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## Promoting diversity and inclusion



Plenitude considers people at the centre of its organisation. In order to protect them, the Company strives to maintain a safe and inclusive working environment where diversity consti-

tutes a valuable element in the business' growth path. In this perspective, Plenitude operates according to a management approach geared towards the safeguarding and growth of

each person in an atmosphere of mutual respect, continuous involvement, enhancement of competencies and personal satisfaction.

PURPOSE	MACRO-OBJECTIVES	OBJECTIVE DESCRIPTION
<p><b>PROMOTING DIVERSITY AND INCLUSION</b></p>	DIVERSITY, INCLUSION AND HUMAN RIGHTS	Promoting the appreciation of diversity and fostering a culture of inclusion.
	PEOPLE'S WELL-BEING AND SAFETY	Ensuring a working environment that safeguards the well-being of all people.
	TRAINING AND TALENTS	Encouraging participation in training courses, including transversal courses and talent development programmes.

### 3.1 Diversity, inclusion and human rights

MACRO-OBJECTIVES	2022 TARGETS	2022 PERFORMANCE	FUTURE TARGETS
<p><b>DIVERSITY, INCLUSION AND HUMAN RIGHTS</b></p>	100% equal pay for men and women in 2025	98 gender pay ratio* by total remuneration <span style="border: 1px solid orange; border-radius: 5px; padding: 2px;">🔄 IN PROGRESS</span>	100% equal pay for men and women in 2025
	50% women out of the total workforce in 2025	44.9% female presence in Plenitude's population <span style="border: 1px solid orange; border-radius: 5px; padding: 2px;">🔄 IN PROGRESS</span>	In 2025: 50% women out of the total number of employees and 40% of managerial positions in Italy and abroad held by women
	Additional advocacy and engagement initiatives in 2022: <ul style="list-style-type: none"> <li>Diversity Talks with TLON</li> <li>Partnership with WII launch</li> <li>Contest Together for the Future</li> <li>#CEOntheroad</li> <li>Zero Tolerance Event</li> </ul>	Organisation of several <b>D&amp;I awareness initiatives, events and partnerships</b> , including: <ul style="list-style-type: none"> <li>Zero Tolerance Event</li> <li>Online Course on 'Women's Leadership'</li> <li>Partnership with the Winning Women Institute (WWI)</li> <li>#CEOntheroad</li> </ul> <span style="border: 1px solid green; border-radius: 5px; padding: 2px;">✅ OBJECTIVE ACHIEVED</span>	Continuation of <b>awareness-raising initiatives on D&amp;I issues and involvement of Plenitude people</b> in 2023 in new projects, including: <ul style="list-style-type: none"> <li>Corporate volunteering</li> <li>Welcome to Plenitude</li> </ul>
	Implementation of the Sustainability by design strategy by 2023	<ul style="list-style-type: none"> <li>Completion of the process of defining the <b>Strategic Sustainable Sourcing model</b></li> <li>100% suppliers selected based on <b>social criteria</b> as defined in the process</li> </ul> <span style="border: 1px solid green; border-radius: 5px; padding: 2px;">✅ OBJECTIVE ACHIEVED</span>	

\* Women vs men gender pay ratio at the same role level and seniority. The same indicator calculated solely based on gender ('raw pay ratio') is 83 for fixed remuneration and 76 for total remuneration.

By endorsing the [Eni Code of Ethics](#), Plenitude commits to implement an organisational model whereby respect for equal opportunities and the prevention of any kind of discrimination are fundamental pillars.

## 2022 Performance

The values of diversity and inclusion are fundamental to the company, which has set itself several medium/long-term objectives for these issues. By committing to their pursuit, it reached 44.9% **female presence**. Plenitude's population is also characterised by a strong presence of young people (45%), falling within the 18-24 age group (2%) and the 25-39 age group (43% of the total) and a corresponding proportion of employees are included in the 40-54 age group (40%) and over 55 (15%)<sup>15</sup>. Plenitude renewed its commitment

to bridging the gender gap in the countries where it operated in 2022. The remuneration policy applied made it possible to improve further the pay ratio between women and men, which, in 2022, stands at 97.8 with reference to total remuneration (fixed and variable). The same indicator recorded in 2021 was 96.7.

In order to promote a working environment where diversity and inclusion are values internalised by all people, it is crucial to disseminate their values within the organisa-

tion. With the aim of developing an increasingly inclusive culture that recognises and promotes the diversity of each person, valuing their experience and identity, several activities were carried out during 2022. Among these, the Company organised the **Zero Tolerance** event, aimed at disseminating the policy to create a work environment free from discrimination, violence and harassment of all kinds and to give everyone the tools to identify misconduct and report it.

## Gender diversity

In March 2022, on the occasion of International Women's Day, Plenitude offered its employees an online course on **'Women's Leadership'** by TLON<sup>16</sup>. Furthermore, with its desire to attest its commitment to gender equality, in 2022, Plenitude embarked on a

partnership with the **Winning Women Institute (WWI)**, the first Italian organisation involved with the issue of gender equality at work. Through this partnership, Plenitude went through a pre-audit phase that enabled it to become more aware of the strengths it

already had in relation to gender equality and the actions to be implemented in the future, with a view to continuous improvement.

## Inclusion

During 2022, a **collaboration with TLON** was set up, which resulted in the realisation of a series of initiatives aimed at involving and raising awareness among employees regarding D&I. Among these, from April to June 2022, the **'Diversity Talks'** course was launched, consisting of a series of meetings on personal growth to improve work well-being and collaboration. During these meetings, employees participated in a debate on di-

versity as a value and in the application of concrete exercises to help create an increasingly inclusive, thriving and positive working environment. Finally, July saw the launch of the **Flourishing Exercises** initiative, which makes a series of podcasts available to Plenitude people with the aim of accompanying them in their personal growth and improved well-being at work.

In 2022, the two editions of **'Together for the future'**, the international com-

petition designed to foster greater integration between company areas and between people in the various countries where Plenitude operates, were held with the aim of raising awareness of Plenitude's new positioning, with a focus on sustainability. The contest allowed all participants to take part in building the future of Plenitude by devising projects on the theme of sustainability, working in groups made up of people from different countries/cultures.

15 - Employees by employment category: executives (91), middle managers (802), office workers (1,399) and blue collar (55).

16 - TLON is a permanent school of philosophy, events agency, publisher and theatre library

The **#CEOontheroad** initiative, launched in 2022, was the roadshow that brings the CEO to Plenitude offices around the world with the aim of promoting a sharing of the Plenitude strategy, as well as aspects such as affinity, knowledge and building a relationship of trust and transparency with the top management. During the reporting year, the initiative included eight stops in Italy and abroad. The interaction with the CEO allowed not only the discussion of Plenitude's transformation and objectives, but increasingly strengthened the sense of belonging and, consequently, people's commitment.

In order to further bring people in Plenitude closer together, the **THANK YOU WALL** was created. It is a physical (or

### Future targets

The approach to D&I at Plenitude remains integrated: while starting with a focus on the gender dimension, the aim is to also work on all the other multiple dimensions of diversity (e.g. age, nationality, disability, sexual orientation). For this reason, Plenitude is building a D&I Roadmap comprising a series of actions and initiatives to be launched in the short- and medium/long-term, starting from the main dimensions of diversity that have been identified. Priority actions have been defined in the D&I area for 2023 and beyond. The strategy will be broken down with particular reference to the following pillars: **Inclusive Culture & Behaviours, Leadership/Management Buy-in & Training, and Structural Inclusion.**

In the medium/long-term, Plenitude remains committed to achieving the following ambitious targets for 2025: 100% equal remuneration between men and women, 50% female presence over

## Consolidation of the 'Strategic Sustainable Sourcing' project

digital) board present at all Plenitude locations worldwide where anyone can thank a colleague for something personal or professional.

Plenitude is attentive to issues of diversity, inclusion and human rights not only internally but also across the entire value chain. In particular, 2022 saw the consolidation of the evolution of the procurement function, in collaboration with its suppliers, through the implementation of the **Strategic Sus-**

the total employee base, and 40% of managerial positions covered by women in Italy and abroad. Furthermore, Plenitude has set itself the goal of integrating and including all the countries where it is present among the beneficiaries of its sustainability strategy and D&I actions and initiatives.

In 2023, it plans to implement the following initiatives:

1. Involve the corporate population to make them aware of the importance of using inclusive language in the various forms of communication (formal/informal - verbal/written). This initiative will be the starting point for implementing an **internal newsletter on Diversity, Equity and Inclusion issues** later;
2. Involve, through **Alleyship meetings**, an increasing number of people who will receive training/information material on the topic and will be responsible for spreading an

**tainable Sourcing model**, which allows the Company to know and measure suppliers' commitment to respecting people's rights through in-depth studies and dedicated workshops.

The relationship with 100% of Plenitude's suppliers was managed through a supply chain management guided by sustainability criteria both in the scouting and qualification process, through the development and use of the **Open-es Platform**, and in the evaluation process by introducing **necessary or 'rewarding' requirements on sustainability, innovation and equal opportunities** in the selection procedures.

- inclusive culture in everyday working life;
3. Commit, with the **launch of the Volunteering project**, to give Plenitude people the opportunity to take two days of paid leave for voluntary work at non-profit organisations working within some of the SDGs for which Plenitude is committed to taking concrete action.

In 2023, **internal communication initiatives** will be continued and further developed with the aim of increasing people integration, active involvement and engagement, always with a view to People Centricity and Sustainability.

**#CEOontheroad**, the CEO's roadshow in all Plenitude locations in Italy and around the world, will continue with new stops abroad to complete the tour and evolve the initiative.

### 3.2 People's well-being and safety

MACRO-OBJECTIVES	2022 TARGETS	2022 PERFORMANCE	FUTURE TARGETS
<p><b>PEOPLE'S WELL-BEING AND SAFETY</b></p>	Launch of the OHI (Organizational Health Index) Survey	OHI (Organizational Health Index) Survey launched in March <span style="border: 1px solid green; border-radius: 5px; padding: 2px;">✔ OBJECTIVE ACHIEVED</span>	Periodic monitoring of OHI indicators
	Development of the Employee Experience project in 2022	Analysis of the as-is and development of next steps together with Eni <span style="border: 1px solid green; border-radius: 5px; padding: 2px;">🔄 IN PROGRESS</span>	Communication to improve the perception of the welfare offer in 2023
	Progress of the 'Beyond Smart Working' project, launching collaborative workshops and co-design activities	Progress of the 'Beyond Smart Working' project, with co-design workshops <span style="border: 1px solid green; border-radius: 5px; padding: 2px;">✔ OBJECTIVE ACHIEVED</span>	Extension of the model with the gradual involvement of all Plenitude people during 2023

Plenitude is committed to dealing with health and safety in the workplace as an essential element for the performance of business activities. As such, the Company methodically updates and improves the tools that enable risk minimisation and oversees the issue in line with the Health and Safety Policy that defines the health and safety management guidelines. Moreover, Plenitude offers its people a company **welfare plan** that is considered a best practice in the sector.

#### 2022 Performance

The attention Plenitude pays to its people also takes shape through the spread and strengthening of the culture of health, safety and environment (HSE). These aspects are of fundamental importance to the Company, which has also included operational assets in its scope since July 2021. All levels of the company and contract workers are involved in the commitment to achieve the set targets. Plenitude people and contract workers actively participate in the dissemination of the HSE culture. Consistent with previous years, no accidents were recorded among employees in 2022. On the other hand, an accident occurred to a contract workers, which brought the total accident frequency rate (TRIR) to 0.23. In 2022, the Company continued its

commitment to the health, safety and well-being of its employees by implementing listening and involvement programmes to understand their needs better. In particular, in March 2022, the **Organisational Health Index (OHI) survey** was launched to identify strengths and opportunities to improve corporate health and promote company-wide collaboration and integration. The survey involved all Plenitude people in Italy and abroad. The results of the survey 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. All employees are offered a corporate

welfare plan focusing on work-life balance and parenthood, protecting physical and mental well-being and providing innovative tools for work management. With a view to continuous improvement, the **Employee Experience Project** was launched in 2022, which entailed:

- an analysis of the current welfare offer to understand what needs to be developed. Through Eni, the analysis was accompanied by active listening to the community also through focus groups;
- the adoption of the People Experience philosophy to ensure workspaces better suited to new ways of working.

During 2022, the Beyond Smart Working course also continued with

the aim of involving Plenitude people in the construction of the new 'fluid' working model, able to read the transformation and reap the full potential and benefits of remote working. To this end, in the first half

of 2022, Plenitude organised co-design workshops, a testing phase of the identified practices (between June and July 2022) and the definition of the new working model in December 2022. A Train the Trainer

was also conducted in December 2022 to train Ambassadors in order to extend the new model to all Plenitude people in 2023.

**Future targets**

In 2023, Plenitude will be engaged in a programme of activities whose objective is to raise awareness and increase the culture of Safety and the Environment.

channels and to facilitate its use also through the introduction of new digital tools. Furthermore, design activities to **improve workspaces to ensure the well-being** of the Plenitude population will also continue.

involved and participate in building the future of the company.

The Company will also **adapt its welfare offer to the changed external contexts and needs**, updating the basket of services, initiatives and tools offered by listening to its people. Nevertheless, it will strive to communicate its welfare offer internally even more effectively on new

**Workplace**, Plenitude's corporate social medium, will increasingly be a virtual place for meeting, information, discussion and mutual knowledge to increase engagement and awareness. Through dedicated projects and challenges, people will be invited to get in-

Finally, the implementation and scaling-up phase of the **Beyond Smart Working** model will continue through communication activities and in-person workshops. The aim will be to engage and raise awareness on issues such as responsible leadership, flexible time management and wellbeing of the people.

3.3

**Training and talents**

MACRO-OBJECTIVES	2022 TARGETS	2022 PERFORMANCE	FUTURE TARGETS
<p><b>TRAINING AND TALENTS</b></p>	<ul style="list-style-type: none"> <li>25 hours of training per employee in 2025</li> <li>6,500 hours of <b>digital upskilling</b> in 2022 (+50% participants vs. 2021)</li> </ul>	<ul style="list-style-type: none"> <li>58,059 total hours of training provided. 27 average hours of training per employee. The 2025 target of 25 average hours per employee already <b>exceeded</b> in 2022</li> <li>over 9,000 hours of training in <b>Digital Upskilling</b> (including Big Data and Service Design) in 2022 (+110% participants vs 2021)</li> </ul> <p>✔ OBJECTIVE ACHIEVED</p>	<ul style="list-style-type: none"> <li>Maintain the <b>target of 27 average hours</b> of training per employee in 2025</li> <li>Continuation of the <b>'Person at the Centre'</b> change management course in 2023</li> </ul>
	<p>Maintaining 100% of employees involved in <b>performance evaluation</b></p>	<p>100% of target employees involved in <b>performance evaluation</b></p> <p>✔ OBJECTIVE ACHIEVED</p>	<p>Maintaining 100% of target employees involved in performance evaluation in 2023</p>
	<p>Implementation of <b>induction and networking paths</b> for new recruits</p>	<p>Implementation of <b>induction and networking paths</b> for new recruits</p> <p>✔ OBJECTIVE ACHIEVED</p>	<p>Maintaining <b>induction and networking paths</b> and launch of the 'Welcome to Plenitude' initiative for new recruits in 2023</p>

Plenitude strongly believes in the power of training as a tool for growing and enhancing the skills of its people, considering it as an engine for business development.

## 2022 Performance

In 2022, Plenitude continued to invest in the growth of its people, in Italy and abroad, by increasing the training offered, providing a total of **58,059 hours of training** (+29% compared to 45,076 hours in 2021<sup>17</sup>), or an average of 27 hours per employee<sup>18</sup>. Total training expenditure in 2022 was **approximately EUR 1.8 million** (EUR 1.4 million in 2021), confirming the strategic importance Plenitude attaches to the acquisition and consolidation of its people's skills. The Company also offers its talents the opportunity to participate in **specialised master courses** through partnerships with universities or training institutions. More than **9,000 hours of training** in Digital Upskilling, Big Data and Service Design were delivered in 2022, involving more than **1,100 participants** in the process of developing strategic skills for the company. To track the level of learning, Plenitude applies **performance assessment**

mechanisms, such as systems for evaluating the annual performance of individuals and potential by population brackets (Junior, Expert and Senior), tools for the annual review of the entire Company population and systems for managing professional models, also to monitor skills. In 2022, the annual review process fully covered the Company's population, demonstrating the concreteness and consistency of management's commitment to promoting its people's growth.

In 2022, Plenitude consolidated its onboarding programme, which started in 2021. With a view to continuous improvement, a periodic monitoring survey was carried out and administered to all employees involved. The onboarding programme also includes the assignment of a **buddy**, i.e. an employee who already has experience in the company and who voluntarily un-

dertakes to facilitate the integration of new employees by solving their initial doubts and introducing them to company life.

December 2022 also saw the launch of the **'Person at the Centre'** change management programme, an evolutionary project that works on vision, mindset, emotional climate and execution while simultaneously acting on the motivation of Plenitude people. The project is divided into three different programmes: the first, aimed at the entire population; the second, aimed at middle management; and finally, one dedicated to the management team.

## Future targets

In the years to come, Plenitude will continue to use training as a strategic lever to ensure the Company's success. To this end, Plenitude plans to provide a minimum of 27 hours of training per employee on average by 2025.

Furthermore, in 2023 Plenitude is committed to maintaining a high

level of coverage of employee performance appraisals and to further improving the onboarding process through the **'Welcome to Plenitude'** initiative. The initiative will consist of an event aimed at new employees joining the company in order to give them an overview of Plenitude's values, sustainability strategy and organisational structure.

Furthermore, the continuation of the **'Person at the Centre'** change management project is planned, which aims to develop a culture increasingly oriented towards the centrality of the person and sustainable work organisation.

17 - This figure differs from the one reported in the 2021 Impact Report (48,958 hours) in that only the actual training hours are taken into account.

18 - Average training hours: executives (27), middle managers (31), office workers (25), and blue collar (36)