

# 2 OPERATIONAL EXCELLENCE

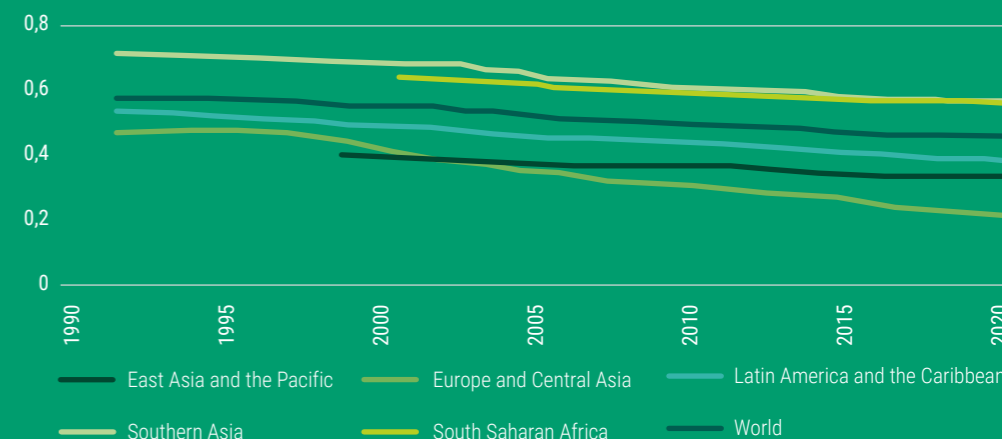
Eni's business is constantly directed towards operational excellence to seize the opportunities related to the evolution of the energy market and meet the challenges associated with the energy transition. This translates into an ongoing commitment to the development of people through the consolidation and development of skills and the enhancement of diversity, to the safeguarding of their health and safety, as well as the integrity of assets. Furthermore, Eni is committed to the protection of the environment by promoting the efficient use of natural resources and the safeguarding of protected areas relevant to biodiversity, to the respect and promotion of human rights, with a focus on resilience and enhancement of the value chain and the customer portfolio, as well as on transparency and anti-corruption in all its forms.

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## REFERENCE CONTEXT: CHALLENGES AND OPPORTUNITIES

### Evolution of the Gender Inequality Index by geographical area (1990-2021)

The Gender Inequality Index (GII) measures the gender inequality according to three dimensions: reproductive health, empowerment and labor market. A low GII value indicates low inequality between women and men and vice versa. The historical trend of GII shows how the differences between geographical areas have progressively increased. Europe, Central Asia and Southern Asia have registered the most significant results (-44% and -25%), while sub-Saharan Africa achieved more gradual improvements (-12%).



Source: Eni elaboration of the United Nations Development Program (for details of the Countries refer to the institutional website).

### MAIN INTERNATIONAL REFERENCES ON HUMAN RIGHTS



Since 2011, when United Nations published the "Guiding Principles on business and human rights", normative and non-regulatory references on the subject have multiplied internationally.

Source: Eni reworking of the CEO Guide to Human Rights, WBCSD 2020.

**+733 mln**

of people live in Countries with a critical water stress level

**>85%**

of the planet's wetlands are been lost in the last 300 years

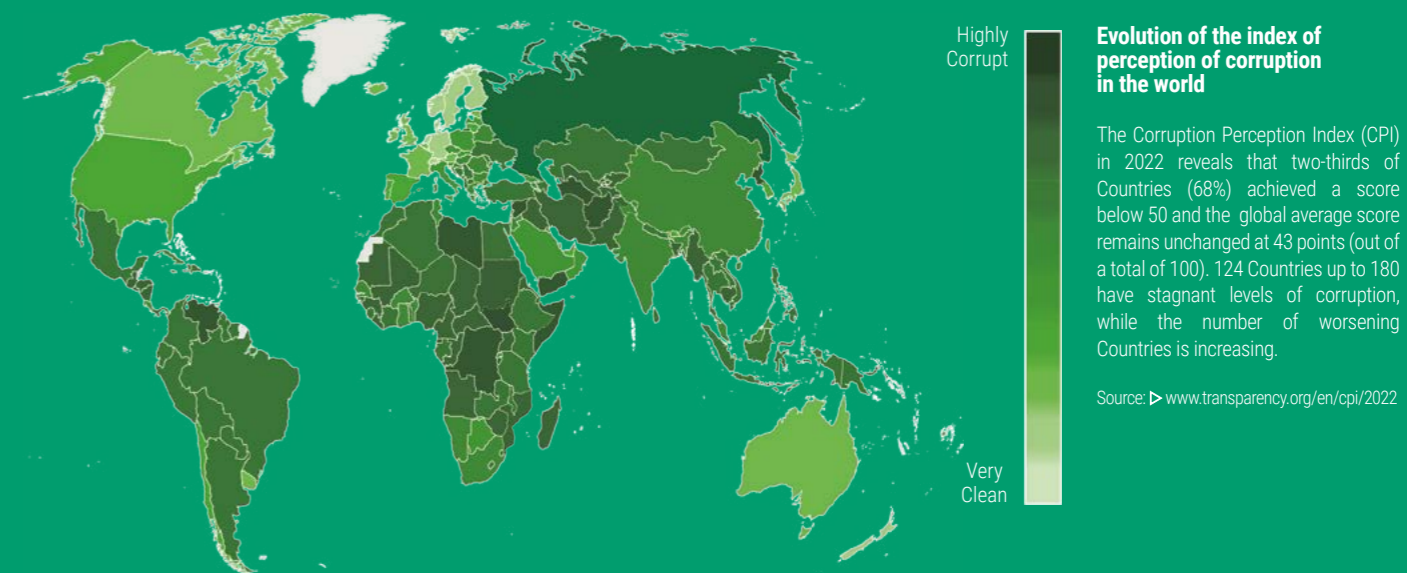
**10 mln**

of hectares of forest are destroyed every year

**~40,000**

species are at risk of extinction in the next decades

Source: The Sustainable Development Goals Report 2022, United Nations publication issued by the Department of Economic and Social Affairs (DESA), © 2022 United Nations. Used with the permission of the United Nations.



# Each of us



## WHY IS IT IMPORTANT TO ENI?

Several personal and professional characteristics converge in Each of Us, making it unique. To enhance the uniqueness of our people, we all work together to develop a culture of inclusion to create an equal-opportunity working environment where Each of Us can feel free to express themselves. The need for a lifelong learning approach is increasingly evident in an era of rapid change and complex challenges, such as equitable energy transition. Therefore, Eni is committed to training everyone to face changes and challenges by developing appropriate skills and a new mindset.

| MARWA ELHAKIM, HEAD OF D&I |

### 2022 PROGRESS vs. Eni for 2021 commitments

### SHORT-TERM COMMITMENTS (2023)

### MEDIUM-TERM COMMITMENTS (2024-2026)

### LONG-TERM COMMITMENTS (2030 AND BEYOND)

#### TURNOVER

Turnover of 0.57: 2020-22 figure. 2022 women's turnover: 1 (vs. male turnover 0.73)

▲ REACHED

Valuing internal people and selecting strategic skills to support the energy transition process

Commitment to keeping turnover of female personnel higher than that of male staff

>1 female replacement rate by 2025

Strengthening new structures with a turnover above 1

#### TRAINING AND DEVELOPMENT

Over 900,000 hours of training and 27,500 employees trained on the "New Code of Ethics"

▲ REACHED

16,000 employees to be trained on "Zero Tolerance: Violence and Harassment at Work" and 5,000 employees for the new "Specialist anti-corruption" course

+20% hours of training in 2026 vs. 2022

Updating skills in line with business and technological developments. Completion of the "Zero Tolerance: Violence and Harassment at Work" pathway

Upgrading skills to achieve completion of the strategic transformation

#### DIVERSITY & INCLUSION

+0.6 percentage points female population vs. 2021

+0.7 percentage points population under 30 vs. 2021

▲ REACHED

+1.7 p.p. female population vs. 2020

+3 p.p. population under 30 vs. 2021

+2.2 p.p. female population vs. 2020

+5 p.p. population under 30 by 2026 vs. 2021

+3 p.p. female population by 2030 vs. 2020

+7% non-Italian employees in positions of responsibility by 2030 vs. 2021

### POLICIES AND OTHER REGULATORY INSTRUMENTS

Eni's statement on Respect for Human Rights; Eni Policy Against Violence and Harassment at Work; Eni's Code of Ethics.

### MANAGEMENT AND ORGANISATION MODELS

Employment management and planning process to align skills to the technical and professional needs; Management and development tools, aimed at professional involvement, growth and updating, intergenerational and intercultural exchange of experiences, building of cross-cutting and professional managerial development pathways in core technical areas valuing and including diversity; Development of Innovative HR Management Tools; Support and development of the distinctive skills necessary and consistent with corporate strategies, focusing on energy transition and digital transformation issues, also through the use of Faculties/Academies. Training quality management system updated and compliant with ISO 9001:2015. Knowledge management system for the integration and sharing of know-how and professional experiences. New international mobility initiatives to foster more significant exposure to business, more flexible dedicated International Mobility policy and more robust work-life balance support. National and international industrial relations management system: participative model and platform of operating tools to engage personnel in compliance with ILO (International Labour Organization) conventions and the guidelines of the Institute for Human Rights and Business. Welfare system for the achievement of work-life balance.

### FOR MORE INFORMATION

- ▶ [Eni for 2022 – Sustainability Performance](#)
- ▶ [eni.com](#)
- ▶ [Eni's Code of Ethics](#)
- ▶ [Eni's Statement on Respect for Human Rights](#)
- ▶ [Eni policy against violence and harassment at work](#)

## EMPLOYMENT CHALLENGES

In line with the transformation process undertaken, Eni continues the path for the development of the professional skills of its people through initiatives to enrich and/or redirect them to meet new business challenges. In 2022, initiatives continued for dissemination and integration, in processes and internal culture, of a new model of capabilities and behaviours aimed at the effective management of the transition, launching processes to revise professional models and to update skills for the growth of more complete and integrated professionalism. With regard to the management of its people, Eni has launched a new management and development mod-

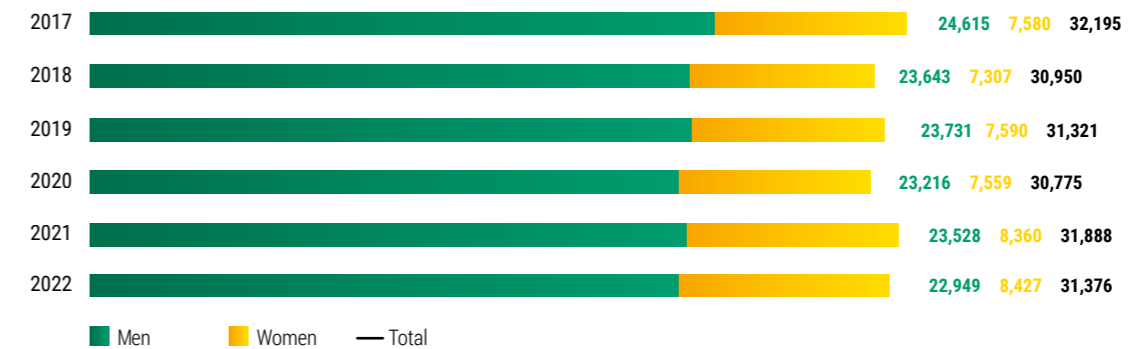
el (People Journey) that defines development paths throughout the Company's life cycle, diversified and consistent with the new business model to enhance the various professional skills and talents in an inclusive logic, to foster people's motivation, sense of belonging and proactivity. In this context, in 2022, the appointment processes of about 400 senior roles identified within the planned pathways were finalised, and the revision of the models concerning about 4,400 employees was completed; at the same time starting updating activities for models that will involve a further 5,700 employees. Furthermore, to make the internal labour market more dynamic and fluid and facilitate mobility between organisational

units, Jobs4You, the internal job posting site, was improved. Furthermore, mentoring, coaching and team coaching programmes were envisaged, particularly for new teams, especially those facing major transition challenges. In 2022, employment worldwide decreased by 1.6% compared to 2021 due to the use of extraordinary instruments such as Expansion Contract and Isopension in Italy, and divestment and deconsolidation of the Natural Resources portfolio abroad. Despite the discontinuity of the energy market, Eni continued to pursue its diversity objectives: in 2022, female presence recorded a significant increase of 0.6% compared to 2021, in line with the +3% target vs. 2020 of women employees by 2030.

31,376

Eni people at the end of 2022

### EMPLOYEES\* (number)



\* The data differs from that published in the Financial Report, Eni in the world and Business Model of this document because it includes only fully consolidated companies.

1,796

employees hired permanently

+0.6

percentage points women on total population vs. 2021

### ENI'S EMPLOYMENT INITIATIVES TOWARDS A JUST TRANSITION



#### CREATE

the prerequisites to ensure that the transition is adequately supported through, for example, acquisitions of companies with distinctive know-how for the energy transition, new high-tech entrepreneurial initiatives, a new model for personal skills and capabilities aimed at creating a mindset for the transition.

#### UP/RESKILL

continuous education through training programmes to evolve of existing skills and develop new skills from a Just Transition viewpoint to support change and energy transition.

#### ENGAGE

the involvement of stakeholders in company decisions through listening channels (climate analyses, Virtual Focus Groups and meetings with Eni people) and relations with trade unions.

#### PROTECT

the implementation of assistance and support programmes to help stakeholders during the transition through multiple initiatives regarding health, social security, income support and family management.

#### INCLUDE

decent and valuable working conditions and opportunities for all workers, promoting work-life balance, a dynamic, fluid internal market and gender equality.

#### ADVOCATE

the representation of urgent issues for a Just Transition for workers to public opinion and legislators.

Plurality is a resource to be safeguarded and to be enhanced. The basis of the commitment is the inclusion of all types of diversity in the company and relations with the outside world

**DIVERSITY AND INCLUSION: THE CULTURE OF PLURALITY**

Eni's approach to Diversity & Inclusion is based on the fundamental principles of non-discrimination and equal opportunities and on the active commitment to promote and ensure a working environment where personal and cultural diversity is considered a source of

mutual enrichment and an indispensable element of business sustainability. Eni ensures that all its people are treated fairly regardless of any differences in gender, nationality, sexual orientation, physical abilities and age. These principles are affirmed in the regulatory framework and Corporate Governance, as well as in the Mission that inspires its values. Furthermore, a com-

pany policy on **violence and harassment in the workplace** was issued in 2021 to implement the ILO190 Convention. In 2022, Eni implemented an Action Plan identified as a priority, aimed at developing an inclusive mindset and enhancing specific uniqueness targets such as gender, internationality, age, disability, sexual orientation and gender identity.

**INTERVENTION PRIORITIES**

<b>GOVERNANCE &amp; LEADERSHIP</b>	Definition of objectives and targets for executives of the functions affected by the D&I issues and related to managerial remuneration (MBO) and reporting activities addressed to Eni Management on diversity and inclusion topics
<b>ENGAGEMENT</b>	Development and updating of institutional training courses and specific online courses such as D&I Matters, which offers modular, interactive and up-to-date training
<b>LISTENING TO PEOPLE</b>	Listening through initiatives such as Climate Analysis and engagement of Eni's foreign entities; launch of the D&I Community on Eni's internal channel, one-to-one meetings
<b>COMMUNICATION</b>	Emphasis on D&I uniqueness international days through the internal channel Myeni and in the D&I Community; #EniForInclusion initiative on Age, Gender, Disability, and Sexual Orientation through News, reporting, webinars and live events with external testimonials; Creation of a D&I topic on the Eni.com corporate website
<b>PARTNERSHIP</b>	Collaboration with Parks - Liberi e Uguali and Valore D; Participation in the ERT Diversity & Inclusion Task Force and the WEF Chief D&I Network

**+1.2**

percentage points women in management positions vs. 2021

**WOMEN'S EMPOWERMENT**

Eni continued and expanded its initiatives aimed at strengthening female presence and the empowerment of women, with particular reference to activities to: (i) attract female talent through the organisation and promotion of initiatives for students oriented towards STEM subjects (Inspirin-Girls, Think About Tomorrow, Coding Girls) and through the contribution of Eni's 150 role models and ambassadors, who bear witness

to equal opportunities for women in the energy industry; (ii) support female development through professional diversification, monitor the main career paths, and enrich management and staff training with content aimed at raising awareness and overcoming gender bias in relationships and corporate processes; (iii) enhance female presence, with a focus on appointments to positions of greater responsibility, an area in which, in 2022, approximately 400 senior role appointments were

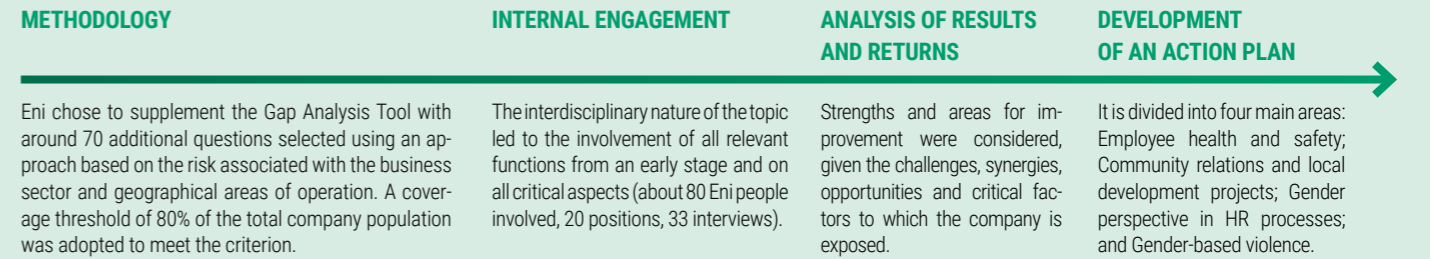
finalised with a female presence of more than 30%, up compared to previous years; (iv) creating of and adherence to communication campaigns aimed at supporting women (e.g. #IoconLei Orange the World, the UN campaign campaigning for the elimination of violence against women) and partnerships designed to strengthen female empowerment and enterprise (e.g. Women X Impact and Valore D), to share best practices and strengthen networking on inclusion and female development.

**FOCUS ON**

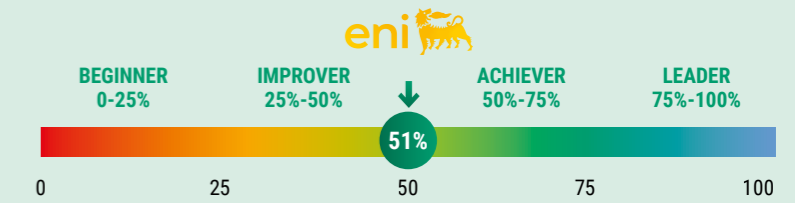
**Eni's adhesion to the Women's Empowerment Principles**

**BACKGROUND:** the Women's Empowerment Principles (WEP) of the UN Women and the UN Global Compact inspire business action in integrating a gender perspective in the workplace, in relations with local communities and along the value chain. Following its adhesion to the WEPs in 2021, Eni initiated a self-assessment process of its performance based on the Gender Gap Analysis Tool, a tool provided by the WEPs, which led to creating an Action Plan. This lays the foundation for formulating an increasingly cross-cutting approach to gender equality and women's empowerment in all business areas.

**THE SELF-ASSESSMENT PROCESS**



**RESULTS:** Eni achieved the position of Achiever with a score of 51% (17% of companies are in this category while most, 79%, are still classified as "Beginners" or "Improvers"; only 4% achieved a "Leader" score). The companies undergoing the assessment were mainly from the financial and energy/extractive sectors (> WEP).



**INTERNATIONALITY**

Eni's strong international presence is characterised by solid alliances with host Countries aimed at creating value in these Countries, also through knowledge transfer, while respecting local cultures. The average presence of local personnel abroad has remained substantially constant at around 87% over the last three years. Consolidation over

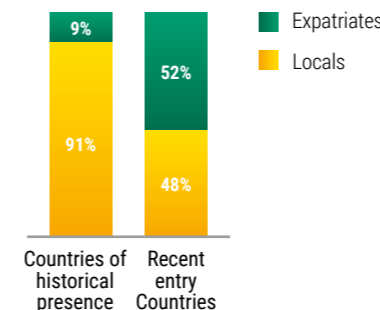
the years of processes such as onboarding of recruits, coaching, training and sharing of skills and best practices with local personnel ensured the continuity of operating activities in 2022. In recent years, about 20% of employees in positions of responsibility are non-Italian, broadly in line with 2021, with a slight decrease of -0.8% due to changes in the scope of consolidation. In the upstream

sector, which accounts for about 50% of non-Italian employees, the percentage of local employees of the entire workforce is higher in Countries where Eni has a historical presence (Nigeria, Congo, Egypt, Libya and Kazakhstan) compared to Countries where its presence is more recent (United Arab Emirates, Qatar and Côte d'Ivoire) where the transfer of know-how is still in progress.

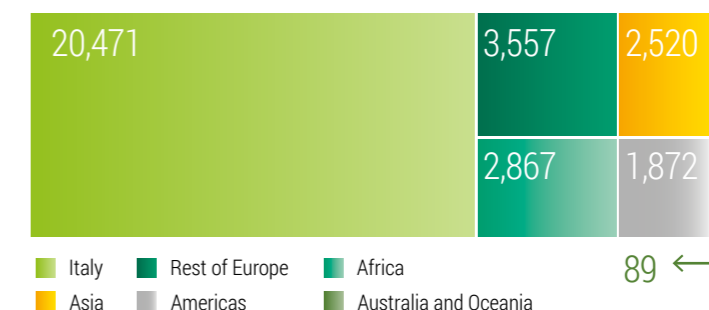
**19.8%**  
non-Italians in management positions

**108**  
nationalities

**EMPLOYEES IN UPSTREAM SECTOR**



**EMPLOYEES BY GEOGRAPHICAL AREA**



## INTERVIEW



Interview with **Caterina Gozzoli**. She is a Full Professor at the Faculty of Psychology of the Università Cattolica, where she teaches Psychology of Socio-organisational Coexistence. She is a member of the Board of the Agostino Gemelli High School of Psychology, where she is the Scientific Director of the Master's Degree Course on "Management and Certification of Competences". She deals with Diversity Management, quality of organisational life and forms of organisational malaise.

## THE GROWING IMPORTANCE OF D&I

### Why talk about D&I?

Talking about D&I means tackling an ancient theme intrinsically linked to the human dimension: without difference, there is no growth, innovation or life, which means losing the opportunity for exchange between different organisms. Even within an organisation. The issue of diversity, inclusion-exclusion, is central to both productivity and the quality of organisational life. Often, however, when we talk about diversity, the temptation is to slip into simplifications: diversity as a problem and urgency compared to an automatic and absolute resource. When we speak of inclusion, we imagine it more as a fixed state than a multidimensional process. Rather, dealing with the subject is inevitable but requires a more complex vision.

### Instead, the question is its management: what skills are needed at the individual, group, collective, community, social and organisational levels to best manage diversity and generate inclusive processes?

Today, the debate on D&I must be approached in new terms that take into account studies, reflections and experiences. First, it means more than discussing about protecting fragile groups and the balance of power at stake. It means discussing the possibility of generating innovative and creative ideas. Everyone is different from others and making them potential bearers of new visions, proposals and actions. Secondly, it is vital to be aware that when we talk about D&I, we are talking about complex organisational processes also characterised by crossing strong conflicts and emotions that require specific skills. Managing diversity is an ongoing process that is anything but linear. We must avoid trivialisation and not only deal with these issues in an emergency. Day-to-day management of diversity and inclusion should be part of social and organisa-

tional culture. Diversity should not only be linked to issues of marginalisation or equal opportunity but should be also seen as an opportunity for innovation, creativity and improved performance.

### Is there a connection between D&I and corporate performance?

The connection between D&I and performance (and not only D&I in terms of ethics) is one of the most recent topics in the literature. It confirms what has long been intuitively understood: inclusion and the enhancement of differences are also at the basis of productivity, both at the individual and organisational levels. Without difference and enhancement of the other, there is no innovation. Thus, performance feeds on intelligently managed differences. The theme of homogeneity works well in a stable, predictable and solid market where being similar allows us to trust and recognise each other as well as share practices, but less so in terms of being ready for change. When there are changes in the market, the situation becomes more complicated and chaotic, and organisations that cannot manage heterogeneity and divergent thinking go into crisis. We can therefore say that difference management and an inclusive culture are fundamental to a company's performance, as new ideas come from enhancing diversity. Today, work has different meanings and values for people; therefore, involving employees in the company's choices is essential. Diversity should not be seen as a problem; rather, as a skill to be used generatively and constructively. In this way, people are valued to ensure the company's performance.

### What strategies are effective in managing D&I?

Promoting diversity in the workplace is important and should not be an occasional action apart from everyday processes but a consequence of the organisation's culture, which fundamentally values people in their specificities. Companies should work on common aspects and the enhancement of

people in their specificity, creating a culture that promotes diversity and inclusion through every stable organisational process (selection, job rotation, non-formal and informal skills, training, innovation groups, etc.). Clearly sensitivities on promoting diversity vary from Country to Country and within specific organisational types. This should be considered a starting point to better contextualise and anticipate reactions. For example in Italy, where historically much of the productive ecosystem is made up of small to medium companies, the culture of homogeneity (I hire you because you are like us) and colour-blindness (I hire you because you are competent, and it does not matter how you are) still prevails. In contrast, in other Northern European Countries, for example, there is more diversity in organisational human capital and more intentional search with different international markets in mind (I seek you out because in your originality, you represent the new). The very history of Countries can influence how organisations have developed and their sensitivities to diversity.

### What are the critical points to consider?

D&I processes involve effort; we naturally value what is similar because what is different involves more effort, even at times, defence mechanisms that protect us from challenging our assumptions. To be effective, every action must be accompanied by anticipating how new dynamics will move. It is not easy, but it is possible to become competent in this area with greater openness and cultural intelligence. Lastly, it is important to emphasise the need to address the issue at certain organisational levels and involve management and senior figures. With the participation of decision-makers, these efforts gain much of their effectiveness. Diversity must be genuinely experienced as an added value for the organisation, not just as something additional and layered on top of everyday, practical organisational life.

## AGE

Promoting diversity and inclusion also addresses the age-related cluster at Eni, trying to work on people's awareness of the stereotypes that characterise both young recruits and people who have worked at Eni for a long time. The aim is to create an environment where everyone is valued for who they are and what they can offer, regardless of age. Also, for this reason, Eni has updated the development path for employees in the first three years after hiring, with a specific focus on the first months. Furthermore, the company is reviewing the entire management and development path for people throughout their careers to identify talents as early as possible and guide them along diversified paths.

## REMUNERATION

Remuneration policies for Eni's employees are defined according to a global integrated model and promote salary progression based exclusively on meritocratic criteria related to skills expressed in the role held, performance achieved and local remuneration market benchmarks. Eni annually monitors the gender pay gap between women and men (gender pay ratio), using a comparison methodology at the same role and seniority level, according to the UN principle of "equal pay for equal work", which shows a substantial alignment between the remuneration of women

## DISABILITY

During 2022, Eni assessed the accessibility of offices and locations in terms of logistics and the use of working instruments. The study also included benchmarking against market best practices and defined an action plan for 2023. At the same time, a project was launched to set up a centralised listening channel to guide colleagues with disabilities or family members of persons with disabilities on regulations, practices, administrative practices and existing support services.

## SEXUAL ORIENTATION AND GENDER IDENTITY

In 2022, particular attention was paid to disseminating an inclusive mindset on sexual orientation and gender identity through engagement, listening, awareness-raising and communica-

tion actions addressed to all employees in Italy and abroad. As part of the internal awareness-raising and communication format, an event with an external testimonial was organised to focus on the biases and rights of the LGBTQ+ community. Eni was a sponsor of the MIX festival, the International Festival of LGBTQ+ Film and Queer Culture, recognised as one of the most important in the world. The theme of sexual orientation and gender identity was also addressed in foreign Countries through listening initiatives and a webinar realised in cooperation with the Parks - Liberi e Uguali association. Furthermore, Eni participated in the LGBTQI+ Round Table organised by Repsol, which involved some of the major companies in the Energy industry, where best practices of inclusion as leverage for the energy transition path were shared.

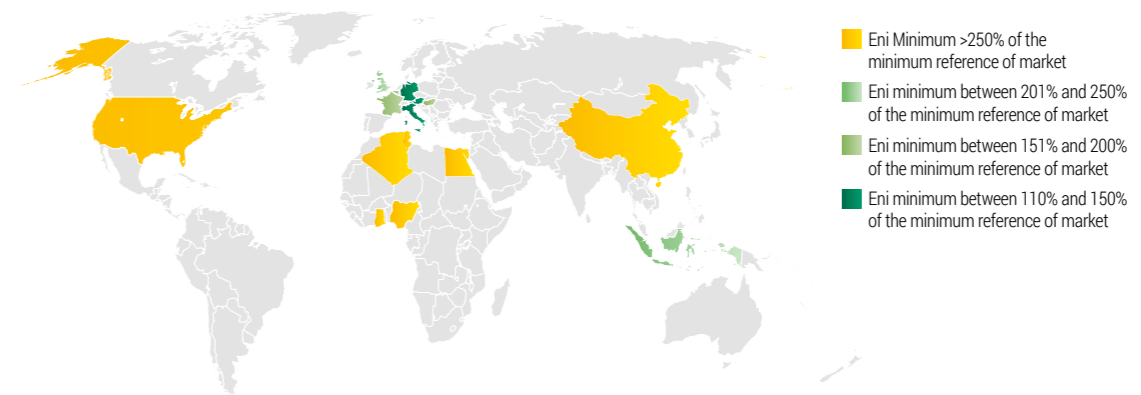
and men for the Italian and global population. This alignment is also confirmed in overall terms for the "raw" gender pay ratio which does not consider the role level and shows a substantial alignment of women's and men's remuneration for middle managers and employees while for senior managers and workers the deviations are mainly related to a smaller female presence. The indicator at the overall level, without considering professional categories, is 101 for fixed remuneration (Italy 102) and 97 for total remuneration (Italy 98). In the various Countries in which it operates, Eni guarantees its people the application of fair and competitive remuneration policies with respect to roles and professional skills matured and always able to ensuring a decent standard of living above mere subsistence levels and/or legal or contractual minimums in force as well as minimum levels found on the local remuneration market. For this purpose, Eni provides its business lines, for each Country, with wage policy references that are significantly higher than the 1<sup>st</sup> decile of the local salary market, as well as the legal/contractual minimums and performs annual checks for its application in the main Countries of presence.

# +0.7

percentage points  
population under  
30 vs. 2021

Eni has policy remuneration standards well above the legal/contractual minimums, as well as the 1<sup>st</sup> decile of the local market remuneration, for all Countries in which it operates

## ENI'S MINIMUM WAGES VS. MARKET MINIMUM LEVELS



**WELFARE**

Eni has strengthened its ability to listen to the needs emerging from changes in the social context and work organisation in formulating services for people, involving some 200 employees. This has led to the recognition of some needs: the search for a work-life balance, an increased

focus on psychophysical well-being and, at the same time, caregiving needs, and the demand for support from new parents. For this reason, the feasibility and formulation of new services for 2023 were started immediately, with a special focus on initiatives to support parenting. Furthermore, it signed with the

trade unions the NOI - Protocol on Initiatives and Services for Well-being, which provides for the enhancement of interventions in the fields of health, welfare, income support, housing and family management to seek a fair balance of work activities with a more personal and social approach.

**MAIN WELFARE INITIATIVES**

**FAMILY AND WORK-LIFE BALANCE**

- It is confirmed Eni's Smart Working (SW) model (agreement signed in October 2021) that provides all employees in Italy with 8 days/month for office sites and 4 days/month for operational sites and welfare and sustainability options. There was a progressive extension of the SW agreement abroad as well in line with local regulations;
- application, in offices, of daily and multi-period flexible hours and paid leave for events such as bereavement, serious family illness, weddings and civil unions, study permits and professional training courses;
- the organisation of services to support parenting and caregiving is confirmed, guaranteeing all useful actions to prevent the risk of Covid infection. In addition to crèches and summer camps, digital caring initiatives (vocational school guidance for employees' children, information programmes for parents) and services for employees with dependent family members or children with learning disabilities were strengthened.

**PARENTING**

- Recognition in all Countries where Eni is present of 10 days of parental leave on full pay to fathers, as well as minimum maternity leave of 14 weeks with payment of at least 2/3 of the salary received in the previous period, in accordance with the standards set by the ILO Convention;
- right of access to Smart Working, up to 12 days a month for parents working in the main offices, for the child's first three years.

**HEALTH PREVENTION CAMPAIGNS AND WELL-BEING**

- The gradual extension of the "Preveni con Eni" (Prevent with Eni) programme, which provides medical check-ups for oncological and cardiovascular prevention, is confirmed.



Eni nursery school in San Donato Milanese

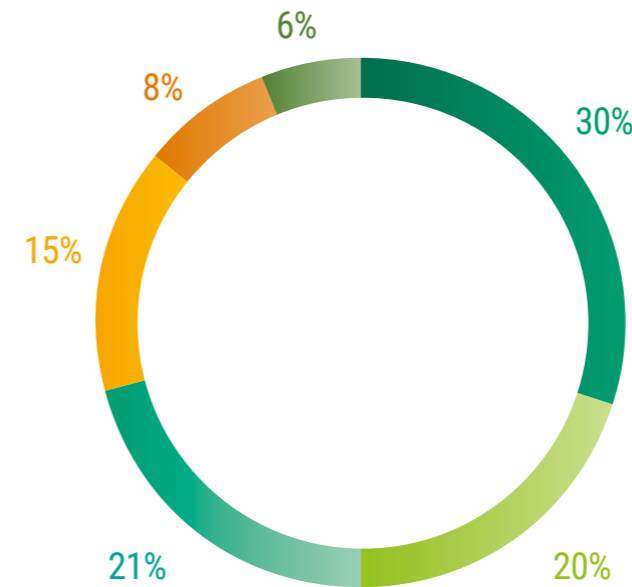
**TRAINING**

Eni considers training a fundamental tool to support change and ensures its access through training in classroom settings and through self-directed distance learning. Another tool for improving the quality of training is microlearning, a teaching methodology characterised by training bites. The platform

(MyChange) has been enriched with training content on energy transition, sustainable development and digital transformation. Furthermore, the retraining process continued this year through upskilling and reskilling initiatives to integrate new skills, both professional and behavioural, necessary for business evolution and the challenges

posed by technological change and the labour market. Training on the new Code of Ethics, induction courses for recruits, on leadership and, in continuation of previous years, on HSE and Human Rights issues was strengthened. Finally, a training course to promote inclusive behaviour was implemented for all employees.

**MAIN TRAINING COURSES OFFERED BY ENI (training hours by type)**



**Professional technical commercial** technical paths for specific business areas and professional areas, commercial projects and energy transition

**Safety:** mandatory safety courses for employees, delivered by both e-learning and in-person at Eni sites or certified training centres

**Professional cross-cutting:** professional cross-cutting: compliance, professional courses required by business units and training on new approaches to work and to the digital world

**Behavioural/communication/corporate identity:** behavioural paths on corporate identity, human rights/sustainability and leadership

**Language and IT** new computer and language skills

**Environment, health, quality and HSEQ behaviour:** enhancement of professional skills in environmental regulations, health pathways and HSE behavioural pathways

**939,393**  
total hours of training

**FOCUS ON**

**Continuous learning through upskill/reskill programmes**



**CONTEXT:** the need for a continuous learning approach is increasingly evident in an era of rapid change and complex challenges, such as the energy transition. Training programmes with upskilling/reskilling impact meet this need, addressing almost the entire Eni population.

**OBJECTIVE:** Eni revised its training programmes through a Just Transition perspective to support change and energy transition (induction courses, HSEQ training focusing on environment and sustainability, leadership and mindset, Diversity & Inclusion and specialised technical courses or tracks contrasting on new technologies and new skills).

**ACTIVITY:** the MyChange platform has also been confirmed for 2022 as an important channel for disseminating a culture of change on Energy Transition, Sustainability, Diversity & Inclusion and New Ways of Working, inspired by Eni Mission values and the SDGs. The training programme, which started in May 2021, expanded its content offering with an "SDG User" certification path to enhance the contribution of each employee to the achievement of the 2030 Agenda. In addition to this, with regard to courses focusing on new technologies and skills, Eni promotes training on the Agile approach, learning through Design Thinking tools and continuous improvement projects on new technologies of interest such as AI, Machine Learning and Data Science.

# Safety and people's Health



## WHY IS IT IMPORTANT TO ENI?

Good HSE performance is achieved through the efforts of everyone and contributes significantly to the development of activities in the company. At Eni, we promote a positive safety culture by developing projects to raise everyone's awareness of the correct and safe behaviour to adopt in all work environments.

| GIOVANNI MILANI, HEAD OF HSEQ AT ENI |

2022 PROGRESS vs. Eni for 2021 commitment	SHORT-TERM COMMITMENTS (2023)	MEDIUM-TERM COMMITMENTS (2024-2026)	LONG-TERM COMMITMENTS (2030 AND BEYOND)
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### ACCIDENT RATES

TRIR = 0.41; LTI = 0.25  
FATALITY INDEX = 1.46

▼ NOT ACHIEVED

TRIR <0.40; 0 fatal accidents

Application of the behavioural analysis model, in Italy and abroad, and digital instruments to predict recurring hazardous situations from the analysis of weak signals

### CONSOLIDATION OF THE SAFETY CULTURE

Application of THEME model at 7 sites; > 6,000 employees trained in Operational Safety; 90 employees trained as experts in root-cause analysis of accidents

▲ REACHED

Application of THEME methodology to 5 additional operational sites. 1,000 employees from foreign subsidiaries to be trained in Operational Safety; new course "Process Safety in Eni"

Application of THEME to at least 15 additional operational sites; training of newly recruited personnel on Operational Safety and "Behavioural Safety"

Constant commitment to research and development of actions to ensure safety in the workplace; adoption of models and instruments for risk management

### OCCUPATIONAL SAFETY, PROCESS SAFETY

Release of the HSEni App in 112 operational sites; extension of the Safety Pre-sense tool to all Business Lines and operational sites

▲ REACHED

Extension of digital initiatives to contractors; extension of the Safety Pre-sense tool to process safety events; process safety analysis on new supply chains

Adoption of predictive technologies to shut off potential hazards; adoption of unambiguous criteria for natural/climate change risk analysis

Extension of digitalization to all HSE processes and instruments through technologies capable of making corporate processes safer, more efficient and faster

### INVESTMENTS IN HEALTH ACTIVITIES

Approximately €72 million of economic commitment, of which €10,3 million for community health

▶ IN LINE WITH THE PLAN

Approximately €75 million of economic commitment, of which €18 million for community health

Approximately €192 million of economic commitment, of which €31 million for community health

Strengthening Eni's role as a key player in protecting and promoting the health of workers, their families and host communities

### DIGITALIZATION OF HEALTH PROCESSES AND SERVICES

Testing at onshore Italian sites of 20 devices for the monitoring of fitness of indoor areas

▶ IN LINE WITH THE PLAN

Continuation of the trial (20 additional devices) at onshore sites in Italy

Extension of the testing activity to offshore sites and abroad (estimated total of 80 devices)

### POLICY AND OTHERS REGULATORY INSTRUMENTS

"The integrity in Our Operations" Policy, Eni's Statement on Respect for human rights; Eni's Code of Ethics.

### MANAGEMENT AND ORGANISATION MODELS

Integrated environment, workers' health and safety management system certified in accordance with the ISO 45001 standard. Process safety management system. Emergency preparedness and response with plans that prioritise the protection of people and the environment. Product safety management system. Methodology for analysis and management of the Human Factor in accident prevention. Health management system. Occupational medicine for the protection of workers' health. Provision of health services to workers and their families and the response to medical and health emergencies. Initiatives to disseminate the culture of health. Initiatives aimed at maintaining, protecting and/or improving the community health and Health Impact Assessment activities - HIA.

### FOR MORE INFORMATION

- ▶ [Eni for 2022 - Sustainability Performance](#)
- ▶ [eni.com - Culture of safety](#)
- ▶ [Eni's Code of Ethics](#)
- ▶ [eni.com - Health protection](#)
- ▶ [Eni's Statement on Respect for Human Rights](#)
- ▶ [Eni for 2021 - Human rights](#)

## ACCIDENT RATES AND INTERVENTION ACTIONS

Eni is committed to a safety culture that favours prevention over protection through research and development aimed at adopting models and instruments for risk assessment and management in a constant effort to reduce accidents to zero. Despite of these efforts, there were four fatal accidents (all involving contractors) in 2022, 3 abroad and 1 in Italy. In particular, for Eni employees, the year recorded a break in the downward trend in the frequen-

cy rate of recordable injuries - TRIR, (recordable injuries/hours worked) x 1,000,000 - and a worsening for contractors, which, it is presumed, is attributable to the shortage of qualified personnel caused by the withdrawal during the Covid-19 pandemic of more experienced workers, and to the aggressive hiring policy to meet market demands. The careful identification and analysis of the causes of accidents have allowed specific actions to be implemented through: (i) initiatives to strengthen the awareness and involvement of employees

and contractors in the HSE field (i.e. Safety Leadership, Coaching Program, Stop Work authority); (ii) training on the specific risks associated with driving vehicles and handling materials at heights; (iii) activities aimed at improving work areas in terms of safety; (iv) updating of management and operational documents. In 2022, Eni has once again confirmed the inclusion of the Severity Incident Rate (SIR). This index measures the level of severity of accidents in the short-term remuneration of the CEO and managers with strategic responsibilities.

**0.41 TRIR**  
of the total workforce

## NEW INITIATIVES TO REDUCE ACCIDENTS

### THEME MODEL

Application of the THEME model for analysing worker behaviour and human reliability to identify action strategies to strengthen human barriers and safe behaviour

### OPERATIONAL SAFETY MANAGEMENT

Development of a new training course dedicated to Operational Safety Management to raise awareness of the basic principles and minimum safety requirements

### INVESTIGATION ROOT CAUSES

Training of experienced personnel on the new methodology for investigating the root causes of accidents according to Eni standards for the identification of effective actions to avoid the recurrence of events

### DIGITALIZATION FOR PREDICTIVE ACCIDENT ANALYSIS

Extension to all operational sites of the "Safety Presence" digital tool that, with the help of artificial intelligence and machine learning, enables predictive analysis by exploiting the data available in the safety databases and sends an alert to the site to implement corrective actions before an accident occurs

## THE THEME MODEL FOR HUMAN FACTOR ANALYSIS

### What role does the Human Factor play in accident events?

The Human Factor has been the leading cause of injuries and accidents for many years. It can be managed by adopting appropriate safety practices and procedures, enhancing proper risk perception and implementing a deep safety culture. In addition, it is vital that organisations also equip themselves with human reliability and behavioural analysis instruments that include environmental, organisational and individual factors influencing work performance.

### Can a human being be considered an "active barrier" in accident prevention?

The behavioural approach to occupational safety emphasises the proactive human role in the socio-technical system in which they are embedded; the human being thus becomes an active participant who, by their actions, maintains a safe working environment, identifying and solving problems, reporting potential hazards to colleagues and supervisors at an early stage, and encouraging safe practices in the teams they are involved with.

### What are the innovative aspects introduced by THEME, Eni's new behavioural analysis methodology developed with the University of Bologna?

THEME is an innovative tool in that it is a structured model for analysing behaviour and the human factor in relation to safety based on the study of human reliability. The model includes identifying factors influencing behaviour, reinforcing human barriers and intervention strategies to change unsafe behaviour.

## INTERVIEW



Interview with **Luca Pietrantonio**  
Full Professor of Work and Organisational Psychology at the Department of Psychology at the University of Bologna.

**-50%**

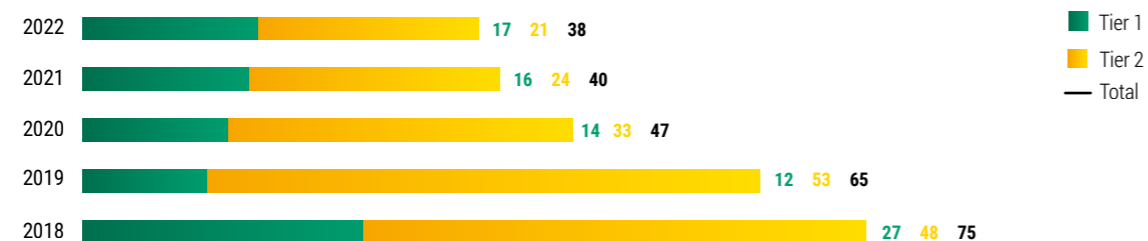
process safety events TIER 1 e TIER 2 since 2018

**PROCESS SAFETY**

Eni's commitment to process safety is constant and aims to safeguard the safety of people, the environment and assets. Eni has developed and implemented a Process Safety Management System, monitored through dedicated audits, with the aim of correctly and safely managing assets over their life cycle and, therefore, pre-

venting and mitigating, through the application of high management and technical standards, the risks associated with uncontrolled releases of hazardous substances. In the last few years, there has been an overall improvement in Process Safety performance, signalled by the downward trend in Tier 1 and Tier 2 Process Safety events, both in absolute numbers and normal-

ising the number of accidents for hours worked in process activities, an indication of the increased attention to process safety issues at all sites. Among the 2022 initiatives, the seminar "Process Safety in Eni's Energy Supply Chains" is worth mentioning to illustrate Eni's many initiatives for identifying new energy supply chains focusing on HSE and process safety aspects.

**PROCESS SAFETY EVENTS (number)****EMERGENCY PREPAREDNESS AND RESPONSE**

Emergency preparedness is regularly tested during exercises where the personnel's ability to respond in line with dedicated plans is assessed, including the timely alerting of the chain of command and resources necessary to deal with the event. In 2022, more than 5,200 emergency drills were conducted at operational sites, with varying levels of scenario

complexity. To these, three coordinated exercises should be added, in cooperation with the Authorities, which concerned: (i) in Ravenna, the verification of cooperation activities in the event of aeronautical distress, both in the search and rescue phase and in the management of environmental emergencies; the exercise was organised and coordinated by the Port Authority; (ii) in Imperia, within the framework of the inter-

national agreement between Italy, France and the Principality of Monaco on the protection of the cetacean sanctuary, organisation, coordination and readiness of the response to pollution from maritime transport at sea and on land was tested; (iii) in Sicily and Calabria, the verification of the operational response of the National Civil Protection Service in the event of an extreme seismic event in the area.

**+5,200**

emergency drills

**FOCUS ON****"Straits Earthquake 2022" drill**

**BACKGROUND:** from 4<sup>th</sup> to 6<sup>th</sup> November, the regions of Calabria and Sicily took part in the "Strait Earthquake 2022" drill. The simulated scenario duplicated the earthquake event of 16<sup>th</sup> January 1975, with an increased magnitude, such that soil liquefaction phenomena, landslide movements with potential road infrastructure involvement tidal wave event triggering were also possible.

**ACTIVITIES:** the exercise was coordinated by the Civil Protection Department, with the contribution of the Regions involved and the Prefecture - UTGs (Government Territorial Offices) of Reggio Calabria and Messina, the technical and scientific support of the Department's centres of competence and the involvement of the Essential Services Managers, of which Eni is one.

**OBJECTIVE:** the collaboration between the Civil Protection Department and Eni, consolidated by signing a specific Memorandum of Understanding, provided for Eni's active participation in all test phases, thus helping to consolidate awareness of seismic risk in the territory. In particular, the planning of the distribution of fuel to the mobile columns of rescue workers was coordinated, and an emergency tank was moved to the reception camp set up in Bova Marina, successfully establishing the emergency preparedness and responsiveness of Eni sites operating in the area.

**FOCUS ON****Research, Innovation and Safety: Protocol with the INAIL (Italian Workers' Compensation Authority)**

**SIGNATURE:** in November 2022, INAIL and Eni signed a five-year protocol consistent with the PNRR (National Recovery and Resilience Plan) deadline in 2026. The protocol was signed by the chief operating officer of INAIL, Andrea Tardiola, the Chief Executive Officer of Eni, and the national secretariats of the trade unions FILCTEM-CGIL, FEMCA-CISL and UILTEC-UIL.

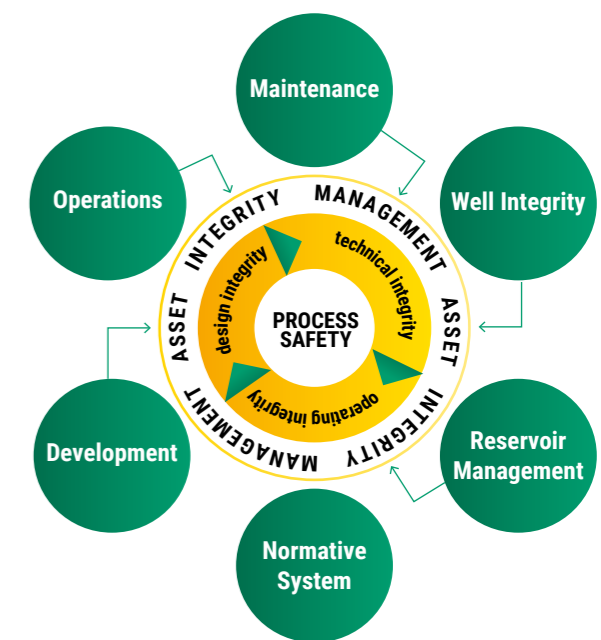
**AREAS OF APPLICATION:** the agreement will make it possible to identify joint initiatives for the dissemination of a prevention culture in the energy supply chain, to prevent accidents and occupational diseases, through communication initiatives, personnel training programmes, the implementation and dissemination of organisational and risk management models, with a focus on behavioural safety, the human factor and emerging issues such as Smart Working and work-related stress.

**OBJECTIVE:** the collaboration with INAIL offers the opportunity to make a portfolio of innovative initiatives and operational solutions available to the Country, helping to strengthen the company's ongoing commitment to empowering people and safeguarding health and safety.

**ASSET INTEGRITY**

Eni applies the Asset Integrity process to all its plants, ensuring their correct design and construction, carefully operated and decommissioned, managing residual risk in the best possible way, and guaranteeing maximum reliability and safety for people and the environment. As part of the assessment of physical risks (acute and chronic) related to climate change, the Asset Integrity process adopted by Eni entails a specific and detailed verification of the congruence between the design criteria adopted and the prospective climate conditions, which includes both its assets and those of third parties that may im-

pact Eni's operations. Therefore, the Asset Integrity Management System is employed from the initial design stage (Design Integrity) to procurement, construction, installation and testing (Technical Integrity) through to operational management and decommissioning (Operating Integrity). During this process, the "Life Cycle Information" (LCI), i.e. the management of technical information acquired during the entire life cycle of the plant (data, documents and models), is an essential pillar supporting technical integrity, ensuring that all data relating to the asset is always up-to-date with respect to changes that may occur during its operational life.

**INDUSTRIAL HYGIENE**

In 2022 Eni carried out a series of industrial hygiene activities to strengthen the monitoring and control of risk agents present in the working environment also through the participation to working groups with national bodies to prepare reference guidelines on the subject. In particular: (i) knowledge of risk agents was strengthened through the implementation of a targeted training programme for internal

trainers; (ii) in-depth studies were carried out on personal protection equipment, drawing up dedicated technical notebooks and the related information programme; (iii) the Company's normative body was updated in accordance with reference regulations and guidelines, to anticipate and optimise any impacts on activities; (vi) a pilot project was developed to define a methodological standard for the effective management of HSE as-

pects related to radiological risk in Oil & Gas activities. In the area of product safety, Eni is engaged both in the management of chemical-related risks, through the adoption of a tool for the management of documentation and hazard characteristics, and in the development of a system to assess the ability to generate circular value in products and services, over time, through the value chains of chemical and petrochemical product clusters.



HEALTH FOR ENI



Eni considers health a fundamental human right and is committed to protecting its people's and host communities' well-being by ensuring health management based on precaution, prevention and promotion principles. In a continuously changing epidemiological context and in consideration of the energy transition and climate challenges, promoting a culture of health and access to adequate health services is increasingly strategic. Eni pays special attention to situations of greatest vulnerability, considering the biological, psychological and social dimensions of health and the highest international standards.

| FILIPPO UBERTI, ENI HEALTH MANAGER |

For Eni, the health of people – workers, families and communities – is a fundamental human right; therefore, the promotion of people's psychological, physical and social well-being is a central element of its operating models. Eni ensures proper health risk management by constantly updating the health risk assessments of the Countries where it operates. It also considers key stakeholders' expectations and the potential health impacts of its activities, with constant monitoring of exceptional events such as epidemic and pandemic outbreaks. To ensure health at every stage of the business cycle, Eni has developed

an integrated health management system across all operations, based on an operational platform of qualified health providers and collaborations with national and international university and government institutions and research centres. During the year, Eni:

- carried out occupational medicine activities, including risk assessment and management, with the contribution of scientific research activities in relation to new projects and industrial processes related to the energy transition;
- continued to guarantee healthcare services, strengthening

emergency services, and initiatives to support fragile situations, with particular reference to the pandemic emergency and mental health promotion;

- extended access to promotion, prevention, diagnosis (including screening activities) and dissemination a culture of health, also by using new digital instruments for internal communication;
- adopted new technologies for health service delivery and monitoring of the quality of indoor environments;
- strengthened personnel capacities and skills through specific training activities.

OPERATIONAL HEALTH PLATFORM

**OCCUPATIONAL MEDICINE AND INDUSTRIAL HYGIENE**  
Aimed at protecting the health and safety of workers in relation to the working environment, how work is carried out and occupational risk factors inherent to industrial processes and resulting from industrial hygiene findings

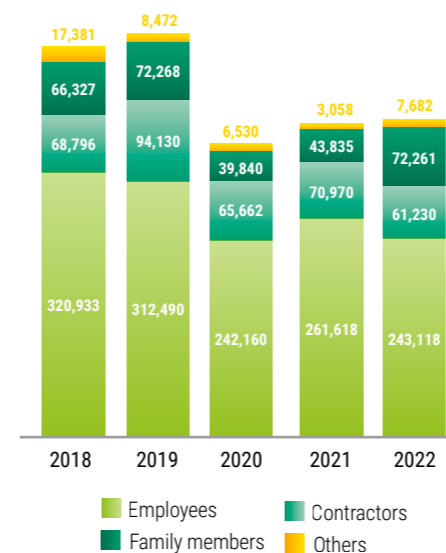
**MEDICAL ASSISTANCE AND EMERGENCY HEALTH CARE**  
It envisages the provision of health services to Eni workers and their families, consistent with the findings of needs analyses and epidemiological, operational and legislative contexts. It includes preparedness and response to health emergencies, including epidemic and pandemic response plans

**HEALTH PROMOTION**  
It aims to spread the culture of health by implementing initiatives for workers and their families identified following the analysis of health indicators available for the general population

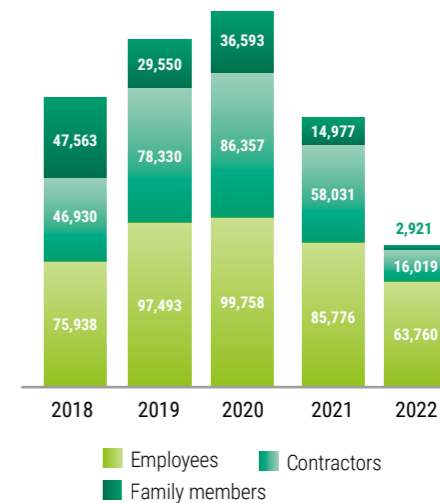
**GLOBAL HEALTH**  
It aims to promote the health status of populations where the company is present as a contribution to local socio-economic development through the assessment of the health impact of industrial activities on communities and the implementation of specific programmes

**PROCESS DIGITALIZATION**  
It promotes the digitalization of health processes and services using information and the "Internet of Things" technologies

NUMBER OF PROVIDED HEALTHCARE SERVICES



NUMBER OF REGISTRATIONS TO HEALTH PROMOTION INITIATIVES



384,291 health services provided

82,700 participants in health promotion initiatives

INITIATIVES FOR EMPLOYEES, FAMILY MEMBERS, CONTRACTORS

As part of activities aimed at improving corporate welfare, the "Più Salute" pilot project, a home and digital healthcare programme that provides employees and their family members with free services through access to a phone/video consultation with a doctor, available 24/7, and a specialist by appointment, was launched in the parent company and some subsidiaries in

Italy. Various initiatives have been undertaken to protect mental health and social assistance for employees in Italy, including a remote psychological support service (24/7; it currently covers 68% of employees, and will be extended to 80% by 2026) and a helpline dedicated to victims of harassment and gender-based violence. A PFA (Psychological First Aid) service has also been set up for all employees in Italy and abroad in the event of catastrophic, sudden and unexpected

events. Among the services aimed at promoting health and well-being to be highlighted for 2022 are awareness-raising initiatives for employees, family members and contractors in relation to endemic diseases (such as tuberculosis and malaria), sexually transmitted diseases, non-communicable diseases (such as diabetes and hypertension), and, for employees in Italy, initiatives for early diagnosis of chronic diseases (such as oncological diseases) and the flu vaccination campaign.

FOCUS ON

Commitment to institutions in the Covid-19 emergency

**SUPPORT TO HEALTHCARE INSTITUTIONS AND FACILITIES:** in continuity with the support already guaranteed to healthcare institutions and facilities that faced the Covid-19 pandemic emergency, in 2022 Eni carried out redevelopment interventions of the healthcare system in Italy to contribute to the resilience of local facilities, such as the Vittorio Emanuele Hospital in Gela, the S. Elia Hospital in Caltanissetta, the Luigi Sacco Hospital in Milan and the S. Matteo Hospital in Pavia. Initiatives to support Eni's business units and protecting people's health also continued to meet the challenges posed by the pandemic emergency.

**HEALTH PROTECTION OF ENI PEOPLE:** in relation to the latter, monitoring of epidemiological updates and new guidelines issued by international bodies has been implemented, with continuous updating and implementation of preventive and containment measures; special attention was paid to disseminating Covid-19 prevention measures and the flu vaccination campaign. Clinical and care flow management best practices have also been implemented, and travel medicine measures have been implemented to reduce the risk for travelling personnel, and set up a service of international transport service with medical support for personnel with severe health conditions.



## HEALTH AND ENERGY TRANSITION

In 2022, scientific research activities, developed with the contribution of Eni researchers and in cooperation with universities and research institutes, continued in order to assess the risks, potential impacts and opportunities for the health of workers and communities related to energy transition, new technologies (for example, solar and wind), and Eni's new production processes (for example, biofuels, biogas and agribio-feedstock). In particular, an independent scientific research committee hosted by the Fondazione Eni Enrico Mattei (FEEM) was set up in 2021 to con-

duct ongoing research on these issues, and support Eni in the definition of collaboration models between the public and private sector for preparation and response to emergencies and the provision of welfare services, contributing to the strengthening and resilience of healthcare and social systems.

### HEALTHY PEOPLE, HEALTHY BUSINESS

Eni joined the Working Group "Healthy People, Healthy Business" of the WBCSD ([World Business Council for Sustainable Development](#)). Work during 2022 focused on how companies can contribute to global health through

four key areas: employee health and well-being, strengthening the resilience of health systems, healthy consumer behaviour, and the relationship between human health and natural systems. The results were summarised in the report "Healthy People, Healthy Business: how business can contribute to global health", presented in October 2022 at the Planetary Health Alliance conference at Harvard Medical School. Among the case studies included in the document, the initiative of Community Health aimed at supplying off-grid electricity supply (solar) to improve assistance in health facilities in Angola.

## FOCUS ON

### Commitment to health in the community

**OBJECTIVES:** commitment to protecting community health is expressed through specific programmes to strengthen local health systems and infrastructure, strengthen relevant local institutions and operating personnel's medical and managerial skills, and raise the awareness of beneficiary communities.

**PROJECTS:** through 42 initiatives ([Partnerships for Development](#)), the focus was on basic healthcare, maternal and child health, such as the intervention to reduce maternal and neonatal mortality in Mozambique, sexually transmitted diseases such as the campaign of the prevention of malaria in the Western Region in Ghana, the prevention of non-communicable diseases, such as the project to strengthen care for cancer patients (adults and children) in Iraq, nutrition, such as the project to counteract child malnutrition in Mexico, access to safe water and hygiene, such as the intervention to upgrade the infrastructure of the Nalut Hospital in Libya, medical emergencies and the relationship between health and the environment.

**IMPACT ASSESSMENTS:** to assess the potential impact of industrial projects on the health of affected communities, eleven Health Impact Assessment (HIA) studies were conducted in 2022, including 1 non-integrated Health Baseline study, 1 non-integrated HIA study, 2 preliminary integrated Environmental, Social and Health Impact Assessment (pre-ESHIA) studies and 7 integrated ESHIA studies.

The Magude Health Center in the Maputo province has been identified by Eni for a project to improve maternal and child nutrition that will take place in 2023



## HEALTH IN THE COMPANY: SYNERGIES AND OPPORTUNITIES

### Which organisational and management logic should Eni adopt to create effective synergies with the national health service?

The health protection sector in Italy is undergoing multiple conversions: on the one hand, the demand for health services is fuelled by the demographic framework, which puts us in second place (after Japan) in terms of the ageing population; on the other, the level of funding for public health in our Country is low. This becomes a challenge not only for institutions directly involved in providing health services but also for all those who can contribute to maintaining healthy conditions in their target populations. This involves lifestyle interventions, preventive information actions and support for the individual's quality of life and that of their extended family. The corporate welfare model that Eni has built up over time has progressively broadened its areas of intervention to help the "dialogue" between the individual employee and the care system, facilitating access to services.

This is a non-trivial evolution from more traditional welfare models. Eni's represents one of the responses to extend and strengthen the network of players intervening on health issues in people's daily actions in typical life environments. After the home, workplaces and schools are the environments supporting where community health.

**It is what Eni calls the literacy process. And it is what can be a competitive advantage for Eni. Instead, what are the real opportunities for employees?**

A company's competitive advan-

tage is its economic performance and its "standing" in the market. It is no coincidence that we often talk about "healthy" or "sick" companies. The quality of the working environment, sensitivity to disease prevention, the focus on health education and lifestyles, and the relevance of social relations are all elements characterising the health culture each company can contribute to building. These guidelines are both individual and collective, highlighting the relevance of health as a "hygienic" factor in people's quality of life and consequently also in the economic development of communities.

This is a work of literacy since it is often envisaged that the building of health takes place in places where we treat illness (from the GP's surgery to the emergency room) and not in those where we spend our daily lives. This is because health is an "atypical asset" whose value is appreciated when lost.

**In this regard, it comes naturally to mention the Academy of Healthcare Management, the initiative through which SDA Bocconi supported Eni (NOC - Libyan National Oil Corporation) to promote the managerial skills of a selected group of public healthcare executives from Libya. What are the qualifying points of this project?**

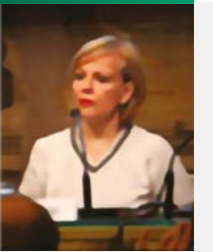
The Academy of Healthcare Management set up with the University of Benghazi was an opportunity to identify a group of highly motivated professionals to improve the healthcare system's organisation in a very different context from our healthcare system. There were two main challenges: identifying the right professionals and enhancing management skills to build equity in access to care and not only to manage their economic and finan-

cial sustainability. One of the topics discussed in the classroom, for example, was the role of scientific evidence as a criterion for service design and evaluation of the quality of services rendered. Updating clinical skills is crucial for clinicians, but company management can also create the conditions to support continuous learning.

**Professor, in one of your articles in the OASI 2017 report, you talk about transitional care. In a scenario characterised by the energy transition and in light of your contribution to the Scientific Committee at FEEM, can we also talk about Eni as a transitional care company?**

The need for transitional care solutions arises from the difficulty of "navigating" the care system and this is why teams of professionals specialise in managing the most difficult transitions: think, for example, of the typical case of the disabled elderly person with co-existing conditions who requires the alignment of several clinical, support and often social interventions. Finding a node in the service network that specialises in managing these cases is the primary mandate of the TOCs (Territorial Operations Centres). In a certain respect, Eni also supports the 'navigability' of the service network. When I spoke earlier about expanding of the corporate welfare model, I meant precisely this kind of support, which helps to get in touch with the right nodes in the care network and support the work of general practice.

## INTERVIEW



Interview with  
**Valeria Tozzi**

Associate Professor of Practice of Government Health and Not-for-Profit Division at SDA Bocconi School of Management. Since September 2014, she is also the Director of the MiMS Master's programme (Master in Healthcare Management). Member of the Enrico Mattei Foundation Health Committee.



# Environment



## WHY IS IT IMPORTANT TO ENI?

For Eni, environmental sustainability is a fundamental pillar that goes together with our path towards Carbon Neutrality by 2050. Particular attention is paid to the efficient use of natural resources such as water, the reduction of oil spills, the correct management of waste, the protection of biodiversity and ecosystem services as well as the promotion of an approach that aims at the development of circular processes. Our management of water, air, soil and the safeguarding of biodiversity is based on criteria of prevention, protection, information and participation. In spreading the culture of respect for the environment, we directly involve people of Eni, the suppliers, and local communities.

| ROBERTO DALL'OMO - HEAD OF HSEQ NATURAL RESOURCES |

2022 PROGRESS vs. Eni for 2021 commitments	SHORT-TERM COMMITMENTS (2023)	MEDIUM-TERM COMMITMENTS (2024-2026)	LONG-TERM COMMITMENTS (2030 AND BEYOND)
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### WATER

90% reuse of freshwater

▲ REACHED

10 Mm<sup>3</sup> of remediation water treated and reused in the production cycle or re-injected  
59% of produced water re-injected for production or disposal purposes

Commitment to minimise freshwater withdrawals in water-stressed areas

Reuse of freshwater in line with the trend of the last 5 years  
Planned maintenance of the share of re-injected produced water at no less than 59%

Planned increase in the share of remediation water treated and reused in the production cycle or re-injected, from the current 10Mm<sup>3</sup> to 12Mm<sup>3</sup> by 2026

Produced water reinjected in line with the past few years

Commitment to achieving efficient, collective and sustainable management of water resources

### OIL SPILL

-35% operational oil spills vs. 2021

▲ REACHED

Finalising the calibration of e-vpms sensors installed on the Clough Creek-Tebidaba line (52 km)

Implementation of improvement actions for upstream, downstream and retail asset integrity

Exploration of new technologies and instruments to increase prevention, mitigation and response capabilities to oil spills.

### WASTE

+29% waste generated from production activities vs. 2021

▶ IN LINE WITH THE PLAN

Development of new technologies for waste recovery and implementation on an industrial scale

### POLICY

Eni Biodiversity and Ecosystem Services policy; Eni's commitment not to conduct exploration and development activities within the boundaries of Natural Sites included in the UNESCO World Heritage List; Eni's Position on Water; Eni's Position on Biomass, Eni's Code of Ethics.

### MANAGEMENT AND ORGANISATION MODELS

Integrated environment, health and safety management system: adopted in all plants and production units and certified in accordance with the ISO 14001:2015 environmental management standard. Application of the ESHIA (Environmental Social and Health Impact Assessment) process to all projects. Technical meetings for analysing and sharing experiences on specific environmental and energy issues. Site-specific circularity measurement analysis. Working groups for defining the strategic positioning and objectives of Eni for the protection of water resources and biodiversity. Development of a single integrated methodology for environmental analysis, impact/risk assessment for the environment and organization, including type 231, applicable in Italy and abroad. Environmental Golden Rules to promote more conscious and responsible virtuous behaviours towards the environment by Eni employees and suppliers. Spreading the environmental culture through the site and contractor engagement programme.

### FOR MORE INFORMATION

- ▶ [Eni for 2022 - Sustainability Performance](#)
- ▶ [eni.com](#)
- ▶ [Eni's Code of Ethics](#)
- ▶ [CDP Water Security Questionnaire 2022](#)
- ▶ [Eni's position on water](#)
- ▶ [Eni biodiversity and ecosystem services policy](#)
- ▶ [Eni's commitment not to conduct exploration and development activities within the boundaries of Natural Sites included in the UNESCO World Heritage List](#)

## ENVIRONMENTAL CULTURE

Protection of the environment is an essential component of how Eni operates and it is based on the criteria of precautions, protection, information and participation. Particular attention is paid to the efficient use of natural resources like water, reducing oil spills, managing waste, safeguarding protected areas, for biodiversity and ecosystem services. Eni constantly invests in activities to enhance environmental culture and strengthen green-oriented management, implementing activities dedicated to Eni people and suppliers. Thanks to the analysis of the results of the Environmental Survey, which involved about

3,000 people across operational sites in Italy and abroad, the level of employees' perception of environmental culture was measured and used to define targeted, concrete actions to promote further awareness-raising activities related to the issue. In 2022, the Golden Rules campaign was launched world-wide to promote virtuous behaviour by Eni personnel, a series of Environmental Talks on topical issues were launched; and the "Together for the Environment" training was made available to all employees, focusing on various aspects including, for example, following an environmental event, the value of effective communication of risks associated with envi-

ronmental aspects and roles and responsibilities in this regard. Activities also directly involved some operational sites with site-specific engagement activities. In collaboration with the University of Padua, Eni launched the Be Green research project, dedicated to assessing and analysing the role of pro-environmental behaviour in the workplace and promoting a shared environmental culture at various levels in the organisation. Pacts for Safety and Environment were signed by 19 sites, involving several suppliers in the commitment to implement tangible improvement actions that can be measured with the Safety and Environment Performance Index.

## WATER RESOURCE MANAGEMENT IN ENI:

### THE FOUNDING PRINCIPLES

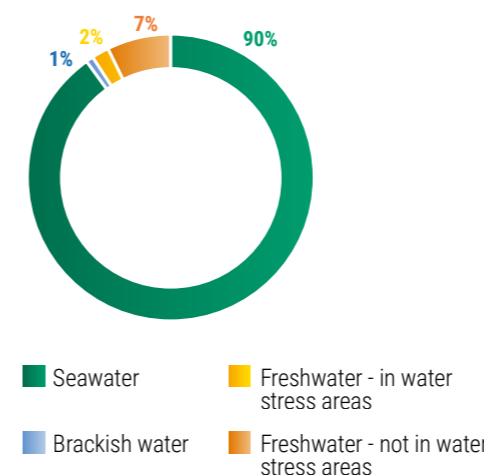
Eni's strategy to safeguard the water resource, which included among other things, adhesion to the CEO Water Mandate in 2019 and a **public positioning in 2021**, aims at an efficient and territorially integrated management of the water needed for operating activities. High freshwater withdrawals (i.e. from aqueducts, aquifer or surface water) are minimised through: (i) process efficiency actions; (ii) the use of lower quality water (i.e. rain-

water, remediated aquifer, treated wastewater or desalinated water). Together, these actions also have positive effects in reducing water consumption. Eni is also committed in the territories where it is present to supporting **water access projects** for resident populations. In 2022, freshwater withdrawals, equal to about 9% of total water withdrawals and attributable for over 79% to the R&M and Chemicals sector, recorded an overall increase attributable to the inclusion of the Porto Marghera and Ravenna Consortia into the area of consolidation of Versalis, which provide a

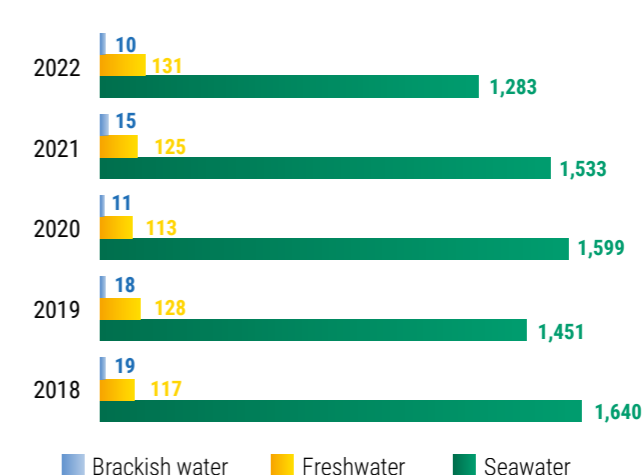
water management service for the entire industrial site, including the distribution of the water withdrawn to companies other than Eni in the same location. Excluding withdrawals made for third parties, freshwater withdrawals used in Eni's production processes in 2022 were reduced by 2% compared to the previous year (**Eni for - Performance**). In 2022, Eni withdrew 131 Mm<sup>3</sup> of freshwater, of which 30.3 Mm<sup>3</sup> from water-stressed areas, while seawater and brackish water withdrawals in water-stressed areas amounted to 942 Mm<sup>3</sup> and 8 Mm<sup>3</sup> respectively.

**90%**  
re-use of  
freshwater

### WATER WITHDRAWALS BY SOURCE (%)



### TOTAL WATER WITHDRAWALS (mln m<sup>3</sup>)



## THE PRESERVATION OF FRESHWATER

Interventions to safeguard high-quality waters have been prioritised at sites located in wa-

ter-stressed areas. The area of intervention concerned the reduction of withdrawals, implemented through the reuse of waste water, or the replacement of withdrawals

of valuable water with water from lower quality sources, such as water from remediation, associated with the production of Oil & Gas or desalinated water.



Aerial view of Assemini, where were conducted activities to reduce water withdrawals

### THE MAIN AREA OF INTERVENTION

#### WASTE WATER

Giving priority to water-stressed areas (defined by Aqueduct), interventions for the reduction of high quality withdrawals through the reuse of waste water were carried out at: (i) Livorno Refinery, on the main Italian sites exposed to water stress; (ii) Ravenna's petrochemical plant, a system for the reuse of waste water will become operational in 2025, to reduce withdrawals by at least 0.4 Mm<sup>3</sup> per year (around -5% of superficial freshwater withdrawals at the site), even though the production activity at the site is increasing; (iii) Petrochemical plant in Brindisi, a system for the reuse of around 0.5 Mm<sup>3</sup> per year of waste water will be operational by 2026, in addition to the already operational desalination plant, which has allowed to eliminate aquifer water withdrawals at the site; (iv) Biorefinery in Gela, where Eni manages the treatment of urban waste water (around 2.7 Mm<sup>3</sup> in 2022) and uses part of this (0.3 Mm<sup>3</sup> in 2022) for industrial purposes

#### WASTE FROM REMEDIATION

Under the principles of circular economy and safeguarding of water resources, Eni is committed to enhancing the value of water from remediation through processes that enable it to be reused for industrial purposes, avoiding the withdrawal of valuable water. Examples of this are the initiatives of Eni Rewind – Eni's environmental company that enhances land, water and waste from industrial or remediation activities – at the sites of Porto Torres, Priolo, Assemini, Manfredonia and Gela, where treated aquifer water is used to produce demineralised water, replacing freshwater withdrawals. Important projects and optimisations in stress areas concerning the reuse for industrial purposes of remediation water, otherwise discharged into the sea after treatment, are present at the petrochemical plant in Porto Torres (about 0.6 Mm<sup>3</sup> per year, 40% of the site's freshwater requirement) and the Gela biorefinery (about 0.8 Mm<sup>3</sup> per year). In total, about 60% of the water requirement of the Gela biorefinery in 2022 was met by low-quality water (urban wastewater and remediation water). Further studies are underway to increase remediation water and wastewater reuse at the Porto Torres, Priolo and Mantua sites

#### PRODUCED WATERS

The treatment and reuse of produced water, besides limiting disposal activities, also contributes to replacing valuable water resources. For example, Viggiano Blue Water, a plant for the treatment and recovery of produced water from the Val d'Agri Oil Unit in Basilicata for industrial use, which is currently undergoing authorisation, has been designed for this purpose

#### DESALINATED WATER

A further lever for reducing withdrawals of high-quality freshwater is its replacement with desalinated water. In Egypt, thanks to projects to reduce freshwater withdrawals started in part from 2021 (Zohr) and others in 2022, savings of high quality water have been recorded of 1 Mm<sup>3</sup> per year compared to withdrawals prior to the interventions (reduction of freshwater withdrawals of about 70%). For its focus on this resource, Petrobel (joint operated Eni company) was also recognised and rewarded at the 2022 EGYPEX (Egypt Energy Show), by winning the first prize in the 'Best Environmental Project of the Year' category for its efforts to minimise freshwater withdrawals

### FOCUS ON

## Reducing freshwater withdrawals at the Livorno refinery

**BACKGROUND:** the Livorno Refinery is located in a water stress area in Central Italy, as highlighted by the mapping performed with [Aqueduct Water Risk Atlas](#).

**OBJECTIVE:** to decrease the plant's dependence on freshwater withdrawal, particularly from surface water, and to reduce the refinery's impact on water stress in the area. Eni also promotes interventions to reuse part of the wastewater, increasing its treatment capacity and improving the resilience of the refinery in case of extreme events.

**RESULTS:** the installation and testing of the new demineralised water production plant serving the refinery was completed in December 2022. The plant is designed with a capacity of up to 200 m<sup>3</sup>/h to meet the site's demineralised water needs. The project involved the treatment and reuse of refinery wastewater for the benefit of a reduction in surface water withdrawals. When fully operational, a reduction in freshwater withdrawals of 0.4 Mm<sup>3</sup> per year is envisaged, equivalent to a saving of approximately 10% of the site's fresh surface water withdrawals.



## PRODUCED WATERS MANAGEMENT

The disposal of produced waters for upstream activities follows a priority scale that favours their utilisation through reinjection into reservoirs to increase oil recovery; where not feasible, their reinjection into depleted reservoirs is promoted. Finally, discharges into the environment and the management of water as liquid waste are limited

as much as possible. During 2022, the re-injection produced water (both for production and disposal purposes) reached 59% of the total produced. The re-injection project at the Meleiha site (Agiba, Egypt) continued in 2022, which, together with the start-up of a new plant in 2023, will allow the total re-injection of produced water for production purposes in 2024, thus significantly reducing its discharge

into evaporation ponds. In Turkmenistan, an initiative is underway at the Burun site to increase the re-injection rate of produced water into the reservoir. In 2022, reinjection was either used for disposal or, to a greater extent, for production purposes; from 2023, there will be a move towards zero reinjection for simple disposal, further enhancing the value of produced water.

### FOCUS ON

## Water risk scenarios

**ACTIVITIES:** during 2022, an assessment was carried out in relation to potential future exposure to physical risk as a result of climate change, with a long-term time frame, including both chronic (water stress) and acute (flooding) water risk, involving approximately 600 operated assets and about 30 major supply chain assets.

**RESULTS:** the analysis showed that the construction criteria (e.g. location of sites, distances from sources of risk) and the barriers/mitigations present or identified on the plants to date, allow the consideration that for the majority of industrial sites water risk has been managed and mitigated; for residual assets with potential long-term exposure, monitoring and possible mitigation actions are planned.

**NEXT STEPS:** the process will be updated regularly, also in view of portfolio developments and climate scenarios considered. Eni is also committed to researching ways to improve the capacity for local water risk assessment. With this in mind, Eni tested an innovative modelling solution for local water stress characterisation, useful to support risk assessment in future scenarios.

The Versalis Dunkerque site, where the analysis of water risk scenarios was conducted in 2022



Four partnerships with international NGOs for the conservation of biodiversity

## BIODIVERSITY

The management of biodiversity and ecosystem services (BES) is a key component of Eni's environmental strategies and operating practices, also in view of the multiple environmental contexts in which Eni operates. As outlined in the [► BES Policy](#), Eni has developed a science-based, risk-based management model applied to both existing operations and new projects. This model ensures that the interrelations between environmental aspects – biodiversity, ecosystem services, climate change, water resources management – and the sustainable development of local communities are identified and managed correctly, assessing and managing both potential impacts on priority BES values and the opportunities to make a positive contribution to conservation. This is done through the systematic application of the Mitigation

Hierarchy, which prioritises preventive measures over corrective ones towards no net loss or net gain of biodiversity, depending on project-specific risks and context. The active engagement of local stakeholders, including communities and indigenous peoples, throughout the project helps to understand expectations and identify management options in line with local needs. In 2022, Eni signed a two-year partnership with the IUCN (International Union for the Conservation of Nature) – aimed at defining criteria and instruments to select the most environmentally suitable areas for the development of renewable energy plants, minimising their impacts on biodiversity, providing guidance on managing cumulative impacts, spacial planning and opportunities for nature enhancement in areas of solar and wind farm development. This project is led by IUCN and The Biodiversity Consultancy

with the collaboration of Fauna & Flora and four other energy companies, including Eni. This is in addition to other collaborations with international organisations: Fauna and Flora (since 2003), Wildlife Conservation Society (since 2016) and Proteus (since 2008), a UNEP/WCMC (World Conservation Monitoring Centre) initiative for the collection and dissemination of data and information on a global level relating to biodiversity and ecosystems. In 2022, Eni updated the biodiversity risk exposure analysis of its operational sites ([► Eni for – Performance](#)) and continued BES studies and activities to implement actions identified in the Biodiversity Action Plans (BAPs) at priority sites. The main activities involved ecological restoration of forests or other natural habitats, monitoring and conservation of species, and awareness-raising among communities and workers.

## CIRCULAR ECONOMY

Eni has progressively adopted a business model that enabled to apply circular principles to existing supply chains and to add value to new supply chains and sustainable products. Circular principles are incorporated into all of Eni's processes: upstream, with the maximisation of opportunities to reuse assets and recycling of materials; in procurement, with actions to raise awareness and involvement of suppliers on circular economy issues through the "Open-es" digital platform; downstream, through the production of biofuels and, in the coming years, biomethane, that will be partly obtained from the enhancement of waste, residues/waste and new technologies for waste enhancement (e.g. OFMSW, Organic Frac-

tion of Municipal Solid Waste, is the material derived from the separate collection of organic waste). Among its businesses, Versalis is developing complementary processes and technologies for polymers recycling, both mechanical and chemical, and is committed to the use of alternative feedstocks, such as raw materials from renewable sources and secondary raw materials. Eni Rewind enhances the value of soils, water and waste with sustainable remediation and redevelopment projects, including maximising the reuse of water after treatment of contaminated aquifers to produce demineralised water for industrial use, and promotion of 0 km remediation interventions such as in [► Porto Torres](#). Furthermore, the company is involved

in the construction of waste recovery plants such as in Ravenna, with the soil bioremediation platform, and in Porto Marghera, with the urban sludge recovery project. Eni also continued the application to various corporate contexts of its circularity measurement model, validated by a third party, which is an essential tool for control, management, and transparency. Finally, Eni supports the growth of sustainable enterprises in the Country and the search for new business ideas, with initiatives such as the Eni Circular Bootcamp, now in its second edition, in collaboration with Confindustria and in the presence of the Consumers' Association and the winning companies of the "Best Performer of the Circular Economy 2022" competition.

The circular principles are internalised in all Eni processes

## FOCUS ON

### Protecting biodiversity in wind farms

**APPROACH:** Plenitude promotes virtuous practices for the conservation of biodiversity and ecosystem services in all its renewable energy installations. In view of the close link between wind farms and the biodiversity of birds and bats, Plenitude is implementing "adaptive biodiversity management" with targeted monitoring. In cooperation with local administration and other stakeholders, an action plan for biodiversity protection at the Raposeras and Cuevas wind farms has been underway since 2022, aimed at improving knowledge of the local birdlife, reducing collision risks during the operation of the wind farms and supporting the decision-making process.

**PASSIVE CONSERVATION MEASURES:** Raposeras is a 40.5 MW wind farm consisting of 26 wind turbines, located in La Rioja (north-east Spain). As complementary measures to avoid collision with birds (birds of prey and aquatic species), passive visual signals were implemented to increase the visibility of the wind turbines, including black painting of the blades and the installation of vinyl stickers 9 m above the ground in all wind turbines. These measures are followed by an annual monitoring cycle of bird and bat behaviour to verify the effectiveness of the measures implemented.

**MITIGATION HIERARCHY:** Cuevas is a 104.5 MW wind farm consisting of 19 wind turbines, located in Cuenca (central Spain). Several biodiversity conservation actions have been implemented in this area, including: the provision of automatic systems in four wind turbines to monitor birds and reduce the risk of collision by means of acoustic signals and temporary stopping of the blades; specific conservation programmes for the local bird life (hen harrier and golden eagle) with targeted measures to avoid collisions; environmental restoration of the habitat of community interest closest to the wind farm; and a vole conservation plan.



Plenitude El Monte wind farm with a capacity of 104.5 MW, located in the Castilla-La Mancha region of Spain

## FOCUS ON

### Circular Decommissioning

**APPROACH:** the circular approach extends to analyses to the entire life cycle of plants, from their design and operation to their decommissioning. This process has been developed on the principles of the "3Rs", i.e. Reuse, Recycle and Reduce waste volumes with consequent environmental and economic benefits. In view of the increasing number of decommissioning projects expected in the coming years and the significant amount of materials that will be generated, the principles of the circular economy are one of the main determining factors in choosing the best decommissioning solutions for Oil & Gas installations. Many plants at the end of their operational life represent an important resource both in terms of ferrous materials and in terms of components that can still potentially be used in other areas, such as new development projects or operational and maintenance use.

**OBJECTIVE:** Eni aims to maximise the residual value of mature assets to seize all opportunities to reconvert plants and reuse their components. Specifically, Eni provided a structured analysis of the life of an asset.

#### REUSE AND RECONVERSION

Identification of opportunities for extending the life of assets with targeted actions to optimize production and contain operating costs. Screening for the selection of the best technologies aimed at the conversion of installations still suitable for energy transition projects

#### EXTENSION OF ASSETS LIFE

Analysis of partial reuse options to support initiatives such as renewable energy projects, CO<sub>2</sub> storage, geothermal or re-evaluation of parts of offshore structures in favor of marine biodiversity conservation

#### REUSE OF COMPONENTS

Recycling of ferrous and non-ferrous materials with the adoption of adequate contractual solutions for the sale of steel, copper, aluminum and other fundamental resources for industrial processes (also including materials deriving from WEEE - Waste from Electrical and Electronic Equipment)

#### RECYCLING OF MATERIALS

Evaluation of equipment and components to be reused. Eni has equipped itself with an IT tool created with the aim of having an easily accessible centralized repository where to trace and map the equipment that can be reused

## FOCUS ON

## Recycling polymers



**APPROACH:** through ▶ Versalis, Eni is very active in the development of advanced mechanical and chemical recycling technologies.

**NEW RECYCLING PLANTS:** at Porto Marghera, Versalis is building the first pole for advanced mechanical recycling of post-consumer plastics, which will see in a first phase, the development of a plant for polymers recycling and in a second phase, thanks to the acquisition, on an exclusive basis, of the licence from Forever Plast (an Italian leading company at European level in the post-consumer plastic recycling sector), to develop an additional recycling plant. Furthermore, with the Hoop® project, Versalis is involved in the construction of a first 6,000 tonnes/year chemical recycling plant in Mantua, to transform mixed plastic waste that cannot be mechanically recycled, into a raw material to produce new virgin polymers.

**PACKAGING:** Versalis has set up two circular packaging projects to recover and recycle industrial polyethylene packaging and putting them back into the system. Versalis offers also polymers with recycled content, obtained from post-consumer packaging and preserving virgin material without compromising the performance. Furthermore, by signing specific voluntary pledges, it contributes within the Circular Plastics Alliance (CPA) to the ambitious European target of using 10 million tonnes of recycled plastics in new products by 2025.

**-35%**  
volume of  
operational  
oil spills

**+70%**  
volume of oil spill  
from sabotage,  
of which 80%  
recovered

## OIL SPILL MANAGEMENT

Eni continues its efforts on every aspect of emergency management related to impacts of operational and from sabotage attempts oil spills. In the context of oil spill prevention in Italy, maintenance activities was completed in Val d'Agri on the production network, with the simultaneous technological upgrade of the e-vpms<sup>(1)</sup> system, as well as for the crude oil line from the Genoa Pegli pumping station to the Sannazzaro Refinery. This update was also carried out for the Leak Detection<sup>(2)</sup> monitoring of the Val d'Agri Oil Unit (COVA) crude oil transport line and on COVA's industrial water injection line. As part of emergency preparedness, the screening methodology for assessing risks from natural events, such as landslides, floods and seismic events that may affect pipelines, was completed. In Val D'Agri, the Early Warning - Kas-

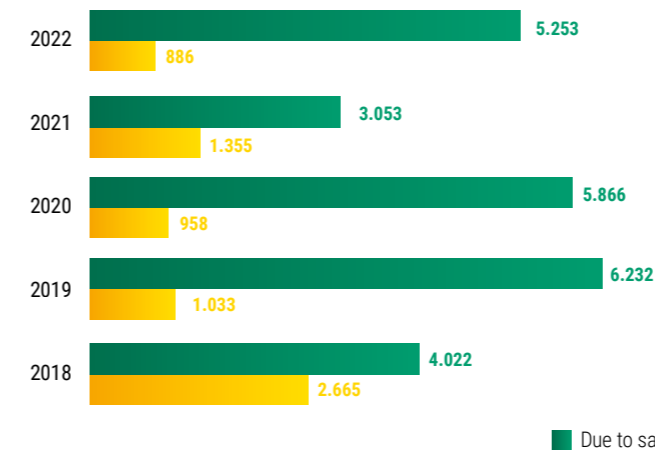
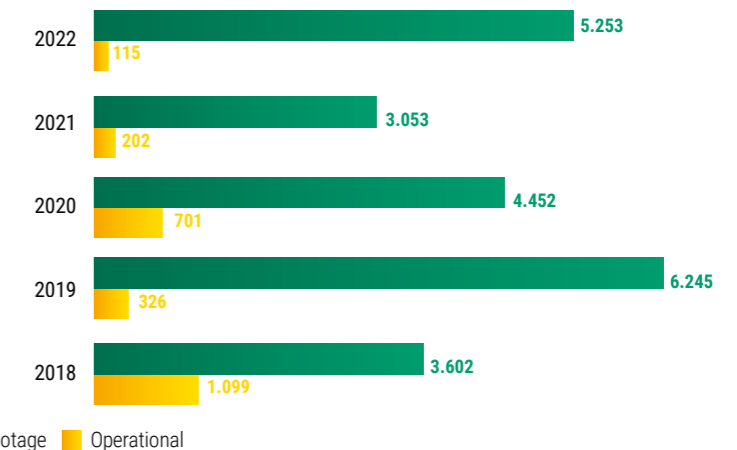
sandra Meteo Forecast monitoring and warning system, applied to the continuous control of hydrogeological risks, the management of water outflows at COVA and the monitoring of agricultural crops, has been optimised. Furthermore, feasibility studies have been carried out for an evolution of this system for the mitigation of risks from natural events for use in photovoltaic and wind power plants (Early Warning for Asset Integrity). Eni also continued its technological experimentation, verifying the degree of reliability of high-definition satellite images for environmental soil monitoring and constructing sensitivity maps from free satellite images<sup>(3)</sup>, useful for planning an appropriate response to oil spills. Also in 2022, activities were carried out to prevent and contain potential environmental impacts (tank integrity monitoring technologies), to safeguard the

integrity of assets, such as the extension of the e-vpms<sup>(1)</sup> system on the jet fuel transfer line from Rho to Malpensa (40 km) and on the Pantano-Fiumicino Airport line; tests with Acoustic Emission technology (e-siam<sup>(2)</sup>) to monitor corrosion and fluid leaks in storage depots; feasibility studies of RADAR technology for remote monitoring of vibrations and, lastly, the precautionary remediation of some underground tanks and the remediation and decommissioning of used "lubricating oil" tanks at some sites in Italy. Eni continues to work with IPIECA and IOGP - International Association of Oil & Gas Producers to strengthen marine pollution response capacity downstream of any oil spill, including by participating in regional initiatives in areas such as the Caspian Sea, Black Sea and West/Central/Southern Africa and Central Eurasia.

(1) e-VPMS<sup>(1)</sup> is a technology for detecting vibro-acoustic variations in the structure of pipelines and in the fluid transported by the same, aimed at identifying potential spills in progress.

(2) Leak Detection is a system for detecting leaks in operating conditions both during transport and at fluid standby conditions.

(3) Development of sensitivity maps using satellite imagery from the European Space Agency (ESA).

OIL SPILL OPERATIONAL AND DUE TO SABOTAGE (Volume >1 barrel)<sup>(\*)</sup>OIL SPILL OPERATIONAL AND DUE TO SABOTAGE IN NIGERIA (Volume >1 barrel)<sup>(\*)</sup>

■ Due to sabotage ■ Operational

\* Spill data (>1 barrel) both in terms of numbers and volumes spilled are subject to updates over the years due to possible completion of investigations after publication of this document.

## FOCUS ON

## Oil spill management in Nigeria

**BACKGROUND AND APPROACH:** in recent years, Eni's facilities in Nigeria (wells, flow lines and pipelines covering approximately 3,000 km) have been the target of illegal activities resulting in significant losses. Despite this, Eni has developed a strategy to prevent and contain such events and their potential impacts, based on the early identification of leakage, damage or break-in activities near or on pipelines to intervene promptly to reduce or resolve them. In particular, in 2022, the e-vpms<sup>(1)</sup> system technology upgrade programme was completed on some trunklines, while on others the installation of new system sensors was completed, and an operational plan for new e-vpms<sup>(1)</sup> installations on the crude oil production and transportation network was defined.



**ACTIVITY:** Eni has also implemented other initiatives to prevent and manage pipe leaks, such as: (i) increased surveillance in areas particularly prone to sabotage, (ii) e-vpms<sup>(1)</sup> technology, already installed and operational on the Kwale-Akri (17 km) and Ogbainbiri-Tebidaba (32 km) pipelines, underwent a technological upgrade in 2022 through the installation of additional sensors to remove background noise. The activity was successfully performed and calibrated on both lines. The system is being implemented on other lines with increased technical maintenance activities aimed at shutting-off malfunctions or damage. Eni also promotes ■ activities to raise awareness of risks associated with potential pollution from oil spills with the local community.

**RESULTS:** as a result of these implementations, the number of operational oil spills and related spilled volumes in 2022 decreased by 75% and over 40% respectively compared to 2021.

# Human rights



## WHY IS IT IMPORTANT TO ENI?

The promotion and protection of Human Rights are imprinted in Eni's history, a DNA inherited from the farsighted vision of Enrico Mattei, who wanted to combine industrial and operational strategies with a distinctive and fundamental element: respect for peoples and integration with the communities directly involved in Eni's activities. This translates, today even more so, into respect for human rights in our daily actions, into the commitment to ensure this respect becomes a rule for our partners, contractors, providers and all the players we deal with, as well as into the ability to share, to dialogue, to pool projects, skills and ideas that must be placed in defence of our principles and all rights.

| ALFIO GIUSEPPE RAPISARDA, HEAD OF SECURITY |

2022 PROGRESS vs. Eni for 2021 commitments	SHORT-TERM COMMITMENTS (2023)	MEDIUM-TERM COMMITMENTS (2024-2026)	LONG-TERM COMMITMENTS (2030 AND BEYOND)
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### HUMAN RIGHTS MANAGEMENT MODEL

Specific analysis conducted on 100% of the projects considered to be at greatest risk

▲ REACHED

100% of new projects HR-risk assessed subject to specific analysis; extension to other business units; dissemination and updating of new due diligence models

Extension of the model to the business areas; periodic review of the general management system

Model in place in all Eni business units

### MANAGEMENT REMUNERATION LINKED TO HUMAN RIGHTS

Objectives assigned to all executives reporting to the CEO

▶ IN LINE WITH THE PLAN

Continued widespread assignment of specific MBOs on human rights to Eni management at all levels and to subsidiaries

### TRAINING ON HUMAN RIGHTS

14,245 hours of HR training provided during the year

▲ REACHED

2,622 people trained for the three-year HR program completed

▲ REACHED

Updating of specialised training modules ("Security and Human Rights", "Human Rights and relations with Communities", "Human Rights in the Workplace")

Evaluate to extending access to specialised courses to all employees

Delivery at all Eni subsidiaries of a frontal training plan on the human rights management process

### POLICY

Eni's statement on Respect for Human Rights; Whistleblowing reports received, including anonymously, by Eni SpA and its subsidiaries in Italy and abroad policy; Supplier Code of Conduct; Alaska Indigenous Peoples policy; Eni against Violence and Harassment at Work policy; Eni's Code of Ethics.

### MANAGEMENT AND ORGANISATION MODELS

Human Rights management process regulated by an internal regulatory instrument aligned with the United Nations Guiding Principles (UNGP). Inter-functional activities on Business and Human Rights to further align processes with key international standards and best practices. Human Rights Impact Assessment and Human Rights Risk Analysis with a risk-based prioritisation model for industrial projects. Security management system aimed at ensuring respect of human rights in all Countries, particularly in high-risk Countries. Whistleblowing management process. Three-year e-learning training plan on the main areas of interest on human rights.

### FOR MORE INFORMATION

- ▶ [Eni for 2022 - Sustainability Performance](#)
- ▶ [eni.com](#)
- ▶ [Eni's Code of Ethics](#)
- ▶ [Eni's statement on respect for human rights](#)
- ▶ [Eni for 2021- Human rights](#)
- ▶ [Eni's position on conflict minerals](#)
- ▶ [Slavery and human trafficking statement](#)

## ENI'S APPROACH TO HUMAN RIGHTS

Eni's approach to human rights, which is embedded in the Mission, is outlined in ▶ [Eni's Statement on Respect for Human Rights](#), approved by the BoD in December 2018. It highlights priority areas for engagement, following an approach developed in coherence with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD

Guidelines for Multinational Enterprises. Furthermore, this commitment is reiterated in the Code of Ethics and supported by the commitments set out by the Supplier Code of Conduct, also adopted in 2020. The dignity of every human being is at the heart of Eni's activities, which is why it is committed to defining its responsibilities in contributing to the well-being of people and local communities. The path undertaken in recent years in

disseminating and consolidating a culture of respect for human rights has strengthened human rights due diligence procedures, a process outlined in a specific internal regulatory document adopted in 2020. This process is based on an approach of shared responsibility by several functions for managing the most important processes in human rights risk management: human resources, procurement, security, sustainability, and compliance.

### COMMITMENT TO HUMAN RIGHTS

Human rights are embedded in governance policies and processes. Eni has structured appropriate governance controls and provides continuous training.

### DUE DILIGENCE

Eni has adopted a management system which includes a set of processes and instruments to assess issues, risks and the most relevant impacts related to respect for human rights.

### ACCESS TO REMEDY

Eni ensures adequate management of complaints through the "Grievance Mechanism" and the whistleblowing process.

## THE ROLE OF COMPANIES IN AN EVOLVING CONTEXT OF BUSINESS AND HUMAN RIGHTS

### After more than 10 years from the adoption of the UN Guiding Principles, where the companies stand in their implementation?

On 10<sup>th</sup> December 2023 we commemorate the 75<sup>th</sup> anniversary of the Universal Declaration of Human Rights, first signed at the Palais de Chaillot in Paris in 1948. It was not until 2011 and the adoption of the UN Guiding Principles on Business and Human Rights that the world agreed the nature of business' direct responsibility for human rights. Over the past decade we have seen uneven progress on implementation. The results from the Corporate Human Rights Benchmark, published annually since 2017, have shown that about one third of the world's largest companies have taken some steps forward but there is much more to be done.

### What are the expected impacts of the oncoming regulation (in EU and in single Countries)?

Regulation is an important next step in the implementation of the UN Guiding Principles and many European Governments now have national laws that mandate the "know and show" requirements of human rights due diligence as well as the provision of adequate remedies. The European Union is also bringing forward different human rights and sustainability requirements for large companies which will increase investor and civil society scrutiny of how companies behave. Sanctions and tariffs are also increasingly linked to human rights criteria, and so we can expect to hear a lot more from regulators in terms of what they expect from companies.

### What are the main emerging issues to be faced in the next few years?

The years ahead will see more questions from consumers about the products they buy, investors in terms of the companies they invest in and elected officials on behalf of voters. Energy security will remain a key issue, but so too climate change, biodiversity and a clean environment. Business will be required to be more transparent on all these issues. The transition to a low carbon economy will require difficult decisions to be made and the transition must be "just" for all those affected - workers, communities, indigenous groups and consumers.

### INTERVIEW



Interview with **John Morrison**  
John Morrison has been Chief Executive Officer of the Institute for Human Rights and Business (IHRB) since its formation in 2009. He advises a number of governments, intergovernmental organisations, and businesses on human rights and wider issues of sustainability, development, and international affairs.



100%

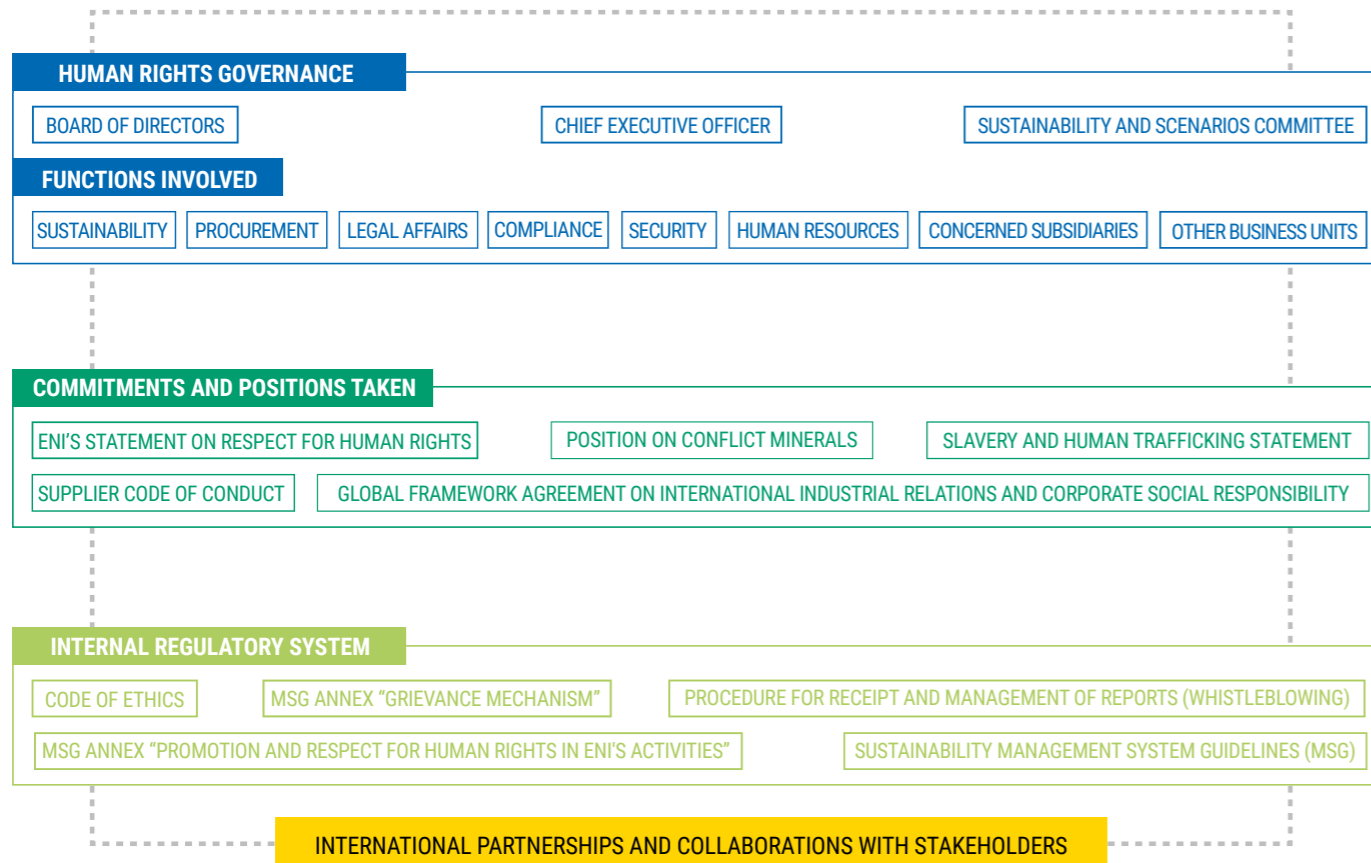
managers, reporting directly to the CEO, to whom a human rights related MBOs was assigned

### HUMAN RIGHTS GOVERNANCE AND MANAGEMENT SYSTEM

Human rights are among the subjects on which the Sustainability and Scenarios Committee (SSC), composed of mostly independent directors, provides guidance advisory and propositional functions vis-à-vis the BoD. The Chairman of the Committee informs the BoD of the most important issues discussed during the meetings. In 2022, the SSC was informed about the imple-

mentation of the human rights due diligence model based on priority areas of intervention defined by to Eni's salient human rights issues, and it analysed the Slavery and Human Trafficking Statement approved by the BoD in April. Furthermore, Eni has adopted a specific procedure that defines the internal framework for the human rights management model, with the aim of defining roles and responsibilities. This procedure outlines the related due diligence process re-

quired by the UNGPs and defines the main guidelines for preventing human rights violations for all corporate functions. Also in 2022, specific targets were assigned to all Managers reporting to the CEO, as well as to the other management levels, from which performance-related incentives on human rights are derived. These objectives were also assigned to the management of the subsidiaries. In all cases, the achievement of the assigned objectives was verified during the year.



2,622

people trained in 2022 for the three-year programme

### HUMAN RIGHTS TRAINING

Eni's training on business and human rights is organised in a diversified strategy along four lines: (i) general courses on business and human rights for all Eni personnel; (ii) specific courses on topics and areas particularly exposed to negative impacts risks; (iii) training initiatives on topics

closely related to human rights (e.g. Code of Ethics, HSE, etc.); (iv) practical workshops for suppliers on safety and human rights. The mandatory three-year training for senior managers and middle managers (Italy and abroad) on the four specific modules was completed in 2022: "Security and Human Rights",

"Human Rights and relations with Communities", "Human Rights in the Workplace" and "Human rights in the Supply Chain". Furthermore, the delivery of the other courses offered on sustainability and human rights issues to the entire Eni population continued. The overall course access rate stood at 89% of those enrolled.

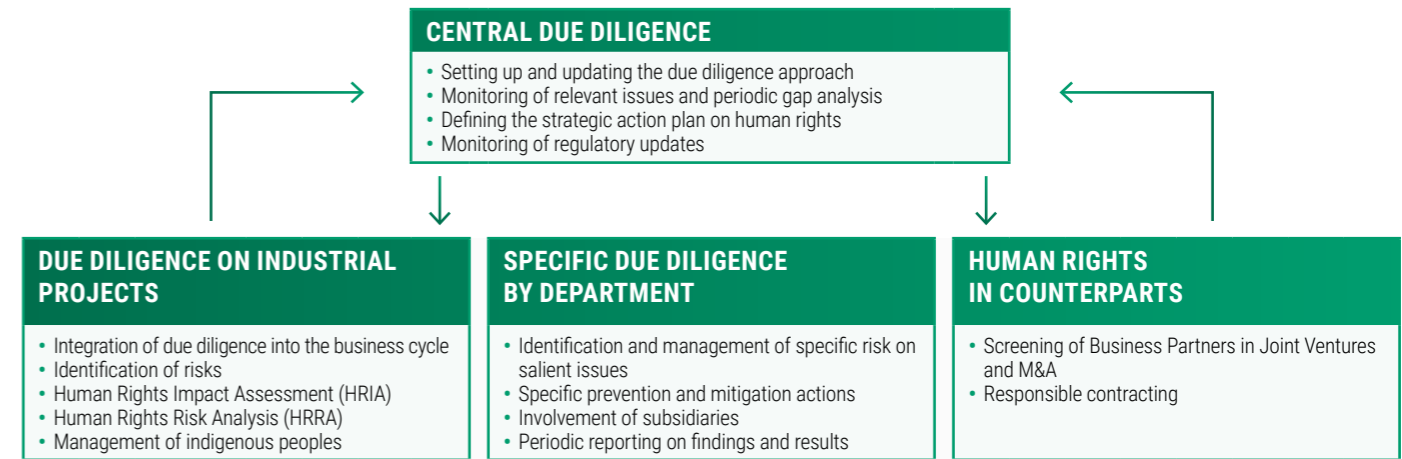
### DUE DILIGENCE ON HUMAN RIGHTS

Human rights due diligence is an ongoing process focused on the full spectrum of implications that

Eni's activities could have on human rights, going beyond the list defined by the "salient human rights issues". The due diligence model is multi-disciplinary, multi-level and in-

tegrated into corporate processes, with a risk-based approach aimed at identifying, preventing, mitigating and reporting on adverse human rights impacts.

Eni's human rights due diligence is multidisciplinary, multi-level and integrated into all corporate processes



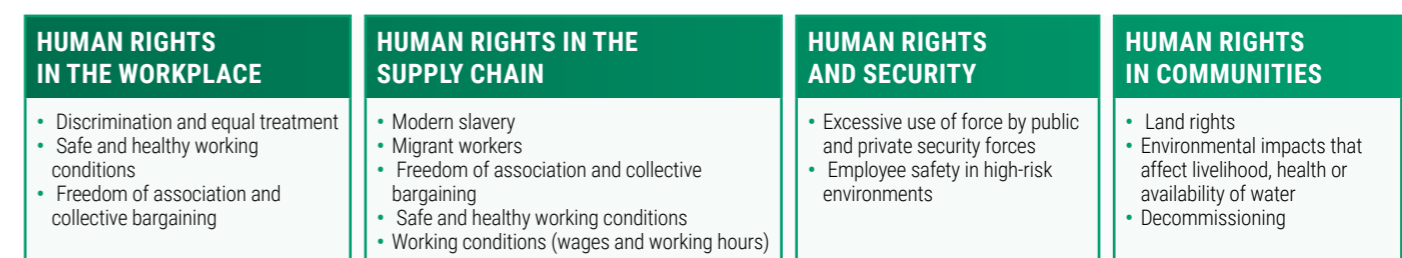
### SALIENT HUMAN RIGHTS ISSUES

Eni's commitment, the management model and the activities carried out on human rights focus on the issues considered most significant for the company in the light of the business activities carried out and the contexts in which it operates. This set of themes, salient human rights issues,

was identified by a cross-functional group on human rights and business in 2017, with support from the Danish Institute for Human Rights, as part of a broader work study to analyse Eni's approach to human rights. The 13 salient human rights issues identified by Eni are grouped into four categories. Since 2018, Eni has adopted a risk-based model which uses context ele-

ments (risks specific to the Countries in which Eni operates) and project characteristics to classify upstream projects according to potential human rights risk and identify appropriate management measures through specific analyses. The model was then extended to other business areas, without changing the list of salient issues.

### SALIENT HUMAN RIGHTS ISSUES FOR ENI



### ACCESS TO REMEDIATION MEASURES

Eni is actively committed to providing, or cooperating to provide, remedies for adverse human rights impacts that it may have caused or contributed to, and to making every effort to promote achievement of the same objec-

tive in cases where the impact is directly related to its operations, products or services. Eni identifies two channels for reporting possible violations: the whistleblowing reports and the grievance mechanism. Eni prohibits, and is committed to preventing, retaliation against work-

ers and other stakeholders for raising human rights concerns, and does not tolerate or contribute to threats, intimidation, retaliation or attacks. Furthermore, Eni does not in any way prevent access to judicial or extrajudicial state mechanisms and cooperates in good faith with such mechanisms.

To manage human rights in the workplace has been defined a risk-based model to catch the specific characteristics and risks of Countries and contexts

## HUMAN RIGHTS IN THE WORKPLACE

Respecting the rights of the people who work within Eni and for Eni is essential to building mutually satisfactory and long-lasting relations. Eni has a comprehensive framework of policies, management models, contractual clauses and programmes also adopted by its subsidiaries. This framework allows for the effective prevention of these risks in the direct management of the workforce (initiatives for people). A "risk-based" model has been designed

to assess the respect for human rights in the workplace based on specific quantitative and qualitative parameters that capture the specific characteristics and risks of the Country/context linked to the human resources management process, including contrasting all forms of discrimination, gender equality, working conditions, freedom of association and collective bargaining. This approach identifies possible risk or improvement areas, requiring specific actions to be defined and monitored over time. In 2022, the application of

the model in the subsidiaries of the upstream business, which had already been monitored in 2021, was deepened, and an initial application was made in the Energy Evolution business, thus expanding its area of application. A central role in building the relationship with workers and protecting their rights is also played by Eni's industrial relations model, which is based on agreements identifying how to share information with organisations representing workers, defined at a national and international level.

## MAIN EXISTING AGREEMENTS ON THE SUBJECT

- ▷ Global Framework Agreement on International Industrial Relations and Corporate Social Responsibility
- ▷ TOGETHER - INSIEME Industrial relations model to support the energy transition process

## INTERVIEW



Interview with **Diana Junquera Curiel** is the Energy Industry and Just Transition Director at IndustriALL Global Union. With many years of experience in the energy sector, including at the European level as president of the equal opportunities working group, managing policy on gender equality and women's participation quotas in industrial sectors and at global level participating in global energy sector committees. She now leads the energy sector and is responsible for coordinating the global work of energy sector unions, focus on the social, financial and industrial implications of the energy transition and the impact on workers, looking for a Just Transition for them.

## JT ENGAGING WORKERS IN A JUST TRANSITION

### What do you think are the main challenges to be faced and the opportunities that could be seized in a decarbonization (or energy transition) pathway?

The biggest challenges we face in this transition are misalignments in time and space, as well as uncertainty. For this transition to be Just for everyone, it is necessary to plan sufficiently in advance and look for future outcomes and projects that bring us a promising future. Lack of information and transparency breed mistrust and make the process much more difficult. There are many opportunities appearing, new careers and jobs that must be inclusive and of course decent, green, and union jobs.

### What kind of programmes should characterize such pathway and how

### the transition process could be defined just?

The ▷ ILO Guidelines give us the definition: a Just Transition secures the future and livelihoods of workers and their communities in the transition to a low carbon economy. It is based on social dialogue between workers and their unions, employers, and Government, and consultation with communities and civil society. A plan for Just Transition provides and guarantees better and decent jobs, social protection, more training opportunities, and greater job security for all workers affected by global warming and climate change policies.

### How companies and unions could collaborate on such programmes, especially in the energy sector and what role can the signing of a company-union agreement play?

Social dialogue is the key. It means that trade unions are involved in

the development of the transition. Agreements such as the Global Framework Agreement that Eni has with IndustriALL Global Union guarantee that Eni's workers, in any of its operations around the world, are part of this social dialogue. Both parties, company and unions, have in their hands to guarantee that this is fulfilled.

### How workers could be effectively engaged in outlining transition programmes?

Inviting them from the beginning to be part of the conversations and decisions that are made about the transition and transformation plans in the company. It is necessary to create Just Transition tables where the company, the administration and the workers' representatives are involved, where together they will work for a promising future for the industry, the impacted areas and the people.

## HUMAN RIGHTS AND SECURITY

Security events can affect almost the entire spectrum of human rights, including economic, social and cultural rights, and can have a significant negative or positive impact on freedom of expression and opportunities to participate in political processes. Eni is committed to maintaining the safety and security of its activities within an operational framework that ensures respect for human rights and fundamental freedoms and in compliance

with the ▷ Voluntary Principles on Security & Human Rights. In November 2022, the Security & Human Rights Workshop was held at NAOC (Nigerian Agip Oil Company Ltd). The initiative was conducted by an independent company, specialising in security management and human rights protection in the international arena, and involved more than 400 employees from the Nigerian armed forces, private security forces and local subsidiaries. This initiative is part of the security and human rights training program,

launched in 2009, to promote corporate best practices that embed the international principles established by the United Nations in the Universal Declaration of Human Rights, referred to in the Voluntary Principles Initiative, and which inspire Eni's Statement on Respect for Human Rights in all the Countries where the company operates. To date, 21 training courses have been carried out in 15 Countries, for a total of more than 1,700 Security Forces trained Rights over the past eight years.

**97%**  
security contracts containing clauses on human rights in 2022



## FOCUS ON

### Eni and the Voluntary Principles on Security & Human Rights

**BACKGROUND:** on 8<sup>th</sup> December 2022, after having already achieved the "Engaged Corporate Participant" status in 2020, Eni became "Full Member" of the Voluntary Principles Initiative, the multistakeholder initiative that brings together the main energy companies in the protection and promotion of Human Rights, in recognition of its commitment to the promotion and the raising of awareness of Human Rights.

**ACTIVITIES:** among the most significant activities in 2022 is the application in Nigeria of the Conflict Analysis Tool, a project proposed and prepared by the VPI with the objective of analysing the causes of conflict in a given area/Country starting from the identification of those causes that most contribute to exacerbating the conflict, and then trying to identify possible actions to mitigate the causes. The application of the tool involved conducting more than 30 interviews at local level in which the causes of the conflict in Nigeria and contributed to the development of an Action Plan that contains relevant mitigation actions involving several operational sites in the Country.



# Transparency, Anti-Corruption and Tax Strategy



## WHY IS IT IMPORTANT TO ENI?

Ethics - as the value basis of internal compliance regulations - and compliance with anti-corruption laws also play a key role in supporting the energy transition. To this end, and in line with the principle of "zero tolerance", expressed in the Code of Ethics, Eni prohibits and contrasts all forms of corruption and requires its People to carry out their daily activities with integrity and transparency, also through the application of the Anti-Corruption Compliance Programme and its articulated system of rules and controls. We confirm our commitment to spreading a culture of anti-corruption compliance and to continuously updating our Compliance Programme to intercept and manage new corruption risks in Eni's evolution towards decarbonization.

| LUCA FRANCESCHINI, HEAD OF INTEGRATED COMPLIANCE AT ENI |

2022 PROGRESS vs. Eni 2021 commitment	SHORT-TERM COMMITMENTS (2023)	MEDIUM-TERM COMMITMENTS (2024-2026)	LONG-TERM COMMITMENTS (2030 AND BEYOND)
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### ANTI-CORRUPTION COMPLIANCE PROGRAMME

Successful outcome of the recertification audit for ISO 37001:2016 "Anti-bribery management systems" certification  
▲ REACHED

Successful outcome of the surveillance audit for ISO 37001:2016 "Anti-bribery management systems" certification

Updating and continuous improvement of Compliance anti-corruption Program  
Retention of the certification ISO 37001:2016 "Anti-bribery management systems"

### ANTI-CORRUPTION TRAINING

Delivery of the new "Code of Ethics, Anti-Corruption and Corporate Liability" e-learning course in Italy and abroad  
Update of the "Anti-Corruption Compliance Programme" course for medium and high risk personnel  
▲ REACHED

Delivery of the new "Anti-corruption Compliance Programme" course for medium and high risk personnel

Training for all employees with the new course on the "Code of Ethics, Anti-Corruption and Corporate Administrative Responsibility" course.  
Training of all medium and high risk employees on the "Anti-Corruption Compliance Programme" course

### POLICIES AND OTHER REGULATORY INSTRUMENTS

"Anti-Corruption" Management System Guideline; Whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad; Tax Strategy Guideline; Eni's position on Contract Transparency; Eni's Code of Ethics.

### MANAGEMENT AND ORGANISATION MODELS

231 Model; Eni SpA Anti-Corruption Compliance Programme, certified pursuant to the ISO 37001:2016 standard. Anti-Corruption and Anti-Money Laundering Unit in the "Integrated Compliance" function reporting directly to the CEO. Eni participation in local multistakeholder groups of EITI.

### FOR MORE INFORMATION

- ▶ [Eni for 2022 - Sustainability Performance](#)
- ▶ [eni.com](#)
- ▶ [Eni's Code of Ethics](#)
- ▶ [Country by Country report](#)
- ▶ [Report on payments to Governments](#)
- ▶ [eiti.org](#)
- ▶ [Anti-Corruption MSG](#)

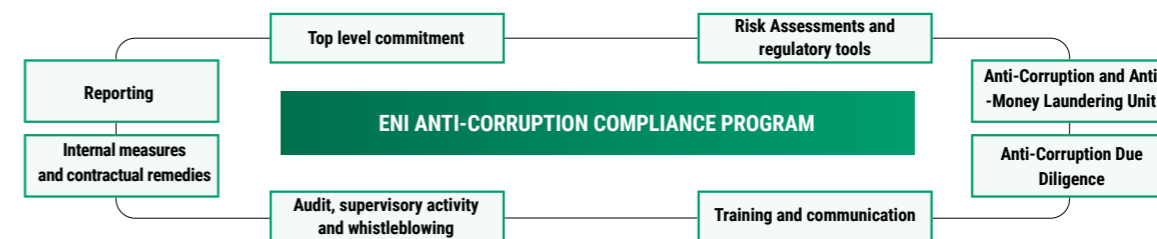
## THE ANTI-CORRUPTION COMPLIANCE PROGRAM

In line with the zero tolerance principle in the Code of Ethics, Eni has an Anti-Corruption Compliance Program, a system of rules, controls and organisational monitoring to prevent corrupt practices, which is also useful to prevent money laundering in the context of non-financial activities. The Anti-Corruption Compliance Programme, defined in accordance with applicable anti-corruption provisions and International Conventions (including the United Nations Convention against Corruption, the Foreign Corrupt Practices Act and the UK Bribery Act), has evolved over the years with a view to continuous improvement, so much so that in January 2017 Eni SpA was the first Italian company to receive the ISO 37001:2016 "Anti-bribery management systems" certification, maintained over the years with sur-

veillance and recertification audits, which have always concluded with a positive outcome. At the internal regulatory level, the Anti-Corruption Compliance Program is represented by the Anti-Corruption MSG and by further detailed regulatory instruments which constitute the reference framework for identifying activities at risk of corruption and money laundering and the control instruments that Eni makes available to its personnel to prevent and combat the risk. These regulatory instruments are adopted by all subsidiaries in Italy and abroad. The companies and entities in which Eni holds a non-controlling interest are in any case encouraged to comply with Eni's anti-corruption standards by adopting and maintaining an internal control system consistent with the requirements of relevant laws. The implementation of the Anti-Corruption Compliance Programme is ensured by a dedicated organisa-

tional structure which has, among its tasks, also the task of ensuring the information flows to the top management, management and supervisory bodies, through the preparation of an annual report and a half-yearly update concerning the relevant activities within the scope of the programme, and which are an integral part of the Integrated Compliance Report and follow its flows. Eni's experience in anti-corruption matters also grows through participation in international events and working groups, including the Partnering Against Corruption Initiative (the global platform which allows enterprises to maximise their anti-corruption efforts, contributing to the improvement of compliance practice in this area), the O&G ABC Compliance Attorney Group (a discussion group on anti-corruption issues in the Oil & Gas sector) and the Task force on Integrity and Compliance of B20 Italy and B20 Indonesia.

The Compliance Programme Anti-Corruption Eni SpA has been ISO 37001:2016 "Anti-bribery management systems" certified since 2017



## ANTI-CORRUPTION SAFEGUARDS AGAINST THIRD PARTIES AT RISK

According to the anti-corruption regulatory tools of Eni, the third parties at risk of corruption are subjected to Anti-Corruption Due Diligence, which

consists of a structured collection of information aimed at verifying certain aspects of particular importance, such as the reconstruction of the ownership structure, the existence of investigations or convictions for relevant offences, the presence of

public officials, conflicts of interest and the existence of an Anti-Corruption Compliance Programme. The depth of the checks depends on the type of transaction and third party, the Country of reference and the available public information.

## RECONSTRUCTION OF OWNERSHIP STRUCTURE

The reconstruction of the ownership structure - envisaged according to a risk-based approach - consists in identifying the entities (physical and legal persons) which hold, directly or indirectly, individually or cumulatively, stakes in the potential third party at risk. The reconstruction must be, at the best possible through the available reporting instruments, aimed at identifying 100% of the investments. In any case, the extent of the collection of information relating to the ownership structure may depend on specific circumstances - such as the notoriety of the entity subjected to due diligence, the knowledge gained based on previous relationships, the importance of the transaction, the level of risk of the Country where the transaction will take place and, in general, the level of risk perceived

## AUDIT OF THE SUPPLY CHAIN

The corruption risk relating to potential suppliers is monitored with a specific qualification process aimed at assessing not only their technical capacity and economic and financial reliability, but also their ethical and reputational profile and, for the highest risk cases, the adoption of an Anti-Corruption Compliance Programme. Business Integrity clauses, which include, in addition to the commitment to comply with the principles set out in the Code of Ethics and the Anti-Corruption MSG, audit rights on the part of Eni in higher risk cases and contractual remedies in the event of breach of compliance obligations, are in any case provided for in the relevant contracts. The subcontractor is also subject to prior checks to verify its ethical and reputational reliability; the relationship is defined exclusively by a written contract, containing compliance commitments equivalent to those provided for the main supplier

1,346

participants in general workshops

523

participants in job-specific training

### COMPLIANCE RISK ASSESSMENT AND MONITORING

Eni adopts a structured Compliance Risk Assessment and Monitoring process aimed at identifying, assessing and tracking corruption risks within the scope of its business activities, and periodically analysing the performance of the identified risks, by running specific controls and monitoring of precise risk indicators. The process is designed to ensure compliance to regulatory requirements and the effectiveness of models, regulatory instruments and control measures, guiding their update. During 2022, the work carried out concerned the Anti-Corruption area as a whole, the risk assessment of "Sale of Goods and Services" risk activities, and the monitoring of "Joint Ventures", "Third Parties" and "Gifts and Hospitality" activ-

ities. In the light of the results, the level of risk and the scope of corruption, the adequacy and effectiveness of the mitigation and compliance measures put in place and subsequently applied to the activities carried out, were confirmed. Specific obligations were also identified concerning the risk activities examined.

### ANTI-CORRUPTION TRAINING

Eni implements an anti-corruption training program for employees delivered through e-learning and classroom events organised into general workshops (aimed at employees at medium/high corruption risk) and job specific training, training sessions generally delivered with the general workshops and intended for professional areas under specific risk of corruption. To optimise the identification

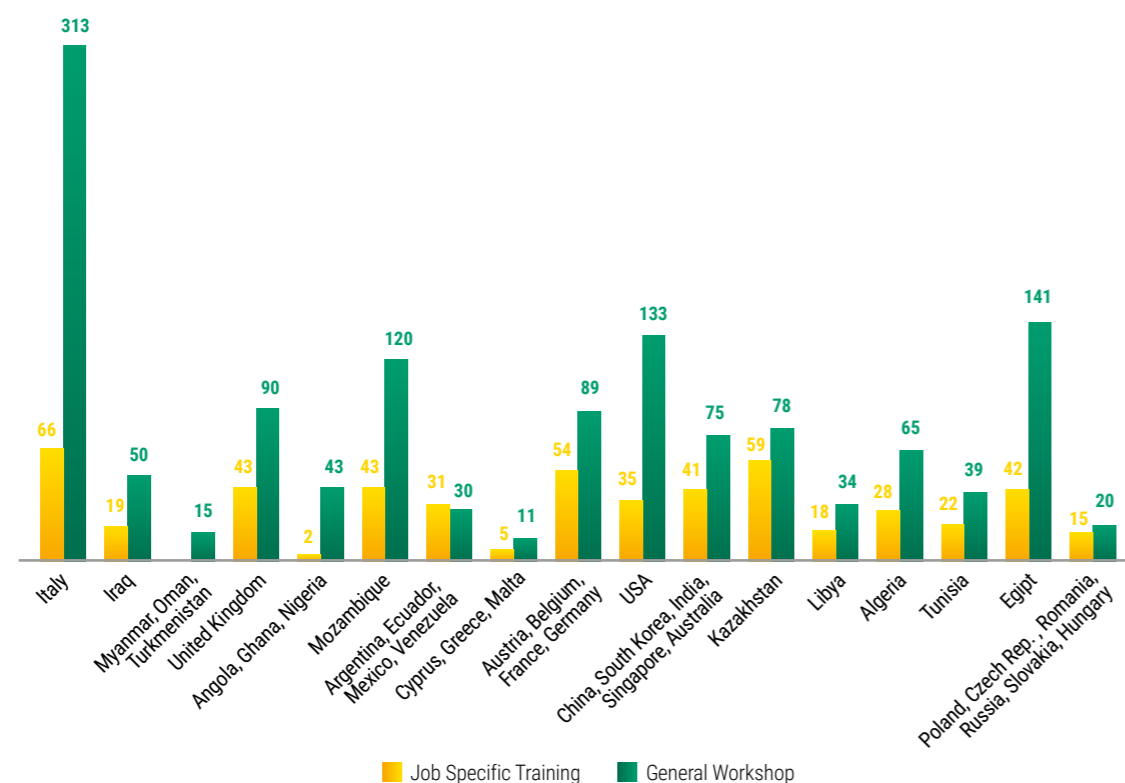
of the recipients of the various training initiatives, a "risk-based" methodology has been defined for the systematic segmentation of Eni people based on specific risk factors such as Country, qualification and professional area. During 2022, anti-corruption training was delivered via e-learning through the new "Code of Ethics, Anti-Corruption and Corporate Administrative Liability" course, aimed at the entire Eni workforce, in Italy and abroad (about 28,000 employees trained). Approximately 93% of the Eni workforce attended at least one anti-corruption course during the year.

In addition to employee training, in 2022 anti-corruption training was also provided to the Managing Directors of Eni's subsidiaries and investees, and to third parties (some high-risk suppliers, and employees of a Joint Venture).

38 Countries

involved in anti-corruption training

COUNTRIES WHERE ENI ORGANIZED ANTI-CORRUPTION TRAINING (number of participants)



### WHISTLEBLOWING MANAGEMENT

Since 2006 Eni has set in place internal regulations, updated over time and most recently in 2020, aligned with national and international best practices as well as with the relevant Italian law (Italian Law 179/2017), to manage the process of receiving, analysing and processing whistleblowing reports received, even in a confidential or anonymous form, by Eni SpA and its subsidiaries in Italy and abroad. This internal procedure allows employees and third parties, to report facts relating to the Internal Control and Risk Management System and concerning behaviors in violation of the Code of Ethics, any laws, regulations, provisions of Authorities, internal regulations, Model 231 or Compliance Models

for foreign subsidiaries, that may cause damage or prejudice to Eni, even if only to its public image. In this regard, dedicated and easily accessible reporting channels have been set up, available on the [eni.com](https://www.eni.com). In 2022, investigations were completed on 77 files and in 26 cases, the checks reported by Internal Audit to the Board of Statutory Auditors confirmed at least in part the content of the reports and appropriate corrective actions were taken, mainly consisting of: (i) training actions towards employees and disciplinary measures, in accordance with the collective labour agreement and other applicable national regulations; (ii) actions on the Internal Control and Risk Management System, relating to the implementation and strengthening of existing controls;

(iii) actions towards suppliers. A report is prepared on a quarterly basis, and sent to, among others, the Chairman of the Board of Directors and the Chief Executive Officer of Eni.

### TAX STRATEGY AND TRANSPARENCY

Eni's tax strategy, approved by the BoD, is based on the principles of transparency, honesty, fairness and good faith set forth in its Code of Ethics and in the "OECD Guidelines for Multinational Enterprises" and has as its primary objective the timely and correct payment of taxes in the various Countries in which it operates, aware of its significant contribution to the tax revenues of the states, supporting local economic and social development.

### THE STEPS OF THE TAX CONTROL FRAMEWORK



### CO-OPERATIVE COMPLIANCE

As part of its tax risk management and litigation activities, Eni adopts prior communication with the tax Authorities and maintains relations based on transparency, dialogue and cooperation, participating, where appropriate, in enhanced cooperation projects (Co-operative Compliance)

### EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE (EITI)

True to the commitment to better governance and greater transparency in the extraction sector, which is crucial to foster responsible use of resources and prevent corruption, Eni has adhered to the Extractive Industries Transparency Initiative (EITI) since 2005. In this context, Eni actively participates both at local level, through the Multi-Stakeholder Groups in the member Countries, and in the Board's initiatives at international level. Also in line with its support for the EITI, Eni has taken a public stance on contract transparency through which it encourages Governments to comply with the new standard on contract publication, and has expressed its support for the mechanisms and initiatives that will be launched by Countries to promote transparency in this area

### COUNTRY-BY-COUNTRY REPORT

In accordance with Italian Law No. 208/2015, although not a regulatory requirement, Eni voluntarily publishes the "Country-by-Country Report" required by Action 13 of the "Base erosion and profit shifting BEPS" project, promoted by the OECD with the sponsorship of the G-20, whose objective is to have the profits of multinational companies declared in the jurisdictions where the economic activities that generate them are carried out, in proportion to the generated value. The publication of this report has been recognised as best practice by the EITI

### EUROPEAN DIRECTIVE 2013/34 EU (ACCOUNTING DIRECTIVE)

Anticipating by two years the reporting requirements on transparency of payments to States in the exercise of extraction activities introduced by the EU Directive 2013/34 EU (Accounting Directive), in 2015 Eni begun to provide disclosure on a voluntary basis regarding a series of summary data on financial flows paid to States where it conducts hydrocarbon exploration and production activities



# Customers and Suppliers



## WHY IS IT IMPORTANT TO ENI?

We strongly believe in customer centricity and will continue with our policy of caring for them as we always have, supporting them with the transparency of our offers and innovative energy solutions. At Plenitude, we have a portfolio of 10 million customers in six different European Countries, with the goal of reaching more than 11 million by 2026, for whom we seek to promote responsible consumption patterns through affordable technology solutions. We continue to view diversity and inclusion as core values, as well as fairness and transparency as the foundation of our relationships with customers and stakeholders.

| STEFANO GOBERTI, CHIEF EXECUTIVE OFFICER ENI PLENITUDE SPA SOCIETÀ BENEFIT |

2022 PROGRESS vs. Eni for 2021 commitments	SHORT-TERM COMMITMENTS (2023)	MEDIUM-TERM COMMITMENTS (2024-2026)	LONG-TERM COMMITMENTS (2030 AND BEYOND)
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### CUSTOMERS

10 million customers reached in Europe in the retail market  
▲ REACHED

Customer base: >10 million people

Customer base: >11 million people by 2026

Customer base: >15 million people by 2030

### SUPPLIERS

52% of Eni's strategic suppliers assessed for sustainable development  
▶ IN LINE WITH THE PLAN  
Adhesion to Open-es of 15 partners and more than 10,000 companies, including 3,600 Head quarter suppliers  
▲ REACHED

75% of Italian awarded contracts through procurement proceedings with ESG assessment  
1,000 foreign local suppliers on Open-es platform

By 2025 100% of Eni's strategic suppliers will be assessed according to their path of sustainable development  
By 2024 50% of foreign awarded contracts through procurement proceedings with ESG assessment

Measurement of ESG impacts and definition of targets along the supply chain, through supplier engagement initiatives, including beyond the first tier, and promotion of specific development plans

### SUPPLIER TRAINING

100% of the procurement professional area trained on Human Rights  
100% of new suppliers assessed according to social criteria  
▲ REACHED

Keep 100% of new suppliers assessed according to social criteria  
Continue to engage suppliers on Open-es with training initiatives on ESG topics, including human rights

### POLICIES AND OTHER REGULATORY INSTRUMENTS

Supplier Code of Conduct; Eni's position on Conflict Minerals; Eni's Statement on Respect for Human Rights; Eni's Slavery and Human Trafficking Statement; Eni's Code of Ethics.

### MANAGEMENT AND ORGANISATION MODELS

Sustainable supply chain program: initiatives aimed at involving companies in the process of measuring, and improving their ESG profile. Sustainable Procurement Process: verification of the supplier's ESG characteristics rewarding mechanisms and action plans aimed at promoting a sustainable development path. Vendor Development: definition of tools to support the growth and transformation of Eni suppliers along the directives "Energy Transition and Sustainability", "Financial Economic Solidity" and "Digital Technological Excellence".

### FOR MORE INFORMATION

- ▶ [Eni for 2022 - Sustainability Performance](#)
- ▶ [Plenitude](#)
- ▶ [Sustainable mobility](#)
- ▶ [Eni's Code of Ethics](#)
- ▶ [Eni's statement on respect for human rights](#)
- ▶ [Eni for 2021- Human rights](#)
- ▶ [Eni's position on Conflict Minerals](#)
- ▶ [Slavery and human trafficking statement](#)

## CUSTOMER CENTRICITY AND THE PROMOTION OF A CULTURE OF SUSTAINABLE ENERGY USAGE



Dialogue and direct involvement of customers are essential for Eni to support and promote actions in favour of a fair energy transition, which also includes promotion of a culture of sustainable energy usage. To this end, Eni organises numerous meetings and workshops with national and local consumer associations and with institutions, universities and numerous initiatives and events for customer information and training purposes. These include, for example, Prosumer Road and Circular Lab, to stimulate deeper reflection on research and development issues in the field of energy and the dissemination of ideas on the circular economy. Eni's commitment in this regard is also confirmed through Plenitude, the Group's Benefit Corporation (Società Benefit), which supplies gas and electricity, mainly from renewable sources, to 10 million customers in Europe and offers energy efficiency products and services to households and businesses, as well as having an ex-

tensive network of public access charging points for electric mobility. For spreading the culture of sustainable energy usage, Plenitude promotes communication activities, including on digital channels and through dedicated partnerships and events, such as, for example, energy efficiency interventions at music events, which involved more than 700,000 people. 2022 also saw the consolidation of the new WeCare operating model, which envisages an innovative support service structured around the concept of customer centricity, where customers interface over time with a single Customer Support figure to have a service that is always more focus on people's needs. In 2022, the "Tellis" in LIS (Italian Sign Language) customer care service also became fully operational. With qualified interpreters connected remotely, it allows deaf people to communicate with Plenitude, thus ensuring equal opportunities for all customers. At Plenitude, customer centricity is also expressed through the innovation of the digital instruments available to them: in 2022, 88% of new contracts at European level (Italy, France, Spain and Portugal,

Greece) were signed digitally, and 50% of customer transactions in Italy were carried out independently. Last year the customer satisfaction level increased despite a market environment characterised by rising energy prices. Plenitude is also active in supporting financially vulnerable customers, including young people. This is why in 2022 it became one of the first 50 partner companies of the National Youth Card, an initiative of the Department for Youth Policies and Universal Civil Service aimed at young Europeans resident in Italy aged between 18 and 35. The card provides access to concessions and discounts for goods and services, including: (i) an electricity and/or gas offer at advantageous rates that also includes electricity from renewable sources covered by a Guarantee of Origin included in the price and gas with CO<sub>2</sub> offset; (ii) a 15% discount on all top-ups made via the Be Charge app on the Be Charge network. Plenitude also pays special attention to customers in difficulty to allow payment of invoices in instalments customised to the specific needs of the individual, in addition to what is provided for by industry regulations.

In 2022, 12.5 TWh of certified electricity with European guarantees of origin were sold in Europe

### FOCUS ON

## Customer and consumer protection



**OBJECTIVE:** Plenitude is committed to providing customers with a service that is strongly based on transparency and fairness, while also providing the right information and instruments to identify and protect themselves from any improper behaviour.

**ACTIVITIES:** also in 2022, the anti-fraud hotline service, active from 2020, was made available to customers to help consumers identify possible misbehaviour in the market. The service received 16,434 reports in 2022, of which more than 90% related to numbers not registered with the ROC (Single Call Centre Operator Register) and therefore in violation of the law and potentially fraudulent. In addition to dealing directly with customers, Plenitude maintains an ongoing direct contact with consumer associations, which are guaranteed the possibility of reporting service failures and product malfunctions reported to them by customers, through various protection mechanisms and on which the company is committed to implementing corrective and improving measures. These include, for example, Protocol for unwanted activations, i.e. an agreement signed with the associations members of the National Council of Consumers and Users, aimed at reinforcing consumer protection measures in the area of unsolicited electricity and gas activations and, more generally, in relation to conduct attributable to unfair commercial practices in the contract acquisition process.

Eni's network in Europe now numbers more than 5,000 Eni Stations

**SUSTAINABLE MOBILITY**

In the evolution of the sustainable mobility model that accompanies the energy transition, Eni Stations find their strength in their widespread distribution throughout the territory, their brand and their customers. Traditional service stations evolve into true mobility hubs, offering services related to people and mobility. In addition to refuelling their cars with innovative fuels, customers can access other on-the-go services, also developed through partnerships. Eni's role in sustainable mobility aims to be broad and to offer constantly evolving products and

services, in which technology and digitalization play a key role. The physical experience is, in fact, complemented by the digital experience through the apps, Enjoy and Eni Live, which make refuelling, but not only that, increasingly automated and efficient. Concrete examples of this evolution, which will also see development outside the network, are: (i) Enicafé, which already has about 1,200 retail outlets in Europe; (ii) Emporium, the convenience store format that completes the Enicafé offer, driven by Italian quality and already present in about 100 points; (iii) a network of Telepass

points, to request, collect or replace the Telepass device; (iv) a series of other services available at Eni Live stations and specifically designed to meet customer needs (Amazon Locker for online shopping delivery, partnership with the Poste Italiane to pay postal and PagoPa bills or withdraw cash). The transformation of Eni Stations into Eni Mobility Points is the tangible result of Eni's innovative approach to sustainable mobility, which enhances assets and develops their role to guarantee services based on the different needs of mobile customers.

**FUTURE DEVELOPMENTS FOR SUSTAINABLE MOBILITY**

**ALTERNATIVE ENERGY CARRIERS**

The offer will be expanded from compressed and liquefied biomethane, to biofuels, electricity (with fast and ultrafast recharging) and hydrogen; in particular, in addition to starting up the hydrogen plant in Mestre, Eni was the first company to launch a network for the distribution of HVO, which will have 150 retail outlets when fully operational

**ENJOY**

The car sharing service already present in five cities will be enriched with new solutions. The already fully hybrid car fleet was completed by XEV YOYO vehicles, 100% electric cars with the possibility of battery swapping, reaching 1.4 million customers and 28 million rentals for 7 million kilometres covered

**ENI PARKING**

It will make 60 car parks available in the active Live Stations and the redeveloped and upgraded Eni sites, for more than 1,000 parking spaces equipped with smart parking services. Access to the terminals is completely digital and can be done, as well as with credit and debit cards, directly with the Eni Live app, which allows selection, unlocking and payment directly from a smartphone

**SUSTAINABLE DEVELOPMENT OF SUPPLY CHAINS**

Eni aims to foster a fair and inclusive energy transition by involving suppliers in environmental, social and economic innovation and development initiatives. Companies collaborating with Eni share the principles and values of the Code of Conduct, which guide and characterise all phases of the Procurement process, meeting economic-financial, technical-organisational, reputational,

health, safety and environmental requirements, and committing to implement improvement actions to remedy any gaps. Sustainability elements are an integral part of all phases of the procurement process, from selection and qualification to tendering and contract management. To promote the sustainable development of supply chains, in 2022 Eni further strengthened its Sustainable Supply Chain program with initiatives aimed at involving suppliers and companies in the path to just

and sustainable energy transition, enhancing the aspects of environmental protection, economic development and social growth. In 2022, Eni continued to enhance local content, through meetings with Regional Business Associations and sector events, in order to promote innovation, identify growth and diversification paths based on the training and development of human capital and enhance local areas of excellence through alliances and collaborations.

**+6,000** suppliers subject to social responsibility assessment

**~€4.5 bln** of awarded contracts relating to procurement proceedings that include ESG assessments

**SUSTAINABLE PROCUREMENT PROCESS**

**1. ENGAGEMENT AND COMMUNICATION**

Sharing of objectives, support tools and best practices. Initiatives of engagement aimed at promoting aspects of environmental protection, economic development and social growth.

**2. QUALIFICATION**

Verification of ethical reputational, economic-financial, technical-operational reliability, and the application of health, security, environment, governance, cyber security, and human rights protection controls, to minimize the risks along the supply-chain through the evaluation of available information, performance indicators and on-field audits.

**3. TENDER AND AWARD**

Competitive selection process based on objective and transparent evaluation criteria that include elements of sustainability which are relevant to the contractual object.

**4. HANDOVER**

Transmission to the contract holder of all the useful information for tracking supplier performance (operational, environmental, social, etc.).

**5. FEEDBACK**

Periodical monitoring of performance and compliance with the undertaken commitments, with the activation, in the event of contractual misperformances and/or misconducts, of measures on the qualification status

**FOCUS ON**

**The main initiatives of suppliers' engagement**



**INVOLVEMENT OF COMPANIES IN THE PATH OF SUSTAINABLE DEVELOPMENT:** by spreading the Eni-powered platform, > **Open-es**. For the Eni Procurement process, the participation in the initiative is an essential requirement for assessing and enhancing the commitment of each supplier in the path of sustainable development aiming to involve the entire supply chain.

**TRAINING:** involvement of companies in the "Open-es ESG Competencies" initiative, a series of free events to improve their employees' knowledge of ESG topics and to discuss specific aspects (Carbon Neutrality, Social and Governance Sustainability, Diversity & Inclusion, Vendor Management Responsibilities, Human Rights); in addition to the initiatives open to enterprises, Eni organised for its suppliers industry workshops on ESG issues and webinars on digital and cyber security.

**FINANCIAL SUPPORT:** through the "Basket Bond - Sustainable Energy" program, developed in collaboration with financial partners and designed to support the sustainable development of energy industry companies.

**SUSTAINABILITY CRITERIA AND REWARDING MECHANISMS:** to enhance commitment and encourage the adoption of best practices by suppliers, sustainability criteria and rewarding mechanisms were applied in the procurement process, in the evaluation of bids for approximately €4.5 billion of awarded contracts.



Eni Live Station is a hub that provides innovative and digital services to people on the move

**+350**

in-depth Human Rights audits, document-based and on the field, on direct and indirect suppliers

**EVALUATION AND MONITORING OF RESPECT FOR HUMAN RIGHTS**

In order to set off and reinforce their commitment to fundamental values and, in particular, respect for human rights, companies working with Eni are called upon to sign the > “Supplier Code of Conduct”, an agreement that guides and characterises relations with suppliers at all stages of the procurement process on the principles of social responsibility, including human rights. The assessment and monitoring of respect for human rights is applied in procurement processes through a risk-based model that allows the analysis and classification of suppliers according to a level of potential risk-based on their Country and activities performed. To strengthen monitoring on this



topic and in particular on the risks related to forced/compulsory labour and the right to freedom of association and collective bargaining, in 2022 the application of the risk-based model was extended to further 13 foreign subsidiaries, for a total of 24, and allowed the identification of Nigeria, Congo and Mozambique as Countries with the highest number of suppliers at risk. In addition to the activities carried out on all suppliers in relation to due diligence, tender evaluation, performance feedback and updates with dedicated questionnaires, the risk-based model provides for the reinforcement of contractual clauses on the respect of human rights and the fulfillment of audits on suppliers to monitor their protection of human rights, in line with the SA8000 international standards. Remote training pro-

grammes and workshops of the Vendor Management units of the foreign subsidiaries were also organised to promote awareness of human rights issues. Further measures to contrast modern forms of slavery and human trafficking and to prevent the exploitation of minerals associated with human rights violations in the supply chain are further explained in the > “Slavery and Human Trafficking Statement” and the > “Eni’s position on Conflict Minerals” respectively. The latter describes the policies and Eni’s systems for the procurement of “conflict minerals” (tantalum, tin, tungsten and gold), with the aim of minimising the risk that the procurement of these minerals may contribute to financing, directly or indirectly, human rights violations in the Countries concerned.

**INVOLVEMENT OF COMPANIES IN THE PATH OF SUSTAINABLE DEVELOPMENT**

To foster a widespread awareness of sustainability along the entire

value chain and offer concrete solutions and opportunities to companies, Eni has put in place several tools aimed at supporting suppliers and more generally the entire business system in the path of sustain-

able development: these include the Open-es platform, various training events and discussions on ESG topics and financial instruments to support the sustainable growth of supply chains.

**+10,000**

companies participating in Open-es

**FOCUS ON**

**Open-es, the open alliance for the sustainable growth of companies**



**OBJECTIVE:** In order to involve and support all companies in the path of measurement and growth in terms of sustainability, Eni launched the Open-es system initiative in 2021. The platform now already counts on more than 10,000 companies, a true community that is contributing to the path of sustainable development of an open and collaborative ecosystem through discussion, collaboration and the identification of priority actions.

**ACTIVITY:** this initiative is an important step towards the creation of a strong synergy in the business system, an opportunity to see all industrial and financial entities, Italian and foreign, working together to involve and support their respective suppliers and customers, in a common path for the improvement and enhancement of sustainability in the productive ecosystem. Furthermore, by focusing on growth plans for companies and creating synergies and opportunities for the entire business system, Open-es allows all these benefits to be distributed and shared along the entire value chain. The creation of this ecosystem, without technological or knowledge barriers, allows the efforts and investments of all players to be focused on sustainable development initiatives and the improvement of the ESG performance of the industrial and financial system.



The Open-es event “Sustainable Italy” an opportunity for dialogue with leading figures from the business world on priority ESG actions and themes

