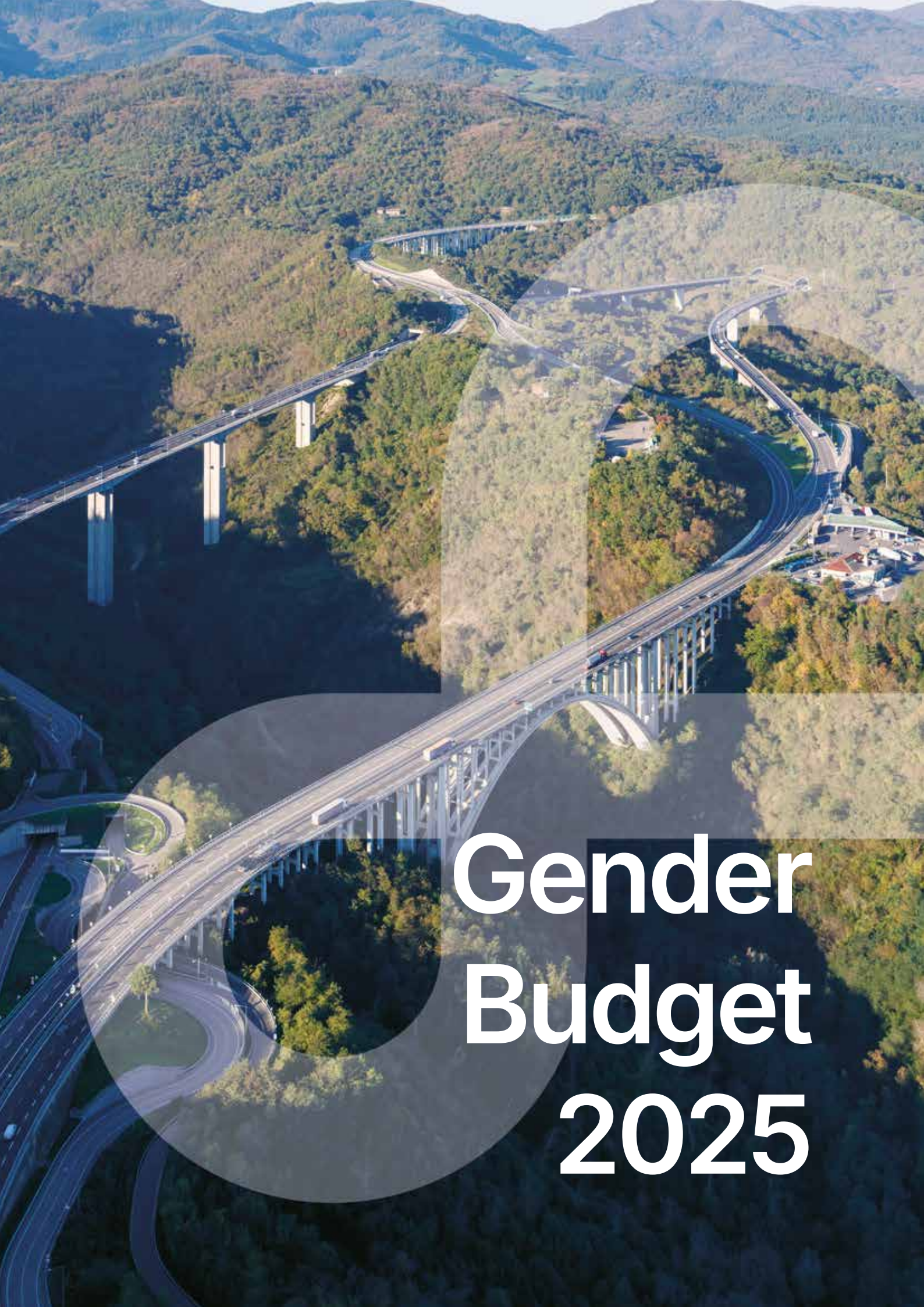




Gender Budget 2025

Index

INTRODUCTION	4
Brief note on methodology	4
Document structure	5
CONTEXT	8
Governance for gender equality and inclusion	9
Partnerships to expand our network	11
Staff composition	15
Autostrade per l'Italia's Glass Ceiling Index	19
RESULTS	20
Area 1 - Work-life balance and organisational culture	21
Area 2 - Gender balance in managerial positions and in the decision-making bodies	24
Area 3 - Gender equality in recruitment and career advancement	28
Area 4 - Gender mainstreaming in training and skill enhancement	30
Area 5 - Gender mainstreaming in business processes and activities	34
Area 6 - Combating gender-based violence and discrimination, including sexual harassment	35



Introduction

Autostrade per l'Italia's (ASPI) 2025 Gender Budget marks the **fourth annual review** of the company's commitment to **promoting gender equality** and fostering **a fair, inclusive and diversity-respecting working environment**.

Designed as a tool for **analysis and transparency** in pursuit of the objectives set out in the **Gender Equality Plan (GEP) 2023–2025**, this report enables the organisation to monitor the effectiveness of the actions undertaken over time and to steer the organisation towards **continuous improvement**.

The 2025 edition forms part of the Integrated Annual Report (IAR), in which **sustainability** indicators are presented alongside **economic - and financial** indicators to provide a comprehensive overview of **the value generated by ASPI** across the entire value chain.

Through a narrative supported by qualitative and quantitative evidence, the document provides an **up-to-date picture of the current situation** and the progress made in the **six key areas of gender equality** that have guided the implementation of the Gender Equality Plan, **highlighting both the results achieved and the main outstanding challenges**.

Brief note on methodology

This Gender Report has been drawn up in accordance with the key performance indicators (KPIs) set out in the **UNI/PdR 125:2022** Reference Practice and the guidelines of the international standard **ISO 30415:2021** on inclusive human resources management.

Furthermore, the document reports on key indicators also included in the **IAR 2025**, supplemented with specific details relating to ASPI's scope alone:

- **ESRS S1-6 Employment**
- **ESRS S1-9 Diversity and Equal Opportunities**
- **ESRS S1-13 Training and Performance Appraisal**
- **ESRS S1-15 Work-Life Balance**
- **ESRS S1-16 Gender Pay Gap**
- **ESRS S1-17 Incidents of discrimination**

The reported data have been collected via the company's IT systems and the **DE&I Dashboard**, which monitors KPIs relevant to **equality, equity and inclusion**. The **2025** snapshot includes a comparative analysis with data from **2023** and **2024**, in order to ensure the consistency and progressive nature of the analyses.

The scope of reporting relates specifically to **Autostrade per l'Italia S.p.A.** Any initiatives and projects developed Group-wide or by subsidiaries are indicated in the text on a case-by-case basis, where relevant.

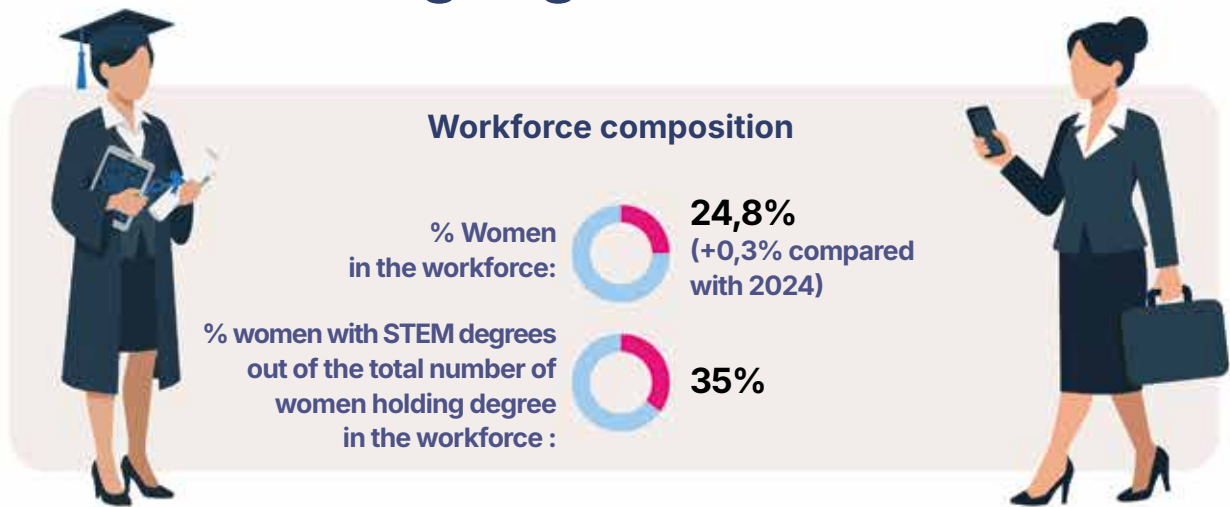
Document structure

Following a first section describing the context, the remainder of the document is structured in line with the six areas of the **GEP 2023–2025**, the strategic and planning framework through which Autostrade per l'Italia has defined its objectives and actions for promoting gender equality **over the three-year period 2023–2025**.

The 6 Areas of the ASPI GEP

Area 1	Work-life balance and organisational culture	
Area 2	Gender balance in managerial positions and in the decision-making bodies	
Area 3	Gender equality in recruitment and career advancement	 
Area 4	Gender mainstreaming in training and skill enhancement	  
Area 5	Gender mainstreaming in business processes and activities	
Area 6	Combating gender-based violence and discrimination, including sexual harassment	  

Highlights 2025



Area 1	% Men taking parental leave:	35% (+25 percentage points compared with 2024)
Area 2	average gender Pay Gap:	3,5%
Area 3	% female new recruits vs total new recruits:	33% (+4 percentage points compared to 2024)
Area 4	Lead Excellence Programme and Development % of women out of the total:	32% (+12 percentage points compared with the 2021– 2023 edition)
Area 5	No. of play areas: Baby Room:	76 (+22 compared to 2023) 158 (+4 compared to 2024)
Area 6	Participation in the #panchinerosse project to raise awareness of violence against women:	14 facilities in service areas



Context



Governance for gender equality and inclusion

Throughout **2025**, Autostrade per l'Italia remained committed to advancing **inclusion and diversity management** in many different areas.

In February 2025, the **Group's Diversity, Equity & Inclusion Guidelines** were updated and approved on 13 February 2025, with the aim of strengthening their role as a strategic and operational framework for promoting **an inclusive culture within the organisation**.

The revision involved aligning the guidelines with the new corporate model applied to the Group Guidelines, through a clearer distinction between **guiding principles** and control mechanisms on the one hand, and **rules of conduct** on the other. Furthermore, it has taken account of developments in the organisational and regulatory context, strengthening its focus on issues relating to the **prevention of discrimination, harassment and non-inclusive behaviour**, not least in light of the insights gained from internal feedback and reporting systems.

Within this framework, the Guideline places considerable emphasis on certain key principles – including **non-discrimination, zero tolerance towards any form of violence and harassment, and respect and the use of inclusive language** – which are adopted as fundamental benchmarks to guide individual and collective behaviour.



In this context, the multi-level governance structure involving three key stakeholders is reaffirmed; this structure is designed to ensure consistency between strategic direction, continuous monitoring and the organisation's active participation.

- **DE&I Steering Committee:** responsible for defining strategy, drawing up action plans and implementing targeted consultation initiatives for the various business segments.
- **Bilateral Committee for the Protection and Inclusion of Diversity:** established following discussions with trade unions to monitor **pay equality, the inclusion of vulnerable groups, welfare and parental rights**, and the fight against violence and discrimination
- **Employee Resource Groups (ERGs):** advocacy groups, formed voluntarily by company staff, which act as catalysts for cultural change from within, addressing all aspects of diversity from an intersectional perspective and providing a space for **discussion, listening and proposals**. Each group has its own by-laws, an internal steering committee and a C-level sponsor. By the end of 2025, the ERGs had 170 members spread across the following four areas:



Disability – 'Aucuba' Group: made up of colleagues with and without disabilities, it works to promote a culture that values the uniqueness and richness of every person, regardless of their personal circumstances.



Intergenerational Relations – "Genzero" Group: this group strives to celebrate the differences between the generations within the company, viewing them as an asset, and to promote cultural exchange and shared values across different age groups.



LGBTQ+ – "Guidiamo" Group: works to foster an inclusive culture that prevents all forms of discrimination based on personal characteristics relating to sexual orientation and gender identity.



Gender Equality – "Ipazia" Group: works to promote gender equality by driving cultural and organisational change, from language to behaviour.



Partnerships to expand our network

Autostrade per l'Italia promotes equality and inclusion through **partnerships with organisations that share the same values**, helping to strengthen the impact of its initiatives and foster a culture of **respect** and **prevention**.

Valore D

Since 2021, ASPI has been a supporting member of Valore D, having signed up to the **Manifesto for Women's Employment** and joined a network of over **400 companies** to share best practice and training programmes. To this end, it has taken part in the **Inspiring Girls** and **Wanters** programmes and contributed to the **'From Silence to Action'** Guidelines against domestic violence, sharing its corporate protocol and the Ten-Point Code against **harassment** and **discrimination**.

Fondazione Libellula

Since 2023, ASPI has been collaborating with **Fondazione Libellula** to prevent gender-based violence, through training programmes for staff on interpersonal skills, active listening and overcoming stereotypes.

Stati Generali delle Donne

The **'Panchine Rosse Parlanti'** project, aimed at raising awareness of gender-based violence, has been running since 2022. The number of displays across the network and at the Group's premises has been increased (currently around 30 overall) and the collaboration with the **State Police** on **awareness-raising** initiatives has continued.



UNI/PdR 125:2022 and ISO 30415:2021 certifications

Autostrade per l'Italia has been applying international standards and principles on diversity, equity and inclusion since 2022.

The international certifications and frameworks adopted are not merely statements of compliance. They serve as tools for **management and motivation**, transforming core values into measurable objectives, thereby encouraging the organisation to consolidate its achievements and identify new areas for improvement.

In **March 2025**, a new three-year certification cycle for gender equality and policies **promoting diversity and inclusion in the workplace** (UNI/PDR 125:2022 and ISO 30415:2021) was launched. This cycle is fully integrated with the additional certifications of business processes included in the Management System and has been handed over to a new third-party certification body. The outcome of the audit **confirmed the positive assessments** made at the conclusion of the first cycle.

During 2025, the initiative to promote diversity, equity and inclusion was further extended to include subsidiaries. More specifically, **Movyon** has achieved **UNI/PdR 125:2022** certification for gender equality, as well as Dyslexia Friendly Company certification, further reinforcing the Group's commitment to **accessibility** and **inclusion**.

More generally, the Group's main companies hold the most relevant **DE&I** certifications, confirming a widespread approach that is progressively being integrated across the various organisational contexts.

Certifications awarded to each specific company	ISO 30415:2021	Uni Pdr 125:2022	Dyslexia Friendly Company	SA 8000: 2014
Autostrade per l'Italia	▶	▶	▶	
Amplia Infrastructures	▶	▶	▶	▶
Tecne	▶	▶		
Movyon		▶	▶	

Uni Pdr 125:2022

Empowerment indicators from UNI/PDR 125:2022



Culture and Strategy



Governance



HR Processes



Gender Pay Equity



Growth and Inclusion
Opportunities



Parenthood
and Work-Life Balance

Autostrade per l'Italia has successfully completed the audit for the retention and renewal of its **UNI/PdR 125:2022** certification for 2025, as part of the new three-year cycle launched in March 2025 and integrated into the company's Management System. The audit confirmed the effectiveness of the model adopted to **support gender equality**, certifying that the system is fully compliant and ensuring **a 6-percentage-point score increase** compared to the first certification cycle, thanks to several indicators that recorded gains over the observation period, demonstrating the company's commitment to the progressive and continuous development of female talent.

The results by area highlight exceptionally positive performance in **Culture and Strategy, HR Processes, Gender Pay Equity, and Parental Support and Work-Life Balance**, confirming the structural integration of the principles of equity and inclusion into the company's processes and policies. The Governance area also achieved a **positive score**, whilst the Growth Opportunities and Women's Inclusion area highlighted **areas for improvement**, which are the focus of specific **empowerment** initiatives.



The audit revealed a high level of awareness and engagement amongst respondents on the issues of **diversity, equity and inclusion**. Furthermore, **the cultural initiatives carried out in 2025 were highly valued**.

With a view to further expanding its network and strengthening collaboration with public bodies working on gender equality issues, the Group launched an institutional **roundtable in 2025–2026** with the **National Gender Equality Councillor** and the **Regional Gender Equality Councillors**.

This process, which began with the disclosure of the Annual Report on Gender Equality (Article 3 of the Prime Ministerial Decree of 29 April 2022) and the main planning and reporting tools (Gender Equality Plan, Gender Budget, certification KPIs), is aimed at developing a collaboration protocol designed to promote and disseminate the Group's best practices across the regions in the areas of equality, the prevention of discrimination and the fight against gender-based violence.

Staff composition

In recent years, the company has strengthened its commitment to gender balance, **improving its ability to attract and value female talent.**

In **2025**, women accounted for **24.8% of Autostrade per l'Italia's workforce**, 1,129 people out of a total workforce of 4,559, a figure broadly in line with 2024, but with a Female Representation Index rising from 29.3% in 2022 to 32.9% in 2025, **marking an increase of 3.6 percentage points since 2022.**

In recent years, there has also been a significant increase in roles of responsibility, **with the proportion of female managers rising from 22.1% in 2023 to 24.3% in 2025.**

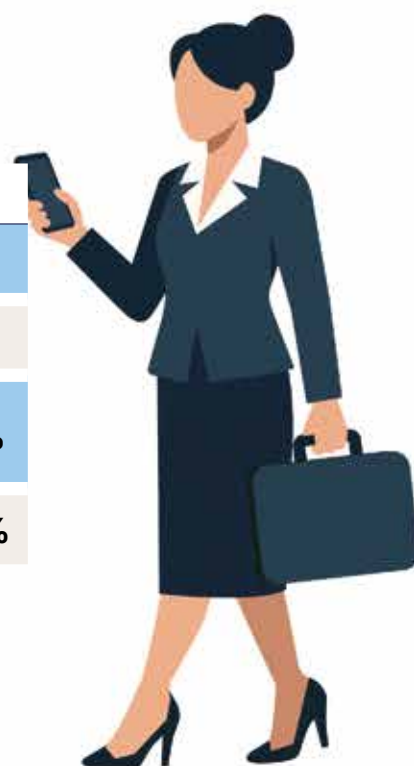
ASPI's female workers

KPI	2023	2024	2025
Total staff	5.001	4.761	4.559
Women	1.228	1.167	1.129
%of women in the workforce	24,6%	24,5%	24,8%
Femininity index	32,5%	32,5%	32,9 %



RELATED ESRS indicators: ESRS S1-6 Employment; ESRS S1-9 Diversity and Equal Opportunities

RELATED SDGs: 5 – Gender equality



The company also notes the increase in the proportion of women in Line roles, with women now accounting for 20% of the workforce – a 2% increase compared with 2022, when the figure stood at 18%.

Looking at the breakdown between Staff and Line functions based on the 1,129 women at ASPI, 67% of women work in Line departments, whilst 33% work in Staff departments.

¹ Full-time and part-time staff, excluding seasonal staff, interns and agency workers. The figures refer to the gender recorded in the company's HR systems; as at the reference date, no further categories (e.g. non-binary or undeclared gender) are represented.

² Female Representation Index: this index is a statistical ratio indicating the number of women per 100 men in a given population.

Distribution of employees between Staff and Line

STAFF EMPLOYEES	2023	2024	2025
Men in Staff	470	446	425
Women in Staff	395	397	375
% of women in Staff	46%	47%	47%
% of Women in Staff vs total women employed	32%	34%	33%

LINE EMPLOYEES	2023	2024	2025
Men in Line	3.302	3.148	3.005
Women in Line	833	769	754
% of women in Line	20%	20%	20%
% of women in Line vs total women employed	68%	66%	67%



RELATED ESRS indicators: ESRS S1-6 Employment; ;
RELATED SDGs: 5 - Gender equality



The growth in the proportion of female staff has consolidated a highly qualified workforce within the company, with figures exceeding the company average in terms of educational qualifications: indeed, whilst the average proportion of graduates across the entire workforce stands at 32% **female graduates (510) account for 35% of the company's graduate workforce.**



Female graduates and STEM at ASPI

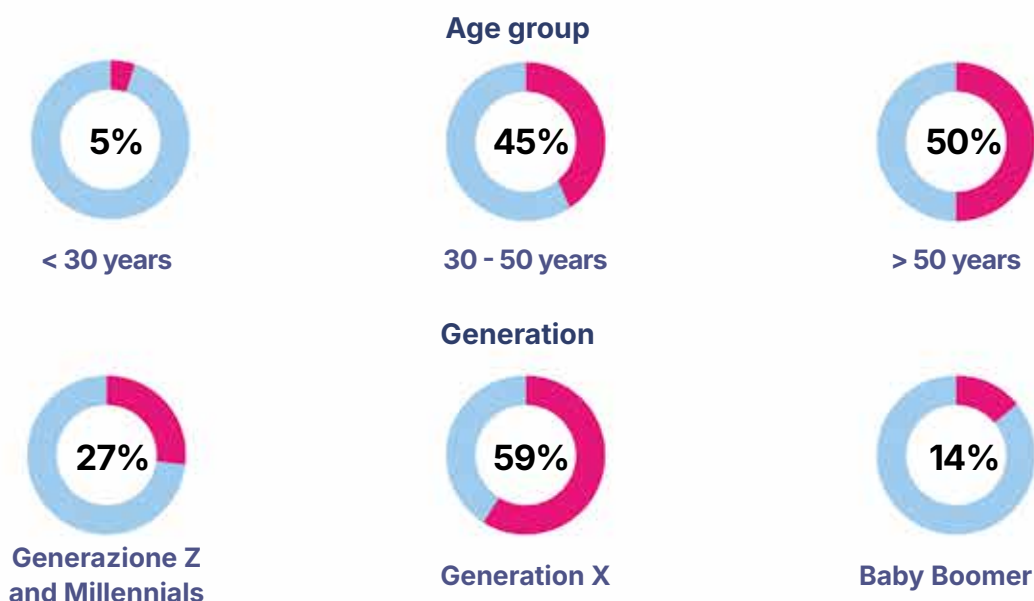
Year	2023	2024	2025
Female graduates in the workforce	529	521	510
Women with degrees in STEM subjects	180	177	179
% of female STEM graduates out of the total number of female graduates in the workforce	34%	35%	35%

Over the three-year period **2023–2025**, there was a slight reduction in the number of female graduates on the staff, **falling from 529 to 510 (–3.6 %)**. By contrast, the number of female graduates in STEM subjects remained broadly stable, standing at around **180** (–0.6% over the period), highlighting the **continued presence of women** in highly specialised technical fields, which are strategic for the organisation's innovation and competitiveness.

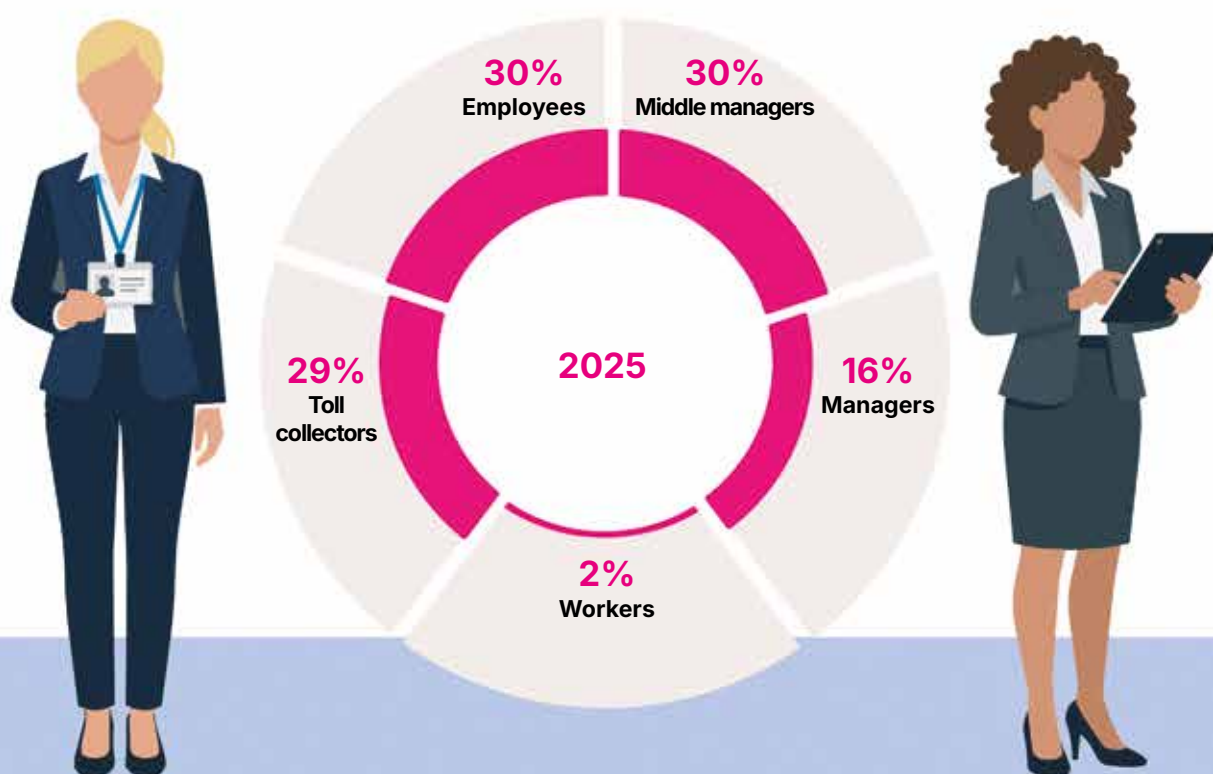


The workforce's demographic profile reflects a balance between **experience and established skills**, with a predominance in the middle age groups and a balanced distribution across the **different generations**.

Below is a summary of the key demographic indicators relating to the female workforce.



Proportion of women by qualification out of the total for the category



Autostrade per l'Italia's Glass Ceiling Index

Autostrade per l'Italia has decided to adopt, beginning in 2022, the **Glass Ceiling Index**, a tool to measure **the level of transparency and accessibility of career progression for women within the company**.

The index, inspired by the methodology used by "**The Economist**", provides a summary figure – on a scale from 0 to 1 – which assesses the presence of structural and cultural barriers to women's advancement. A score of 0 indicates the highest level of impediments, whilst a score of 1 reflects a fully equitable environment free from gender-based limitations.

In the calculation adopted by Autostrade per l'Italia, key structural and organisational variables are taken into account, including:

- **Share of women in the total company workforce;**
- **Share of female new recruits in the total number of new recruits;**
- **Share of women holding management positions in the total number of managers;**
- **Share of women in charge of one or more organisational units vs the total number of employees in charge of a unit;**
- **Average Gender Pay Gap**

The aim is not merely to provide a snapshot of the current situation, but **to create a dynamic tool capable of supporting an ongoing process of cultural transformation**. Each indicator thus becomes part of a map that helps to identify strengths and areas where remediation action is needed.

In **2025**, Autostrade per l'Italia's Glass Ceiling Index **stands at 0.40**, a slight increase compared with 2024 (0.39), **and a marked improvement on the initial figure for 2022 (0.35)**.

Results



Area 1 - Work-life balance and organisational culture

For 2025, the company reaffirms that the wellbeing of its people and the work-life balance remain central to its organisational culture. In this context, **flexible working policies, agile working and welfare measures** are key tools for supporting work-life balance and shared parenting.

Corporate welfare has been further strengthened through the signing, at the end of 2024, of a second-level agreement – with the contribution of the Bilateral Committee for the Protection and Inclusion of Diversity – aimed at introducing a system of measures that is more personalised and **attentive to different life stages and generational needs**. Among the most significant measures are the extension of paid leave for family reasons and the strengthening of measures to support shared parenting, including initiatives that encourage a more balanced use of leave by both parents.

These welfare initiatives are complemented by a structured range of services for families, health and personal wellbeing, which includes contributions to **children's education and care, parenting support** initiatives and programmes focused on **physical and mental health**.



TOPIC	KPI	2023 DATA	2024 DATA	2025 DATA
Agile work	% of agile working users out of the total number of eligible employees	45%	48%	47%
	No. of women eligible for remote working	1.213	1.151	1.114
	No. of women using remote working	701	725	692
	% of women benefiting from remote working compared with eligible women	58%	63%	62%
	No. of men eligible for remote working	2.940	2.795	2.666
	No. of men using remote working	1.185	1.154	1.103
	% of men benefiting from remote working compared with eligible men	40%	41%	41%
Leave	No. of employees taking optional parental leave	90	93	310
	% women taking optional parental leave	17%	11%	37%
	% men taking optional parental leave	7%	10%	35%
	Average number of days of optional maternity leave	12,6	4,9	29,3
	Average number of days of optional paternity leave	5,0	3,4	11,3
	No. of men taking mandatory paternity leave	248	104	96
	Total number of days of mandatory paternity leave used	891	874	799
	Average number of days of mandatory paternity leave	3,6	8,4	8,3
Summer e City Camp	Number of Summer Camp participants Number of City Camp participants	251	287	218



RELATED ESRS indicators: ESRS S1-15 Work-life balance
RELATED SDGs: 8 – Decent work and economic growth

Over the three-year period, there has been **widespread adoption of agile working**, with the proportion of users remaining **broadly stable at around 45–48%**. Women show a greater propensity for **remote working** than men (**over 60% of those eligible in 2024–2025**), confirming the role of this measure as a lever for work-life balance; this represents **a distinctive feature of ASPI's organisational model**, which has chosen to maintain and promote this arrangement even during a period of gradual return to more traditional working practices.

Furthermore, **2025** shows a significant increase in the uptake of optional parental leave **by both genders**, with a particularly marked rise among men (**up to 35% of beneficiaries**). This trend indicates a greater sharing of care responsibilities and a gradual shift in organisational culture **towards more inclusive and equitable models**.

ASPI's results are significantly **above the national average**, showing a trend that contrasts with the national landscape. Indeed, in Italy, the take-up of parental leave remains **heavily concentrated among women**, with male participation still limited, as shown by data from the **2025 Gender Report** published by the **National Social Security Institute (INPS)**, which reveals that the number of female beneficiaries is **more than double that of male beneficiaries** – a gap that widens further when measured in terms of authorised days.



Area 2 - Gender balance in managerial positions and in the decision-making bodies

Autostrade per l'Italia remains committed to **promoting greater female representation in positions of responsibility**, with a particular focus on **women's access to managerial roles and decision-making processes**. This commitment results in an integrated set of policies aimed at **attracting, developing and valuing women's careers**, alongside initiatives **designed to combat gender stereotypes** and **strengthen an inclusive organisational culture**.

As part of the **DE&I strategy**, dedicated KPIs are systematically monitored, including indicators designed to measure **the representation of women in positions of responsibility** and on **management development programmes**. This context also includes the Succession Plan model, introduced in **2022**, which requires the inclusion of **at least one female candidate in the succession lists for roles close to the top management**, with the aim of fostering the structured and continuous growth of **female leadership**.

With regard to equal pay, the organisation continues to monitor the **gender pay gap**, which remains at reasonable levels and is consistent with the tolerance threshold set out in **UNI/PdR 125:2022**, confirming its commitment to the principle of **equal pay** for equal roles and responsibilities. Specific measures are also geared towards offsetting the impact on pay resulting from periods of **maternity leave**, ensuring continuity in career progression and remuneration systems.



TOPIC	KPI	2023 DATA	2024 DATA	2025 DATA
Women in leadership roles	Leadership roles	628	662	683
	Women in leadership roles	139	156	166
	Managers	17	17	16
	Women in the Board of Directors	3	2	1
Representation of women in first and second tier management	Women	23	21	22
	%	23%	24%	26%
	Men	79	66	64
	%	77%	76%	74%
Presence of women in succession tables	Women	4	5	6
	%	17%	24%	18%
	Men	19	16	28
	%	83%	76%	82%
Equal pay	Average gender pay gap	3,8%	3%	3,5%
	% women with variable remuneration	7%	7%	7%
	% men with variable remuneration	9%	9%	9%



RELATED ESRS indicators: ESRS S1-9 Diversity and Equal Opportunities;
ESRS S1-16 Gender Pay Gap
RELATED SDGs: 5 – Gender equality

There has been a gradual increase in the number of women in leadership positions, **rising from 139 in 2023 to 166 in 2025**, in line with the overall increase in leadership positions, confirming a strengthening of women's presence in managerial roles.

Meanwhile, there are further opportunities to **consolidate the presence of women** in senior positions and on decision-making bodies, particularly in light of the composition of the **Board of Directors** with a **7% female presence** and the still limited representation of women on succession committees.

With regard to **pay equality**, the average gender pay gap remains low and broady

stable over the period, reflecting the organisation's commitment to ensuring **pay equity**, whilst requiring ongoing monitoring of incentive mechanisms and variable remuneration. This result is particularly significant when compared with the national context, which shows that Italy still has a **significant gender pay gap, averaging over 20% and set to widen** over the course of a person's working and pensionable life. Against this backdrop, ASPI's average gender pay gap, **standing at around 3.5%**, is well **below the national average**, confirming the effectiveness of the organisation's grading, development and remuneration systems in mitigating gender pay inequalities. It is important to note that the gender pay gap in Italy does not originate in educational pathways – where women's levels of participation and qualifications are **equal to or higher than men's** – but becomes **entrenched** in the labour market and **tends to widen** throughout the entire working and social security life cycle, partly due to the unequal distribution of care responsibilities.





Area 3 - Gender equality in recruitment and career advancement

The organisation adopts an **inclusive and transparent approach** to its selection processes, aimed at **recognising merit** and **safeguarding equal opportunities** right from the recruitment stage. In this context, recruitment procedures involve the use of **balanced shortlists**, consistent with the relevant market, in order to **promote gender balance** and **counteract bias and stereotypes**, even in traditionally male-dominated contexts.

The assessment and selection processes are supported by objective tools and measures designed to **recognise** individual potential, in line with a **bias-free and inclusive** selection model that takes into account the diverse needs of candidates.

With regard to career **development** and **progression**, the company promotes a **fair and structured** model of internal mobility, based on **performance and skills** criteria. Well-established recruitment and cross-functional mobility tools enable the company to support personalised career development pathways, ensuring **equal access to development opportunities**. These processes are constantly monitored with a view to strengthening gender balance in career progression over time, in line with the objectives of the **Gender Equality Plan**.

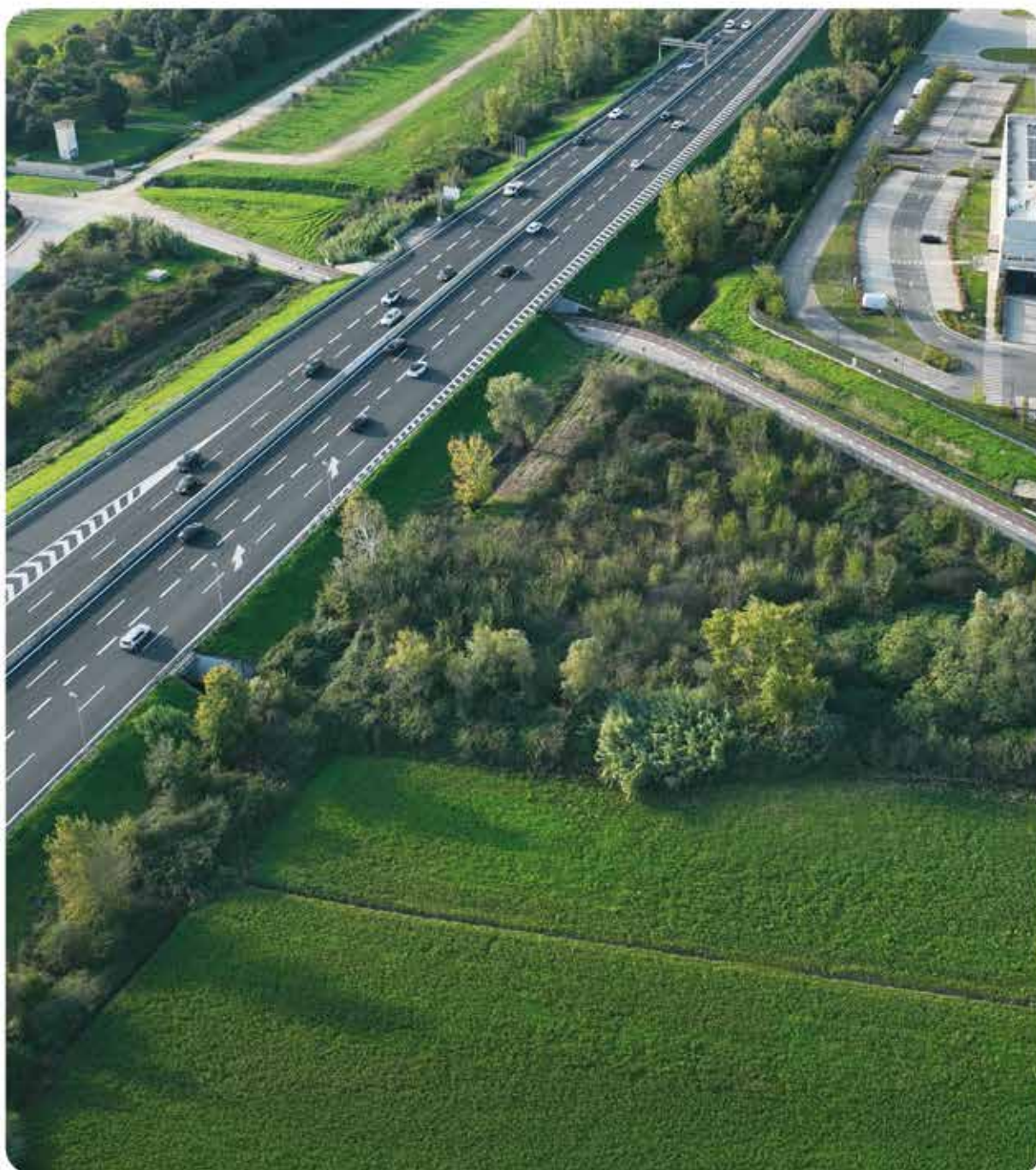
TOPIC	KPI	2023 DATA	2024 DATA	2025 DATA
Female hires vs total hires	Total number of people hired	405	133	91
	Total number of men	250	95	61
	Total number of women	155	38	30
	% female new recruits vs total new recruits	38%	29%	33%
Promotions	Women granted promotions	66	58	70
	Men granted promotions	204	131	171



RELATED SDGs: 4 – Quality education; 5 – Gender equality.

The overall trend shows a decrease in the percentage of newly hired women, falling from 38% in 2023 to 29% in 2024, with a partial recovery in 2025 (33%), suggesting **a need to focus on existing inclusive recruitment policies**, especially during periods of reduced intake, in order to prevent negative impacts on gender balance.

With regard to career progression, the number of women advancing to higher levels shows an overall positive trend, with **an increase in 2025 (70 promotions)**, reflecting the focus on promoting women's career development programmes.



Area 4 - Gender mainstreaming in training and skill enhancement

Training and skills development are a strategic driver for the organisation's sustainable growth and for strengthening gender equality. In this context, **the company adopts an inclusive approach**, aimed at ensuring equal opportunities for access to training and development programmes, in line with an individual's role, potential and business needs.

The gradual integration of a gender perspective into training programmes, including advanced training and management development programmes, is designed to foster the development of women's skills and to support women's access to roles of greater responsibility. Leadership development programmes, such as the LED (Lead-Excellence and Develop) Project, are also part of this framework, designed to ensure fairness in pathways for the development and promotion of talent.

The company also pays particular attention to technical and specialist skills, as well as STEM subjects – in which it promotes dedicated training initiatives – with the aim of gradually reducing the gender gap and overcoming the cultural barriers restricting female participation. To support this approach, the active involvement of staff through **Employee Resource Groups (ERGs)** helps to foster **a culture of diversity and inclusion**, including within **learning and development** processes.

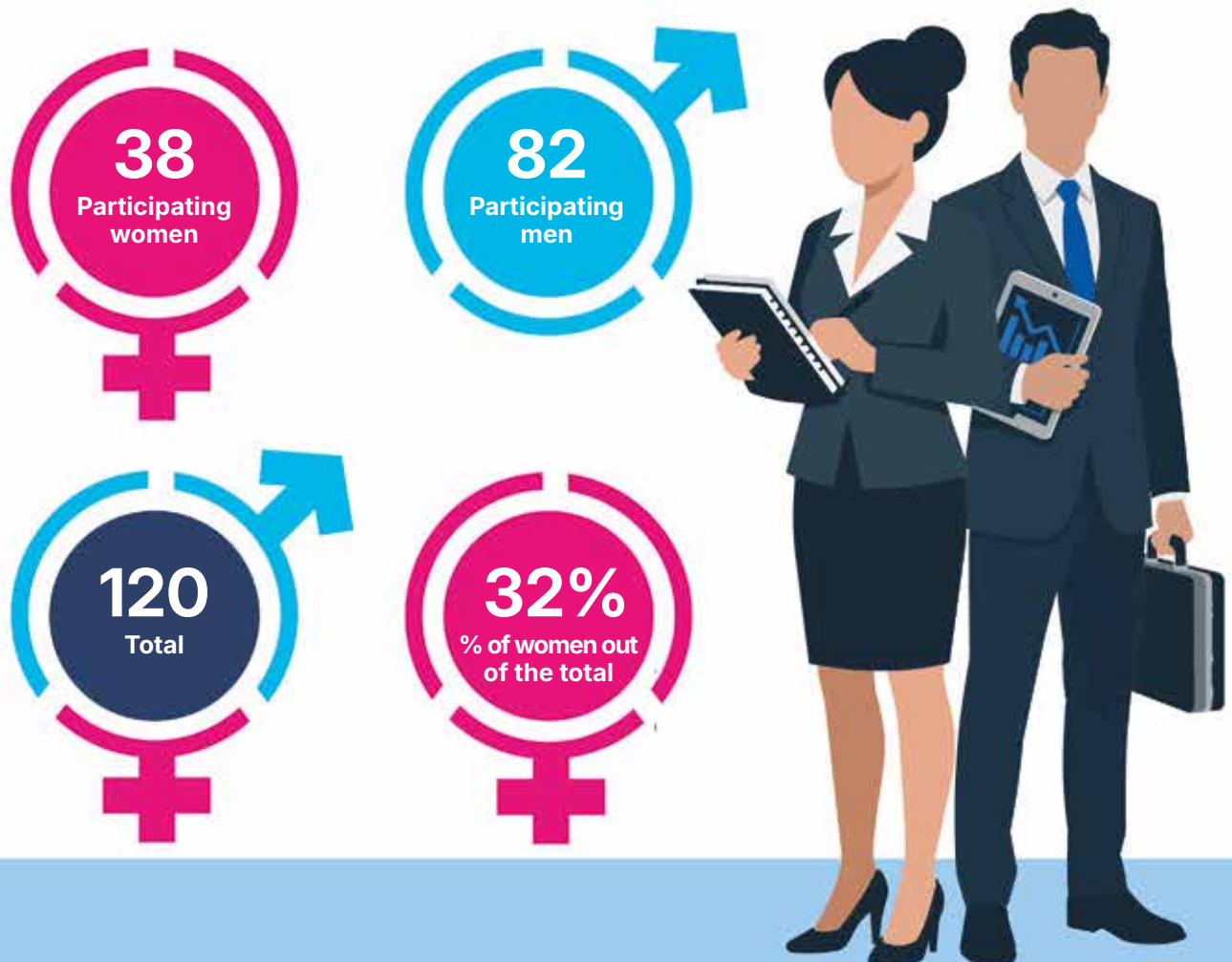
TOPIC	KPI	I EDITION 2021-2023	II EDITION 2023-2025
LED development programme	Participating women	9	15
	Participating men	36	32
	Total	45	47
	% of women out of the total	20%	32%



RELATED ESRS indicators: ESRS S1-13 Training and skills development
SDGs CORRELATI: 4 – Quality education; 5 – Gender equality.

The data show an increase in women's participation in leadership development programmes: the number of women involved rose significantly between the first and second editions, rising from 9 to 15 participants, representing a 12% increase in their share of the total. Female participation in the **Empower Up** programme was also high (32% female participation), an 18-month programme designed to nurture and develop talent amongst **Autostrade per l'Italia's** professionals, with the aim of fostering a culture of empowerment and continuous growth by strengthening key skills whilst, simultaneously, encouraging **autonomy and empowering individuals** to take responsibility for their own professional development, in line with the Group's strategic objectives. Against a backdrop of substantial stability in the overall number of participants, this trend reflects the company's commitment to **promoting more balanced access to management development programmes**, encouraging **greater female representation in high-potential programmes**.

Empower Up Programme 2025 edition



This initiative also includes the **Talent Acceleration Programme (TAP)**, a development programme in the field of **AFC (Administration, Finance and Control)** aimed at nurturing **high-potential candidates** through an integrated approach combining **academic training and on-the-job experience**.

The programme, run in collaboration with **SDA Bocconi School of Management** and the **University of Naples "Federico II"**, comprises six training modules and a structured job rotation system, enabling participants to gain experience in various areas of **Management Control** and **Project Control over a 24-month period**.



Female participation in the programme **stands at 24%** Group-wide, confirming the need to continue promoting balanced **access for women to technical and managerial development pathways**.

TOPIC	KPI	2023 DATA	2024 DATA	2025 DATA
Advanced Master's Programme	% of women enrolled	30%	25%	13%
ERG Groups	Number of male and female members	120	120	170

4

QUALITY EDUCATION

5

GENDER EQUALITY

10

REDUCED INEQUALITIES

RELATED ESRS indicators: ESRS S1-13 Training and skills development

RELATED SDGs: 4 – Quality education; 5 – Gender equality; 10- Reducing inequalities

Overall, the figures relating to training and development initiatives show an increase in female participation, with positive signs in both managerial and technical-specialist courses, particularly with regard to the LED Programme. However, there is still room for improvement, which requires ongoing action aimed at promoting increasingly balanced access to high-potential programmes and at nurturing female talent within career development programmes.



Area 5 – Gender mainstreaming in business processes and activities

Gender mainstreaming is also reflected in the company's operational processes and activities, through measures aimed at making infrastructure, services and supply chain relationships more **inclusive and accessible**. In this context, the company has embarked on a process of progressively **integrating gender equality criteria** into its tendering procedures and **the design of its Service Area facilities**, with a particular focus on **accessibility for families** and the promotion of **shared parenting**.

The initiatives introduced in the tenders for the management of Service Areas – launched from 2023 and currently being gradually implemented – such as the requirement for **baby rooms and dedicated play areas for boys and girls**, help to promote a new conception of these spaces as **inclusive places**, thereby helping to **overcome gender stereotypes** even in the everyday use of infrastructure.

At the same time, the organisation promotes a **culture of diversity, equity and inclusion** through internal awareness-raising initiatives and actions targeting the supply chain. The integration of **ESG** requirements and criteria into supplier qualification and selection processes, together with the adoption of specific codes of conduct, reinforces the commitment to **shared responsibility throughout the value chain**.

This systemic approach is further supported by **cultural, training and research** initiatives, as well as empowerment and prevention programmes, which help to make **gender a cross-cutting and structural element of the company's activities**.

TOPIC	KPI	2023 DATA	2024 DATA	2025 DATA
Play areas and baby rooms	No. of play areas	54	76	76
	No. of baby rooms	158	154	158



RELATED SDGs: 4 – Quality education; 5 – Gender equality; 16- Peace, justice and strong institutions

Area 6 - Combating gender-based violence and discrimination, including sexual harassment

Autostrade per l'Italia recognises **the protection of human dignity and personal integrity as a priority**, promoting a working environment based on respect, fairness in interpersonal relationships and the prevention of all forms of discrimination, harassment or violence. This commitment is enshrined in the **Code of Ethics**, in **contractual provisions** and in **agreements entered into with the social partners**, such as the **Joint Declaration on the prevention and combating of harassment, violence and discrimination in the workplace**, set out in **Article 27** of our National Collective Labour Agreement.

In this context, the **Protocol to Combat Violence, Harassment and Discrimination** was introduced in 2023 to strengthen the company's focus on the prevention of all forms of discrimination. It sets out **principles, behaviours that will not be tolerated, and tools for prevention**, management and support for the people involved. The Protocol provides for dedicated channels for listening and reporting, such as the **Counselling and Early Psychological Support Service for victims of violence**, a dedicated support service for victims of violence and discrimination **in the workplace and at home**, also available to **all adult family members of the employee**, awareness-raising and training initiatives, as well as specific protective measures for victims, **including a further 60 days' paid leave**, in addition to the three months already provided for under Article 27 of the National Collective Labour Agreement, **for women who are victims of gender-based violence**.

This system for the prevention and management of cases of violence, harassment and discrimination is integrated with the **whistleblowing system in place across all companies within the Autostrade per l'Italia Group** and is subject to **constant monitoring** by the relevant bodies, with a view to ensuring the uniform and effective application of the measures adopted and to gradually fostering a climate of **trust, safety and inclusion for all employees**. Specifically, a system has been set up to receive and handle reports – received from company staff and/or third parties – concerning any breaches of regulatory provisions, breaches of internal rules (such as the rules of conduct set out in the **Code of Ethics**, the **Anti-Harassment Code** and the **231 Model**),

unlawful conduct and irregularities in the conduct of the company's business. Such reports – received via the dedicated channels on the Whistleblowing Platform – are handled by internal departments staffed by personnel who meet the autonomy requirements laid down by law, in terms of impartiality and independence, and who have received specific training. To protect the reporting party, the reported party and any other parties involved in the report, **confidentiality and discretion are ensured** at every stage of the reporting process – from receipt to investigation and closure. Furthermore, **any form of retaliation**, even indirect, **shall be prohibited**, whilst ensuring – where requested – the adoption of appropriate support measures.

With regard to the number of reports concerning cases of harassment and bullying, as shown in the table below, there was an increase in the number of reports over the three-year period; this trend is mainly due to the **intensification of awareness-raising and communication activities**, as well as to **greater awareness of and trust in the protection mechanisms** provided by the organisation. This trend indicates a **growing awareness of issues relating to respect and inclusion**, and a corporate culture that is **more attuned to** and focused on the timely identification of situations that do not comply with the company's values and principles.

TOPIC	KPI	2023 DATA	2024 DATA	2025 DATA
Reports of harassment and bullying	Number of reports received	15	18	26
Reports of harassment and bullying	Number of well-founded reports	7	13	16
Training on the reporting procedure	Hours of training provided to all new recruits	2	2	2



RELATED ESRS INDICATORS: ESRS S1-13 Training and ESRS skills development, S1-17 Incidents of discrimination
RELATED SDGs: 10- Reduce inequality

Furthermore, as part of its awareness-raising and prevention initiatives, ASPI has launched the **"Journey of Respect"**, a nationwide tour aimed at promoting **a culture of respect, psychological safety** and the **prevention of harassment and microaggressions in the workplace**, through local meetings at regional offices and within Group companies (**14 stops** in 2025, with over **1,200 staff members educated and trained**). Greater awareness and knowledge of the

company's support and reporting channels – to which a specific, compulsory self-paced training course has also been dedicated for the entire workforce – has led to an increase in the percentage of relevant reports received by the management body.

The company's commitment is also demonstrated through **projects dedicated to the local community**. This includes its participation in the **#panchinerosse** project, promoted in collaboration with the **Associazione Stati Generali delle Donne** and in partnership with the **State Police**, with the aim of actively contributing to the promotion of a culture that combats gender-based violence. The red benches serve as a permanent symbol to raise awareness of **violence against women and femicide**, designed to keep the spotlight on the issue and promote shared social responsibility.

Since 2023, ASPI has gradually rolled out the project across its infrastructure network and at its business premises, through the installation of **'talking' red benches**, fitted with QR codes that provide **access to audio content** designed to raise awareness of the issue.

Throughout 2025, the project gained significant traction, with **14 setups in service areas**, alongside further setups on motorway sections, at regional offices and in local communities, including through donation campaigns, bringing the total number of talking red benches installed by the Group **to over 25**.

The initiative, which complements the funding of projects dedicated to the prevention, combating violence and supporting victims of violence – which the company funds each year following a thorough assessment carried out by the **Committee for Solidarity and Social Promotion Projects**, comprising company and trade union representatives – helps to make the Group's commitment to combating gender-based violence visible and tangible, strengthening dialogue with communities and local areas and promoting a widespread culture of respect and inclusion. Two projects were funded in 2025:

- **Casa delle donne di Bologna** a women's shelter offering practical support to women fleeing dangerous situations;
- **Associazione Culturale Kama Aps** which, through the "Intrecci" project, supports the social inclusion of vulnerable and unemployed women, promoting craft skills as a means of personal and professional growth, and introducing digital craftsmanship to reinterpret traditional techniques using contemporary design tools.

The forthcoming 2026-2028 commitment cycle

The findings of the 2025 Gender Report, covering the three-year period 2023–2025 and the first implementation cycle of the Gender Equality Plan, form the informational, methodological and strategic backbone for the development of **Autostrade per l'Italia's new Gender Equality Plan (GEP) for 2026–2028.**

An analysis of the results, emerging trends and areas for improvement that still require attention enables us to **capitalise on the lessons learnt** and to make informed decisions when identifying **new priorities, objectives and actions.**

In a constantly evolving organisational and regulatory context, the new Plan aims to ensure **continuity with existing policies**, whilst incorporating **elements of innovation and greater focus**, so that gender equality continues to serve as a strategic lever for sustainable development and long-term value creation.





