



GOM

Ground Operations

Manual - Ed 2 Rev 17

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GOM

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0.1 FOREWORD

This Manual defines the processes and procedures related to Ground Operations of ITA - Italia Trasporto Aereo S.p.A. (from now on intended as ITA) in conformity with internal and external regulations (AIR OPS, ICAO, ENAC, IOSA, SAE ARP), with operational instructions which apply to airport activities, with applicable requirements and with relevant industry and business standards.

The GOM is composed of 3 manuals: PBM (Passenger and Baggage), HLM (Handling and Loading), CM (Cargo Manual which includes Dangerous Goods)

0.1.1 DOCUMENT REQUISITES

This document describes the duties and responsibilities concerning:

- drafting
- release
- approval
- publication and distribution
- updating
- review of all documents of all documentation included in the Manual.

It also includes the Table of Contents and the List of Effective Pages, indicating the level of revision, in order to prevent the use of obsolete documents.

0.1.2 DRAFTING, RELEASE, APPROVAL, PUBLICATION, UPDATING, REVIEW

The Ground Operations Departments of ITA is responsible for the drafting, release, approval, publication and distribution, updating and review of the Ground Operation Manual, by specific mandate of the Nominated Person Ground Operation of ITA Airways that give his approval by signing the proper approval page.

All procedures and process described in this Manual are preventively evaluated and approved by the same NP GR OPS in order to verify their conformity.

The document publication and distribution process, guarantees that all users make a documented, traceable and coherent approach to procedures.

All prescriptive procedures, as well as updates and revisions, are verified and approved, through the signing of the proper approval page, for their adequacy, by authorized and qualified staff of Ground Operations Staff.

0.1.3 DISTRIBUTION

The version of the GOM published by the Ground department in the Intranet, for the internal uses, and Extranet, for external users, is the only one to be considered official and valid. At this regard the Ground Operations Manual of ITA Airways shows on each page the wording "if printed or downloaded, copies do not ensure the last version". The GOM is made available to all users specified in the below table by the Ground department who monitor its feedback of acknowledge.

The same distribution mode through the Intranet and Extranet will be used to transmit the other necessary documentation/manuals to the Ground Service Providers (e.g. Operational Communications, Ground Operations Safety Alerts, Fuelling booklet, De Anti Icing booklet, etc.)

The Record of Revision is included in each volume of the manual and details the amendment of the manual itself.

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In order to make all users aware of any amendment, the distribution will be carried out on or before its effective date depending on the urgency or the amount of amendment included in the revision of the manuals.

In order to maintain the currency of relevant documents and data, once a year a specific “Manual Review Record” form is completed and a copy of it is stored in the sub-folder “Manual Review Form” of the folder “Ground Operation Manual”, published in the intranet/Sharepoint.

While each amendment to ITA Airways GOM is notified to the manual holders users through the Company applicable distribution platforms with read-acknowledge tools, the virtual copy sent to ENAC is distributed by Ground Training, DCS, Loadmaster Division that uploads it into its dedicated institutional site (<https://manuali.enac.gov.it>) through controlled access; the uploading is confirmed by the issuance of an electronic receipt.

FUNCTION	Distribution Address
Nominated Person Ground Operations	ITA Headquarter
Compliance Monitoring Manager	ITA Headquarter
Nominated Person Flight Operations	ITA Headquarter
Ground Department	ITA Headquarter
Italian Station Managers	ITA Intranet/Sharepoint
Outstation Station Mangers	ITA Intranet/Sharepoint
Italian and Outstations Providers	ITA Extranet OpenText/CoreShare
ENAC - Direzione Territoriale Lazio	ENAC Cloud https://manuali.enac.gov.it

0.1.4 UPDATING

The Manual is updated:

- either by amending or integrating or deleting, when procedures need to be changed, in order to adjust operating processes or due to new regulations, standards and on Authority's requests.

The update may be carried out by a complete new Edition (e.g. complete restructuring or substantial revision) or by a Revision to the current edition progressively numbered.

Any change to paragraphs and/or modules, shall produce the following actions:

- amend the date on the page containing the updates;
- mark with a black thick line the right side of the amended paragraph;
- in the event that a text is slipping from one page to the next, those pages must be renamed with the date of the new Rev at the side of which a vertical line must be inserted;
- typographical changes such as corrections of typing errors or amendments of graphic settings shall not be considered as formal updating. Therefore, in the case of variations related only to typographical or editorial changes, the vertical bar on the right will be printed near the page number box only.

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ITA Airways performs and maintains an updated gap analysis of its own procedures against the IGOM: if variations are identified against the IGOM concerning the IGOM "Safety Critical" procedures, they will be subject to risk assessment for possible inclusion in the company manuals.

0.1.5 REVISIONS

The Valid revisions of the Ground Operations Manual GOM including: Vol. 1 PBM - Vol. 2 HLM - Vol. 3 CM will be published on the Intranet and Extranet of the carrier at any regulation and/or procedure amendment and/or whenever it is deemed necessary, in any case at least on a yearly basis.

The introduction of the GOM includes the date of revisions and the effective date of the entire manual and the List of Effective Date. Each of the 3 manuals, forming an integral part of the GOM, individually report the List of Effective Pages and the Record of Revision of the single manual in which the amendment part are recorded.

The Vol. 1 PBM includes an Annex section, at chapter 16 containing a list of folders in which are published detailed operative instructions together with more purely commercial aspects and operative forms as well as standards to be followed by ground staff/handlers of all the stations of ITA.

The content of the above mentioned folders are directly and continuously updated by competent personnel of the Ground department.

The editing of the sub-folders numbered and listed in the Chap. 16 generate a revision of the manual, while the amendment of the content inside the sub-folder do not generate a revision of the manual.

Updates/integrations of procedures are promptly sent by email by Ground staff and published in the dedicated folder attached to the manual.

Upon publication of a new manual all preserved updates and any printed hard copies must be destroyed.

0.1.6 CONCLUSIONS

- All data or products purchased or otherwise acquired from external supplier, which directly affect operational safety and security, shall meet the technical products requirements as specified or indicated prior to being used in the conduct of handling operations.
- ITA adhere to the eE-MOR (electronic ENAC - Mandatory Occurrence Reporting) system for the transmission of the MOR events to the authorities.

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0.2 QUALITY SYSTEM

The Air Operator Certificate, named AOC, certifies that the carrier has the professional capacity and the organization in place to guarantee that aircraft operate in airworthiness and safety, for the aviation activities covered by it.

According to the provisions established in art. 6 of the Council Regulation (EC) n°1008/2008 of 24 September 2008, an air transportation undertaking must have a valid AOC, in order to obtain and maintain a valid Operating Licence for air carrier. The fulfilment by an air transport undertaking of the general technical requirements shall be attested by an AOC. The Air Operator Certificate cannot be transferred to another Operator.

The AOC, that within Italy is guaranteed by ENAC, specifies the range and the limitations of the certificate, against a positive result of its own assessment, after the undertaking has demonstrated to meet the requirements established in the EU Regulation (EU) N.°965/2012 AIR OPS according to the means of compliance, reported in the above said regulation.

Throughout the AOC validity, ENAC will supervise the carrier's activity by means of occasional and planned Audits and Inspections. ENAC will establish the content, the limitations and the formalities for the issue, and the variation to the AOC. The range of the certification specified in the valid AOC is extended by ENAC on request of the operator, against positive result of the assessment conducted by the licensing authority.

To renew the certification, the operator must demonstrate to meet the obligations of the above mention European Regulation. The operator must opportunely inform ENAC about any eventual circumstances reducing the AOC range.

The original copy of the AOC and the relevant description of the operations are filed by the Accountable Manager of ITA.

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0.2.1 Safety and Security Policy

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SAFETY AND SECURITY POLICY

At ITA Airways the priority is to ensure safe and secure operations to our Customer and Employees. We believe that every incident is preventable and our goal is zero accidents; to achieve it, we are focused on continuously enhancing our Safety and Security standards through actions which:

- ensure compliance with legal and regulatory requirements and support adoption of Industry best practices;
- warrant the necessary resources to comply with applicable regulations;
- assure implementation of prevention strategies based on regular Hazard Identification, Threat Assessment and Risk Management processes to identify, eliminate, or mitigate safety and security risks to levels as low as reasonably practicable;
- pursue the continual improvement of Safety and Security standards by establishing objectives, communicating them and constantly monitoring our performance;
- promote the development of a proactive reporting Culture throughout the Company, assuring that no disciplinary actions will be initiated against employees for reporting safety and security occurrences or hazards; this guideline will not apply to information received from a source other than the employee, or which involves illegal acts, reckless, gross negligence, deliberate or willful violation of Company procedures and aviation regulations;
- guarantee effective implementation of Just Culture principles within the organization, reflecting our dedication to safety and security at all levels and with all parties; all should actively foster mutual trust and respect, and promote support and cooperation to build the necessary trust across the organization;
- encourage voluntary reporting of Safety and Security issues, assuring that such information will not be used to find out blame or individual responsibilities but to determine causes and/or contributing factors of reported events in order to achieve effective prevention;
- exploit Companywide effective communication.

This policy is regularly reviewed by the Safety Review Board.

Our Managers are committed to implement and spread this Policy throughout the Company. We are all responsible for the continuous improvement of our safety and security performance.

July 23rd, 2025

Safety Manager
Gianluigi Guanzioli

Security Manager
Silvia Lezzi

Accountable Manager
Marzio Caneva

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0.2.2 Safety Performance Indicators and Targets

Every year SPIs and Targets are defined during the first SAG (Safety Action Group) and submitted to the SRB (Safety Review Board) for approval. SPIs are constantly monitored during the periodic SAGs.

Ground Safety Actions Group regular meetings are chaired by the NPGO or his/her deputy and organized by the GSAG Coordinator (SAGC).

Among other tasks the SAG coordinator proposes the annual planning and the single event agenda: he/she sends invitations to SAG members to confirm their attendance and organizes contents that will be shared during the meeting (SPI, Safety reporting, relevant occurrences and findings and remedial/mitigation actions, etc...)

The organization of GSAG, its functions and all members'role are described in an internal procedure.

0.2.3 Physical and mental conditions of personnel

The execution of any operational duty connected to flight safety, giving the specific nature of the work, requires the utmost attention and the best use of all physical and mental capabilities.

Before starting the activity, all personnel assigned to or directly involved in handling and /or loading and balancing of aircraft shall be particularly aware of his/her own conditions.

In addition if the Supervisors have any doubts regarding the physical or mental conditions of any person or if they believe that such person could be under the influence of psycho-active substances that might impair their capability to safely perform their duties, they shall not assign such staff to handling and/or loading and balancing activities or to any other activity connected to flight safety.

0.2.4 Training requirements

All ITA Airways personnel who perform operational duties in functions within the scope of ground handling operations, including personnel of external service providers (e.g. passenger services, ramp services, load control, aircraft fueling, aircraft de/anti-icing) shall complete:

- Initial training prior to being assigned to perform such operational duties, to ensure smooth operations, safety, quality, proficiency, and meet ITA Airways standards;
- Recurrent training or recurrent assessment on a frequency in accordance with requirements of the regulatory authority but not less than once during every 36-month period, except for recurrent training in dangerous goods that must be completed at a minimum of once every 24 months.
- Re-qualification training applicable to all personnel that become unqualified for any reason, prior to being reassigned to perform operational duties.

The training shall be completed by personnel that perform operational duties in the following functions within the scope of ground handling operations:

- (i) Passenger services;
- (ii) Ramp services;
- (iii) Load control;
- (iv) Aircraft fueling;
- (v) Aircraft ground de/anti-icing.

The Handler shall ensure that all personnel assigned to ground operations are properly instructed, have demonstrated their abilities in their particular duties and are aware of their responsibilities and the relationship of such duties to the operation as a whole.

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0.2.5 Training Program

The training programs completed by ground operations personnel within the scope of ground handling operations, shall provide the knowledge necessary to perform duties, execute procedures and operate the equipment associated with specific ground handling functions and responsibilities:

- in-depth training on requirements, including policies, procedures and operating practices;
- training in human factors principles;
- safety training on associated operational hazards;
- airside safety training for personnel assigned to perform ground handling duties in airside operations;
- dangerous goods training which include initial and recurrent training on a frequency in accordance with requirements of the regulatory authority, but not less than once within 24 months of previous training in dangerous goods.
- SMS training (recommended for external service providers)

The recommended training for ground handling personnel assigned to perform passenger services, ramp services and load control includes the following training elements:

Passenger Services:	Aviation Basics; Arrivals/Departures; Baggage Services; Check-in; Passenger Assistance and PRM (passengers with reduced mobility); Post-Flight Requirements; Special Category Passengers; Transfer of Load Information; Transfer, Transit and Connection; Boarding Bridge Operations; Aircraft Cabin Access Doors.
Ramp Services:	Basic Ramp; Airside Driving; Basic Hand Signals; Aircraft Marshalling; Boarding Bridge Operations; Aircraft Cargo Access Doors; Aircraft Cabin Access Doors; Aircraft Loading; Aircraft Arrival; Aircraft Departure; Aircraft Pushback; Aircraft Towing; GSE Operations; Ground-to-Flight Deck Headset Communication and Engine Start; Ramp Baggage Handling; Aircraft Loading Supervision; Airside Safety Supervision.
Load Control:	Aviation Basics; Aircraft Weight & Balance Principles; Load Planning and Load Sheet; Documentation and Messaging.

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Training programs syllabus and training records maintenance are evaluated by ITA Airways during monitoring (desktop and on-site audit) by Compliance Assurance Monitoring department auditors.

ITA Airways prior to open new stations provides technical and procedural training to Local trainer, according to Train the trainer procedure.

Local Trainer where applicable, constantly receive update training information and material to keep up to date with the ITA Airways policy and procedures, they are responsible to spread them over all the agents involved in the ITA Airways ground operations activities.

Among the contents shared with Local Trainers, the principles of the Company's Safety policy and the related Safety Management System, are consistently prioritised, to ensure that all operational personnel are fully aware of their roles, duties and responsibilities concerning safety matters.

The Company also provides regular updates and reminders regarding emerging safety issues, safety performance indicators, specific hazards and risks associated with ground operations, as well as initiatives aimed at addressing known safety concerns.

The detailed training Courses Syllabus and requirements for ITA Airways personnel and for Local trainers are described and published in the ITA Airways Ground Operations Training Manual (GTM).

0.2.5.1 DG Training requirements

The Company has established for ITA Airways personnel initial and recurrent training programmes based on Competencies (Competency-Based Training and Assessment – CBTA) in accordance with ICAO/IATA regulation, approved by the Authority (ENAC).

Personnel must be trained to competently perform the function for which they are responsible, not on the basis of the job title.

The Company personnel involved in operations related to DG transport is suitably trained with reference to the following specific functions and responsibilities:

Flight Operations	Nominated Person FO
	Flight Crew
	Cabin Crew
	Flight Dispatcher
Ground Operations	Nominated Person GO
	Load Masters
	Station Manager & Duty Supervisors
	Cargo Supervisors
Compliance	DG Training Manager & Instructors
	Compliance Manager
Safety	Compliance Quality Auditors
	Safety Manager

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0.3 GROUND OPERATION ORGANIZATION

The Ground Operation Organizations Department is managed by the Ground Operations Nominated Person which has the responsibility of ensuring that the Organisation remains in compliance with the applicable requirements (regulations, standards, Company's procedures, etc.) and the Ground & Cargo operations are conducted in accordance with the conditions and restrictions of the AOC.

- The Ground Operations Nominated Person shall be ultimately responsible to the Accountable Manager, and has the authority (being also responsible) for the management and supervision of functions and activities within the scope of Ground and Cargo handling operations;
- has the responsibility for the management of safety to Ground and Cargo handling operations

ITA Airways does not perform activity of self-handling, hence the ground handling activities are contracted with external ground services providers through the Standard Ground Handling Agreement (SGHA).

Cargo activities are also outsourced by ITA Airways to external Cargo Provider through specific agreements. Ground handlers are responsible to provide adequate facilities, workspace, equipment and a suitable work environment that satisfies human and physical factors

Ground Handlers shall also ensure a valid program is in place for the maintenance of ground support equipment (GSE) to ensure the safe handling of the ITA Airways flights

Company Ground Operations personnel shall monitor operations provided by Ground Service Providers in order to ensure a safe and on time operations, in a stable and constant way.

All personnel who perform operationally critical functions within Ground Operations and Cargo operations is required to be appropriately educated, experienced, skilled and trained for the covered position. The top priority in the supervision of activities is the safety of the operations, flights, passengers and staff.

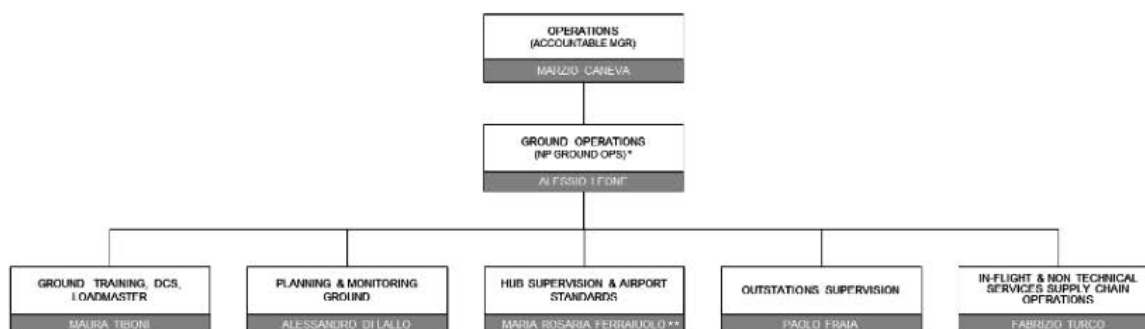
Ground Operation Management and staff regularly share activity planning, performance results, and both corporate and departmental objectives, alongside continuous monitoring of Safety and Security matters, through structured and recurring meetings.

NPGO and Ground Operations Managers meet weekly or biweekly with coordinators and focal points from various areas to review operational performance and highlight key issues. Performance reports (e.g. OTP, MHB) are shared, including analysis of GHA performance at Rome Fiumicino Hub and Milano Linate Airport.

Meeting content is summarized in the presentation created and updated on purpose. Business Line Managers hold periodic meetings with their teams and may choose to draft minutes outlining assigned actions and tasks.

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These minutes may also be shared via email. Regular or ad hoc meetings are also held with service providers to review performance data, Safety and Security topics, and other relevant matters.



* Cargo Operations Manager functionally reports to Nominated Person Ground Operations according to Regulatory requirements
** Ground Operations Nominated Person Deputy

The complete job descriptions of all the different unit under the Ground Operations are published in the “Job Description Manual” edited by the ITA Airways Human Resources Department.

The recruitment process within the Ground Operations Department follows Company standards, with job postings being advertised according to the specific profiles required. Such advertisements specify the qualifications and minimum requirements necessary to access the evaluation process and are published through internal and external communication channels that are freely accessible.

All stages of the evaluation process involving the various candidates, together with the related outcomes, are recorded on the Company’s designated platform, which is accessible only to those Managers involved in the assessment process.

0.3.1 Ground Operations Nominated Person

The Ground Operation Nominated Person (NPGO), as per ITA Airways Job description, has the target of :

- ensure compliance with operational programmes, expected service quality standards and the safety and security aspects, the correct conduct of ground operations (passengers and cargo) at all stations, in line with the regulation and the Compliance Monitoring System
- grant in coordination with the competent departments, the preparation of procedures and operational manuals, the definition and management of Ground and Cargo operational training (including the training of Dangerous Goods) and the provision of training for all the network following the training from time to time provided and applicable
- ensure correct management of the relationship with the relevant institutional bodies, the body of the airports and the service providers
- ensure stock planning, logistics and supervision of supplies of in-flight and no technical materials, the management of catering operations thought the definition of the operational planning of in-flight services and catering facilities, the development of operational manuals and the supervision of external providers in the different phases of the manufacturing process.

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- Following the finalization of the agreement between ITA Airways and Lufthansa CARGO Group (LCAG) for the progressive commercialization of cargo capacity on ITA Airways routes, in the case of goods transported under AWB 020 code, the responsibility of the Ground Operations Nominated Person to ensure the correct execution of cargo activities is to be understood as limited to what is provided for the ground handling service provider contracted by ITA from the moment of taking charge of the goods to or from the delivery to the Lufthansa Cargo agent, who will manage it with their own resources and means and in their own warehouses.

Responsabilità **

- 1) Assicurare, per quanto di competenza, che le Operazioni siano condotte nel rispetto delle condizioni e delle restrizioni dell'AOC ed in ottemperanza a quanto previsto dai pertinenti regolamenti EASA e dagli standards definiti dalla Compagnia.
- 2) Assicurare la governance delle attività di handling sull'Hub di FCO e degli scali periferici, nel rispetto dei KPI contrattuali, in linea con gli obiettivi di puntualità e regolarità aziendale nonché della normativa di riferimento, delle procedure operative aziendali e nel rispetto dei livelli di costo delle Ground Operations concordati in fase di pianificazione con le funzioni competenti secondo gli andamenti del programma operativo dei voli.
- 3) Supportare le funzioni Commercial e Fleet, Network & Alliances nel rapporto con gli aeroporti per lo sviluppo di accordi commerciali di incentivazione legati al disegno del Network volti a massimizzare i benefici di business.
- 4) Assicurare il rapporto con i Gestori aeroportuali in modo costante ed efficace e garantire l'interfaccia con gli Enti Istituzionali di riferimento e gli Handler fornitori dei servizi.
- 5) Assicurare il raggiungimento ed il mantenimento dei livelli di safety stabiliti nell'ambito del Safety Management System relativamente alle attività di ground e cargo handling.
- 6) Concorrere all'attuazione delle politiche di Security, relativamente a passeggeri, bagagli, cargo ed aeromobili, emesse centralmente dal Security Manager.
- 7) Assicurare la definizione delle specifiche dei prodotti/servizi relative ai beni/servizi acquisiti da fornitori esterni e il supporto tecnico alla funzione Procurement nelle fasi di negoziazione.
- 8) Assicurare la predisposizione e la distribuzione agli Scali delle procedure (incluse le procedure Dangerous Goods) e dei manuali operativi Ground
garantendo che il loro contenuto sia in linea con i requisiti previsti dalla normativa vigente e con le altre procedure e manualistica aziendale.
- 9) Assicurare l'attività di loadmastering.
- 10) Assicurare la definizione dei programmi di addestramento area Ground Operations e Cargo, per quest'ultima limitatamente al personale ITA Airways (inclusa la definizione del programma di addestramento Dangerous Goods), e l'erogazione dei corsi, per tutti gli scali della rete secondo il modello addestrativo di volta in volta previsto e applicabile, anche in modalità Train the Trainers.
- 11) Assicurare il monitoraggio degli indicatori di ground safety e l'aggiornamento del Departure Control System (DCS).
- 12) Assicurare la distribuzione del "Fueling Booklet" e del "De/Anti-icing Booklet" ai Capo Scalo ed ai Fornitori presenti sugli scali coerentemente con quanto previsto dal CAME.
- 13) Assicurare il supporto amministrativo per l'Hub di FCO e gli scali della rete, con riferimento alla gestione del ciclo passivo ed alla certificazione delle prestazioni, nel sistema contabile aziendale, garantendo il flusso informativo verso le funzioni aziendali coinvolte.
- 14) Gestire la pianificazione delle scorte, la logistica e la supervisione delle forniture di materiali non tecnici, massimizzando l'obiettivo di riduzione dei costi.

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15) Assicurare la gestione delle operazioni di catering attraverso la definizione della programmazione operativa dei servizi operativi di bordo e degli allestimenti, l'elaborazione della manualistica operativa e a supervisione dei fornitori esterni nelle diverse fasi del processo produttivo.

16) Garantire la gestione operativa dei contratti con i fornitori esterni verificando la conformità dei livelli di servizio agli SLA contrattualizzati.

To ensure management continuity when the NPGO and/or those managers who have been identified within GR OPS Division as having critical roles (that's to say, those managers whose absence even temporary could have an immediate effect on operations) a "Deputy" system has been established.

When NPGO and these managers are not on duty, whether on leave or duty travel, or in any further condition that makes them unable to play their role even temporary, deputies are appointed to ensure control of operations and management with regards to safety and security outcomes.

For the purpose of management continuity, the use of telecommuting technology and/or being on call and continually contactable are acceptable means for operational managers to remain available and capable of carrying out assigned work duties.

For extended periods of absence the nominated deputy shall be given a full hand-over briefing on the delegated accountabilities, duties and responsibilities.

All relevant persons shall be informed of the job holder's absence; the message of absence should contain information such as the name of the nominated deputy, his/her contact details (if applicable) and the expected period of absence from the office.

In case of unexpected manager(s) unavailability, the Company lines of accountability shall be followed.

ROLE	RESPONSIBLE	DEPUTY
Nominated Person Ground Operations	Alessio Leone	Maria Rosaria Ferraiuolo
Hub Supervision & Airport Standards	Maria Rosaria Ferraiuolo	Carlo Santi
Outstations Supervision	Paolo Fraia	Francesca Romana Attura

See also ITA Airways CMM 1.6.1.3.3 MANAGEMENT CONTINUITY (DELEGATION OF DUTIES AND DEPUTY APPOINTING)

All ITA Airways employees commit, in the performance of their respective duties, to comply with the Code of Ethics, the Organization, Management and Control Model (MOGC) adopted by ITA pursuant to Legislative Decree no.231/2001, as well as with the company's internal policies and procedures.

The NPGO, like other Function and/or Process Managers, is required to report unlawful acts or conducts, behaviours that are in conflict with the principles of the MOGC and the ITA Airways Code of Ethics, as provided by the company policy "Information Flows to the Supervisory Body pursuant to the Organization, Management and Control Model under Legislative Decree 231/01.

****Responsabilità:** The text intentionally reported only in Italian as per actual Company policy

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0.3.1.1 Minimum Qualification and Requirements

- Minimum 5 years of work experience which at least 2 years within aeronautical industry in an appropriate position;
- At least Secondary School Diploma;
- Italian native speaker and fluency in standard English
- Practical experience and expertise in the application of aviation safety standard and safe operating practices;
- Knowledge of AOC holder's operations specifications;
- Knowledge of relevant parts of the AOC holder's operations manual;
- Familiarity with aviation quality and safety management systems;

0.3.2 Outstations Supervision

The Outstations Supervision manager target is to ensure, in compliance with operational programmes, expected service quality standards and company standards and procedures, the correct development of the ground operations at the Italian and foreign airports of the entire network and the offline stations where operations of the Company are scheduled, according to the applicable regulations in terms of safety and security.

Ensure the Customer Experience according to the agreed SLA.

0.3.2.1 Minimum Qualification and Requirements

- High school diploma or comparable qualification
- Italian native speaker and fluency in standard English
- Minimum 5 years of experience in Airline Ground Operations
- Knowledge of Standard Ground Handling Agreement (SGHA) and Service Level Agreement (SLA)
- Good knowledge of Aviation Regulations
- Good knowledge of Microsoft Office Suite
- Leadership and good relationship skills

0.3.3 Hub Supervision and Airport Standards

The Hub Supervision & Airport Standards manager mission is to grant, in compliance with the operational programs, the required service quality standards and the Company standards and procedures, the supervision of the correct execution of the "Landside and Airside" ground operations activities on the HUB of Fiumicino, ensuring Customer Experience in conformity with the agreed SLA

Ensure the implementation and supervision of the service standards in compliance with product design, procedures and the on time performance targets to ensure the expected level of Customer Satisfaction.

Ensure the supervision of products and services offered to Customers in the ITA Airways Lounges through a constant interface with concerned providers.

Ensure the organization and correct management and assistance of Hight Value Revenue/VIP passengers.

Ensure the monitoring of baggage performances handled by the providers for all the Network in compliance with the Company standards and procedures.

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0.3.3.1 Minimum Qualification and Requirements

- High school diploma or comparable qualification
- Italian native speaker and fluency in standard English
- Minimum 5 years of experience within the Aviation Industry
- Minimum 3 years of experience in Airline Ground Operations
- Knowledge of Ground Handling Agreement (SGHA) /Standard Level Agreement
- Knowledge of Aviation Regulations processes and standards
- Knowledge of essential management skills and principles as applied to airport operations
- Basic knowledge of airport customer experience and system of standards management

0.3.4 Ground Training, DCS, Loadmaster

The target of the Ground Training, DCS, Loadmaster manager is to ensure the Loadmastering activities on special flights for the weight and balance activities, where required, for the safety of the flights, of the operational performance and commercial optimization.

Ensure the definition and constant updating of technical-procedurals training (including Company DCS technical aspects, Weight and Balance, ticketing, reservations) Dangerous Goods regulations training programmes and recurrent training module for the operative ground personnel of the different areas of competences and the planning, delivering and evaluation of training courses for supervision personnel staff of the Company, if involved in the operational processes in order to grant the standard of competencies according to the applicable regulations and Company quality standards for its Customers (e.g. IOSA Standard, AIR OPS, ENAC, etc.)

Ensure the correct preparation, updating and distribution of ground procedures, communications and operative manuals.

Ensure the DCS updating and correct management.

0.3.4.1 Minimum Qualification and Requirements

- High school diploma or comparable qualification
- Italian native speaker and excellent fluency in standard written and oral English; additional language skills will be considered as an additional asset.
- Minimum 5 years of experience within the Aviation Industry
- Minimum 3 years of experience in Airline Ground Operations
- Knowledge of Aviation Regulations processes and standards
- Knowledge of essential management skills and principles as applied to airport operations
- Good knowledge of airport customer experience and in general on both Above the wings and Below the wings handling processes.
- Good knowledge of Microsoft Office Suite
- Leadership and excellent relationship skills
- Full capability to handle stressing situations
- Human Resources handling

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0.3.5 Planning & Monitoring Ground

The Planning & Monitoring Manager, ensure the administrative support for all the Network, with specific reference to passive and active cycle and the certification of the Company accounting system, guaranteeing the information flow towards the Company functions involved.

Grant the punctuality targets and the maximum customer satisfaction, the rolling preventive analysis of the flights scheduling and the activity of the external providers, sub-contractors relevant to the following 72 hours, with the aim to consolidate, at 24 hours from the operative, the foreseen scenario to be released to the management of the ITA Airways operative Lines involved.

Ensure the development and the management of the monitoring and reporting system of the ground operational performances and the support for ITA operational Lines.

0.3.5.1 Minimum Qualification and Requirements

- High school graduation; A degree in economics is considered and advantage.
- Italian native speaker and fluency in standard English, both written and spoken.
- Excellent knowledge of SAP, the office package (in particular Ms Excel), Business Object.
- Ability to relate effectively with different functional levels and organizational units
- Previous work experience in the field of Operational coordination

0.3.6 In-Flight & Non Technical Services Supply Chain Operations

The In-flight & Non Technical Services Supply Chain Operations manager has the aim to manage and planning of the stocks, logistic and supervision of the supply non-technical materials, maximizing the target of reducing costs.

Ensure the management of catering operations through the definition of the scheduling of in-flight services and equipment, elaboration of operational manuals and the supervision of the external providers of the different phases of the manufacturing process.

Grant the operational management of the contract with the external providers by verifying the compliance of the level of services with the contracted SLA.

0.3.6.1 Minimum Qualification and Requirements

- High School diploma or equivalent qualification
- Italian native speaker and fluency in standard English
- Minimum 5 years of experience in Cargo operation
- Knowledge of Standard Ground Handling Agreement (SGHA) and Service Level Agreement (SLA)
- Good knowledge of Aviation Regulations
- Good knowledge of Microsoft Office Suite
- Leadership, problem solving and good relationship skills

0.3.7 Cargo Operations Manager

According to regulatory requirements the Cargo Operations manager is functionally coordinated by the Ground Operations Nominated Persons.

The Cargo Operations Manager mission is to guarantee, in compliance with the required qualitative standard of services and the safety and security aspects centrally defined, the correct development of the cargo

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operations on all stations of the entire Network, according to the applicable regulations (e.g. EASA, TSA, etc.), ensuring the monitoring of the operative performances of the providers compared to the contracted SLA and coherent with the internal Compliance Monitoring system.

0.3.7.1 Minimum Qualification and Requirements

- High school diploma or equivalent qualification
- Italian native speaker and fluency in standard English
- Minimum 5 years of experience in Cargo operation
- Knowledge of Standard Ground Handling Agreement (SGHA) and Service Level Agreement (SLA)
- Good knowledge of Aviation Regulations
- Good knowledge of Microsoft Office Suite
- Leadership, problem solving and good relationship skills

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0.4 REPORTING SYSTEM

0.4.1 INTRODUCTION

It is the mission of those who work in ground assistance to fulfil safe operations, in compliance with the recommended standards or actions.

Experience has shown that accident and incidents are often preceded by minor event which reveal the existence of potentially dangerous conditions for the safety of operations; therefore, it is everyone's responsibility to report any **safety** and **security** event to the organization. Collections and analysis of those informations allow to identify critical issues and adopt the corrective actions.

To collect these occurrences it is required that a **Company's GSR (Ground Safety Report) is completed as soon as possible and in any case no more than 72 hours from the day of the event.**

It is Station manager responsibility or his/her delegate to send the report in electronic format by accessing the SDM (Safety Database Monitoring) reporting platform. For an effective and efficient management of the report, the compiler is asked to report the mandatory data (date and time of the event, flight number, aircraft registration and description of the event), any other supporting documentation to facilitate and support any investigation (e.g. pictures) verifying the completeness and quality of the information.

It is a Safety department responsibility after a **first level analysis**, to evaluate and classify the level of report. The report can be mandatory (Mandatory Occurrence Report) or voluntary (Voluntary Occurrence Report).

The **report is mandatory** when is included in the list of occurrences which must be reported to the competent authority (ENAC) in compliance with the Regulation (EU) 376/2014 and Implementing Rule n. 2015/1018; while the **report is voluntary or spontaneous** when the occurrence is not included in the list of the Implementing Regulation 2015/1018 but represents or could represent a risk for the safety of operations

The results of the **second level analysis** (follow up), aimed to find the reason which generated the event ("root cause") and to define and share eventual corrective actions. Their implementations by the responsible persons allow to mitigate the risk. The subsequent monitoring allow to verify the efficiency of the implemented measures.

ITA Airways constantly promotes the safety policy to make operational personnel fully aware and embraces the policy as it forms part of the Company's values and priorities.

The safety reporting policy is regularly reminded to personnel through various effective communication channels and/or methods in order to raise awareness to actively reports safety hazards, deficiencies and concerns.

Further details regarding Safety Accountability, Responsibility and Authority for both management and non-management personnel, are included in the Compliance Monitoring Manual, sections CMM 1.6.1.1.1 and CMM 1.6.1.1.2.

0.4.2 JUST CULTURE POLICY

The "Just Culture" is a personal commitment of the Carrier with respect to safety and must not be intended as a tool improperly used against the staff representing spontaneous and safety reports (also confidential). Anyone who will cooperate gathering useful information will be granted:

- respect in personal privacy, CONFIDENTIAL by Safety bodies,
- discretion of received information/data, that will be used only for Safety organization prevention purposes and not performance evaluation elements

ITA is committed to the safest possible operating standards.

A safe aviation system requires events that affect or could affect safety to be reported fully, freely and in a timely manner as needed to facilitate their investigation and the implementation of lessons learnt.

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An effective reporting system is needed in order to maintain and improve aviation safety; Just Culture lies at the heart of it.

The Just Culture is a culture in which front-line operators or other persons are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training, but in which gross negligence, wilful violations and destructive acts are not tolerated.

It is acknowledged that, in an operational aviation industry environment, individuals, despite their training, expertise, experience, abilities and good will, may be faced with situations where the limits of human performance combined

with unwanted and unpredictable systemic influences may lead to an undesirable outcome.

The “no penalty policy” and assurance of personal privacy are granted by the Carrier in compliance with EASA and ENAC current provisions.

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0.4.3 OCCURRENCES TO REPORT

The (EU) 2015/1018 Annex IV defines the occurrences to be reported relating to aerodromes and ground services.

Following a set of occurrences that are **mandatory to be reported**, even if the occurrence happen in Cargo area:

0.4.3.1 Safety management of an aerodrome

A. Aircraft and obstacle related occurrences:

1. a collision or near collision, on the ground or in the air, between an aircraft and another aircraft, terrain or obstacle (*);
2. wildlife strike including bird strike;
3. taxiway or runway excursion;
4. actual or potential taxiway or runway incursion;
5. Final Approach and Take-off Area (FATO) incursion or excursion;
6. aircraft or vehicle failure to follow clearance, instruction or restriction while operating on the movement area of an aerodrome (for example: wrong runway, taxiway or restricted part of an aerodrome);
7. foreign object on the aerodrome movement area which has or could have endangered the aircraft, its occupants or any other person;
8. presence of obstacles on the aerodrome or in the vicinity of the aerodrome which are not published in the AIP (Aeronautical Information Publication) or by NOTAM (Notice to Airmen) and/or that are not marked or lighted properly;
9. push-back, power-back or taxi interference by vehicle, equipment or person;
10. passengers or unauthorized person left unsupervised on apron;
11. jet blast, rotor down wash or propeller blast effect;
12. declaration of an emergency ('Mayday' or 'PAN' call).

B. Degradation or total loss of services or functions:

1. loss or failure of communication between:
 - a. aerodrome, vehicle or other ground personnel and air traffic services unit or apron management service unit;
 - b. apron management service unit and aircraft, vehicle or air traffic services unit.
2. significant failure, malfunction or defect of aerodrome equipment or system which has or could have endangered the aircraft or its occupants;
3. significant deficiencies in aerodrome lighting, marking or signs;
4. failure of the aerodrome emergency alerting system;
5. rescue and firefighting services not available according to applicable requirements. 30.6.2015 EN Official Journal of the European Union L 163/11.

(*) Obstacle includes vehicle.

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C. Other occurrences:

1. fire, smoke, explosions in aerodrome facilities, vicinities and equipment which has or could have endangered the aircraft, its occupants or any other person;
2. aerodrome security related occurrences (for example: unlawful entry, sabotage, bomb threat).
3. absence of reporting of a significant change in aerodrome operating conditions which has or could have endangered the aircraft, its occupants or any other person;
4. missing, incorrect or inadequate de-icing/anti-icing treatment;
5. significant spillage during fueling operations;
6. loading of contaminated or incorrect type of fuel or other essential fluids (including oxygen, nitrogen, oil and potable water);
7. failure to handle poor runway surface conditions;
8. any occurrence where the human performance has directly contributed to or could have contributed to an accident or a serious incident.

0.4.3.2 Ground handling of an aircraft

A. Aircraft and aerodrome related occurrences:

1. a collision or near collision, on the ground, between an aircraft and another aircraft, terrain or obstacle;
2. taxiway incursion;
3. taxiway excursion;
4. significant contamination of aircraft structure, systems and equipment arising from the carriage of baggage, mail or cargo;
5. push-back, power-back or taxi interference by vehicle, equipment or person;
6. foreign object on the aerodrome movement area which has or could have endangered the aircraft, its occupants or any other person;
7. passengers or unauthorized person left unsupervised on apron;
8. Fire, smoke, explosions in aerodrome facilities, vicinities and equipment which has or could have endangered the aircraft, its occupants or any other person;
9. aerodrome security-related occurrences (i.e. unlawful entry, sabotage, bomb threat).

B. Degradation or total loss of services or functions

1. loss or failure of communication with aircraft, vehicle, air traffic services unit or apron management service unit;
2. significant failure, malfunction or defect of aerodrome equipment or system which has or could have endangered the aircraft or its occupants;
3. significant deficiencies in aerodrome lighting, marking or signs.

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C. Ground handling specific occurrences:

1. incorrect handling or loading of passengers, baggage, mail or cargo, likely to have a significant effect on aircraft mass and/or balance (including significant errors in Loadsheet calculations), including discrepancies detected after the off-block;
2. boarding equipment removed leading to endangerment of aircraft occupants;
3. incorrect stowage or securing of baggage, mail or cargo likely in any way to endanger the aircraft, its equipment or occupants or to impede emergency evacuation;
4. transport, attempted transport or handling of dangerous goods which resulted or could have resulted in the safety of the operation being endangered or led to an unsafe condition;
5. non-compliance on baggage or passenger reconciliation;
6. non-compliance with required aircraft ground handling and servicing procedures, especially in de-icing, refuelling or loading procedures, including incorrect positioning or removal of equipment;
7. significant spillage during fuelling operations;
8. loading of incorrect fuel quantities likely to have a significant effect on aircraft endurance, performance, balance or structural strength;
9. loading of contaminated or incorrect type of fuel or other essential fluids (including oxygen, nitrogen, oil and potable water);
10. failure, malfunction or defect of ground equipment used for ground handling, resulting into damage or potential damage to the aircraft (i.e. tow bar or GPU);
11. missing, incorrect or inadequate de-icing/anti-icing treatment;
12. damage to aircraft by ground handling equipment or vehicles including previously unreported damage;
13. any occurrence where the human performance has directly contributed to or could have contributed to an accident or a serious incident.

Following occurrences that can be voluntary reported, even if the occurrence happen in Cargo area:

- an occurrence, different from an aircraft damage, that injured or could injure safe operations;
- an event where an accident has been touched on.

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0.5 Storage Management

0.5.1 RECORDS

The Operator should ensure that a process is in place for the retention of records of accidents and incidents associated with aircraft ground handling operations.

Records can be kept in paper form or in electronic format or a combination of both, remaining traceable, available and legible throughout the required retention period (described in each specific part of the GOM).

Records stored on microfilm or optical disc format are also acceptable.

The record retention period starts when the document has been created or last amended always in accordance with requirements of the Authority.

The record-keeping system should ensure that all records are accessible whenever needed within a reasonable time.

Records shall be stored in a manner than ensures protection from damage, alteration and theft and managed through appropriate processes for:

1. Identification;
2. Legibility;
3. Maintenance;
4. Retrieval;
5. Protection, integrity and security;
6. Disposal, deletion (electronic records) and archiving.

0.5.2 Paper documentation

Paper systems and location have to meet the following requirements:

- Paper systems should use robust material which can withstand normal handling and filing.
- Usually the records are locked in a cabinet, or office or drawer that avoids record deterioration.

Arrangements must be done for the disposal (shredding or destruction) by other means that do not allow non-authorized persons to gain access to its content.

The destruction of records shall be done with the approval of the Post Holder only.

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0.5.3 Electronic records and systems

Computer systems have to meet the following requirements:

- have at least one backup system which should be updated within 24 hours of any new entry;
- computer systems should include safeguards against the ability of unauthorized personnel to alter the data;
- all computer hardware used to ensure data backup should be stored in a different location from that containing the working data and in an environment that ensures they remain in good condition;
- when hardware or software changes take place, special care should be taken that all necessary data continues to be accessible at least through the keep period;

Arrangements must be done for the deletion after the date the record is required to be kept for. The deletion of regulatory records shall be done with the approval of the Nominated Person only.

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0.6 APPROVAL FORM

The approval is valid for all pages of the different volumes that compose the GOM: "Vol. 1 PBM, Vol. 2 HLM and Vol. 3 CM"

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0.8 List of effective pages PBM HLM CM

For the list of effective pages refer to the List of Effective pages of the manuals: PBM, HLM and CM

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0.9 RECORD OF REVISIONS

Edition	Revision of the Edition	Issue Date	Effective Date
Ed 0		July 28th, 2021	July 28th, 2021
Ed 1		Sep 22th, 2021	Sep 22th, 2021
	Rev 1	Dec 14th, 2021	Dec 14th, 2021
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Ed 2		Apr 20th, 2022	Jun 1st, 2022
	Rev 1	Oct 4th, 2022	Oct15th, 2022
	Rev 2	Jan 26th, 2023	Feb 11th, 2023
	Rev 3	May 26th, 2023	Jun 1st, 2023
	Rev 4	Sep 21st, 2023	Sep 26th, 2023
	Rev 5	Nov 2st, 2023	Nov 3rd, 2023
	Rev 6	Nov 14th, 2023	Nov 15th, 2023
	Rev 7	Jan 4th, 2024	Jan 15th, 2024
	Rev 8	Mar15th, 2024	Apr 15th 2024
	Rev 9	Jun 14th, 2024	Jun 20th, 2024
	Rev 10	Oct 29th, 2024	Oct 30th. 2024
	Rev 11	Dec 17th, 2024	Dec 17th. 2024
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	Rev 13	Mar 28th, 2025	Mar 28th, 2025
	Rev 14	Jun 5th, 2025	Jun 5th, 2025
	Rev 15	Aug 7th, 2025	Sep 1st, 2025
	Rev 16	Sep 4th, 2025	Sep 4th, 2025
	Rev 17	Jan 27th, 2026	Jan 27th, 2026

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0.10 Volumes Index

- Volume I PBM - Passenger and Baggage Procedures
- Volume II HLM - Handling and Loading Manual
- Volume III CM - Alitalia Cargo Handling Manual and DG