

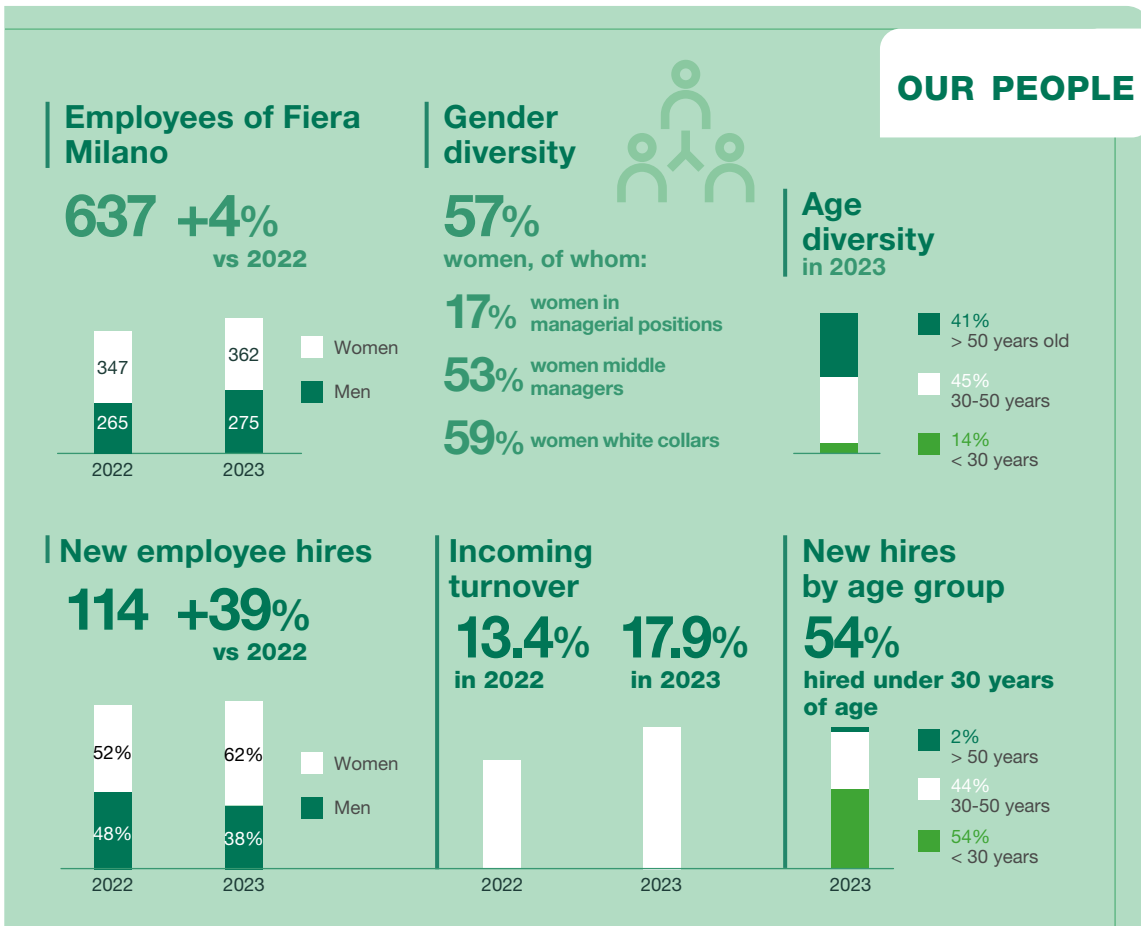
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People increasingly at the center

Key highlights	79
Main trends in the exhibition sector	80
Staff composition	81
Diversity and Inclusion	81
The Action Plan for Human Resources	82
Talent recruitment and retention	86
Training	88
Development and enhancement pathways	91
Skills assessment	95
Employee engagement and wellbeing	96
Remuneration and incentive policies	99
Engagement with trade unions	100
Staff composition: breakdown	102



KEY HIGHLIGHTS



MAIN TRENDS IN THE EXHIBITION SECTOR

The exhibition and congress labour market is seeing increasingly intense competition within the two areas that are considered essential in supporting sustainable growth and maintaining a competitive edge in a fast-moving industry: firstly, attracting new talent, and secondly, an effective retention policy. Fiera Milano is directing its efforts in these areas, with tangible results: incoming turnover rose from 13.4% in 2022 to 17.9% in 2023, underscoring Fiera Milano's dedication to attracting and developing new talent, thus promoting ongoing enhancement of the company's expertise. In 2023, the company welcomed 114 new employees, with 54% of them being under the age of 30 and 62% being female. This underlines the Group's dedication to fostering gender equality by implementing recruitment policies that actively support the inclusion and advancement of women in the workplace.

STAFF COMPOSITION

At 31 December 2023, the Group had **637 employees**, of whom **57% were women**. **114 new employees** joined the company, of whom **54% were under 30**, and 62% were female. Italy is the country where most of the workforce is located (95%), confirming strong territorial roots. 96% of the contracts are permanent (609), a figure that reflects the Group's commitment to guaranteeing full employment and long-term prospects. **Incoming turnover rose from 13.4% in 2022 to 17.9% in 2023**, confirming Fiera Milano's commitment to attracting and enhancing new talent to integrate in its workforce, thus fostering continuous growth in the company's competencies. For the sake of completeness, it should be noted that Fiera Milano's workforce also consists of 8 contractors/consultants.

Total number of employees by gender, contract type, contract level, age and country

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Permanent	256	337	593	260	331	591	266	343	609
Fixed term	1	4	5	5	16	21	9	19	28
TOTAL Group	257	341	598	265	347	612	275	362	637

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	25	2	27	27	3	30	20	4	24
Middle Managers	46	46	92	46	50	96	48	54	102
White collar workers	186	293	479	192	294	486	207	304	511
TOTAL Group	257	341	598	265	347	612	275	362	637

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Full time	255	295	550	263	291	561	273	309	582
Part time	2	46	48	2	56	51	2	53	55
TOTAL Group	257	341	598	265	347	612	275	362	637

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Under 30 years	10	19	29	22	30	52	37	55	92
Between 30-50 years	126	175	301	122	169	291	125	162	287
Over 50 years old	121	147	268	121	148	269	113	145	258
TOTAL Group	257	341	598	265	347	612	275	362	637

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Italy	246	325	571	254	330	584	262	344	606
Abroad	11	16	27	11	17	28	13	18	31
TOTAL Group	257	341	598	265	347	612	275	362	637

DIVERSITY AND INCLUSION

Fiera Milano has always been committed to **valuing diversity in its many dimensions** (gender, age, ethnicity, disability, sexual orientation, religion and culture), considering diversity a fundamental value. Thanks to the unique contribution of each employee, it is possible to ensure a cohesive, dynamic and innovative working environment, ready to face the challenges encountered. Ensuring that everyone can realise their potential every day and feel valued for their unique attributes is an essential aspect of corporate management for a company like Fiera Milano, which places the individual at the heart of its operations.

Confirming the importance the Group assigns to valuing diversity and including all the resources present in the company, the **figure of the Diversity & Inclusion Manager** was formalised in 2022, in charge of coordinating all activities aimed at promoting a human resources management policy that favours gender equality. It is committed to promoting actions that maximise the value of diversity and inclusion within the company and is responsible for researching, developing and implementing innovative Diversity & Inclusion strategies. One of the tasks assigned to the Diversity & Inclusion Manager is reviewing guidelines, procedures and practices in the Fiera Milano Group to ensure the elimination of obstacles to gender equality and inclusiveness. This figure is also responsible for setting Diversity & Inclusion goals and targets in the Sustainability Plan and, if necessary, assigning them to Group managers, consistent with the annual Performance and Leadership Management process and the incentive systems in place.

The Diversity & Inclusion Manager also aims to disseminate and promote a culture of inclusion through:

- the coordination of awareness-raising and training initiatives for employees;
- taking up and evaluating suggestions from colleagues, turning them into concrete projects and initiatives and bringing them to the attention of management;
- the development of agreements with organisations and associations that can support the Group in its growth path, and at the same time, the identification of virtuous examples in the market from which to draw inspiration.

In defining the Diversity & Inclusion guidelines and areas of intervention, Fiera Milano draws inspiration from the main international references and standards including:

- Principles of the UN **Global Compact**;
- The **Declaration on Fundamental Principles and Rights at Work** and the eight Core Conventions of the International Labour Organisation (ILO);
- The **Universal Declaration of Human Rights** and subsequent international conventions on civil and political rights and on economic, social and cultural rights;

- The **UN Conventions on the Rights of Women**, on the Elimination of All Forms of Racial Discrimination, on the Rights of the Child, on the Rights of Persons with Disabilities;
- **Agenda 2030** Sustainable Development Goals (SDGs).



Fiera Milano's Diversity & Inclusion Policy

To give greater substance to Fiera Milano's commitment to Diversity & Inclusion topics, a new **Diversity & Inclusion Policy** was issued, which sets out the **strategies, guidelines and commitments regarding the management of diversity and inclusion issues in the Company**. The Policy addresses the following areas of intervention:

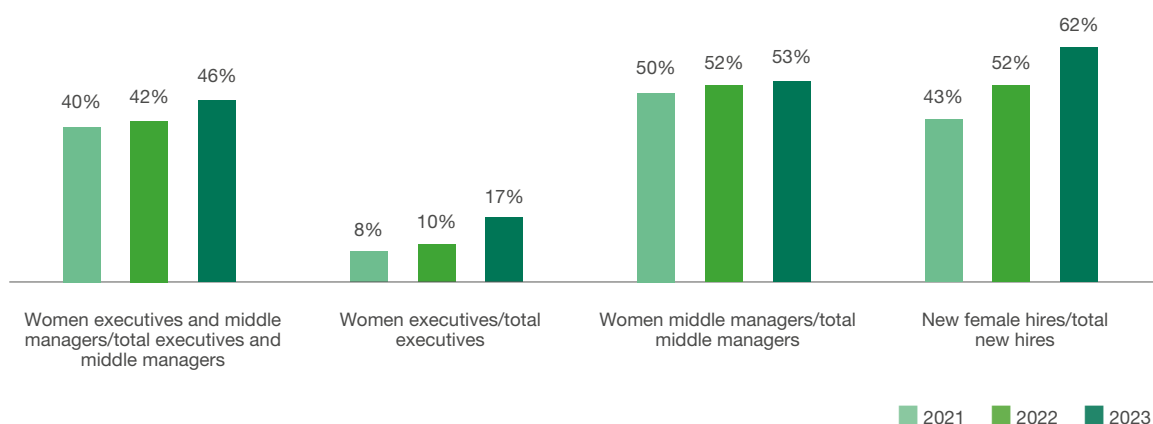
- non-discrimination and the promotion of diversity;
- equal opportunities and gender balance;
- inclusive work environment and work-life balance;
- spreading the culture of diversity in the company and actively listening.

Fiera Milano, as defined in the Policy, ensures that all its people are treated fairly regardless of any differences in gender, religion, nationality, political opinion, sexual orientation, social status, physical abilities, medical conditions, family circumstances and age and any other irrelevant aspects.

Targets for the promotion of women in management positions

Fiera Milano places a strong emphasis on Diversity & Inclusion, setting ambitious targets to increase female representation in key roles. By 2027, the Group aims to have women occupying 49% of its leadership positions (executives and middle managers), reaffirming the Group's commitment to a fair and inclusive working environment.

Evolution of women in management positions and new annual hires



Fiera Milano supports gender pay equality at all levels, ensuring that all employees receive pay offers in line with market standards and internal practices. The table below illustrates the **differences in the average remuneration** for women/men in Italy within the different employment grades. The measurement highlights a substantial alignment between the remuneration of the female and male population in Italy. The minor differences are explained by the turnover trends.

Gender pay gap indicator: gender pay ratio ¹

(%)	2021	2022	2023
AVERAGE FIXED REMUNERATION WOMAN / MAN ITALY			
Executives	116%	103%	113%
Middle Managers	100%	97%	96%
White collar workers	94%	94%	94%
AVERAGE VARIABLE REMUNERATION WOMAN / MAN ITALY			
Executives	115%	98%	105%
Middle Managers	99%	97%	95%
White collar workers	93%	95%	94%

Fiera Milano is firmly committed to **ensuring gender pay equality**, recognising the importance of this principle not only **as an ethical value but also as a key factor for fair and sustainable business growth**. In addition, Fiera Milano has set clear quantitative goals and deadlines in order to achieve and maintain wage parity within a defined timeframe, acting on a path of promotion and recruitment of female employees. This rigour demonstrates the company's high level of commitment and determination to promote an inclusive and fair working environment for all its employees.



Attention paid to employees with disabilities

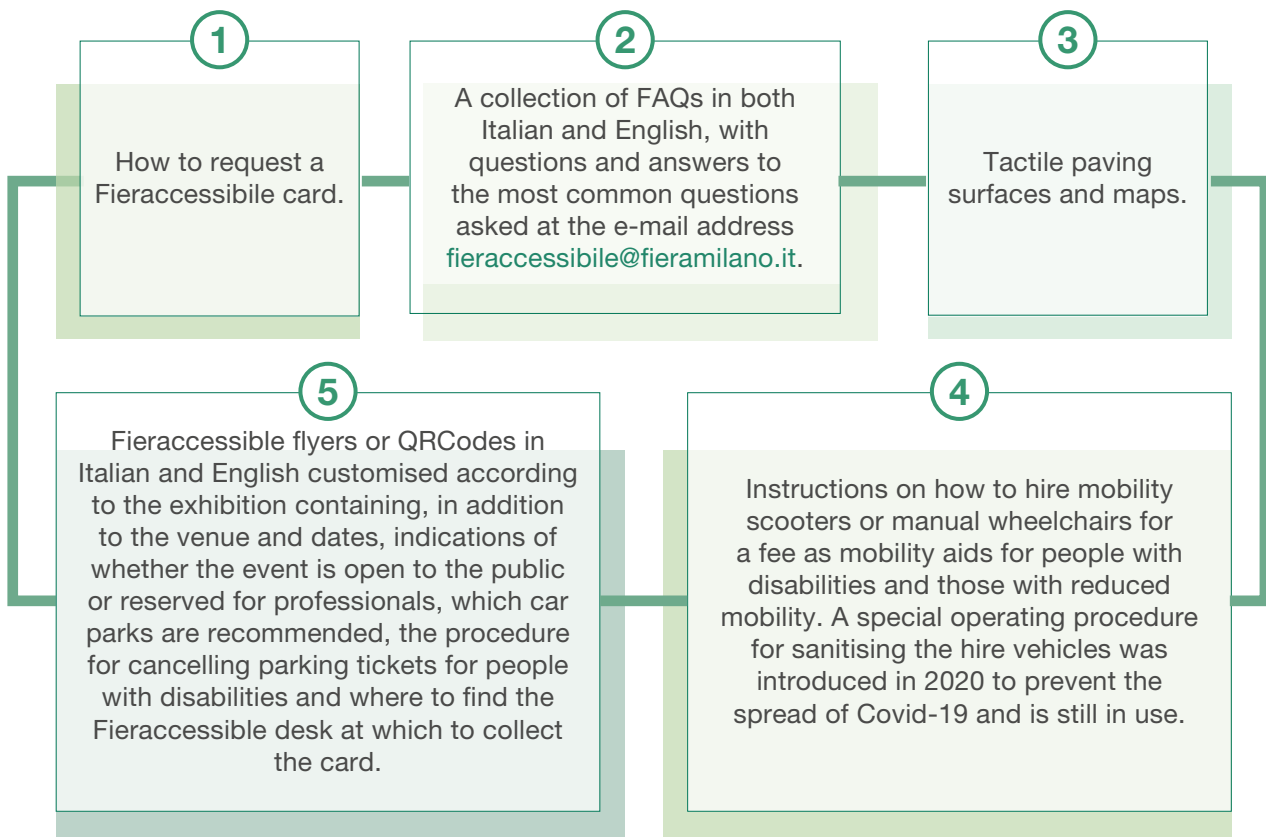
Within the broader context of the **company's policies on inclusion and diversity** and in line with the provisions of its Code of Ethics, the Fiera Milano Group complies with the provisions of Law 68/1999, entitled Rules for the right to work of people with disabilities, with reference to the mandatory hiring of workers with disabilities. Moreover, in 2022, an important Agreement was **signed, pursuant to the Circular of the Ministry of Labour of 24.10.2011, between the Fiera Group and the body in charge, Afol Città Metropolitana di Milan, to encourage the hiring of staff with disabilities** and the possibility of offsetting these hires within the group. In addition, the Agreement will facilitate the identification, with the contribution of the project partner, the company Umana S.p.A., a leading company in Italy, specialised in the selection of workers with disabilities, of new resources to be recruited, also in order to ensure compliance with legal obligations regarding staff with disabilities and the consequent maintenance of the mandatory certifications.

¹ The indicators Average fixed remuneration woman/man Italy and Average variable remuneration woman/man Italy are calculated by excluding the remuneration of the CEO from the calculation. If included in the calculation, in 2023 the Average fixed remuneration woman/man Italy for executives would be 106% and the Average variable remuneration woman/man Italy would be 99%.

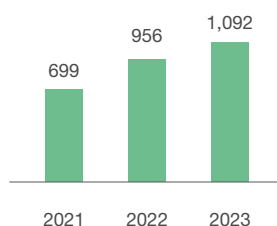
Fieraccessible and the protection of differently abled people in the exhibition site

Aware of the need for exhibition operators to **actively address the issue of disability**, Fiera Milano not only **ensures accessible exhibition layouts and visitor routes**, but also offers a comprehensive system of services. The **Fieraccessible project**, launched at the end of 2012, aims to improve the mobility and safety of differently abled people in the Rho exhibition site, who can take advantage of **free parking** at Fieramilano and cancel the cost of parking at the parking manager's offices or the Fieraccessible Desks. Alternatively, they can register for the Fieraccessible programme via the portal <http://fieraccessible.fieramilano.it/> to obtain the **Fieraccessible card**, which allows free parking when presented at the dedicated desks. For Allianz MiCo, free parking is reserved for cars bearing a disabled car sticker, with a disabled person on board, in the covered car parks in pavilions 3 and 4 and in the Scarampo car park.

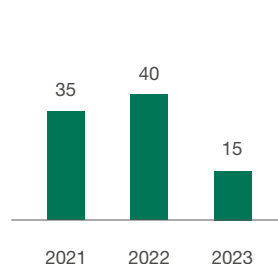
On the company website there is a section dedicated to mobility, containing, among other things, all the key information that may be of use to people with disabilities



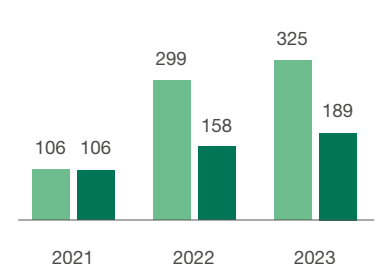
Cancellations of parking tickets - Fieramilano



Fieraccessible cards issued



Hired scooters or wheelchairs - Fieramilano



■ Scooter rentals ■ Wheelchair rentals

The **Emergency and Evacuation Plan** includes provisions to ensure that evacuation personnel assist people in difficulty during evacuation operations. A specific procedure exists for the potential evacuation of the Fiera Milano offices, which are situated in high-rise buildings, there are also internal fire-safety personnel who are trained to use the manual chair to enable the evacuation of disabled personnel or those with reduced mobility via the emergency stairwells. The Fieramilano exhibition site was designed and built in accordance with the provisions of the legislation in force with respect to the removal of architectural barriers (Law 13/1989; Ministerial Decree 236/89; Law no. 104/1992; Presidential Decree no. 503/1996; Presidential Decree no. 380/2001) and meets the standards for the main indicators set out in the EMECA study “Ease of access – ease of success” carried out in 2007, to establish a benchmark standard by analysing the accessibility of infrastructure present at Europe's major exhibition sites.

The accessible web

Fiera Milano is undertaking a pioneering initiative to ensure that its **website is fully accessible to everyone, including the blind and deaf**. With the goal of making its digital platform inclusive, the organisation planned to launch a dedicated accessibility programme. This programme includes the implementation of assistive technologies and universal design to **facilitate access to online documents and content, ensuring that all information is available in formats that can be easily used by people with different sensory abilities**. The initiative reflects Fiera Milano's commitment to promoting equality and inclusion, recognising the importance of providing a barrier-free experience for all users, in line with international web accessibility standards.

ACTION PLAN FOR HUMAN RESOURCES

Fiera Milano places the **well-being and quality of life of its employees** at the centre of its corporate philosophy, elevating equal opportunities, continuous training and targeted incentive systems as fundamental pillars for a stimulating and productive working environment. Through the adoption of state-of-the-art tools and optimal organisational solutions, together with the promotion of a working environment based on solid industrial relations and competitive remuneration policies, Fiera Milano creates fertile ground for the **professional development and motivation** of its team. In this ecosystem, each individual contributes significantly to the achievement of the company's goals and the organisation's enduring success, demonstrating how investment in people is crucial in an era of continuous evolution.

On the basis of these values, the **HR and Organisation Action Plan** was continued in 2023, which focuses on **three priority areas** and is divided into **six strategic areas**.



Actions to improve **Employee Satisfaction**, with a focus on the topics of trust in management, internal collaboration, speed and simplicity of work

1



People and Talent Development interventions to enhance skills and realise customised career paths







2



Actions focused on **strengthening the management processes** of the entire employee journey in the Company while ensuring clarity and effectiveness of the organisational set-up and a work environment that stimulates well-being and a good work-life balance

3

The six strategic areas of the HR and Organisation Action Plan and the main initiatives

<p>1</p>  <p>Competencies & Experiences Balancing young and more experienced resources to ensure an appropriate mix of internal and external ecosystem skills, activating a re-skilling of the corporate population.</p>	<ul style="list-style-type: none"> • Development of Compulsory, Technical and Managerial Training • Coaching and Developmental Training Courses for specific Teams/Roles • Scuola dei Mestieri (School of Trades) • Onboarding and Reception Pathways (e.g.: welcome cards and birthday cards) • Skills assessment paths
<p>2</p>  <p>Growth & Motivation design of individual Professional Development and Growth Plans calibrated to the performance and potential of the individual and in relation to the roles and positions in the company.</p>	<ul style="list-style-type: none"> • Talent Attraction & Employer Branding • Career paths, rules and development model • Performance Management • Succession plans • Talented resources • Total Reward policies
<p>3</p>  <p>People Caring & Listening Focus on 'Work-Life Balance' needs through welfare institutions and concrete actions aimed at caring for and paying attention to the employee.</p>	<ul style="list-style-type: none"> • Supplementary insurance/welfare • Smart Working and Mobility • Diversity & Inclusion • Climate Analysis
<p>4</p>  <p>Engagement & Sense of Belonging set of actions contributing to the development of a sense of belonging to the Group, oriented towards teamwork and team building.</p>	<ul style="list-style-type: none"> • Development of Internal Collaboration Systems • Development of Internal Communication Systems • HR News and HR Tips Communications
<p>5</p>  <p>Organisation, Development & Cleanness Clear definition of responsibility boundaries, roles and goals. Dynamic and timely workforce sizing.</p>	<ul style="list-style-type: none"> • Setting of the Mission and key accountabilities of units • Definition of appropriate Organisational Models • Definition of new organisational models with related roles and competencies • Rightsizing of units
<p>6</p>  <p>Smart & Flexible Working digital transformation of processes and improvement of tools for simplifying work. Guaranteed access to services by employees.</p>	<ul style="list-style-type: none"> • Applications for Mobile Personnel Management • Development of a self-service Learning Management portal • Integration of digitised recruiting and on-boarding solutions • Implementation of a digital performance appraisal system

As part of a programme of integrated personnel management policies, Fiera Milano recognises the need to identify a system capable of aligning the efforts and skills of each person with the Group's strategy, together with the need to promote a cultural renewal based on meritocratic and fair management of people and their work. The organisational model of the Human Resources Department allows for the identification of a **single contact person for each employee or manager**, the *HR Business Partner*, who is called upon to manage human capital, by business areas and in relation to specific processes, supported by centres of excellence or specialised units.

TALENT RECRUITMENT AND RETENTION

The peculiarity of the exhibition sector and the consequent specificity of its activities have always been a challenge in the search for new resources and talent to join the company. Today, Fiera Milano is one of the world's leading integrated operators in the exhibition and congress sector and manages the first exhibition site in Italy. This is a challenge that the Fiera Milano Group faces on the one hand in the **growth of its people** and on the other hand in the **search for new potential talent**. Internally, it is crucial to foster the **development of both technical and soft skills**. The **comparison with the internal network in fact constitutes a recruiting channel** to which special attention is paid in order to **favour job rotation and make the best use of the internal resources**.

At the same time, the Company must make itself visible and expose itself to a large number of potential candidates, opening its doors to create direct contact with qualified talent. With the goal of identifying talented young people to train in the company and include in development paths, **collaborations and partnerships were established with the main universities in the area** and the **collaboration with the Fondazione Fiera Milano Academy was strengthened**.

The Group is committed to providing equal opportunities to all candidates – regardless of gender, colour, geographical origin, age, religious beliefs, physical condition, marital status, sexual orientation, citizenship and ethnic origin. The process is based on principles of rigour, meritocracy and transparency, guaranteed by special procedures.





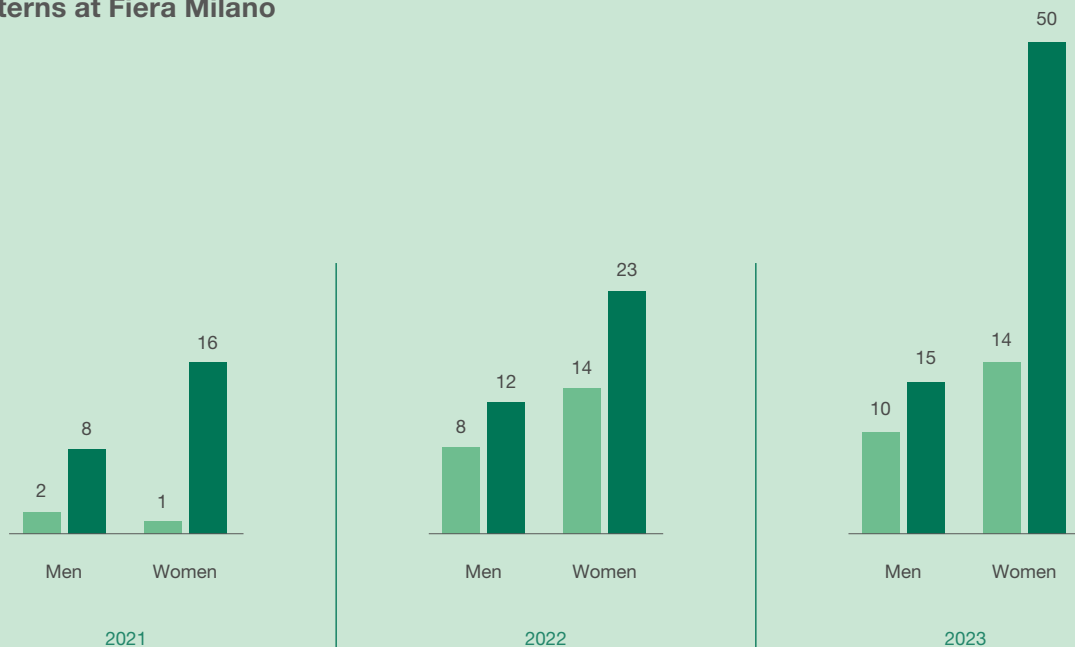
Internships and employer branding at Fiera Milano

Fiera Milano invests in various initiatives to get in touch with the new generations, to understand their evolution and to **intercept young talents to enter the world of work**. Among the initiatives undertaken, as part of the **renewed synergy with the Fondazione Fiera Milano Academy**, some Group employees have taken on lecturing roles, offering a hands-on approach to the Progea (Design and Organisation of Trade Fairs, Events and Points of Sale) and Meed (Master in Event and Exhibition Design) masters courses. Master participants thus had the opportunity to consider and discuss real cases and problems and to **acquire know-how directly from those who work in the sector every day**. In addition to the Progea Master's course, which has also in previous years been used to source profiles in the areas of marketing, communication, organisation and management, for the first time in 2023 students from the Meed Master's course were also hosted, which also led to the inclusion of technical figures to be used for the design and realisation of exhibition layouts.

In addition, Fiera Milano **maintained and enriched its network with universities and specialisation schools by hosting students from the following universities**: Università Statale di Milano, Università Bicocca - Milan, Università Bocconi - Milan, Università Cattolica del Sacro Cuore - Milan, Università IULM - Milan, Milan Polytechnic University, Istituto IED - Milan, Università Liuc - Castellanza, Università dell'Insubria - Varese, Università Sapienza - Rome, Artwood Academy - Fondazione ITS Rosario Messina.

Confirming Fiera Milano's strong commitment to the induction and development of new young talent, in 2023 **423 hours of training** were provided **to interns** inducted into the various business areas, mainly on topics related to compliance, excel, finance for non-finance, and personal branding.

Interns at Fiera Milano



■ Already active
 ■ Activated during the year

Interns joining in 2023

65

in Italy

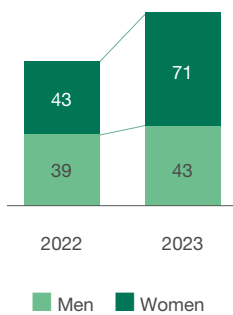
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abroad

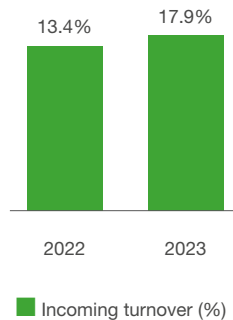
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The rate of incoming employee turnover has increased from 13.4% in 2022 to 17.9% in 2023, confirming Fiera Milano's commitment to maintaining a balanced mix of skills and knowledge, which can be crucial when facing emerging challenges or adapting to new technologies and working methodologies. 54% of the 114 new hires are under 30 years old, while 62% are female.

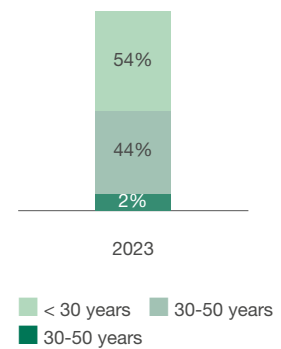
New employee hires



Incoming turnover



New hires by age group



For managers and executives, **retention strategies** are adopted mainly based on rewarding policies, which are forms of short- and long-term incentives. At the same time, the retention of young talent is handled through programmes specifically designed to develop and enhance the skills deemed crucial to the Group's success.

In both cases, particular **attention is paid to welfare and benefits**, which complement the salary offer, and to new remote working arrangements to promote a good work-life balance. Structured moments of engagement, including performance appraisals, are also crucial. The annual review makes it possible to plan, define and manage career and succession plans in accordance with employees' performances and expectations. This process also makes it possible to identify activities aimed at supporting leadership development, thus helping to ensure long-term retention.



TRAINING

Fiera Milano has always invested in training, recognising the development of skills and competencies as a key factor in cultivating the motivation and satisfaction of all employees in support of business growth.

The training plan was designed and implemented to support employees in their development and training journey during their tenure with the company. The training plan envisages the involvement of the entire population of employees, regardless of gender, age, length of service and employment level.

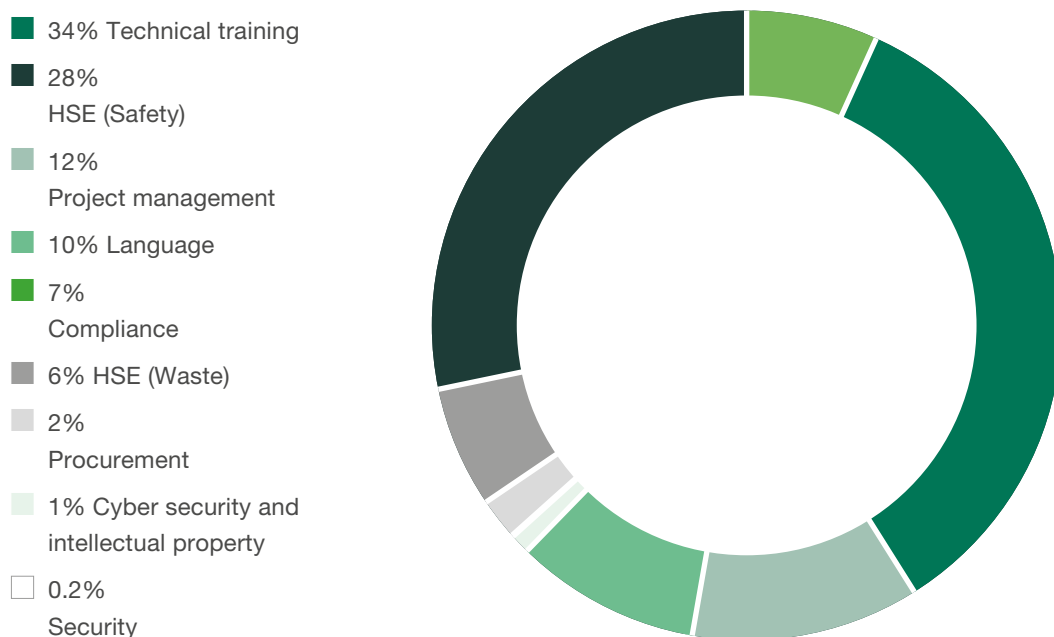
The training activities offered by the Group are based on the strategic priorities of the company and of the different business lines, combined with the development and upskilling needs of the different teams. The training plan meets the mandatory requirements set out by the applicable laws, including Occupational Health and Safety and Compliance topics, and addresses needs related to specific topics or implementation plans.

Transversal training initiatives were carried out on topics such as Project Management, with the goal of illustrating areas of know-how, processes and techniques essential for managing a project, both at basic and advanced level, Public Speaking, aimed at providing theoretical and practical tools to effectively manage one's own communication in different contexts, as well as the English language, essential in the context of the Group's strong internationalisation, with a focus on building fluency in speeches, conversations and business situations.

In addition, during 2023, the Group focused on structuring a new Internal Training Plan with the goal of implementing a more structured training process aimed at aligning human resources on all those basic skills considered fundamental for day-to-day operations in the company, through the implementation of a unique digital learning environment, tailored for modern learners. To this end, the requirements to implement and develop the Learning Management System platform, which will improve the user experience and increase internal engagement, were collected during 2023. The goal is to offer continuous training opportunities, through diversified contents and modalities, directed by the Company according to strategic goals but also chosen personally by the employee. The designed learning model will be diversified according to roles and seniority and will enable the delivery of structured training proposals that are also in line with the goals of the individuals involved. The first release of the new digital system is planned for the first quarter of 2024.

The main areas covered by training courses in 2023 were Technical Training, Health and Safety, Project Management, Language, Compliance, HSE, Cyber Security and Intellectual Property, Procurement, Security.

Training courses 2023



Hours of training provided

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	1,198	124	1,322	90	7	97	126	7	133
Middle Managers	2,851	3,266	6,117	1,056	1,483	2,540	479	737	1,216
White collar workers	13,845	21,480	35,325	2,925	3,486	6,411	2,521	2,916	5,437
TOTAL Italy	17,894	24,870	42,763	4,072	4,976	9,048	3,125	3,661	6,786
Executives	26	0	26	48	0	48	54	0	54
Middle Managers ²	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
White collar workers	199	340	539	81	146	227	68	116	184
TOTAL Abroad	225	340	565	129	146	275	122	116	238
Executives	1,224	124	1,348	138	7	146	180	7	187
Middle Managers	2,851	3,266	6,117	1,056	1,483	2,540	479	737	1,216
White collar workers	14,044	21,820	35,864	3,006	3,632	6,638	2,589	3,032	5,621
TOTAL Group	18,119	25,210	43,328³	4,201	5,122	9,323	3,247	3,777	7,024

Days of training provided for all employees

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	150	16	165	11	1	12	16	1	17
Middle Managers	356	408	765	132	185	317	60	92	152
White collar workers	1731	2685	4416	366	436	801	315	365	680
TOTAL Italy	2237	3109	5345	509	622	1131	391	458	848
Executives	3	0	3	6	0	6	7	0	7
Middle Managers ⁴	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
White collar workers	25	43	67	10	18	28	9	15	23
TOTAL Abroad	28	43	71	16	18	34	15	15	30
Executives	153	16	169	17	1	18	22	1	23
Middle Managers	356	408	765	132	185	317	60	92	152
White collar workers	1756	2727	4483	376	454	830	324	379	703
TOTAL Group	2265	3151	5416	525	640	1165	406	472	878

² The Middle Managers category does not exist abroad

³ In 2021, the company benefited from the important training carried out through the New Skills Fund

⁴ The Middle Managers category does not exist abroad

Man-hours of training provided for all employees

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	49.9	62.0	111.9	3.5	2.3	5.8	6.6	1.9	8.5
Middle Managers	62.0	71.0	133.0	23.0	29.7	52.6	10.0	13.6	23.6
White collar workers	78.7	77.5	156.2	16.1	12.6	28.7	12.9	10.2	23.1
TOTAL Italy	72.7	76.5	74.6	16.0	15.1	15.6	11.9	10.6	11.2
Executives	26.0	0	26.0	48.3	0	48.3	54.0	0.0	54.0
Middle Managers ⁵	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
White collar workers	19.9	21.3	41.2	8.1	8.6	16.7	5.7	6.4	12.1
TOTAL Abroad	20.5	21.3	20.9	11.7	8.6	10.2	9.4	6.4	7.7
Executives	49.0	62.0	111.0	5.1	2.3	7.4	9.0	1.9	10.8
Middle Managers	62.0	71.0	133.0	23.0	29.7	52.6	10.0	13.6	23.6
White collar workers	75.5	74.5	150.0	15.7	12.4	28.0	12.5	10.0	22.5
TOTAL Group	70.5	73.9	72.2	15.9	14.8	15.3	11.8	10.4	11.0



Scuola dei Mestieri (School of Trades)

Fiera Milano plans a **special focus on knowledge sharing and upskilling of personnel for business development through the creation of a School of Trades**, designed in cooperation with Fondazione Fiera Milano. The **goal of the 'School of Trades' training project is to make the most of the skills possessed by Fiera Milano's human capital**, in particular by people with high skills and seniority, ensuring their development over time and their transfer to new hires.

During 2023, the **first phases of the project were launched**, namely the knowledge analysis and training content design phases. The goal of the initial analysis phase **was to map and organise the Group's core knowledge, skills and experience** through interviews with key stakeholders and key professional figures. The 'Target' professional figures, who will be the focus of the initial pilot, were thus identified.

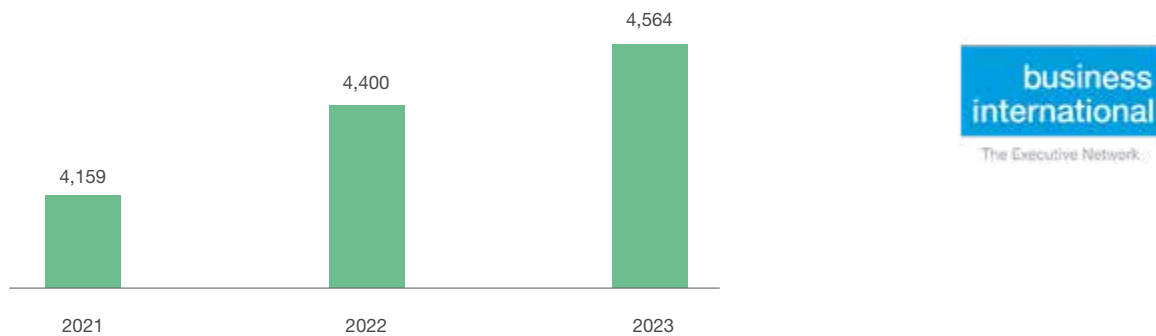
The **content design and structuring phase of the individual courses** is underway in order to identify the detailed content, programmes and organisational arrangements.

⁵ The Middle Managers category does not exist abroad

The training activities provided by the Business International division

The programme of Summits and Events for managers and companies of **Business International**, the **Fiera Milano Milano division dedicated to the realisation of high-level training and inspirational events**, took place both in person and in hybrid form, experimenting with new ways of using training and expanding its areas of information and knowledge and therefore of product research and development. The high-level training events that took place during the year notably included the Business Leaders Summit in its double edition in Milan and Rome, aimed at key professionals (CFOs, HR, CPOs, Risk Managers), AIXA - Artificial Intelligence Expo of Applications (dedicated to the practical applications of Artificial Intelligence in the company), Ceo Italian Summit & Awards, Milan Fintech Summit, and the new OnMetaverse Summit event. Specific in-depth seminars dedicated to the topic of sustainability were also organised. The most important of these included the one organised with the CFO Coalition for the SDGs of the United Nations Global Compact dedicated to Sustainable Finance 'The Future of CFO for Business Sustainability Goals', which was attended by the CFOs of the most important Italian companies. These initiatives, through innovative forms of learning, networking and participant engagement, constitute exclusive annual moments that are also open to the Group's employees themselves, enabling them to acquire new skills and update existing ones in order to adapt quickly to changes in the market, technology and business practices.

Number of participants at Business International training events



DEVELOPMENT AND ENHANCEMENT PATHWAYS

In Fiera Milano Group, people have the opportunity to grow, enhancing their professionalism through **both horizontal and vertical career paths**. In the company there are profiles with high technical skills who, over time, have changed activities and acquired more and more responsibilities, eventually filling managerial positions. In order to better orientate career paths, **structured appraisal pathways were designed and delivered for the Fiera Milano Group's talented and key resources**.

Through qualified partnership, individual assessments were carried out to evaluate the resources' suitability for and consistency with the job description, as well as to formulate individual development options. **Approximately 45 people were involved during 2023**, managed in a homogeneous target group using the same tools and methodology. Following the completion of preliminary online questionnaires, used to assess their personality and attitudes, the participants carried out:

- **a Leader-Collaborator Role Play exercise**, useful to observe the behaviour of the team members in a critical situation and the distinctive features of the leadership style;
- **an individual structured interview**, to gain insights into the topics related to the transversal skills identified in the design phase, discuss the preliminary tests and verify values and motivations according to possible evolutions. The interview was structured according to the B.E.I. methodology⁶ and the described behaviours were measured against the skills model.

At the end of the assessment process, **structured and individual feedback sessions were held with each participant**, with feedback on the results in terms of areas of strength and possible development.

The results will be an integral part of the development process and to guide defined career paths in the Fiera Milano Group.

SKILLS ASSESSMENT

The need to align people's skills and knowledge with the roles they play, as well as with the Fiera Milano Group's strategy, means that having a **system of processes and policies capable of nurturing and renewing the company's capabilities is essential**. The Fiera Milano Group adopts, in this sense, a **process called Performance and Leadership Management (PLM)**, which is based on the definition of measurable goals and behaviours traceable to the values expressed in the Industrial Plan and the Code of Ethics. The model followed a path of revision and digitisation in 2023, with the closing of the **evaluation and calibration cycle** relating to 2022 and **with managers setting goals (Goal Setting)** relating to 2023, subject to review in 2024.

These tools aim both to promote professional growth and stimulate productivity by consolidating a corporate culture focused on excellence and to develop a formalised leader-collaborator dialogue, allowing more opportunities for constructive feedback to emerge. The process is essential to ensure accurate monitoring of individual and collective performances, to facilitate clear goal-setting, the recognition of successes and the identification of opportunities for development, including through the design of appropriate growth and remuneration policy actions, promoting an increasingly merit-based culture.

Part of this process is the **planning and management of MBOs (Management by Objectives) and Sales Incentives**, currently aimed at incentivising executives and salespeople. The rest of the population was evaluated on equal goals for all, using the same criteria as in the previous year. The process will continue to be monitored using the 'Oracle HCM' platform, in which the specific/individual goals defined therein by managers will be used for performance evaluation in 2024, relative to the previous year.

⁶ Behavioural Event Interview

Employees targeted by the performance appraisal system (Italy)

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Executives	22	2	24	20	2	22	18	2	20
Middle Managers	13	15	28	40	38	78	42	48	90
White collar workers	31	68	99	166	254	420	162	221	383
TOTAL Group	66	85	151	226	294	520	222	271	493

EMPLOYEE ENGAGEMENT AND WELLBEING

Fiera Milano recognises that employee engagement and wellbeing are fundamental pillars for business success and for the development of a healthy, inclusive and motivating working environment that enhances and empowers each person's contribution.

The Company is dedicated to creating a working environment that respects and actively promotes the health, inclusiveness and motivation of employees through constant internal dialogue and initiatives aimed at building a corporate culture that enhances psycho-physical wellbeing, encourages active participation and strengthens a sense of belonging, thus contributing to sustainable excellence and the shared achievement of the corporate goals.

In 2023, the flexible and remote management of working activities was maintained, an **Agile Work mode**, which proves to be a catalyst for productivity and employee satisfaction, allowing greater flexibility in the management of time and work spaces.

This approach favours both the **creation of an environment geared to enhance the overall well-being of the organisation** and to procure a **better balance between professional and private life**. This enhances the focus on the family and the individual, helping to strengthen the culture of individual responsibility and mutual trust, with a view to ensuring a greater focus on the goals and accountability for the company results. Moreover, work performed in agile mode accompanies the process of organisational evolution and the way of working brought about by the spread of digital technologies, and is also a tool for attracting and retaining staff members. The peculiarities of the different Company departments were also respected in 2023, making it possible to identify for each of them the maximum number of days that can be planned over the month, with a weekly review, according to the organisational and business needs as well as the peaks in activity.

Corporate Welfare: In its commitment to employee welfare, Fiera Milano has **implemented a robust corporate welfare programme for all employees**, with the goal of providing tangible support and improving the quality of working life. By adopting **initiatives such as supplementary pensions, personal services, personal development programmes and measures intended to improve the work-life balance**, Fiera Milano aims to create an environment in which employees can thrive both professionally and personally.

Employees can access these benefits through a **specific credit that can be spent on a dedicated online platform**, where they can make full use of the resources provided to improve their well-being, managing their credit in a self-service and user-friendly manner and building a customised package of goods, services, vouchers and discounts.

In 2023, the welfare platform was revamped with a view to increasing the spendability of the available credit and optimising the user experience, results confirmed by the strong growth in the conversion rate of the company's performance bonus into welfare and the further increase in the spending rate of the on top company welfare, which is recognised to all employees.



Green mobility: electric charging stations for Fiera Milano employees

Fiera Milano is firmly committed to a **greener future**, launching an ambitious initiative that lays the foundations for **promoting sustainable mobility** in the Rho exhibition site, dedicated to its employees.

In 2023, the company took a significant step forward with the installation of 8 new double electric charging stations, equally divided between the East and West Lombardy areas, thus enriching the existing infrastructure with 7 double electric charging stations. This initiative not only increases the accessibility of electric charging for employees, but also marks an important step towards reducing the environmental impact of transport. In a further effort to encourage the adoption of environmentally friendly means of transport among its staff, from March 2024, a charging service at favorable prices will be offered, accessible to all employees who use **green mobility** for their daily commutes. Initially, for the first six months, employees will be able to use the electric charging stations at no cost. After this period, a dedicated system will be launched that will allow them to book charging stations at subsidised rates, thus demonstrating Fiera Milano's commitment to **actively promoting sustainable lifestyles and supporting its employees in the transition towards a more environmentally friendly mobility model**.

This initiative is not only a concrete example of Fiera Milano's focus on the environment, but is also a virtuous model for companies aspiring to actively contribute to climate action by promoting innovative solutions that encourage sustainable travel and reduce CO₂ emissions.

This approach positions Fiera Milano at the forefront of encouraging a future in which green mobility is accessible to all employees, underlining the company's role as a pioneer in promoting environmentally responsible working practices.



The Supplementary Company Contract of Fiera Milano S.p.A.: The Italian companies of the Fiera Milano Group adopt the **National Collective Labour Agreement for employees of Tertiary, Distribution and Services Companies**⁷, while the foreign companies apply the local labour and contractual regulations. All Italian companies and Fiera Milano Brasil apply improved conditions at company level, by virtue of a second-level integrative contract or regulation. In particular, the Supplementary Company Contract of Fiera Milano, whose validity was extended until 30 June 2023, contains provisions aimed at facilitating family balance and a focus on social issues:

WORK-LIFE BALANCE

- **Agile working**
- **According to company policy, flexible** working hours of 40 hours per week from Monday to Friday for full-timers, with a daily minimum of 4 hours
- Possibility of **making up any work performed on Saturday** on a day from Monday to Friday in the same week as it was performed, or at the latest within the following week; Sunday working is paid in full if it follows a Saturday that has been made up elsewhere
- Adoption of the '**solidarity time**' **time-share system**, whereby employees can donate holiday time and/or hourly leave voluntarily and free of charge to colleagues who have already used up their own allowances



FAMILY

- Extension and improved economic treatment for parental leave
- 25 hours of **paid leave** per year for each child's nursery and primary school placement
- 1,000 euro **contribution for the birth/adoption of children or the death of relatives** up to the first degree (spouse or common-law partner)
- **Reserved parking spaces for pregnant colleagues**



GOOD HEALTH AND WELL-BEING

- Extension of the **grace period** to a maximum period of 365 days within two calendar years, with the corresponding supplement of the allowance up to 100% of the remuneration
- **50 hours of paid leave per year for specialist examinations**, medical treatment or/and clinical laboratory examinations, even if they concern relatives and/or first-degree relatives-in-law, i.e. spouse or common-law partner
- 40 hours of paid leave and 108 unpaid hours per year for **care of disabled or elderly dependent family members**
- **Company canteen** and high quality catering services



WELFARE

- **Welfare** plan adjusted for gross annual remuneration brackets and possibility of converting the performance bonus into welfare benefits
- **Supplementary company pension scheme** whereby the company contributes 3% of the gross annual pay for employees signed up to the PREVIP scheme
- **Occupational and non-occupational accident insurance**, insurance for permanent disability and death, also for fixed-term contracts
- Granting of **subsidised loans**
- Hours of **study leave** in addition to those provided for in the National Collective Labour Agreement



⁷ All Group employees are covered by the CCNL, signed with the trade unions: the CCNL for employees of tertiary, distribution and service companies applies to 100% of non-executive employees, and the CCNL for executives of tertiary, distribution and service companies applies to 100% of executive employees.

REMUNERATION AND INCENTIVE POLICIES

The Fiera Milano Group recognises **the importance of an accurate remuneration and incentive policy to ensure the sustainable success of the company**. The Remuneration Policy aims to create a remuneration structure that is in line with the current and future needs of the Group, valuing the contribution of its members to the company's growth based on their skills.

The Policy is formulated with the compensation and working conditions of employees in mind, and consists of principles and tools applied to all company members. These aim to attract, motivate and retain people with the necessary skills to contribute to the Fiera Milano Group's growth strategy and the consolidation of its long-term interests and sustainability, in accordance with market best practices.

For all employees, remuneration is structured in **fixed and variable monetary components and includes a package of income support or subsidisation benefits** (health and pension insurance, projects and initiatives for the employee and his or her family, promotions and facilities of various kinds). The **variable monetary component** is based on mechanisms of recognition of work performance and behaviour in terms of 'one-off bonuses' or on systems of direct correlation with company and individual performance (MBO). The MBO process has confirmed the importance of formalised incentive processes in increasing the proximity of employees to the Group's goals and incentivising each worker to achieve the company results.

The variable remuneration system is supplemented by a **collective incentive tool (performance bonus)**, based on profitability and productivity goals, aimed at ensuring the involvement of all personnel, even those not assigned MBOs, in company performance. In line with current legislation and following an agreement with worker representatives, also in 2023 all employees were given **the opportunity to convert the performance bonus into benefits and services through a special welfare platform**. The Fiera Milano Group verifies the adequacy of remuneration structures annually through special surveys with specialised companies, analysing their competitiveness with the external market and their fairness within Group companies.

In this way, the remuneration reflects sustainable results and value creation for the stakeholders in the medium to long term. The bonus system of Fiera Milano requires incentive systems to be related to a broad concept of performance, consistent with the strategy and goals identified in the strategic plan and in line with industry best practices.

The **remuneration policy for executive directors and managers with key responsibilities**, drafted in accordance with the recommendations of the Borsa Italiana Corporate Governance Code and formalised in the Report on remuneration, on the company website in the Investor Relations/Governance/Report on remuneration section (<https://www.fieramilano.it/investor-relations.html>). The Report on remuneration also illustrates the **Long-Term Incentive Plan (LTI)** for which a three-year ESG target with a weighting of 20% has been set for measuring the carbon footprint of a certain number of exhibitions organised in Fiera Milano's exhibition sites.

Long-Term Incentive Plan (LTI) 2023-2025

TYPE OF	PERFORMANCE GOAL	WEIGHTING
Economic and financial	Group CUMULATED EBITDA (post IFRS 16) 2023-2025	45%
	NET FINANCIAL POSITION (post IFRS 16) AS AT 31.12.2025	35%
ESG indicator (Environmental, Social, Governance)	Carbon footprint measurement (LCA methodology - Life Cycle Assessment*) of selected exhibitions organised by Fiera Milano	20%

* **LCA (Life Cycle Assessment):** an analytical and mathematical methodology that assesses the environmental footprint of a product or service throughout its life cycle. In the specific case of exhibitions, the LCA methodology measures the carbon footprint of the event for all its phases (organisation, set-up, execution and closing).

Medium-Term Incentive Plan 2024 - MBO (Management by Objectives)

Since 2024, an ESG target with a weighting between 15%-20% has also been included in the **short-term remuneration** (MBO - Management by Objectives) of **all executives**. Specifically, the **CEO** 's 2024 MBO will be tied 20% to the following two ESG goals:

- Obtaining anti-corruption certification (ISO 37001) for Fiera Milano S.p.A. by 2024;
- Starting the activities formalised in the Sustainability Roadmap 2024 approved by the Sustainability Committee.

Ratio of CEO's remuneration and median employees remuneration

Below are the pay ratios between the CEO's remuneration and the median employees remuneration, calculated with reference to both fixed and total remuneration.

Annual total compensation ratio

	2021	2022	2023
Ratio of CEO's fixed remuneration to median fixed remuneration of employees	8.9	9.1	7.1
Ratio of CEO's total remuneration to median total remuneration of employees	8.3	11.1	7.2

ENGAGEMENT WITH TRADE UNIONS

Fiera Milano fully recognises and supports the right to freedom of association and the engagement with trade unions as fundamental principles in its relations with its employees. The Group is committed to ensuring that all workers have the freedom to form, join and participate in the activities of trade unions or other forms of collective representation, without fear of retaliation, discrimination or interference.

The Fiera Milano Group attaches great importance to the **management of relations and engagement with worker representatives and trade union bodies**, both with a view to fulfilling the obligations laid down by law or by the national collective bargaining agreement applied within the Group, and with a view to informing and consulting trade union representatives in the normal course of management and in the event of special situations or significant organisational changes.

The Fiera Milano Group is committed to **safeguarding the right of employees to freedom of trade union association and collective bargaining** in full compliance with the rules established by current national legislation. To this end, the Industrial Relations Department liaises with the internal trade union representatives and the local trade union organisations and deals with collective bargaining at Company and Group level.

In the broader perspective of correct and positive personnel management, the Management also proposes, develops and ensures **the implementation of corporate welfare programmes and initiatives aimed at achieving employee satisfaction and organisational wellbeing and oversees**, in coordination with the Legal, Compliance & Corporate Affairs Department, **labour law compliance**. Industrial relations in the year 2023 were also characterised by the utmost transparency and fairness with the trade unions and the company representatives RSU (Unitary Trade Union Representation) and RSA (Company Trade Union Representation). During the year, **frequent discussions were held on the company's supplementary contract, which was set to expire on 30 June 2024**.



STAFF COMPOSITION: BREAKDOWN

Total number of employees by type of contract and gender

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Permanent	245	321	566	249	317	566	253	328	581
Fixed term	1	4	5	5	13	18	9	16	25
Total Italy	246	325	571	254	330	584	262	344	606
Permanent	11	16	27	11	14	25	13	15	28
Fixed term	0	0	0	0	3	3	0	3	3
Total Abroad	11	16	27	11	17	28	13	18	31
Permanent	256	337	593	260	331	591	266	343	609
Fixed term	1	4	5	5	16	21	9	19	28
TOTAL Group	257	341	598	265	347	612	275	362	637

Total number of employees by type of contract

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Full time	244	279	523	252	274	526	260	291	551
Part time	2	46	48	2	56	58	2	53	55
Total Italy	246	325	571	254	330	584	262	344	606
Full time	11	16	27	11	17	28	13	18	31
Part time	0	0	0	0	0	0	0	0	0
Total Abroad	11	16	27	11	17	28	13	18	31
Full time	255	295	550	263	291	561	273	309	582
Part time	2	46	48	2	56	51	2	53	55
TOTAL Group	257	341	598	265	347	612	275	362	637

Employees by age group

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Under 30 years	10	18	28	21	27	48	36	49	85
Between 30-50 years	118	162	280	116	158	274	117	153	270
Over 50 years old	118	145	263	117	145	262	109	142	251
Total Italy	246	325	571	254	330	584	262	344	606
Under 30 years	0	1	1	1	3	4	1	6	7
Between 30-50 years	8	13	21	6	11	17	8	9	17
Over 50 years old	3	2	5	4	3	7	4	3	7
Total Abroad	11	16	27	11	17	28	13	18	31
Under 30 years	10	19	29	22	30	52	37	55	92
Between 30-50 years	126	175	301	122	169	291	125	162	287
Over 50 years old	121	147	268	121	148	269	113	145	258
Total Group	257	341	598	265	347	612	275	362	637

Total number of employees by gender and level

	2021			2021 (%)		2022			2022 (%)		2023			2023 (%)	
	MEN	WOMEN	TOTAL	MEN	WOMEN	MEN	WOMEN	TOTAL	MEN	WOMEN	MEN	WOMEN	TOTAL	MEN	WOMEN
Executives	24	2	26	92%	8%	26	3	29	90%	10%	19	4	23	83%	17%
Middle Managers	46	46	92	50%	50%	46	50	96	48%	52%	48	54	102	47%	53%
White collar workers	176	277	453	39%	61%	182	277	459	40%	60%	195	286	481	41%	59%
TOTAL Italy	246	325	571	43%	57%	254	330	584	43%	57%	262	344	606	43%	57%
Executives	1	0	1	100%	0%	1	0	1	100%	0%	1	0	1	100%	0%
Middle Managers*	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
White collar workers	10	16	26	38%	62%	10	17	27	37%	63%	12	18	30	40%	60%
Total Abroad	11	16	27	41%	59%	11	17	28	39%	61%	13	18	31	42%	58%
Executives	25	2	27	93%	7%	27	3	30	90%	10%	20	4	24	83%	17%
Middle Managers	46	46	92	50%	50%	46	50	96	48%	52%	48	54	102	47%	53%
White collar workers	186	293	479	39%	61%	192	294	486	40%	60%	207	304	511	41%	59%
TOTAL Group	257	341	598	43%	57%	265	347	612	43%	57%	275	362	637	43%	57%

*The Middle Managers category does not exist abroad

Number of incoming employees

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Under 30 years	3	6	9	15	21	36	19	36	55
Between 30-50 years	10	5	15	19	14	33	19	25	44
Over 50 years old	3	0	3	2	4	6	0	2	2
Total Italy	16	11	27	36	39	75	38	63	101
Under 30 years	0	1	1	1	3	4	0	6	6
Between 30-50 years	1	1	2	1	1	2	4	2	6
Over 50 years old	0	0	0	1	0	1	1	0	1
Total Abroad	1	2	3	3	4	7	5	8	13
Under 30 years	3	7	10	16	24	40	19	42	61
Between 30-50 years	11	6	17	20	15	35	23	27	50
Over 50 years old	3	0	3	3	4	7	1	2	3
TOTAL Group	17	13	30	39	43	82	43	71	114

Incoming turnover

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Under 30 years	0.5%	1.1%	1.6%	2.6%	3.6%	6.2%	3.1%	5.9%	9.1%
Between 30-50 years	1.8%	0.9%	2.6%	3.3%	2.4%	5.7%	3.1%	4.1%	7.3%
Over 50 years old	0.5%	0.0%	0.5%	0.3%	0.7%	1.0%	0.0%	0.3%	0.3%
Total Italy	2.8%	1.9%	4.7%	6.2%	6.7%	12.8%	6.3%	10.4%	16.7%
Under 30 years	0.0%	3.7%	3.7%	3.6%	10.7%	14.3%	0.0%	19.4%	19.4%
Between 30-50 years	3.7%	3.7%	7.4%	3.6%	3.6%	7.1%	12.9%	6.5%	19.4%
Over 50 years old	0.0%	0.0%	0.0%	3.6%	0.0%	3.6%	3.2%	0.0%	3.2%
Total Abroad	3.7%	7.4%	11.1%	10.7%	14.3%	25.0%	16.1%	25.8%	41.9%
Under 30 years	0.5%	1.2%	1.7%	2.6%	3.9%	6.5%	3.0%	6.6%	9.6%
Between 30-50 years	1.8%	1.0%	2.8%	3.3%	2.5%	5.7%	3.6%	4.2%	7.8%
Over 50 years old	0.5%	0.0%	0.5%	0.5%	0.7%	1.1%	0.2%	0.3%	0.5%
TOTAL Group	2.8%	2.2%	5.0%	6.4%	7.0%	13.4%	6.8%	11.1%	17.9%

Number of outgoing employees

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Under 30 years	3	4	7	2	3	5	3	9	12
Between 30-50 years	12	14	26	12	19	31	13	22	35
Over 50 years old	17	9	26	14	12	26	14	18	32
Total Italy	32	27	59	28	34	62	30	49	79
Under 30 years	0	2	2	0	0	0	0	3	3
Between 30-50 years	1	3	4	2	3	5	2	4	6
Over 50 years old	0	3	3	1	0	1	1	0	1
Total Abroad	1	8	9	3	3	6	3	7	10
Under 30 years	3	6	9	2	3	5	3	12	15
Between 30-50 years	13	17	30	14	22	36	15	26	41
Over 50 years old	17	12	29	15	12	27	15	18	33
TOTAL Group	33	35	68	31	37	68	33	56	89

Outgoing turnover

	2021			2022			2023		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Under 30 years	0.5%	1.6%	1.2%	0.3%	0.5%	0.9%	0.5%	1.5%	2.0%
Between 30-50 years	2.1%	2.5%	4.6%	2.1%	3.3%	5.3%	2.1%	3.6%	5.8%
Over 50 years old	3.0%	1.6%	4.6%	2.4%	2.1%	4.5%	2.3%	3.0%	5.3%
Total Italy	5.6%	5.6%	10.3%	4.8%	5.8%	10.6%	5.0%	8.1%	13.0%
Under 30 years	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	9.7%	9.7%
Between 30-50 years	3.7%	0.5%	0.7%	7.1%	10.7%	17.9%	6.5%	12.9%	19.4%
Over 50 years old	0.0%	0.5%	0.5%	3.6%	0.0%	3.6%	3.2%	0.0%	3.2%
Total Abroad	3.7%	1.6%	1.8%	10.7%	10.7%	21.4%	9.7%	22.6%	32.3%
Under 30 years	0.5%	1.0%	1.5%	0.3%	0.5%	0.8%	0.5%	1.9%	2.4%
Between 30-50 years	2.2%	2.8%	5.0%	2.3%	3.6%	5.9%	2.4%	4.1%	6.4%
Over 50 years old	2.8%	2.0%	4.8%	2.5%	2.0%	4.4%	2.4%	2.8%	5.2%
TOTAL Group	5.5%	5.9%	11.4%	5.1%	6.0%	11.1%	5.2%	8.8%	14.0%

Parental leave

	2021		2022		2023	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Employees who have taken parental leave	1	13	1	14	4	8
Employees returning from parental leave who remain employed for the next 12 months	1	12	1	13	4	8
Rate of return to work after parental leave	95%		95%		100%	

