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.

### References

**Operational Excellence**

- **Eni’s business** is constantly directed towards operational excellence to seize opportunities related to energy market evolution and meet energy transition challenges. Commitment involves development of people, health and safety, asset integrity, and environmental protection.

**Human Rights**

- **Operational Excellence**
  - Each of us
  - Safety and people’s Health
  - Environment
  - Transparency, Anti-Corruption and Tax Strategy
  - Customers and Suppliers

**Evolution of the Gender Inequality Index**

- **The Gender Inequality Index (GII)** measures 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.
- Historical trend of GII shows disparity between areas: Europe, Central Asia and Southern Asia have noted significant improvements; sub-Saharan Africa has exhibited more gradual improvements.

**Human Rights**

- Since 2011, when UN published the “Guiding Principles on Business and Human Rights”, non-regulatory references have multiplied internationally.

**Carbon Neutrality**

- **Evolution of the index of perception of corruption in the world**
  - The Corruption Perception Index (CPI) for 2022 reveals scores of Countries (40%) below 50, with a global average score remaining unchanged at 43.
  - Corruption remains prevalent globally.

**Alliances for Development**

- **Evolution of the index of perception of corruption in the world**
  - The Corruption Perception Index (CPI) in 2022 reveals that two-thirds of Countries (68%) achieved a score below 50, and the global average score remains unchanged at 43.
  - Global corruption perception remains prevalent.

**Environment**

- **Evolution of the index of perception of corruption in the world**
  - The Corruption Perception Index (CPI) in 2022 reveals scores of Countries (40%) below 50, with a global average score remaining unchanged at 43.
  - Corruption remains prevalent globally.

**Main International References on Human Rights**

- **UN Guiding Principles on Business and Human Rights**
- **US Dodd-Frank Act**
- **Singapore Prevention of Human Trafficking Act**
- **Amendment to US Tariff Act of 1930**
- **EU Conflict Minerals Regulation**
- **Australia Modern Slavery Law**
- **Dutch Child Labor Due Diligence Law**
- **Germany Law on Supply Chain Due Diligence**
- **ILO Convention no. 190**
- **German CSR Directive Implementation Act**
- **French Corporate Duty of Vigilance Law**
- **Norway Transparency Act**

### Key Highlights

- **733 million** people live in Countries with a critical water stress level.
- **85%** of the planet’s wetlands are lost in the last 300 years.
- **10 million** hectares of forest are destroyed every year.
- **40,000** species are at risk of extinction in the next decades.
2022 PROGRESS
vs. Eni for 2021 commitments

<table>
<thead>
<tr>
<th>POLICY AREAS</th>
<th>SHORT-TERM COMMITMENTS (2023)</th>
<th>MEDIUM-TERM COMMITMENTS (2024-2026)</th>
<th>LONG-TERM COMMITMENTS (2030 AND BEYOND)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYMENT</td>
<td><strong>5,000 employees</strong> for the new “Specialist anti-corruption” course</td>
<td><strong>16,000 employees</strong> to be trained on the “New Code of Ethics”</td>
<td><strong>Commitment to keeping turnover of female personnel higher than that of male staff</strong></td>
</tr>
<tr>
<td>Turnover of 0.57: 2022-22 figure (vs. male turnover 0.73)</td>
<td>Turnover of 0.57: 2022-22 figure (vs. male turnover 0.73)</td>
<td>Turnover of 0.57: 2022-22 figure (vs. male turnover 0.73)</td>
<td></td>
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<tr>
<td><strong>+1 female replacement rate by 2025</strong></td>
<td><strong>+1 female replacement rate by 2025</strong></td>
<td><strong>+1 female replacement rate by 2025</strong></td>
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<tr>
<td><strong>+20 hours of training in 2026 vs. 2022</strong></td>
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<td><strong>+20 hours of training in 2026 vs. 2022</strong></td>
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<tr>
<td><strong>Upgrading skills to achieve completion of the strategic transformation</strong></td>
<td><strong>Upgrading skills to achieve completion of the strategic transformation</strong></td>
<td><strong>Upgrading skills to achieve completion of the strategic transformation</strong></td>
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</tbody>
</table>

TRAINING AND DEVELOPMENT

Over 900,000 hours of training and 23,500 employees trained on the “New Code of Ethics”

DIVERSITY & INCLUSION

+0.6 percentage points female population vs. 2021
+0.7 percentage points population under 30 vs. 2021

EMISSIONS

Eni continues the path for the development of the professional skills of its people through initiatives to enrich and 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 model—(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 Issu sion 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.

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

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 diversity; Development of innovative HR Management Tools; Support and development of the distinctive skills and competencies aimed at creating a mindset for the transition. 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.

The table shows that the turnover of female employees has increased compared to 2020 and 2021, reaching a figure of 0.57% in 2022. The female population under 30 has also increased, reaching 31.76% by 2022, an increase of 0.6% compared to 2021. The percentage of non-Italian employees has increased from 0.6% in 2018 to 7% in 2022. The percentage of female employees has increased from 5.5% in 2018 to 7% in 2022.

**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 company policy on violence, harassment and bullying in the workplace was issued in 2021 to implement the IL0196 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.

**GOVERNANCE & LEADERSHIP**

Definition of objectives and targets for executives of the functions affected by the D&I issues and related to managerial remuneration (MDR) and reporting activities addressed to Eni Management on diversity and inclusion topics.

**ENGAGEMENT**

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.

**LISTENING TO PEOPLE**

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.

**COMMUNICATION**

Emphasis on D&I uniqueness international days through the internal channel MyEni and in the D&I Community. #Inclusion Initiative on Age, Gender, Disability, and Sexual Orientation through News, reporting, webinars and live events with external testimonial, Creation of a D&I topic on the Eni.com corporate website.

**PARTNERSHIP**

Collaboration with Parks - Liberi e Uguali and Valore D; Participation in the ERT Diversity & Inclusion Task Force and the WEF Chief D&I Network.

**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, Codin-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 40% senior role appointments were finalised with a female presence of more than 30%, up compared to previous years; (iv) creating an adhesion to communication campaigns aimed at supporting women (e.g., Xocolo, Querana the World, the UN campaign campaign for the elimination of violence against women) and partnerships designed to strengthen feminine empowerment and enterprise (e.g., Women X Impact and Valore D), to share best practices and strengthen networking on inclusion and female development.

**EMPLOYEES IN UPSTREAM SECTOR**

<table>
<thead>
<tr>
<th>Countries of historical presence</th>
<th>Recent entry Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expatriates</td>
<td>Locals</td>
</tr>
<tr>
<td>9%</td>
<td>91%</td>
</tr>
<tr>
<td>52%</td>
<td>48%</td>
</tr>
</tbody>
</table>

**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.

**FIND ON**

Eni’s adhesion to the Women’s Empowerment Principles

**BACKGROUND:** the Women’s Empowerment Principles (WEPs) 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**

**METHODOLOGY**

Eni chose to supplement the Gap Analysis Tool with around 70 additional questions selected using an approach based on the risk associated with the business sector and geographical areas of operation. A coverage threshold of 85% of the total company population was adopted to meet the criterion.

**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).

**DEVELOPMENT OF AN ACTION PLAN**

It is divided into four main areas: Employee health and safety, Community relations and local development projects, Gender perspective in HR processes, and Gender bias avoidance.

**INTERNAL ENGAGEMENT**

Strengths and areas for improvement were considered, given the challenges, synergies, opportunities and critical factors to which the company is exposed.

**ANALYSIS OF RESULTS AND RETURNS**

The interdisciplinary nature of the topic led to the involvement of all relevant functions from an early stage and on all critical aspects about Eni people involved, 20 positions, 33 interviews.

**OPERATIONAL EXCELLENCE**

19.8% non-Italian managers positions

108 nationalities
INTERVIEW

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 and unity, 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?

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 such, and less so in terms of being ready for change. When there are changes or in an emergency, 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 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.

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.

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DEBATTI

Disability

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.

RENUMERATION

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 and men for the Italian and global population. This alignment is also confirmed in overall terms for the “new” 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 profiles. Skills are measured 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 units with Country, with wage policy referen- cies that are significantly higher than the 1st decile of the local salary market, and as well as the legal contractual and collective minimums and performs annual checks for its application in the main Countries of presence. Eni has policy remuneration standards well above the legal/ contractual minimums, as well as the 1st decile of the local market remuneration, for all Countries in which it operates.
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, giving 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.

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 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 nurseries, 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 nurseries 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.

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 courses, professional courses required by business units and training on new approaches to work and to the digital world.
- Behavioural/communication/corporate identity: professional courses on corporate identity, human rights/sustainability and leadership.
- Language and IT: new computer and language skills.
- Environment, health, quality and HSEQ: professional cross-cutting courses on environmental regulations, health and safety actions to prevent the risk of Covid infection.

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 specialist technical courses or tracks contriving 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.

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 frequency rate of recordable injuries – TRIR (recordable injuries/hours worked) x 1,000,000 – and a worrying for contractors, which 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) initia- tives to strengthen the awareness and involvement of employees and contractors in the short-term remuneration of the CEO and managers with strategic responsibilities.

CONSOLIDATION OF THE SAFETY CULTURE
Application of THEME model at 7 sites; > 6,000 employees trained in Operational Safety. All employees trained as experts in root-cause analysis of accidents.

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.

INVESTMENTS IN HEALTH ACTIVITIES
Approximately €72 million of economic commitment, of which €10.3 million for community health.

DIGITALIZATION OF HEALTH PROCESSES AND SERVICES
Testing at onshore Italian sites of 20 devices for the monitoring of fitness of indoor areas.

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

WHAT ARE THE INNOVATIVE ASPECTS INTRODUCED BY THEME?
THEME is an innovative tool that 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 Pietrantoni
Full Professor of Work and Organisational Psychology at the University of Bologna.

New initiatives to reduce accidents

THEME MODEL
Application of the THEME model for analyzing 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 SIGNALS
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 exploring the data available in the safety databases and sends an alert to the site to implement corrective actions before an accident occurs.

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.
ENI FOR 2022 A JUST TRANSITION

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 processes over their life cycle and, therefore, preventing 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 normalising 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)

<table>
<thead>
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<th>Year</th>
<th>Tier 1</th>
<th>Tier 2</th>
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</tr>
<tr>
<td>2018</td>
<td>27</td>
<td>41</td>
<td>75</td>
</tr>
</tbody>
</table>

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 international agreement between Italy, France and the Principality of Monaco on the protection of cetacean sanctuaries; 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.

“Strait Earthquake 2022” drill

BACKGROUND: from 4th to 6th November, the regions of Calabria and Sicily took part in the “Strait Earthquake 2022” drill. The simulated scenario duplicated the earthquake event of 16th 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.

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.

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 impact 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; (iv) a pilot project was developed to define a methodological standard for the effective management of HSE aspects 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.

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 2022. The protocol was signed by the chief operating officer of INAIL, Andrea Tardio, the Chief Executive Officer of Eni, and the national secretariats of the trade unions FILTREM-CGIL, FEMCA-CISL and UIL-TEC-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 chains, to prevent accidents and occupational illnesses; 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.
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 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 universities 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 of a culture of health, also by using new digital instruments for internal communication;
- adopted new health service delivery and monitoring of the quality of indoor environments;
- strengthened personnel capacities and skills through specific training activities.

PROMOTION OF THE DIGITALIZATION OF HEALTH PROFESSIONS AND SERVICES

It promotes the digitalization of health processes and services using information and the “Internet of Things” technologies.

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.

For the year 2022, Eni continued to guarantee health services, strengthening emergency services, and initiatives to support fragile situations, with particular reference to the pandemic emergency and mental health promotion.

Various initiatives have been undertaken to protect mental health and social assistance for employees 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.

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 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, biogas and agri-foodstock).

In particular, an independent scientific research committee hosted by the Fondazione Eni Enrico Mattei (FEEM) was set up in 2021 to conduct 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.

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 role is one of the responses to extend and strengthen the network of players intervening on health issues in people’s daily activities and typical life environments.

After the home, workplaces and schools are the environments supporting where community health 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 advantage 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 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 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 natural 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 health-care 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 financial 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 2021 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 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.
## 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.

### ENVIRONMENTAL CULTURE

Protection of the environment is an essential component of how Eni operates and is based on the criteria of precaution, 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 continually 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 worldwide 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 environmental 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. Projects 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, adherence to the OECD 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 aquifers, 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 70% to the R&M and Chemicals sector, recorded an overall increase attributable to the inclusion of the Porto Marghera and Ravena 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 production processes in 2022 were reduced by 2% compared to the previous year (i.e. Eni – Performance 2030 and Beyond).

### WATER WITHDRAWALS BY SOURCE (%)

<table>
<thead>
<tr>
<th>Source</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshwater</td>
<td>1,283</td>
<td>1,599</td>
<td>1,533</td>
<td>1,451</td>
<td>1,451</td>
</tr>
<tr>
<td>Brackish water</td>
<td>1,283</td>
<td>1,599</td>
<td>1,533</td>
<td>1,451</td>
<td>1,451</td>
</tr>
<tr>
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<td>1,451</td>
<td>1,451</td>
</tr>
<tr>
<td>Freshwater in stressed areas</td>
<td>1,283</td>
<td>1,599</td>
<td>1,533</td>
<td>1,451</td>
<td>1,451</td>
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<td>1,533</td>
<td>1,451</td>
<td>1,451</td>
</tr>
</tbody>
</table>

### TOTAL WATER WITHDRAWALS (m³)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Withdrawals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>3,000 m³</td>
</tr>
<tr>
<td>2021</td>
<td>3,000 m³</td>
</tr>
<tr>
<td>2020</td>
<td>3,000 m³</td>
</tr>
<tr>
<td>2019</td>
<td>3,000 m³</td>
</tr>
<tr>
<td>2018</td>
<td>3,000 m³</td>
</tr>
</tbody>
</table>

### FOR MORE INFORMATION

- Eni for 2022 - Sustainability Performance
- 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
Interventions to safeguard freshwater resources. For example, Viggiano Blue Water, a plant for the treatment and recovery of produced water from the Valtagno Oil Unit in Basilicata for industrial use, which is currently undergoing authorisation, has been designed for this purpose. The treatment and reuse of produced water, besides limiting disposal activities, also contributes to replacing valuable water resources. For example, Viggiuno 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. 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 Mm³ per year compared to withdrawals prior to the interventions (reduction of freshwater withdrawals of about 70%). For its focus on this resource, Petrotel (joint operated Eni company) was also recognised and rewarded at the 2022 EGYPES (Egypt Energy Show), by winning the first prize in the ‘Best Environmental Project of the Year’ category for its efforts to minimise freshwater withdrawals.
Biodiversity

The management of biodiversity and ecosystem services (BES) is a key component of Eni’s environmental strategies and operating practices. Eni has developed a science-based, risk-based management model applied to both existing operations and new projects. This model ensures that the interventions 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 life cycle 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, spatial 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 (the Eni for Performance) and continued BES studies and activities to implement actions identified in the Biodiversity Action Plans (BAPs) at priority sites. The active involvement of pottery restoration of forests or other natural habitats, monitoring and conservation of species, and awareness-raising among communities and workers.

Eni has progressively adopted a business model that enables 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, which will be partly obtained from the enhancement of waste, residues/waste and new technologies for waste enhancement (e.g. OPMSW, Organic Fraction 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 use 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 Ravenhala, 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 management 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.

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 Eni’s close link between biodiversity and economic benefits, it was decided to create a business model in 2003. The company’s Biodiversity Policy (BES Policy) includes: (i) a biodiversity risk exposure analysis of its operational sites (the Eni for Performance); (ii) the development of renewable energy projects; (iii) biodiversity in wind farms. 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 (the Eni for Performance) and continued BES studies and activities to implement actions identified in the Biodiversity Action Plans (BAPs) at priority sites. The active involvement of pottery restoration of forests or other natural habitats, monitoring and conservation of species, and awareness-raising among communities and workers.

CIRCULAR ECONOMY

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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 recover plants and reuse their components. Specifically, Eni provided a structured analysis of the life of an asset.
Reusing plastics into new products

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.

Oil spill management in Nigeria

BACKGROUND AND APPROACH: in recent years, Eni’s facilities in Nigeria (well, 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 leaks, damage or break-in activities near or on pipelines to intervene promptly to reduce or resolve them. In particular, in 2022, the e-vpms® 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® 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® technology, already installed and operational on the Kwale-Akri (17 km) and Ogbainbi-Tebibada (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.

OIL SPILL OPERATIONAL AND DUE TO SABOTAGE (Volume >1 barrel) (*)

<table>
<thead>
<tr>
<th>Year</th>
<th>Operational</th>
<th>Due to sabotage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2.465</td>
<td>1.099</td>
</tr>
<tr>
<td>2019</td>
<td>6.232</td>
<td>2.245</td>
</tr>
<tr>
<td>2020</td>
<td>5.866</td>
<td>3.163</td>
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<tr>
<td>2021</td>
<td>3.602</td>
<td>1.155</td>
</tr>
<tr>
<td>2022</td>
<td>4.022</td>
<td>1.355</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Operational</th>
<th>Due to sabotage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>1.033</td>
<td>326</td>
</tr>
<tr>
<td>2019</td>
<td>2.665</td>
<td>701</td>
</tr>
<tr>
<td>2020</td>
<td>3.053</td>
<td>115</td>
</tr>
<tr>
<td>2021</td>
<td>3.453</td>
<td>202</td>
</tr>
<tr>
<td>2022</td>
<td>5.253</td>
<td>175</td>
</tr>
</tbody>
</table>

(*) Split 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.

OIL SPILL MANAGEMENT

Eni continues its efforts on every aspect of emergency management related to impacts of operational and and from sabotage of pipelines 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.

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-Agri’s industrial water injection line. Furthermore, in 2022, the e-vpms® 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® installations on the crude oil production and transportation network was defined.

Eni continues its efforts on every aspect of emergency management related to impacts of operational and sabotage. (i) e-vpms® system, already installed and operational on the Kwale-Akri (17 km) and Ogbanibi-Tebibada (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.

1) e-vpms® is a technology for detecting nitro-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).
### 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.

#### Eni’s approach to human rights

Eni’s approach to human rights, which is embedded in the Mission, is outlined in p. 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.

#### 2022 Progress

- **HUMAN RIGHTS MANAGEMENT MODEL**
  - Specific analyses conducted on 80% of the projects considered to be at greatest risk
  - 100% of new projects HR-risk assessed subject to specific analyses; extension to other business units, dissemination and training of new due diligence models

- **HUMAN RIGHTS MANAGEMENT MODEL**
  - Extension of the model to the business areas, periodic review of the general management system

- **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.

- **COMMITMENT TO HUMAN RIGHTS**
  - Human rights are embedded in governance policies and processes. Eni has structured appropriate governance controls and provides continuous training.

- **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 10th December 2023 we commemorate the 75th 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.

- **ACCESS TO REMEDY**
  - Eni ensures adequate management of complaints through the “Grievance Mechanism” and the whistleblowing process.

- **FOR MORE INFORMATION**
  - p. Eni for 2021: Human rights
  - p. Eni’s Code of Ethics
  - p. Eni’s statement on respect for human rights
  - p. Eni’s position on conflict minerals
  - Eni.com

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**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 organizations, and businesses on human rights and wider issues of sustainability, development, and international affairs.
HUMAN RIGHTS GOVERNANCE

- **Board of Directors**
- **Chief Executive Officer**
- **Sustainability and Scenarios Committee**

FUNCTIONS INVOLVED

- **Sustainability**
- **Procurement**
- **Legal Affairs**
- **Compliance**
- **Security**
- **Human Resources**
- **Concerned Subsidiaries**
- **Other Business Units**

COMMITS AND POSITIONS TAKEN

- **Eni’s Statement on Respect for Human Rights**
- **Position on Conflict Minerals**
- **Slavery and Human Trafficking Statement**

INTERNAL REGULATORY SYSTEM

- **Code of Ethics**
- **MSG Annex “Grievance Mechanism”**
- **Procedure for Receipt and Management of Reports (Whistleblowing)**
- **MSG Annex “Promotion and Respect for Human Rights in Eni’s Activities”**
- **Sustainability Management System Guidelines (MSG)**

INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS WITH Stakeholders

- **Human Rights in the Workplace**
  - Discrimination and equal treatment
  - Safe and healthy working conditions
  - Freedom of association and collective bargaining

- **Human Rights in the Supply Chain**
  - Modern slavery
  - Migrant workers
  - Freedom of association and collective bargaining
  - Safe and healthy working conditions
  - Working conditions (wages and working hours)

- **Human Rights and Security**
  - Excessive use of force by public and private security forces
  - Employees safety in high-risk environments

- **Human Rights in Communities**
  - Land rights
  - Environmental impacts that affect livelihood, health or availability of water
  - Decolonizing

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

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 elements (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.

HUMAN RIGHTS GOVERNANCE SYSTEM

- Human rights are among the subjects on which the Sustainability and Scenarios Committee (SSC) was informed about the implementation of the human rights due diligence model based on priority areas of intervention defined by Eni’s salient human rights issues, and it analysed the Strategy 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 required 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.
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 decision-making 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 organizations 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

INTRODUCTION

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, specializing 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 inspired 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.

BACKGROUND: on 8th 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 analyzing 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

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 surveillance audits for ISO 37001:2016 "Anti-bribery management systems" certification.

The Anti-Corruption Programme is ensured by a dedicated organisational 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.

POLICIES AND OTHER REGULATORY INSTRUMENTS
MANAGEMENT AND ORGANISATION MODELS

FOR MORE INFORMATION

THE ANTI-CORRUPTION SAFEGUARDS AGAINST THIRD PARTIES AT RISK

The Anti-Corruption Due Diligence function reporting directly to the CEO.

"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.

<table>
<thead>
<tr>
<th>2022 PROGRESS</th>
<th>SHORT-TERM COMMITMENTS (2023)</th>
<th>MEDIUM-TERM COMMITMENTS (2024-2026)</th>
<th>LONG-TERM COMMITMENTS (2026 AND BEYOND)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Updating and continuous improvement of Compliance Anti-corruption Program.</td>
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<td></td>
<td></td>
<td>Retention of the certification ISO 37001:2016 &quot;Anti-bribery management systems&quot;</td>
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<td></td>
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<td>Delivery of the new &quot;Code of Ethics, Anti-Corruption and Corporate Administrative Responsibility&quot; course.</td>
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<td></td>
<td></td>
<td>Delivery of the new &quot;Anti-corruption Compliance Programme&quot; course for medium and high risk personnel.</td>
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<td></td>
<td>Training for all employees with the new code.</td>
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<td></td>
<td></td>
<td>Training of all medium and high risk employees on the 'Anti-Corruption Compliance Programme' course.</td>
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</tbody>
</table>

“Anti-Corruption and Anti-Money Laundering Unit in the "Integrated Compliance” function reporting directly to the CEO. Eni’s Code of Ethics.

The implementation of the Anti-Corruption Compliance Programme is ensured by a dedicated organisational 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.
ENI FOR 2022

A JUST TRANSITION

THE STEPS OF THE TAX CONTROL FRAMEWORK

1. TAX RISK ASSESSMENT (RISK ASSESSMENT)

2. IDENTIFICATION AND ESTABLISHMENT OF CONTROLS TO GUARD AGAINST RISKS

3. VERIFICATION OF EFFECTIVENESS OF CONTROLS AND RELATED INFORMATION FLOWS (REPORTING)

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 2006. 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 G20, 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 began to provide disclosure on a voluntary basis regarding a series of summary data on financial flows paid to States where it conducts 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.

2022 PROGRESS vs. Eni for 2021 commitments

<table>
<thead>
<tr>
<th>CUSTOMERS</th>
<th>SHORT-TERM COMMITMENTS (2023)</th>
<th>MEDIUM-TERM COMMITMENTS (2024-2026)</th>
<th>LONG-TERM COMMITMENTS (2030 AND BEYOND)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 million customers reached in Europe in the retail market</td>
<td>Customer base &gt;10 million people</td>
<td>Customer base &gt;11 million people by 2026</td>
<td>Customer base &gt;15 million people by 2030</td>
</tr>
<tr>
<td>SUPPLIERS</td>
<td>Adhesion of 15 partners and more than 10,000 companies, including 5,600 headquarter suppliers</td>
<td>By 2025 100% of Eni’s strategic contracts will be assessed according to their path of sustainable development</td>
<td>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</td>
</tr>
<tr>
<td>52% of Eni’s strategic suppliers assessed for sustainable development</td>
<td>1,000 foreign local suppliers on Open-ès platform</td>
<td>By 2024 50% of foreign awarded contracts through procurement proceedings with ESG assessment</td>
<td></td>
</tr>
<tr>
<td>75% of Italian awarded contracts through procurement proceedings with ESG assessment</td>
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Sustainable mobility

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 RDC (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 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.
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) Enjoy, which already has about 1,200 retail outlets in Europe; (ii) Emporium, the convenience store format that completes the Eni Café 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 PayPo 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

ENJOY

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.

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.

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 minimise 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.).

INVOLVEMENT OF COMPANIES IN THE PATH OF SUSTAINABLE DEVELOPMENT:

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.
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 programmes 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.

ININVOLVEMENT 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 sustainable 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.

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.