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# 4 PEOPLE

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Plenitude values its people, guaranteeing paths of personal and professional growth; it protects their health and safety, as well as their psycho-physical well-being, in a climate that respects diversity and inclusion.

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## POLICIES AND OTHER REGULATORY TOOLS

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- [Eni Code of Ethics](#)
  - [Respect for Human Rights in Eni Policy](#)
  - [‘Zero Tolerance against violence and harassment in the workplace’ Policy](#)
  - [Diversity & Inclusion Policy](#)
  - [Annex C to the Internal Control and Risk Management System MSG, ‘Whistleblowing reports received, including anonymously, by Eni SpA and its subsidiaries in Italy and abroad’](#)
  - [Global Framework Agreement on International Industrial Relations and Corporate Social Responsibility](#)
  - [Protocollo Insieme - industrial relations model to support the energy transition](#)
  - [Integrated environment, health and safety management system in according to ISO 45001:2018 standard](#)
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## Main Results 2023

### STAFF COMPOSITION AT 31.12:

**47.7%**

WOMEN

(44.9% in 2022)



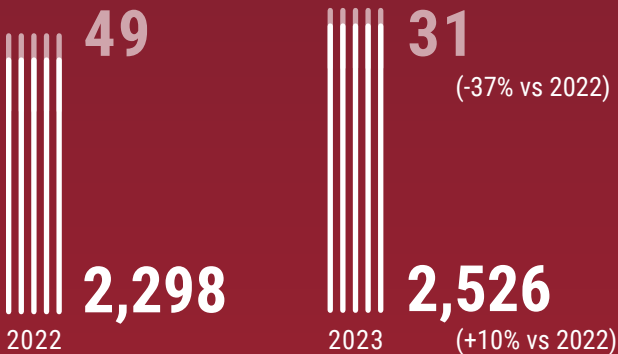
**52.3%**

MEN

(55.1% in 2022)

**2,557** (2,347 in 2022)

### EMPLOYEES BY EMPLOYMENT CONTRACT



PERMANENT CONTRACT

FIXED-TERM CONTRACT

### TRAINING HOURS

**84,706**

hours

(58,059 hours in 2022)

**34.5**

average hours  
per capita

(+27.8% vs 2022)



### GENDER PAY RATIO

**98**

for **fixed remuneration**

(97 in 2022)

*Gender Pay Ratio calculated at the same role level and seniority*

**97**

for **total remuneration**

(98 in 2022)

*Gender Pay Ratio calculated at the same role level and seniority*

### MANAGERIAL POSITIONS IN ITALY AND ABROAD HELD BY WOMEN

**41%**

(+1.9 pp vs 2022)

### TOTAL RECORDABLE INJURY RATE

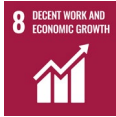
**1.09**

(0.23 in 2022)

*(total recordable injuries/hours worked)  
x 1,000,000*

# 4.1

## The value of our people



Plenitude considers people at the centre of its organization and promotes a management model oriented to the **protection and enhancement of each individual**.

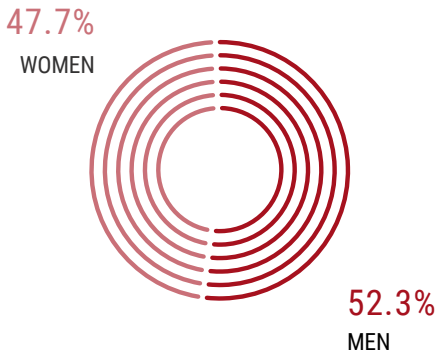
At the end of 2023, Plenitude had **2,557 employees**<sup>89</sup>, an increase of **9%** compared to 2022,

due to the growth of the workforce in line with the Company's expansion, as well as the fact that there were more hirings (383) than terminations (172) during the year. Of Plenitude's employees, 1,769 (69%) work in Italy, while 788 (31%) work in subsidiaries abroad.

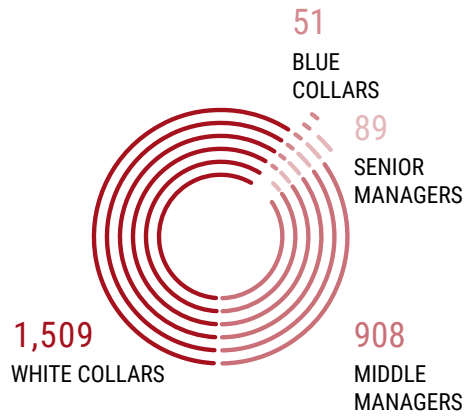
**2,557 total employees at the end of 2023**

**2,526 employees hired with permanent contracts in 2023**

EMPLOYEES BY GENDER AT 31 DECEMBER 2023



EMPLOYEES BY EMPLOYEE CATEGORY AT 31 DECEMBER 2023



EMPLOYEES BY EMPLOYMENT CONTRACT AND TYPE AT 31 DECEMBER 2023



89 - For further information on the workforce, please refer to section '[Performance tables](#)'.

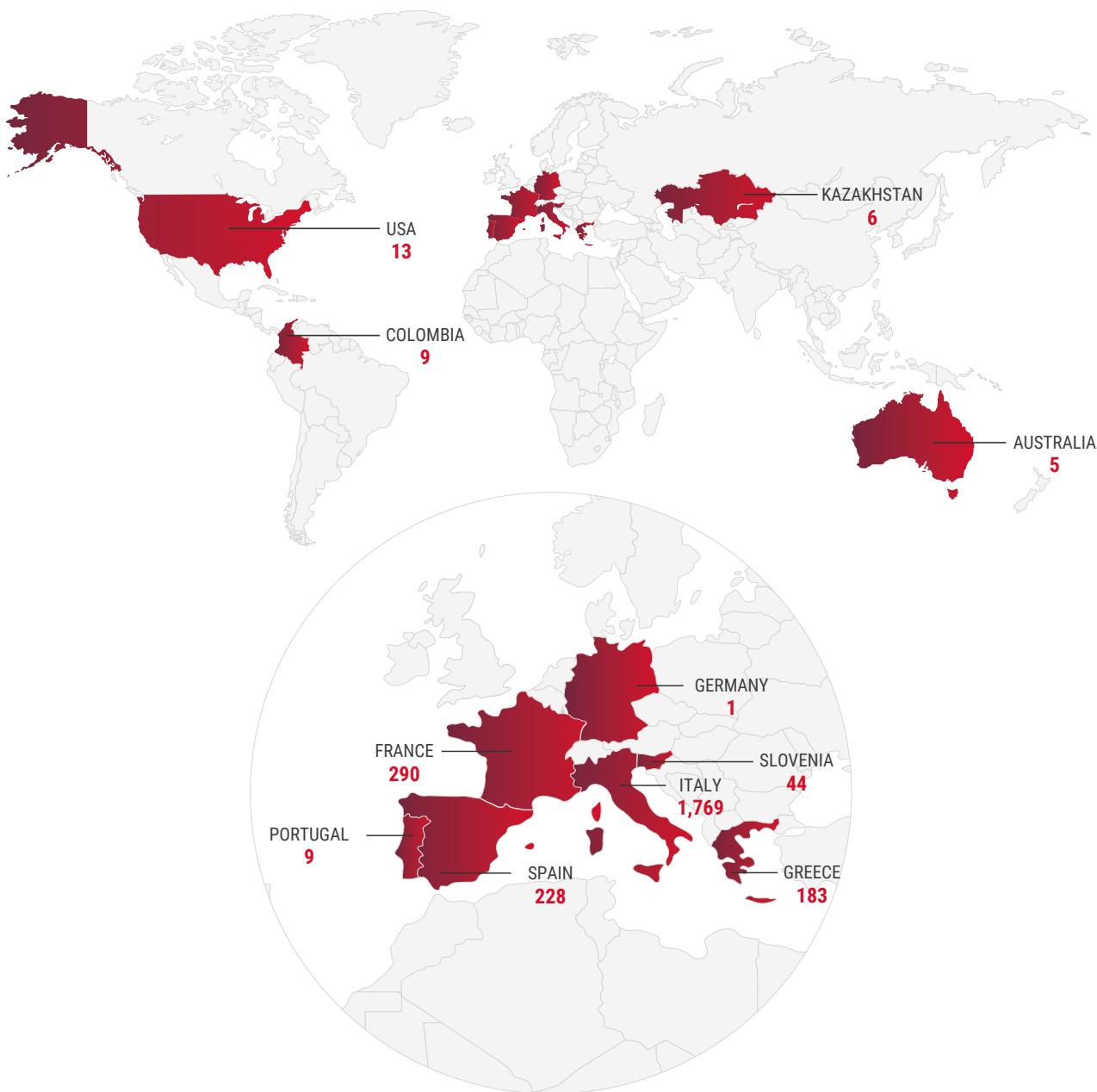
### Internationalization

Plentitude's focus on diversity and inclusion is reflected in the Company's composition, which is constituted by **heterogeneous teams** with **different nationalities** in each country where it operates.

#### EMPLOYEES IN ITALY AND ABROAD AT 31 DECEMBER



#### EMPLOYEES PER COUNTRY AT 31 DECEMBER 2023<sup>90</sup>



90 - Operation also in the UK, Norway, Austria and Switzerland.

### 4.1.1. Enhancement and including diversity

Plenitude strongly believes in celebrating diversity without distinctions based on gender, ethnicity, nationality, religion, political affiliation, mental and physical diversity, sexual orientation, health condition, age, or any other personal aspect.

In line with Eni's Code of Ethics, in compliance with the Diversity & Inclusion Policy and the Respect for Human Rights in Eni Policy<sup>91</sup> and consistently with its Benefit Corporation (Società Benefit) Bylaws, which identifies the promotion of diversity and inclusion as one of the common benefit purposes, Plenitude is committed to implementing organizational models that respect opportunities and prevent any discrimination, creating a working environment where diversity represents an element of value in the company's growth path, and where each individual is put in a position to express their ability and talent to the best of their ability. In Plenitude, in particular, management of D&I is divided into three fundamental pillars:

- **Inclusive culture & behaviour:** internal awareness of D&I issues and related prejudices;
- **Leadership/management buy-in and training:** engagement, active involvement and leadership training on the importance of D&I including through testimonials and sponsoring initiatives in such issues;

- **Structural inclusion community:** launching initiatives on D&I issues through the creation of networks of 'change agents' and the involvement of 'allies' to create and disseminate an inclusive culture.

In addition to a series of communication initiatives (e.g. on women's empowerment and intergenerational dialogue, described in detail in the following paragraphs), Plenitude implemented two important projects in 2023 to actively engage people in **shaping a corporate D&I strategy**:

- **experiential pre-assessment:** aimed at getting to know Plenitude people's perceptions of D&I. With the support of the Service Design methodology<sup>92</sup>, the Company created 'Inclusopoly', a game similar to Monopoly, where the path represents the employer journey in Plenitude. The people interviewed were confronted with unexpected events along the way, i.e. real and sometimes extreme situations related to these issues. This experience made it possible to gather insights into the needs of the people in Plenitude and points of attention for improvement;
- **call to action 'Your ideas count':** with the aim of involving the entire Plenitude

population in the co-creation of the D&I roadmap, by giving them the opportunity to propose ideas and initiatives, related to one or more areas (i.e. 'psychological safety', 'inclusive methods/working environment', 'inclusive networks', 'external impact' and 'brand positioning').

The numerous proposals received were then evaluated by a jury of experts on the basis of criteria such as originality and innovation, level of coherence with corporate values, feasibility, generated impact and degree of international scalability. The 5 winning ideas have been included in the D&I Roadmap and work will be done to implement them during 2024 and 2025.

Also in 2023, an assessment was undertaken to measure the level of maturity on the issue of D&I by analysing data, processes and policies and listening to the views of various company figures (e.g. Chief Executive Officer, leadership team, etc.) through workshops, focus groups and dedicated interviews to identify strategic actions and related priorities.





**0 incidents of discrimination recorded within the organization**

91 - Both policies were implemented by Plenitude on 13 February 2024.

92 - Please refer to the section '[Design thinking for customer centricity](#)' for more information on the Service Design methodology.

## Women's empowerment

As required by Law No. 208/2015 on Benefit Corporations (Società Benefit), the declared targets for the reporting year, the results achieved and future targets are given below.

MATERIAL TOPIC / COMMON BENEFIT PURPOSE	2023 TARGETS	2023 PERFORMANCE	STATUS OF ACHIEVEMENT	FUTURE TARGETS
<b>EQUAL TREATMENT AND OPPORTUNITIES FOR ALL</b>  <i>Promoting diversity and inclusion</i>	100% equal pay for men and women in 2025 <sup>93</sup>	Gender pay ratio <sup>94</sup> of 98 and 97 for fixed and total remuneration respectively	 <b>IN PROGRESS</b>	100% equal pay for men and women in 2025
	50% women out of the total workforce in 2025	47.7% women out of the total workforce in 2023 vs. 44.9% in 2022	 <b>IN PROGRESS</b>	50% women out of the total workforce in 2025
	40% of managerial positions in Italy and abroad held by women in 2025	41% of managerial positions in Italy and abroad held by women	 <b>OBJECTIVE ACHIEVED</b>	≥ 40% of managerial positions in Italy and abroad held by women in 2025
	Continuation of awareness-raising initiatives on D&I issues	<ul style="list-style-type: none"> <li>Initiatives developed to disseminate an increasingly inclusive organizational culture, engaging Plenitude people</li> <li>A D&amp;I Maturity Assessment conducted and Plenitude's D&amp;I Roadmap defined for the coming years</li> </ul>	 <b>OBJECTIVE ACHIEVED</b>	<ul style="list-style-type: none"> <li>Implementation of the initiatives included in the D&amp;I Roadmap 2024-2025 and their monitoring through the D&amp;I Dashboard</li> <li>Increased engagement of Plenitude people from the various business areas and the external community</li> <li>Updating of the responsibilities of the Plenitude Sustainability Committee for guidance and direction in D&amp;I</li> </ul>

In 2023, Plenitude reached **47.7% female presence**<sup>95</sup> (+2.8 pp compared to 2022), with the goal of reaching 50% by 2025, in order to continue its path of women's enhancement and empowerment. Furthermore, the Company recorded **41% of managerial positions held by women**, in Italy and abroad, with a target of maintaining this percentage equal to or greater than 40% in 2025. In each country it operates in,

Plenitude adopts a remuneration policy that, in line with Eni's guidelines, is based on meritocratic principles and respect for equal opportunities, aiming to overcome the gender pay gap, and guaranteeing equal wages and in compliance with the UN principle of 'equal pay for equal work'. Gender pay ratio data for fixed and total remuneration are monitored annually, using a methodology to com-

pare remuneration also at the same role level and seniority. In 2023, the **gender pay ratio** (calculated at the same role level and seniority) is **98** and **97** for fixed and total remuneration, respectively. The same indicator in 2022 stood at 97 and 98, respectively. Regarding the gender 'raw pay ratio', which does not consider role level or seniority, the value recorded in 2023 is 84 for fixed remuneration and 78 for total

93 - Gender Pay Ratio calculated at the same role level and seniority.

94 - Gender Pay Ratio calculated at the same role level and seniority.

95 - For further information on personnel composition, please refer to section 'Performance Tables'.

remuneration. Plenitude reconfirms its commitment to reach the target of 100% equal pay between men and women in 2025 (Gender Pay Ratio calculated at the same role level and seniority).

Finally, during 2024, Plenitude plans to launch a study project on Pay Transparency, linked to the future transposition, scheduled for 2026, of EU Directive 970/2023 aimed at strengthening the application

of the principle of equal pay for men and women for equal work or work of equal value through pay transparency and its application mechanisms.

## The importance of communication and intergenerational dialogue

Aware of the importance of communication in the company, as a key tool for business development and as a neces-

sary condition to guarantee a motivational and collective environment, Plenitude organized various Diversity & Inclusion ini-

tiatives, aimed at developing its people's communication skills.



### FOCUS ON

## PLENITUDE'S COMMITMENT TO WOMEN'S EMPOWERMENT

Plenitude is committed to promoting diversity and inclusion among its people as core values not only for the well-being of people in the company, but also for communities. The main initiatives in 2023 include:

### SheTech Membership

On the occasion of International Women's Rights Day (8 March), all Plenitude people in Italy were given the opportunity to join the SheTech<sup>e</sup> Community, a non-profit organization aiming to raise awareness on gender equality in the digital and tech world, for free. By joining the Community, members have access, for example, to networking events, an internal mentoring program and training on digital, tech and soft skills. In Plenitude, 113 people signed up (93 of them women) while 10 memberships were donated externally.

### Plenitude for 25 November

Continuing on from previous years, Plenitude supported the 'Orange the World' initiative launched by UN WOMEN, the UN agency for gender equality and women's empowerment. On 25 November (International Day for the Elimination of Violence against Women), the national anti-violence and stalking number 1522 was publicized in Plenitude shops in Italy by means of window transfers, posters and stickers. The anti-violence number was also printed in more than one million bills, with the aim of providing a means of protection to all of Plenitude's stakeholders.

### 'Not a fault but a responsibility: men and November 25<sup>th</sup> event

On 30 November, a webinar was delivered in English to the entire Plenitude population, in cooperation with Fondazione Libellula<sup>f</sup> (a foundation that promotes a culture eliminating violence against women and gender discrimination), which addressed the topic of men's contribution to the International Day for the Elimination of Violence against Women. The aim was to give tools and advice on how to approach a possible privilege not as guilt but as a responsibility.

e - Please refer to <https://shetechitaly.org/> for further information.

f - Please refer to <https://www.fondazione.libellula.com/it/> for further information.

**FOCUS ON****PLENITUDE'S COMMITMENT TO PROMOTING THE IMPORTANCE OF COMMUNICATION****Webinar 'Communicating (is) Inclusion – Words and Thoughts for Well-Being'**

On 27 February, a webinar was organized in cooperation with Indig<sup>g</sup>, an agency specializing in inclusive and accessible communication, to understand the benefits of questioning the way we have always communicated in our lives. The meeting allowed us to understand how language is a necessary tool to become aware of, relate to and communicate with ourselves and other people, and how it can be discriminatory in some cases. Around 500 people participated in the webinar and the initiative received a rating of 8 out of 10.

**Online event 'Inner stereotypes: your true self'**

The aim was to explain the origins and usefulness of stereotypes, their impact on the human mind and potential consequences, including self-sabotaging important choices and career possibilities. The meeting also illustrated some strategies for recognizing whether you are a victim of internalized stereotypes and what self-imposed limitations you could be experiencing (even unconsciously), in order to be able to change them. More than 300 Plenitude people participated in the webinar.

g - Please refer to <https://indig.info/> for further information.

A major contemporary challenge is the coexistence of several generations, something that has never happened before and which, as in other areas of life, also impacts work dynamics.

One of the main consequences of living in an intergenerational world is the need to rethink the rules on a table with multiple players capable of deciding and acting with new tools.

The definition of such rules must necessarily take into account the different philosophies, lifestyles, behaviours, expectations and languages of each generation.

To facilitate intergenerational

dialogue, such as Diversity & Inclusion, Plenitude in 2023 launched the following initiatives:

**'KNOW YOUR TIMES - MULTIGENERATIONAL FUTURES' EVENT**

Organization of a webinar in cooperation with Generation Mover<sup>96</sup> and attended by around 400 colleagues, in which the perspectives of the different generations present in Plenitude (Boomers, Gen X, Gen Y and Gen Z) were presented, highlighting how age diversity has become increasingly fundamental within work contexts.

**CONNECTING GENERATION AND FUTURES' WORKSHOP**

Organization of a webinar exploring the topic of age diversity with the participation of colleagues from all four different generations in Plenitude. The occasion made it possible to delve into the relevant behaviours without falling into stereotypes and to become more aware of the situations in which different generational dynamics come into play.

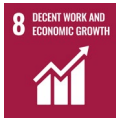
In 2024, Plenitude will continue on its path, developing more projects in the area of age diversity and corporate seniority.

96 - [Generation Mover](#) is a network with the objective of developing a systemic and methodological approach for the enhancement and utilization of generational characteristics in companies.



## 4.2

# Concern for people's health and safety



The health and safety of workers is an essential element for Plenitude in all its business activities. These aspects go beyond mere compliance with regulations; they are a fundamental pillar in ensuring a healthy, safe and productive working environment. Addressing these issues means constantly working on risk minimization and continuous improvement of HSE (Health, Safety, Environment) practices.

Plenitude's development, focused on growing its assets and processes also through company acquisitions, led to a gradual increase in the complexity of occupational safety issues, making it markedly different from previous years. In response to this challenge, the company implemented a number of initiatives aimed at change management related to critical issues.

Plenitude has implemented special management systems in the areas of Health, Safety and Environment (ISO 45001 and ISO 14001) to en-

sure that all aspects are constantly monitored with a view to continuous improvement in line with Eni's policies and guidelines, and which aim to maintain the highest national and international regulatory standards and ensure safe and healthy working conditions, preventing the occurrence of accidents, injuries and work-related illnesses.

Plenitude's Health, Safety, Environment & Quality (HSEQ) unit plays a central role in the monitoring, guiding and coordinating actions, promoting the dissemination and sharing of best practices and providing technical support to the various corporate structures, in order to identify opportunities for improvement and ensure a constant commitment to risk reduction.

Plenitude places the safety of its employees and contractors at the heart of its operational priorities, with **the ambitious goal of zero work-related injuries, minimizing accidents and preserving asset integrity.**

The definition of specific performance indices, in line with the methods adopted by Eni, is a fundamental step towards constantly monitoring and improving corporate safety performance.

In 2023, although no fatal or partially or totally incapacitating injuries occurred, the increase in the number of cases recorded, especially among contractors, resulted in a **Total Recordable Injury Rate (TRIR) of 1.09** (up from 2022) and highlights the need to further strengthen prevention and protection measures.

This commitment is tangibly translated into **awareness-raising and training programs, aimed at promoting a safety and environmental culture** across the organization through:

- **Non-compulsory training initiatives** for HSE and non-HSE personnel, including courses on operational safety management, behavioural safety, industrial hygiene and civil liability.

- **Workshop to disseminate the safety culture**, involving Technical Partners, contractors and numerous employees. These events include Safety and Environment Pacts, HSE Days, safety workshops, HSE forums for carriers, and opportunities for employers, Health and Safety Officers (RSPPs) and contractors to share and compare notes.
  - Useful tools and documentation to promote and increase safety culture, including the **Safety Golden Rules and Principles, educational videos** such as 'Safety Starts @Office' and 'Safety Starts @Home', and **Lessons Learned**.
  - **Direct communications** from Management and Employers.
  - Sending of **monthly HSE dashboards** to monitor key HSE issues and performance.
  - **Promotion of a constant exchange of knowledge and best practices** between all the people in the HSE professional area of Plenitude and the subsidiaries through regular meetings such as 'Good morning HSE'.
- Plenitude also invests in the adoption of new digital tech-

nologies to improve safety at work, particularly for certain operational figures or those performing field inspections, ensuring adequate protection for operational figures involved in higher risk activities. This proactive approach reflects the Company's ongoing commitment to ensuring a safe and secure working environment for all its employees, contractors and stakeholders, thus contributing to the Company's long-term success and sustainability. This also includes initiatives to adopt digital tools for recording and reporting incidents and unsafe conditions in the field (**HSEni App**).



## FOCUS ON

### SAFETY GOLDEN RULES AND PRINCIPLES

Campaign on the 10 Safety Golden Rules and 2 new Principles, which aim to promote virtuous and conscious behaviour to safeguard all our workers, both employees and contractors.

The aim of the campaign is to promote rules that must be followed when carrying out work activities, in order to raise awareness of safety and respecting the minimum safety requirements.

The Golden Rules are the application of good practice criteria in specific activities and highlight behavioural aspects that are particularly relevant for prevention.





## FOCUS ON

### LESSON LEARNED

Lessons Learned are a useful tool for consolidating the experience gained from incidents that have occurred, sharing the dynamics of the incident, the causes and actions for improvement within the organization.

The dissemination and sharing of lessons learned after incidents is a key activity aimed at reducing the likelihood of similar events occurring in the future.

We firmly believe in the importance of this activity, which is why we promote the dissemination of incident materials and analyses to all companies in the group.

In each Lesson Learned the following contents were conveyed:

- the description of the dynamics of the incident;
- analysis of the root causes that led to the event;
- analysis of the actions identified to eliminate the root causes and prevent the incident from occurring again;
- a summary of the experience gained and a message on how to improve the safety conditions at our sites.



## FOCUS ON

### AppHSE

App created with the aim of making a digital work tool, accessible on the move, available to staff in order to manage certain safety processes (i.e. reporting of unsafe acts/conditions, compilation of operational checklists) and to access awareness material (Safety Golden Rules, Process Safety Fundamentals, Environmental Golden Rules).



## EMERGENCY PREPAREDNESS AND RESPONSE

Emergency preparedness and response plays a crucial role within our organization. Emergency response procedures are constantly tested in drills, which are essential for emergency preparedness, testing response capacity in terms of plans, resources, means and materials and identifying appropriate corrective actions.

The planning phase involves an assessment of all possible emergency scenarios, allowing us to develop dedicated plans outlining the actions to be taken in the event of an emergency. It is then tested the validity of these plans through emergency drills, which simulate a wide range of possible scenarios.

In 2023, four actual emergencies occurred (all caused by factors external to the Company), for which none of our assets or people were adversely affected thanks to the timely and effective emergency management response.

In 2023, in light of the increased attention related to the seismic characteristics of our Pozzuoli site, an event was organized with Eni to raise awareness about the management of seismic emergencies, developed in collaboration with the Civil Protection Department and included in the 'National Civil Protection Week' calendar and concerning 'Volcanic Risk Awareness - Focus on the Phlegraean Fields and Eni's preparedness'.

To improve emergency management still further, renewable assets and their contact persons in the MyGis system are in the process of being mapped. This initiative aims to speed up the exchange of crucial information during emergency situations, enabling us to act even more quickly and effectively to ensure safety and business continuity.

## INDUSTRIAL HYGIENE

In line with the strategy implemented in previous years, Plenitude adhered to initiatives aimed at effectively managing risk factors in the workplace, including implementing specific reference standards to assess the microclimate and other chemical and physical parameters in the indoor environment. This reference standard is being extended to the other subsidiaries.

## ASSET INTEGRITY

Plenitude ensures that its assets are properly designed, properly built and properly operated, ensuring maximum reliability and, above all, safety for people and the environment.

## 2024 commitments

- Focus on the analyses needed to **prevent HSE events through the implementation of the THEME methodology** and promoting the use of tools for the predictive analysis of weak signals through **Safety Pre-sense**.
- **Strengthening project management and operational management in the field** through increased specialized supervision and control of suppliers.
- Focus on **third party management** activities both in the selection and qualification phase (by updating HSE requirements for each type of service) and in the management of the contractual relationship (through kick off meetings, periodic audits to verify compliance with contractual requirements).
- **Provide specific training** for operational staff on sites.
- Implementation of a **dedicated Process Safety Assessment** in order to identify good practices consistent with the specific characteristics of our business.
- Organization of **workshops on specific topics** aimed at safety professionals and personnel involved in technical services.



## FOCUS ON

### THEME

'The Human Error Model for Eni' (THEME) is a structured model for analysing behaviour and the Human Factor in relation to safety, and more generally to HSE, which includes the identification of factors influencing behaviour and intervention strategies aimed at behavioural change.

The THEME Model defines an innovative method of investigating safety within the organizational context, integrating theoretical approaches based on human error with others centred on the analysis of contextual and cultural factors that contribute to a safe workplace.

The aim of the model is to analyse the probability of human error, the adequacy of barriers and the cultural context in which work activities take place. Based on the findings, the method suggests a number of intervention tools to correct risky behaviour and further strengthen the human barriers present.

The observation and analysis also of what worked is fundamental. It is not only about what 'goes wrong', but also about what 'goes right'. This is because the role of the positive approach is considered important in stimulating and motivating workers to continue on the road to working safely.

## FOCUS ON



### SAFETY PRE-SENSE

Safety Pre-sense is an innovative digital product that, starting from reports of near misses and recording of dangerous conditions/actions, aims to automatically extract and analyse recurrences and correlations related to dangerous situations that show similarities with past accidents in order to enable the implementation of targeted preventive actions.

Following the analyses, the system will generate an alert, depending on the degree of relevance expressed by the maturity indicator assumed by the recurring hazardous situations, so that the situations can be taken care of, examined, and addressed by implementing appropriate actions.



Roquefort Plant - France

# 4.3

## Protecting well-being and supporting growth



### 4.3.1. Workers' well-being

MATERIAL TOPIC	2023 TARGETS	2023 PERFORMANCE	STATUS OF ACHIEVEMENT	FUTURE TARGETS
<b>DEVELOPMENT AND WELL-BEING FOR PEOPLE</b>	Communication to improve the perception of the welfare offer in 2023	Activation of a group dedicated to welfare initiatives on Workplace, Eni's social network	<b>OBJECTIVE ACHIEVED</b>	Direct activity on Workplace to disseminate welfare initiatives in 2024
	Extension of the Beyond Smart Working project with the gradual involvement of all Plenitude people during 2023	Continuation of the Beyond Smart Working project and its dissemination to foreign companies	<b>OBJECTIVE ACHIEVED</b>	
	Periodic monitoring of the Organizational Health Index (OHI) indicators	Continuation of the OHI survey, which in 2023 involved all Plenitude people in Italy and abroad	<b>OBJECTIVE ACHIEVED</b>	Continue to monitor OHI indicators periodically

For Plenitude, well-being for people is a primary value: all people can access the Company's **welfare plan**, considered a best practice in the sector,

through which the Company develops numerous initiatives aimed at favouring the work-life balance as well as facilitating parenting, enhancing the

physical well-being and mental health of its employees and offering innovative tools for managing their work.

## Main welfare initiatives<sup>97</sup>

### PHYSICAL AND MENTAL WELL-BEING OF PEOPLE

- **Health Agreements:** agreements to offer specialised medical services with discounts on standard prices. Eni signed agreements with San Raffaele Hospital in Milan, Policlinico San Donato and Campus Bio-Medico University in Rome.
- **Oncological and cardiovascular prevention initiatives** (Prevent with Eni project and Early Diagnosis Plan). With a view to offering all people access to the prevention service, the 'Prevent with Eni' service has been significantly expanded throughout Italy in 2023.
- Free **oncology information desk** dedicated to Eni people who are facing, as patients or as relatives, cancer. The service is remote and activated with a dedicated number.
- **Activation of the 'More Health' service** for qualified home and digital health-care through the Doc 24 platform.
- Anonymous and confidential **psychological listening service** dedicated to Eni people in Italy and abroad 24/7. The service is remote and activated with a freephone number or via web.
- **Harassment Help Line:** dedicated psychological support for victims of gender-based violence and harassment. The service, available for Italy, is remote and activated with a freephone number or via web.
- **Social worker:** provides professional technical support and, together with the employee, defines an intervention plan directing them to the most suitable territorial facilities. Active service at the Rome and San Donato Milanese offices.
- **Promotion of physical activity** through agreements with around 2,000 sports centres.
- **Stop smoking service:** there are facilities in the area for all those who require support to stop smoking.
- **Eni's Blood Donor Group** (Gruppo Eni Donatori Sangue, GEDS), with the support of Avis, organizes periodic blood donation campaigns at its Milan and Rome sites to support the culture of donation and contribute to making the availability of blood in hospitals less critical.
- **Plenitude Virtual Tour:** this is a virtual sports relay race (running, cycling, swimming or even just walking) in which all Plenitude people can participate and which fits in well with Workplace Health Promotion, the World Health Organi-

97 - The contents of the table shown refer to Plenitude's Italian boundary.



zation's program for workplace health promotion, which Plenitude has joined. Each employee contributes kilometres by playing his or her favourite sport in his or her city.

- Promotion of **cardiopulmonary resuscitation and early defibrillation (BLS-D)**: installation of Automated External Defibrillator (AED) at the premises and training staff on how to use it.

## WAY OF WORKING

- Possibility to use **smart-working**: 12 days a month for employees in Italy, which can be extended in case employees experience health problems affecting themselves or their children.
- **Flexible hours** allowed on a daily and seasonal basis.
- Offer of agreements favouring the use of **public transport, carpooling, and bike-sharing**.
- **Ticket Restaurant**: in 2023, the value of the Ticket Restaurant is increased for smart working days.

## PARENTING AND FAMILY

- Possibility of fully remunerated **paternity leave** for 10 working days.
- Since 2015, Eni has guaranteed its people worldwide the application of the minimum maternity standards set by the International Labour Organization (ILO).
- Activation of two **digital training courses** in order to support parents throughout the child evolution process.
- Activation of **New Smart-Working to support the family** – Welfare and sustainability<sup>98</sup>:
  - New parents: up to 12 days a month with the possibility of making up 2 days not taken in the previous month.
  - Pink - pregnancy period:
    - up to 12 days a month from the employee's notification of pregnancy until the completion of the sixth month of pregnancy, with the possibility of making up a maximum of 2 days not taken in the previous month.
    - up to 5 days a week from the seventh month of pregnancy until the beginning of the compulsory abstention period.
  - Welcome mum: up to 5 days a week for 4 consecutive weeks at the end of maternity leave and within the following 5 months.
  - Welcome dad: up to 5 days a week for 4 consecutive weeks after the birth/entry of the child into the family/in Italy and within the following 5 months.

98 - All the plans below are valid for natural, adopted or pre-adoptive children.

- Summer Kid: children under 16. Up to 5 days a week for 4 weeks, even fractionated, in the period from the closure to the reopening of the schools, guaranteeing the disposal of at least two consecutive weeks of holidays during the school closure period and having achieved the holiday disposal target for the previous year, subject to technical organizational requirements.
- Health protection of children with disabilities and health protection of employee with pathologies recognized pursuant to Law no. 68/1999: up to 12 days a month with the possibility of making up 2 days not taken in the previous month.
- **Offer of agreements to promote participation in cultural initiatives** such as shows, museums and exhibitions.

### SUPPORT TO THE NEW GENERATIONS

- Possibility to benefit from the **Eni nursery school** dedicated to children from 0 to 6 years old in Milan and Rome.
- Opportunity for children aged 6 to 14 to attend **summer camps** with sports, recreational and educational activities with a focus on environmental topics (e.g. energy saving and circular economy) and diversity and inclusion (e.g. bullying and cyberbullying).
- Organization of **Summer Camps** for young people aged 15 to 16, with a focus on interculturalism, respect for human rights and sustainability.
- Promotion of programs to support and develop younger generations' talents by activating initiatives dedicated to **guiding them to make conscious choices concerning their educational and professional careers**.
- **Possibility to apply for a grant of up to €3,000 per year for employees with young children aged 0 to 3 years** for the reimbursement of expenses incurred for nursery fees and babysitting services<sup>99</sup>.

### COMMUNITY SERVICES

- Availability of access to the **Fragibility** platform to support the management of problems associated with the management of elderly or dependent family members and for the care of children and young people with specific learning disorders.
- **One-off payment of a 200.00€ bonus** for fuel purchases at participating Eni and Enilive stations or electric charging at the charging stations available on the Be Charge app.
- **Bonus of 70.00€** on the Per Noi offer (one-off payment): for electricity and gas utilities for people who have activated the 'Per Noi' offer.

Moreover, since 2017, employees can turn a percentage of the participation bonus into welfare goods and services by freely selecting, through a dedicated web platform, the options that best meet individual and family needs and purchasing products and services at favourable prices thanks to a wide range of agreements. With a constant undertaking to **monitor and adjust the services**, Plenitude keeps improving its services, in line with international best practices, to provide its employees with an increasingly tailored environment

to their needs. To facilitate attraction and retention, Plenitude launched the **'Employee Experience'** program in 2022. This program consists of several welfare initiatives organized along three main lines:

- **'Well-being & Engagement'** to promote well-being and work-life balance. In addition to the initiatives listed above, for example, the **Beyond Smart Working** project continued in 2023 to consolidate a 'fluid' working model by increasing efficiency, flexibility and work sus-

tainability. Between January and May 2023, the scale-up phase of the practices was conducted in all Plenitude sites in Italy, thanks to the network of Ambassadors involved in the project. In addition, dissemination of the model to the group's foreign companies also began in the latter part of the year.

- **'Purpose & Alignment'** to promote Plenitude's values and identity. In addition to the events described under D&I, several initiatives were organized for the participa-



Plenitude Offices

tion and inclusion of people in Plenitude, such as, for example, 'Welcome to Plenitude', which welcomes new hires, the change management path 'The Person at the Centre' and the 'Open Doors' meetings (practice

of the fluid working model 'Beyond Smart Working'), to foster a direct exchange with top management<sup>100</sup>.

- **'Culture & Communications'** to improve communication and listening within the com-

pany. In 2023, Plenitude has been committed to listening to and involving employees in order to better understand their needs. In November 2023, the **Organizational Health Index (OHI) survey** was launched to identify

100 - Please refer to section ['4.3.2 Training and development - Initiatives for participation and inclusion in Plenitude'](#) for further information about these events.

strengths and opportunities to improve corporate health and promote collaboration and integration. The survey involved all Plenitude people in Italy and abroad. Its results will help define and develop the improvement actions that will be implemented in the coming years. Plenitude is committed to

periodically monitoring the performance of the OHI indicators with a commitment to continuous improvement.

A further implementation of the program, which places the person at the centre of everyday choices and activities, is '**The people experience approach**', which aims

to design and develop spaces and services to satisfy people's work and well-being needs. With this in mind, new spaces (i.e. the new Be Power headquarters in Milan) were planned in 2023, also paying attention to the energy saving aspect.

## FOCUS ON



### THE PROTECTION OF THE HUMAN RIGHTS OF PEOPLE IN PLENITUDE

Plenitude recognises its responsibility to promote all people's rights and reject any form of forced or child labour. It condemns all forms of worker mistreatment, as well as any psychological or physical abuse or coercion. The Company guarantees all its employees **freedom of association and collective bargaining** and protects them by implementing measures that **ensure their health and safety**.

For this purpose, the Company applies the principles of the Code of Ethics in all circumstances. It draws inspiration from the best practices of international standards to develop its business activities throughout the value chain, respecting the current local, national, and international regulations on human rights protection. Plenitude adheres to Eni's Zero Tolerance MSG, which prohibits all forms of violence and harassment in the workplace and promotes a corporate culture based on respect, professionalism and non-discrimination. In February 2024, Plenitude implemented the '**Respect for Human Rights**' policy and the '**Zero Tolerance against violence and harassment in the workplace**' policy, which replaces the Zero Tolerance MSG.

Plenitude is committed to building satisfactory and lasting relationships with all workers focusing on respecting human rights in the workplace.



Plenitude's industrial relations model is based on constant dialogue with trade unions through information and consultation processes defined at the national and international levels.

### 4.3.2. Training and development

Plenitude believes in the growth and enhancement its people’s skills as a business development driver. To this end, the company provides diversified training courses that

increase knowledge, in technical and soft skill areas, and motivate people.

#### Training

MATERIAL TOPIC	2023 TARGETS	2023 PERFORMANCE	STATUS OF ACHIEVEMENT	FUTURE TARGETS
<b>DEVELOPMENT AND WELL-BEING FOR PEOPLE</b>	Maintain the target of 27 average hours of training per employee in 2025	34.5 average hours of training per employee	 <b>OBJECTIVE ACHIEVED</b>	≥ 30 average hours of training per employee per year in the 2024-2027 Plan
		Over 9,000 hours in Big Data and ICT delivered in 2023	 <b>OBJECTIVE ACHIEVED</b>	

In 2023, Plenitude invested over **€2.1 million in training** (+16% compared to the €1.8 million spent in 2022), with an average expenditure per employee of €867.

A total of **84,706 hours of training** were provided in 2023 (+46% compared to 58,059 hours provided in 2022), or an **average of 34.5 hours** per capita (+28% compared to 2022), thus exceeding the target of 27 average hours that had been set for 2025. Courses were de-

livered through both digital and classroom channels, recording an upturn in in-person attendance, with a 137% increase over 2022.

Plenitude will continue to use training as a strategic lever, so the training target in the 2024-2027 Plan provides a minimum of 30 hours per year per employee. During the last few years, Plenitude has undertaken a transformation process of its business strategy, which is reflected in the training cours-

es offered, through which it aims to provide employees with effective and innovative tools to handle the key topics for business development, in line with its commitment to energy transition and enhancement of human capital.

**34.5 average training hours (+28% vs 2022)**

## TRAINING BY EMPLOYEE CATEGORY (AVERAGE HOURS) IN 2023

2.1 million €  
investments  
in training



### FOCUS ON



#### TRAINING ON HUMAN RIGHTS

The principles of respect for human rights are constantly disseminated to the entire company population, through the provision of **human rights training** and through dedicated events. With the 'Human Rights Eni' awareness-raising plan launched in 2020, Plenitude is committed to involving the entire target population: middle and senior managers in Italy and abroad, using four modules (Security & Human Rights, Human Rights and Relations with Communities, Human Rights in the Workplace, Human Rights in the Supply Chain).

Compared to the previous year, there was a decrease in the number of hours dedicated to human rights training and the number of employees involved, due to the fact that the courses in the Human Rights Eni program were made available on Enicampus as Open courses, thus free to enrol and use. Moreover, a large number of people have already been trained in previous years.

Plenitude supports the development of its talents by creating opportunities for professional growth and enhancing individual skills. The Company offers the opportunity to participate in master's degrees and specialized courses thanks to several partnerships with universities or training institutions, including Eni's and Eni Corporate University's well-established partnerships with Bocconi University, Polytechnic University of Milan

and ELIS, a non-profit organization that works in synergy with schools and companies in orientation and training activities.




In addition, Plenitude has organized upskilling courses aimed at acquiring specific knowledge in Data Analytics and ICT. Overall, more than 9,000 hours of training were delivered in 2023, involving more than 400 participants in the process of developing strategic skills for the

company, exceeding the targets Plenitude had set for the year in question, i.e. the delivery of 6,000 hours of training.

**Over 9,000  
hours  
of training  
delivered in  
digital upskilling  
courses**

### Growth paths

As required by Law No. 208/2015 on Benefit Corporations (Società Benefit), the declared targets for the reporting year, the results achieved and future targets are given below.

MATERIAL TOPIC / COMMON BENEFIT PURPOSE	2023 TARGETS	2023 PERFORMANCE	STATUS OF ACHIEVEMENT	FUTURE TARGETS
<b>DEVELOPMENT AND WELL-BEING FOR PEOPLE</b>  <i>Promoting diversity and inclusion</i>	Maintaining 100% of target employees involved in performance appraisal in 2023	100% of target employees involved in performance appraisal in 2023	 <b>OBJECTIVE ACHIEVED</b>	Maintaining 100% of target employees involved in performance appraisal in 2024
	Continuation of the 'Person at the Centre' change management course in 2023	12 'Person at the Centre' meetings for all Plenitude people in Italy and abroad	 <b>OBJECTIVE ACHIEVED</b>	
	Maintaining induction courses and networking paths and launch of the 'Welcome to Plenitude' initiative for new recruits in 2023	'Welcome to Plenitude' events started in early 2023	 <b>OBJECTIVE ACHIEVED</b>	Maintaining induction courses and networking paths and launch of the 'Welcome to Plenitude' initiative for new hires in 2024. Extension of the onboarding program to foreign subsidiaries.  CEOnterroad, the CEO's roadshow in all Plenitude locations worldwide, is planned in a new and evolved format in 2024

Plenitude pays special attention to the development and continuous improvement of all its people, adopting various tools and initiatives aimed at harmonizing business and individual needs. Key elements of this strategy are the **performance management** system and **annual review processes**, which involve the entire company population. Plenitude also uses potential detection tools adapted to different population groups (juniors, experts and seniors) and profes-

sional models to monitor and enhance skills.

2023 marked a profound innovation in the performance management process (for non-senior managers), with the adoption of a more flexible rolling model that empowers and recognizes the uniqueness of each person. This includes, at an early stage of the process, the individual assigning themselves objectives and, in the course of the year, the possibility for the manager and the indi-

vidual to introduce changes to the assigned objectives if there are changes in activities or priorities. This makes **constant dialogue between manager and employee** central and promotes a **culture of feedback** as an essential tool for growth and development. The new system also creates a **virtual space for 'cross-feedback' mechanisms** in which one-to-one feedback can be provided and requested from Eni managers and colleagues, fostering, through the exchange of strengths and ar-

ways for improvement, a shared approach and contributing to a more relaxed and efficient working environment.

The combination of these tools and innovations reflects Plenitude's commitment to putting the individual contribution at the centre and pro-

viding an environment that allows each employee to express their potential in their unique way.

Internal communication supports the evolution of the company and its people through various initiatives that appeal to people's motivation and engagement.

**100%**  
of employees  
involved in  
performance  
appraisal







## FOCUS ON

**Change management path 'The person at the centre':** launched in 2022, it involved all people in Italy and abroad during 2023, aiming to:

- Convey Plenitude's vision of the centrality of the individual by preparing the ground for maximizing the effectiveness of further initiatives focused on talent development and increasingly fluid ways of working.
- Accompanying people on a personal development path to support a daily routine in line with this strategy by working on vision, mindset, emotional climate and execution while acting on motivation.
- Support management in expressing evolutive leadership that values uniqueness, talent and engagement in line with human centrality and sustainability.

In 2023, 10 online meetings were held for all Plenitude people in Italy and abroad, 4 targeted online meetings for resource managers and a two-day offsite meeting with the leadership team. The in-person course involved all Italian sites for a total of 13 meetings.

**Welcome to Plenitude:** as regards onboarding, 'Welcome to Plenitude' events were launched at the beginning of 2023, on a quarterly basis, with the aim of providing information about Plenitude to new hires, with particular reference to the company's mission and values, sustainability strategy and the characteristics of the three businesses.

**Plenitude goes beyond:** initiative launched to involve Plenitude people in co-building the company's future strategy and create an opportunity for discussion and interaction with the Chief Executive Officer. It is a series of **meetings designed with the Future Thinking methodology**. Based on a future scenario founded on reliable macro trends and forecasts, people interact and provide answers to two 'simple' questions:

- **Business** - technologies/innovation: **what is Plenitude not doing or not doing enough to be prepared for 2040 (energy transition)?**
- **People** - reflections on the human and cultural factor: **what will be the changes in the behaviour, culture/value aspects of Plenitude people and in the way of working?**

This is an engaging experience that fosters knowledge between people-

**10 online meetings**  
for all Plenitude  
people in Italy  
and abroad

**13 in-person meetings**  
for all Italian sites

**4 online meetings**  
for resource managers

**1 two-day offsite**  
meeting with the  
leadership team

Started in early  
2023, meetings with  
**quarterly frequency**

**4 editions**  
in 2023

**100 participants**

and compares different points of view on who we are and what we want to be. About 100 people were involved in 2023, with 4 editions of about 25 participants from different backgrounds, profiles and geographies.

Days dedicated to sharing and learning about business

**OPEN DAY:** families and friends were hosted at Plenitude sites around the world, during days dedicated to sharing and learning about the business. With games, activities and learning moments dedicated to the theme of e-mobility, energy management and renewables, all participants were able to get to know the company more closely, through various experiences, including the board game 'La Via Elettrica' dedicated to children and e-car driving experiences for older children, and a visit to the Energy Management Market Room.

Immediate and direct exchange with management through **60-minute online meetings**

**Open doors:** initiative to promote trust, transparency, and immediate and direct exchange with management through 60-minute online meetings. Each of the people in the management team, in turn, made themselves available to answer the professional and personal questions of participants, recounting aspects of their lives that go beyond their own role. Participation is voluntary, up to a maximum of 30 people, and it encourages an atmosphere of conversation and interaction.

**4 global events** streaming

**In15minutes Plenitude News:** four global streaming events created from the need to spread knowledge and awareness about Plenitude's objectives and key results (OKRs) in a simple, brief, understandable way and involving all Plenitude people in Italy and abroad. The format has a duration of only 15 minutes and sees the dissemination, for each OKR, of information on what Plenitude is actually doing on the topic, with 5/6 speakers representing teams working on the projects identified as case studies.

**15-minute** format

**4 virtual relays** in: Italy, Kazakhstan, Texas and Spain

**Virtual Tour:** a sporting initiative that aims to promote a culture of health, well-being and sustainable behaviour, while promoting integration and knowledge of Plenitude's renewable professions and sites and the culture of the places where they are located. People are invited to practice their favourite sport and participate in a virtual relay race, sharing photos and videos of their training. Four virtual relays are planned, two in 2023 and two in 2024, set in Italy, Kazakhstan, Texas and Spain.