency Airworthiness Directives and Alert Service Bulletins (ASBs). With regard to helicopters, EASA did not issue any Emergency Airworthiness Directives in 2025. More information is available on the website of the European Union Aviation Safety Agency. With regard to aircraft, Leonardo Aeronautics-Aircraft Business Unit agreed with DAAA one AD for C-27J, three ADs for M-345, and one AD for M-346 in 2025. Furthermore, there was the issue of one AD on the part of the Australian DASA applicable only to the fleet of C-27J RAAF."
RT-AE-250a.4	Amount of fines and legal and regulatory transactions associated with product safety	No fine/settlement agreement associated with Emergency Airworthiness directives referred to in indicator RT-AE-250a.3.
RT-AE-410a.1	Revenue from alternative energy-related products	Some of the helicopters produced by Leonardo can operate with fuels having up to 50% of SAFs without operational limitations or performance degradation are the following: AW139, AW169, AW189, AW149, A109S, AW109SP, AW119MkII, A109A/AII, A109C, A109K2, A109E, A119.
RT-AE-410a.2	Description of strategic approach to reduce fuel consumption and greenhouse gas (GHG) emissions of products	Climate change and decarbonisation
RT-AE-440a.1	Description of risk management associated with the use of critical materials	Risk factors
RT-AE-510a.1	Total amount of monetary losses resulting from legal proceedings associated with incidents of corruption, bribery and/or illicit international trade.	In 2025, there were not convictions or compensation ordered to the Group's legal entities as part of criminal proceedings for corruption.
RT-AE-510a.2	Revenues from countries classified in band "E" and "F" of Transparency International's Government Defence Anti-Corruption Index	13% of revenues in 2025 from countries classified in bands E and F of the Government Defence Anti-Corruption Index of Transparency International.



PAI

ADVERSE SUSTAINABILITY INDICATOR		METRIC	LEONARDO'S DISCLOSURE
CLIMATE AND OTHER ENVIRONMENT-RELATED INDICATORS			
Greenhouse gas emissions	1. GHG emissions	Scope 1 GHG emissions	185,446 tons
		Scope 2 GHG emissions	54,378 tons
		Scope 3 GHG emissions	5,167,604 tons
		Total GHG emissions	5,407,428 tons
	2. Carbon footprint	Carbon footprint	Not applicable for Leonardo. It can be calculated by investors based on indicators reported in section 1. GHG emissions and on Leonardo's revenues, which in 2025 are equal to €19.5 bil.
	3. GHG intensity of investee companies "	GHG intensity of investee companies	Not applicable for Leonardo. It can be calculated by investors based on indicators reported in section 1. GHG emissions and on Leonardo's revenues, which in 2025 are equal to €19.5 bil.
	4. Exposure to companies active in the fossil fuel sector	Share of investments in companies active in the fossil fuel sector	Not applicable, as Leonardo does not derive any revenues from activities related to the fossil fuel sector.
	5. Share of non-renewable energy consumption and production"	Share of non-renewable energy consumption and non-renewable energy production of investee companies from non-renewable energy sources compared to renewable energy sources, expressed as a percentage	In 2025 Leonardo consumed 61% of energy from non-renewable sources, equal to 3,311 TJ.

ADVERSE SUSTAINABILITY INDICATOR		METRIC	LEONARDO'S DISCLOSURE
Greenhouse gas emissions	6. Energy consumption intensity per high impact climate sector	"Energy consumption in GWh per million EUR of revenue of investee companies, per high impact climate sector "	"2025 total energy consumption: 5,427 TJ. 2025 revenues: €19.5 bil."
Biodiversity	7. Activities negatively affecting biodiversity-sensitive areas	Share of investments in investee companies with sites/operations located in or near to biodiversity-sensitive areas where activities of those investee companies negatively affect those areas	Leonardo deploys numerous actions that in some cases produce a reduction in impacts on biodiversity, such as those for decarbonisation and optimisation of environmental resources while in others they enable biodiversity gains, as in the case of actions for active restoration and regeneration of ecosystems. The Group conducts a precise mapping of production sites and their relative distance from protected natural areas in order to assess any interconnections with ecosystems. For more information on Leonardo's commitment on biodiversity, please see paragraph "Biodiversity and ecosystems" of the chapter "Environmental Information" of the Integrated Annual Report 2025.
Water	8. Emissions to water	Tonnes of emissions to water generated by investee companies per million EUR invested, expressed as a weighted average	NA For more information on Leonardo's commitment see "Water and water consumption" paragraph in the chapter "Environmental Information" of the Integrated Annual Report 2025.
Waste	9. Hazardous waste ratio	Tonnes of hazardous waste generated by investee companies per million EUR invested, expressed as a weighted average	Not applicable for Leonardo. It can be calculated by investors based on hazardous waste which in 2025 are equal to 7,787 tons.



ADVERSE SUSTAINABILITY INDICATOR	METRIC	LEONARDO'S DISCLOSURE
SOCIAL AND EMPLOYEE, RESPECT FOR HUMAN RIGHTS, ANTI-CORRUPTIONAND ANTI-BRIBERY MATTERS		
Social and employee matters	10. Violations of UN Global Compact principles and Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises	Share of investments in investee companies that have been involved in violations of the UNGC principles or OECD Guidelines for Multinational Enterprises Leonardo is member of the United Nations Global Compact (UNGC) since 2018. Leonardo acts with integrity and transparency in compliance with regulations and with zero tolerance for any type of corruption to ensure the most proper management of the business and to establish relationships of trust and collaboration with employees, customers, suppliers and all other counterparties, which are asked to accept and apply the principles and values stated in the Charter of Values, the Code of Ethics and other codes of conduct. Leonardo confirms its commitment to respecting and promoting the Ten Principles of the United Nations Global Compact related to human rights, labour, environment and anti-corruption. The model for the responsible conduct of business, inspired by national and international best practices, is based on company codes of conduct and a system of clear rules, periodically updated, which guide compliant and responsible behaviour.

ADVERSE SUSTAINABILITY INDICATOR	METRIC	LEONARDO'S DISCLOSURE
Social and employee matters	11. Lack of processes and compliance mechanisms to monitor compliance with UN Global Compact principles and OECD Guidelines for Multinational Enterprises	Share of investments in investee companies without policies to monitor compliance with the UNGC principles or OECD Guidelines for Multinational Enterprises or grievance / complaints handling mechanisms to address violations of the UNGC principles or OECD Guidelines for Multinational Enterprises Leonardo undertakes to carry out its activities in full respect of human rights, which are integrated into the Group's Code of Ethics and Charter of Values, based on the principles of the United Nations' Universal Declaration of Human Rights, the International Labour Organisation (ILO) Conventions, the OECD (Organization for Economic Co-operation and Development) guidelines, the Charter of Fundamental Rights of the European Union and additional relevant regulations. In order to identify and promptly manage potential risks and negative impacts on human rights, Leonardo has mechanisms in place for the management of reports, either signed or anonymous, and has set up a dedicated communication channel.
	12. Unadjusted gender pay gap	Average unadjusted gender pay gap of investee companies The 2025 gender pay gap is 2%. For more details see paragraph "Own workforce" of the chapter "Social Information" of the Integrated Annual Report 2025."
	13. Board gender diversity	Average ratio of female to male board members in investee companies 42% on the Board of Directors (5/12) and 44% (4/9) on the Board of Statutory Auditors are women.
	14. Exposure to controversial weapons (anti-personnel mines, cluster munitions, chemical weapons and biological weapons)	Share of investments in investee companies involved in the manufacture or selling of controversial weapons Leonardo is non-involved in the production, development, storage, trade and/or sale of non-conventional weapons (e.g., cluster bombs, landmines, biological and chemical weapons, blinding laser weapons, incendiary weapons, depleted uranium weapons). Moreover, Leonardo is non-involved in nuclear weapons production or maintenance activities.



Headquarter Leonardo

Piazza Monte Grappa 4 - 00195 Roma

