

# Responsible and sustainable approach



## Why is it important for Eni?

In a world of profound change, we remain consistent with our values and our responsible and sustainable approach to building long-term value. We believe that only with a pragmatic approach, leveraging technology neutrality, innovation and dialogue with all stakeholders we can achieve a just transition that combines energy access, environmental protection and social development. Our commitment to operating according to the values of transparency and integrity goes hand in hand with the creation of business opportunities that meet the needs of the territories in which we operate, respecting human rights and taking SDGs as a reference.

**GUIDO BRUSCO** CHIEF OPERATING OFFICER GLOBAL NATURAL RESOURCES AND GENERAL MANAGER AT ENI

*Read more*

**FOR MORE ON:**

- the composition of the Board of Directors; • self-assessment activities and Board Induction; • roles and responsibilities in sustainability governance at Eni; • the internal control and risk management system.





see the [Annual Report 2024](#) and the [Corporate Governance and Shareholding Structure Report 2024](#).

# Governance and sustainability safeguards

## BOARD OF DIRECTORS AND COMMITTEES

Eni's Corporate Governance system is based on principles of integrity and transparency and supports the integration of sustainability within the business model and strategy. This approach is confirmed by the adoption of the Corporate Governance Code (Governance Code), which identifies 'sustainable success' as the objective that must guide the actions of the Board of Directors and that consists of creating long-term value for the benefit of shareholders, considering the interests of other relevant stakeholders.

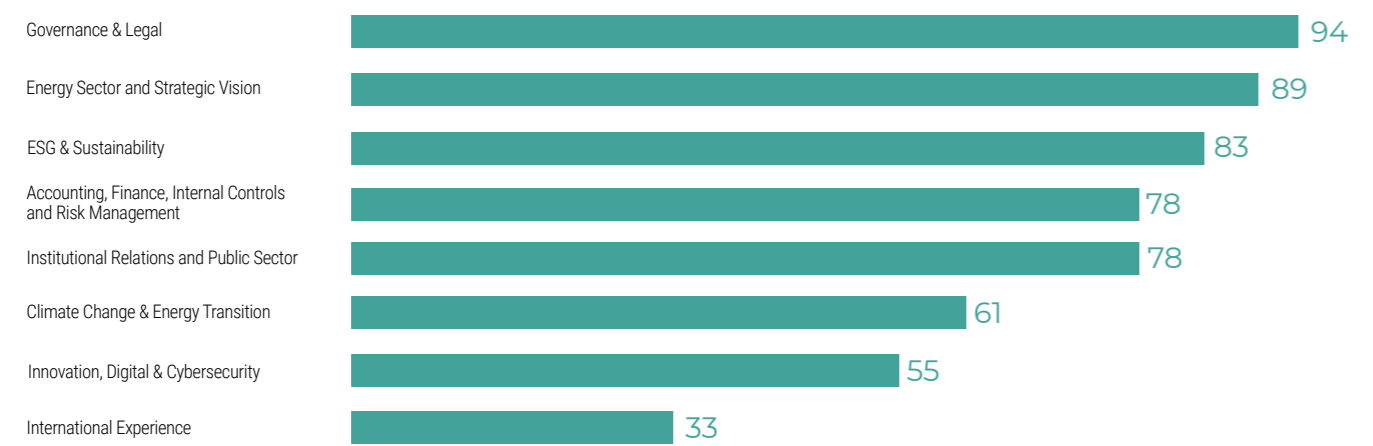
### ROLES AND RESPONSIBILITIES OF THE BOD, THE CEO, THE CHAIRMAN OF THE BOD AND THE COMMITTEES ON SUSTAINABILITY TOPICS

<b>BOARD OF DIRECTORS</b> 	<b>Defines:</b> <ul style="list-style-type: none"><li>• The Corporate Governance System;</li><li>• the fundamental lines of the organisational, administrative and accounting set-up and the guidelines of the internal control and risk management system;</li><li>• the strategic lines and objectives, pursuing their sustainable success and monitoring their implementation, as proposed by the CEO;</li><li>• with a view to pursuing sustainable success, in line with the Governance Code, it promotes dialogue with shareholders and other stakeholders relevant to the Company.</li></ul>	<b>Reviews or approves:</b> <ul style="list-style-type: none"><li>• The fundamental outlines of the internal Regulatory System and the main corporate regulatory instruments;</li><li>• the Strategic Plan (four-year plan and medium to long-term plan), which includes industrial business targets, economic and financial results and sustainability targets, including medium/long-term emission targets;</li><li>• the main risks and impacts, including socio-environmental ones;</li><li>• the Policy for the Remuneration of Directors and managers with strategic responsibilities;</li><li>• financial and sustainability reporting.</li></ul>		
<b>CHIEF EXECUTIVE OFFICER</b> 	<ul style="list-style-type: none"><li>• The person in charge of managing the Company, without prejudice to the tasks reserved to the Board;</li><li>• implements the resolutions of the BoD, informs and submits proposals to the BoD and to the Committees;</li><li>• in charge of establishing and maintaining the Internal Control and Risk Management System.</li></ul>	<b>CHAIRMAN OF THE BOARD OF DIRECTORS</b>  <ul style="list-style-type: none"><li>• Central role in the system of internal controls;</li><li>• leads the BoD's activities and ensures that Directors are trained on sustainability topics.</li></ul>		
<b>COMMITTEES</b> 	<b>Sustainability and Scenarios Committee</b> <p>It assists the BoD with preparatory, consultative and advisory functions on scenarios and sustainability issues. This means processes, initiatives and activities to oversee the Company's commitment to Sustainable Development along the value chain, in particular on issues of climate transition and technological innovation, environment and energy efficiency, local development, human rights, integrity and transparency, and D&amp;I.</p>	<b>Control and Risk Committee</b> <p>It supports the BoD in evaluations and decisions relating to the internal control and risk management system, and in particular in the quarterly review of the main risks, including ESG risks, and the approval of periodic financial and sustainability reports.</p>	<b>Remuneration Committee</b> <p>It informs, makes proposals and provides advice to the Board of Directors on remuneration topics, and in this context proposes annual and long-term rewarding systems, defining their objectives, also supporting the guidelines adopted on sustainability topics.</p>	<b>Nomination Committee</b> <p>It supports the BoD in the appointments, in the periodic assessments of directors' requirements and in the board review process, formulating opinions for the BoD on the composition of the BoD and of its Committees, also with respect to the required competencies.</p>

BOARD'S SKILLS AND KNOWLEDGE

In 2024, the Board of Directors conducted its annual self-assessment (Board Review) with the support of an external consultant, examining the composition and operations of the Board of Directors and its Committees, also with reference to ESG/sustainability issues. The process confirmed a positive assessment of board members’ competencies. These skills were also reinforced in 2024 by the ‘board induction’ training program for directors and auditors.

SELF-ASSESSMENT OF THE OVERALL SKILLS, KNOWLEDGE AND EXPERIENCE OF THE BOARD OF DIRECTORS (%)



Focus on

Eni’s new corporate structure

In September 2024, the Board of Directors redefined Eni’s organizational structure, reorganising the business activities into three structures headed by three Chief Operating Officers (COOs) under the direction of the CEO. This arrangement is in line with the Company’s mission and is functional to achieving the strategic objectives of decarbonization, maximisation of value creation and industrial transformation. The COOs of the ‘Chief Transition & Financial Officer’ and ‘Global Natural Resources’ structures were also appointed General Managers by Eni’s Board of Directors. The new organisational structure will highlight the value of Eni’s satellite companies, further strengthen the operational excellence of new and traditional businesses and accelerate and complete the industrial transformation of the Chemicals and Downstream businesses. In particular, Eni operates through the following business structures:

GLOBAL NATURAL RESOURCES

This structure oversees the technical, operational and engineering capabilities required to implement the Company’s projects. The structure has also been integrated with the Power Generation & Marketing business and the Oil Trading activities to develop an increasingly competitive offer and enhance synergies, capturing margins more effectively across the value chain. It continues to manage the operational development of the new CCS and agri-hub businesses, as well as the organic development of upstream projects with low break-even point, low emissions, multi-local strategy and new business combinations to maximise growth opportunities.

CHIEF TRANSITION & FINANCIAL OFFICER

This structure is responsible for developing and implementing Eni’s economic and financial strategy. Moreover, the two companies (Plenitude and Enilive) linked to energy transition report to this structure, with a view to maximising their economic and financial value on the market and strengthening them in terms of operational and industrial excellence.

INDUSTRIAL TRANSFORMATION

The structure focuses primarily on accelerating the industrial restructuring and transformation of the Chemical sector (Versalis) through a focus on innovation, specialisation, biochemistry and circularity. The structure will continue the transformation of traditional downstream activities (Refining) and the evolution of remediation activities (Eni Rewind).

Eni’s goals and commitments

The Mission clearly expresses Eni’s commitment to supporting a socially just energy transition, with the aim of preserving the planet and promoting efficient, sustainable access to energy resources for all, contributing to achieving the Sustainable Development Goals (SDGs). Eni’s goal is to achieve net zero emissions by 2050, with a view to sharing social and economic benefits with workers, the value chain, communities and customers in an inclusive, transparent and socially equitable manner. In addition, to contribute to the achievement of the SDGs and to the growth of the Countries in which it operates, Eni is committed to building alliances with national and international development cooperation actors. Eni’s goals and commitments, broken down according to the 5 lines of the Business Model, are aligned with the Four-Year Plan and reflect the most relevant sustainability topics for the company and its stakeholders, as emerged from the materiality assessment process<sup>1</sup>.



<sup>1</sup> Updated according to the European Sustainability Reporting Standards to include the two perspectives of double materiality: impact materiality and financial materiality. For details on the material issues arising from the analysis, please refer to the [Process and results of the double materiality assessment](#) chapter in the Sustainability Statement.

# Stakeholders engagement activities

Stakeholder engagement is a central issue for Eni, as also highlighted in the Code of Ethics regarding the value of transparency. Eni is committed to an ongoing dialogue with its stakeholders, informing them in a clear, complete and truthful way, in order to pursue a just transition, as participation helps maximise long-term value creation while reducing business risks. This commitment involves all Company functions and roles.

In 2024, Eni carried out specific initiatives for dialogue and engagement, including those with:

- some NGOs: for example, regarding the sale of NAOC to Oando; feedstocks used for biorefineries; possible environmental impacts in operations in Congo; respect for human rights in the agri-feedstock sector;
- Trade Unions, for example regarding Versalis' industrial transformation plan;
- ESG investors on all ESG issues, including through participation in dedicated road shows.

For an overview of stakeholder engagement activities, see also the Sustainability Statement in the [Stakeholder Engagement](#) section.

Eni's commitment to constructive dialogue with stakeholders on sustainability issues in some cases clashes with the high level of social, media and legal tension that exists with regard to certain topics: in particular, this concerns the lawsuits and media campaigns promoted by some NGOs on Eni's alleged civil and criminal responsibilities in relation to climate change, which have forced the Company to protect its reputation and that of its employees and stakeholders, including before the court, in any case without pursuing any intimidating intent and without making any claim for compensation.



*Focus on*

## Sale of NAOC to Oando PLC

In 2024, Eni completed the sale of Nigerian Agip Oil Company Ltd (NAOC) to Oando PLC, Nigeria's leading energy Company (whose shares are listed in both Lagos and Johannesburg). A transfer that was supported by the Nigerian government as part of a policy to increase the involvement of local companies in the management of onshore assets, leveraging the local expertise acquired over time and, in this specific case, Oando's role as a partner in the NAOC JV since 2014. The sale was preceded by an in-depth assessment of Oando's financial and operational capabilities, conducted by Eni and, most recently, verified by the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), which recognised Oando as a responsible operator in the local market capable of fulfilling its role in compliance with applicable regulations, both in terms of safety and environmental compliance. The transaction was structured to facilitate continuity in the conduct of business, retaining the same personnel, suppliers and operating tools. The sale of NAOC took place in compliance with the Petroleum Industry Act (PIA), introduced in 2021 by the Nigerian government to regulate roles and responsibilities for the decommissioning and abandonment of oil and gas sector sites, with a focus on environmental sustainability and community involvement. In accordance with the PIA, a Decommissioning & Abandonment Plan was prepared prior to the divestment, reviewed and approved by NUPRC with the support of independent experts. At the date of the sale, Eni has remediated and cleaned up 100% of the spills attributed to NAOC (with the exception of the sites temporarily not accessible for security reasons), as verified and certified by joint inspections with the competent authorities (the PCI - Post Clean-up Inspections aimed at confirming the successful remediation of the sites are carried out jointly by representatives of the National Oil Spill Detection and Response Agency - NOSDRA, the local community, NUPRC and the operator).

*Focus on*

## The Versalis Transformation, Decarbonization and Relaunch Plan

The transformation, decarbonization and relaunch plan for Versalis, announced in 2024, is further evidence of Eni's approach to a just transition, which focuses on innovation, sustainability and protecting human capital. In order to cope with a negative scenario for European chemicals, mainly due to the crisis in basic chemicals, we have developed a major transformation plan for Versalis that envisages, on the one hand, **the restructuring of basic chemicals in crisis**, and on the other, the **growth of new circular, bio and specialized chemical platforms** that are more sustainable and consistent with the European decarbonization strategy. This transformation is necessary due to the evolution of the market context and is accompanied by investments to continue the development of innovative technologies in the field of chemical and mechanical recycling, positioning in downstream markets with a view to specialization with the companies Finproject and Tecnofilm, and positioning in chemicals from renewable raw materials with Novamont.

**THE MOTIVATIONS BEHIND THE TRANSFORMATION.** The European chemical industry is continuously losing competitiveness and market share compared to all other regions, which are instead continuing to invest in large capacities of low-cost products. The main reason for this is the crisis in basic chemicals, represented by global commodities such as ethylene (cracking), a crisis that has long since become structural and irreversible.

The European basic chemical industry is squeezed by high production costs up to 3-4 times higher than in other Countries (mainly due to the high cost of raw materials) and also by shrinking demand (a mature market and the continuous substitution of fossil products by organic and circular products) and the simultaneous large availability of imported products at much more competitive costs.

**THE PLAN.** The plan envisages, on the one hand, **the restructuring of the struggling basic chemicals sector**, with the shutdown of the cracking plants (in Priolo and Brindisi) and the sharp downsizing of polymer production, and, on the other, investment in the **growth of the new circular, bio and specialized chemical platforms**.

In particular, the construction of a biorefinery and a chemical recycling plant is planned in Priolo, while in Brindisi initiatives in the field of energy storage are planned in cooperation with Seri Industrial.

The three pillars of the Plan are (i) investments of EUR 2 billion over a four-year period, (ii) a 40% reduction in Versalis' CO<sub>2</sub> emissions in Italy (1 Mt/y), and (iii) maintaining industrial intensity and employment, without recourse to social shock absorbers.

Downstream supply chains from basic chemistry will not be affected by the closure of the plants, as cheaper ethylene fillers are available in large quantities and in different geographical areas.

**THE SOCIAL IMPACT OF THE PLAN: PROTECTING EMPLOYMENT.** The transformation, and with it the new projects, aims to ensure continuity and at the end of the process, is expected to have a positive impact in terms of employment, mitigating the negative effects that the structural and consolidated crisis of the sector at European level would have in this area. This objective will be achieved through several measures, such as (i) maintaining industrial intensity, (ii) retraining and repositioning of personnel, and (iii) maximum involvement of personnel both in the transformation activities and in the subsequent operation of the new activities.

**THE ROLE OF SOCIAL DIALOGUE.** For Eni, continuous dialogue with trade unions and national and local institutions is fundamental for the success of the transformation plan, and the Company is committed to ensuring maximum transparency and actively involving the social partners in the process of change. In particular, a round table was opened at the Ministry of Enterprises and Made in Italy, which led to the signing of the 'Memorandum of Understanding Eni - Versalis Transformation Plan: Brindisi and Priolo Ragusa' with the definition of a path shared by most of the stakeholders, which guarantees the protection of workers.

# Human rights



## Why are they important for Eni?

At Eni we believe it is our responsibility to contribute to the well-being of people in the Countries where we operate, placing the dignity of each individual at the core of our pursuit of a transition that is fair and inclusive. The terms of this commitment are clearly expressed in the Code of Ethics, the Policy on Respect for Human Rights and the Supplier Code of Conduct, which set out the principles guiding the actions of Eni people and the expectations towards of all those with whom we work.

**LUIGI SAMPAOLO** HEAD OF SUSTAINABILITY STRATEGIC FRAMEWORKS AND STAKEHOLDERS AT ENI

### HUMAN RIGHTS GOVERNANCE

Eni's approach to human rights is integrated in the Mission and is outlined in the [ECG Policy Respect for Human Rights in Eni](#), approved by the Board of Directors, which outlines priority areas of commitment, consistent with the United Nations Guiding Principles on Business and Human Rights (UNGP) and the OECD Guidelines for Multinational Enterprises. This commitment is also reiterated in the [Code of Ethics](#) and supported by the commitments required in the [Supplier Code of Conduct](#). The dignity of every human being is at the core of Eni activities and Eni always operates with the well-being of those rights-holders directly and indirectly affected by the Company's activities as a reference. A similar expectation is placed on business partners operating on behalf of Eni or to whom phases of Eni's industrial activities are contracted.

Eni's Sustainability and Scenarios Committee (SSC), composed of a number of members of the Board of Directors, performs investigative, advisory and proposal-making functions for the Board of Directors on processes, initiatives and activities aimed at overseeing Eni's commitment to sustainable development along the value chain, including respect for human rights. Each year, the main updates made to the human rights management system, the main areas of intervention and the activities carried out are presented to the SSC. In 2024, the annual meeting with the SSC was extended to all members of the Board of Directors for a 'board induction' on the evolution of the human rights regulatory environment and to share the results of the updated mapping of salient human rights issues and the compliance risk assessment carried out during the year. Finally, the Board of Directors annually approves Eni's Slavery and Human Trafficking Statement, drafted in compliance with British and Australian legislation on modern forms of slavery (Modern Slavery Act).

### ENI'S APPROACH TO HUMAN RIGHTS

**GOVERNANCE AND COMMITMENT**  
Human rights have been incorporated into governance policies and processes, including through the structuring of appropriate training frameworks.

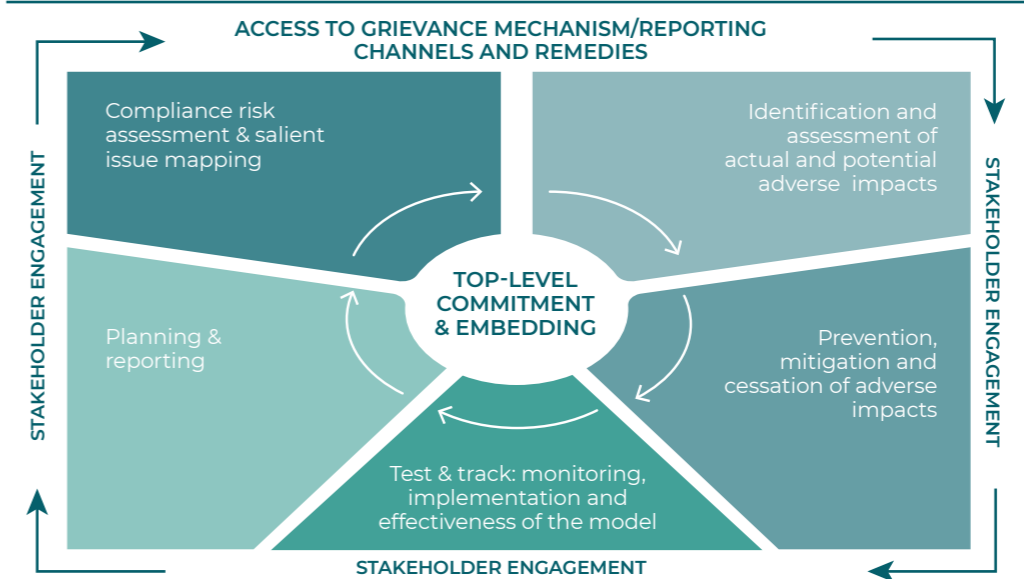
**DUE DILIGENCE**  
Eni has adopted a management system which includes a set of processes and tools to assess the most relevant issues, risks<sup>2</sup> and impacts related to the respect for human rights.

**ACCESS TO REMEDY**  
Eni ensures adequate handling of complaints through the Grievance Mechanism, the whistleblowing process and the handling of complaints submitted to the National Contact Point according to OECD guidelines.

The path undertaken in recent years on the dissemination and consolidation of the culture of respecting human rights has allowed for the strengthening of due diligence, as outlined in the aforementioned Policy; the approach adopted envisages shared responsibility among several functions to properly manage the most important processes for human rights risks. In this perspective, incentives linked to human rights performance are given to management on an annual basis, assigning specific objectives to all managerial levels, including the direct reports of the CEO.

### Human rights due diligence

Due diligence is an ongoing process focused on the full spectrum of implications Eni activities could have on human rights. This multidisciplinary, multi-level process is integrated into business processes and is called the 'human rights management model'. It is characterised by a risk-based approach with the objective of identifying, preventing, mitigating and reporting adverse impacts on human rights.



2 See note at page 24.

The model is based on the mapping of ‘Salient Human Rights Issues’ and the Compliance Risk Assessment that enable the identification and assessment of potential risks or negative impacts<sup>3</sup> that Eni’s activities, products, services and business relations may cause, or contribute to causing, and thus structuring adequate support safeguards<sup>4</sup>. These safeguards translate into the definition and implementation of measures for the prevention, mitigation or management of risks and impacts, as well as the provision of remedy measures where the negative impact has occurred nevertheless. The effectiveness of the model is ensured through periodic or specific monitoring of qualitative and quantitative indicators. Finally, planning and reporting activities are aimed at defining planning guidelines and providing a summary view of activities and performance related to human rights.

At all stages of the model’s operation, a central role is played by the stakeholder engagement process, with the aim of gathering their views and shaping appropriate prevention and management measures. Constant and adequate access to grievance mechanisms/reporting channels, and the management of associated instances, facilitate the pursuit of remedy measures where there are established impacts and, more generally, the continuous improvement of the system.



3 Risks related to potential human rights violations are assessed from a dual perspective: (i) risk of causing (or contributing to causing) negative impacts, actual or potential, with reference to the UNGPs and OECD Guidelines; (ii) risk of incurring sanctions, significant financial losses or reputational damage (so-called compliance risk).  
4 These assessments can also be conducted through the implementation of specific studies such as a Human Rights Impact Assessment or Human Rights Risk Analysis (detailed in the ‘Alliances for development’ chapter).

Salient human rights issues

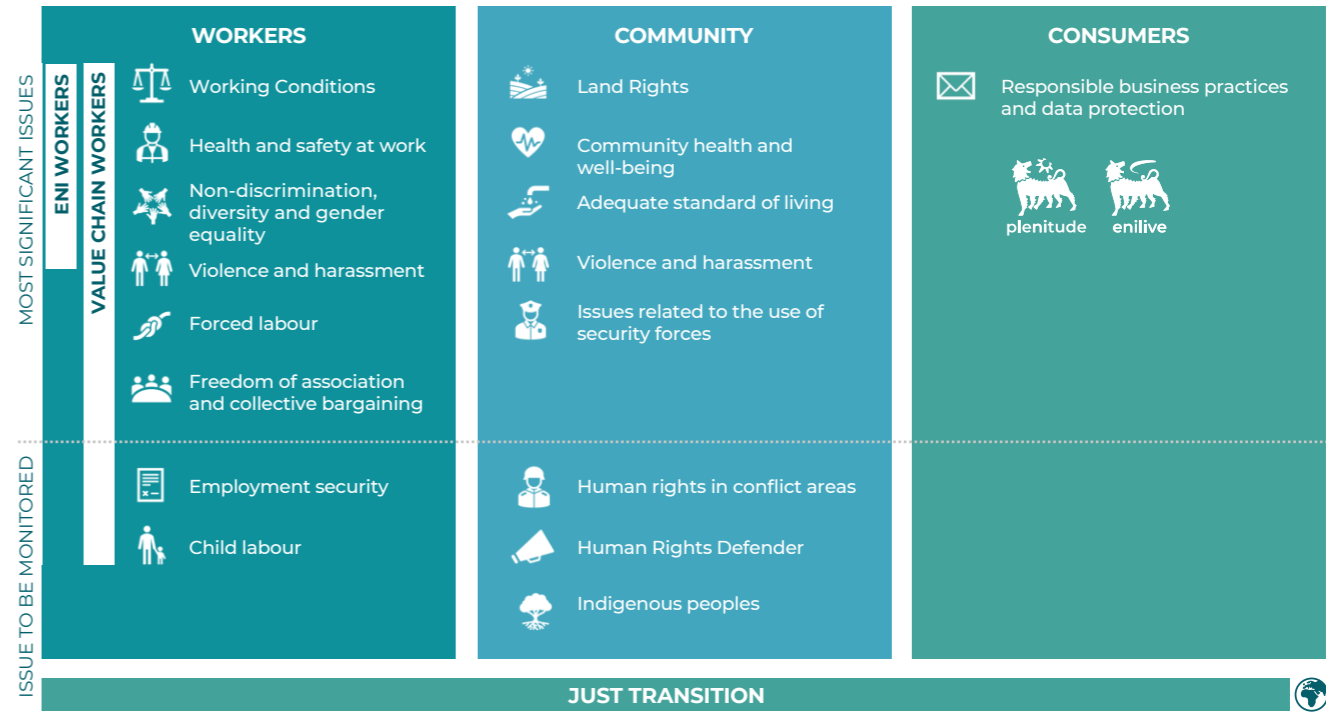
The salient human rights issues of a Company are those human rights that stand out because they are at risk of a more serious negative impact in view of the Company’s activities or business relations. In identifying such rights, the perspective of risk to people, not to the Company, is used as a starting point, recognising at the same time that where the risk to people’s human rights is greatest there is a strong convergence with the risk to the Company.

Eni’s Salient Human Rights Issues, identified for the first time in 2017, were updated in 2024 in view of the evolution of business activities and the geographical contexts of operations.

Eni’s Salient Human Rights Issues, as resulting from this updating process, have been grouped according to the main categories of rights-holders: workers (both direct workers and those in the value chain), communities, and, for the first time, consumers. In addition to the most significant issues, a number of ‘emerging’ issues were also identified during the new mapping process, concerning specific business segments, new activities or particular geographical contexts, which will be subject to appropriate monitoring.

Although not included among the salient issues, just transition has nevertheless been identified as topic linked to the respect for human rights, given the potential negative impacts on the rights of workers, communities and consumers related to ‘Transition-Out’ activities, i.e. the closure or conversion of certain business sectors, and ‘Transition-In’, i.e. the development of new business, infrastructure and products.

ENI'S SALIENT HUMAN RIGHTS ISSUES



The list of issues is the result of a structured process of internal dialogue, which involved a number of authoritative stakeholders<sup>5</sup> and made it possible to establish the issues at greatest risk in terms of probability and severity. This was made possible through the organization of a series of dedicated workshops, moderated with the support of a specialized company, in which over 100 people from different Eni corporate functions and group companies had the opportunity to discuss the salient human rights issues and emerging issues, sharing their ideas for correctly managing them in the overall model adopted by Eni. The results of the mapping were shared with all managerial levels and top management.

5 These include institutions, specialised think tanks, industry associations, civil society organizations and non-governmental organizations.

Focus on

Insights on human rights related to specific business activities

Also in consideration of the elements that emerged from the process of updating Eni’s salient human rights issues, specific analyses were conducted during 2024 on trading and shipping activities, in particular with reference to the purchase of biomass, and agri-feedstock activities for the production of vegetable oils for the production of biofuels.

Both businesses, being based on the agricultural production of biomass, although they offer significant opportunities for agricultural development, are at the same time exposed to potential negative impacts related to the working conditions faced by farmers in the supply chain (e.g. informal employment and working hours, wages, forms of forced labour and child labour, violence and harassment, health and safety) and the impacts on communities related to the proper use of land.

To manage such potential impacts properly, in the case of ETB – the Eni company responsible for trading and shipping activities – after mapping of the current controls in trading and shipping activities it was decided to strengthen the responsible sourcing principles and trader evaluation criteria for those considered to be at greater risk. Furthermore, in consideration of the specific aspects linked to maritime transport, an expansion of the checks is envisaged regarding the working conditions of crews. With reference to agri-feedstock production activities, a specific framework has been put in place to oversee this new business area, which is further detailed in the **Alliances for development** chapter.

Focus on

Human rights training

Human rights training is structured along four guidelines: (i) general courses on business and human rights to all Eni people; (ii) specific courses on topics and areas particularly exposed to risks of negative impacts; (iii) training initiatives on issues closely related to human rights (e.g. Code of Ethics, HSE, etc.); (iv) practical workshops for suppliers on safety and human rights.

In the last two years, human rights training modules have been made available to all employees, at the conclusion of the three-year training program 2020-2022, during which more than 68,000 hours of training were provided to managers and senior managers (in Italy and abroad).

Human rights training		2024	2023
Human rights training hours <sup>(a)</sup>	hours	955	1,182
Employees who have received human rights training <sup>(b)</sup>	(%)	78	77

(a) The figures in the table take into account the hours of training provided to employees.  
(b) This percentage is calculated as the ratio of the number of registered employees who have completed a training course to the total number of registered employees.

Furthermore, in order to increase the number of security forces involved in specific human rights training, in addition to the annual course delivered by a specialized provider in one or more Countries, a project was launched in 2024 to conduct additional human rights training workshops for local security forces. The project kick-off took place in the ten Countries with the highest level of risk of human rights violations (according to the results of a risk-based model): Congo, Tunisia, Mexico, Côte d'Ivoire, Kenya, Iraq, Nigeria, Libya, Algeria and Egypt. This first edition involved 716 public and private security forces.

In addition to the courses developed by Eni, the use of an online course, structured over 12 modules and developed with IPIECA, was also promoted to raise awareness on the issue of working conditions, to facilitate the understanding of workers’ rights as well as how to identify, manage and mitigate the risks of non-compliance with such rights. This course was also promoted among Eni’s suppliers and contractors.

Access to remedial measures, whistleblowing process and grievance mechanisms

Eni is committed to adopting, also in collaboration with third parties, remedial measures against any adverse human rights impacts caused (or that it has contributed to causing) as well as to make every effort to ensure a remedy if the impact is directly related to its activities, products or services. To this end, Eni commits to using its leverage on third parties to ensure that any adverse human rights impacts directly linked to their activities are remedied. Eni prohibits, and is committed to preventing, retaliation against workers and other

stakeholders who raise concerns related to human rights and does not tolerate or contribute to threats, intimidation, retaliation or attacks against them. Eni also does not prevent in any way access to judicial or non-judicial remedies and cooperates in good faith with such mechanisms.

In particular, two specific tools are available to stakeholders in the event of alleged human rights violations: i) the grievance mechanism, i.e. the process of sending, managing and resolving complaints or grievances, in which grievances referring to human rights classified as ‘relevant’ undergo a specific process of analysis and response; ii) the whistleblowing management process, which allows anyone, whether employees or third parties, to report, confidentially or anonymously, issues concerning the Internal Control System or other matters in violation of the [Code of Ethics](#).

Litigation and non-judicial mechanisms

Eni cooperates with other non-judicial mechanisms, such as the one established and governed by the OECD Guidelines and implemented through the OECD National Contact Points present in various Countries.

Read more

For a specific discussion on how the model is applied and the specific initiatives for each category of rights-holders see the chapters:

■ Value of our people ■ Alliances for development ■ Sustainability in the value chain



Case Study

Eni's strategy to prevent and combat violence against women

Eni is committed to the issue of combating violence against women, in line with its commitment to contribute to the achievement of the Sustainable Development Goals (SDGs) of the United Nations **2030 Agenda (SDG 5, 'Achieving gender equality and empowerment of all women and girls', Target 5.2)**. Since 2020, the Company has joined the UN's **'16 Days of activism' (Orange the World)** campaign every year to mark the International Day against Violence against Women and Girls. In 2021, Eni published the **Zero Tolerance Policy against harassment and violence in the workplace**, in line with international standards and the Company's mission and Code of Ethics, and signed up to the **UN Women Empowerment Principles (WEPs)** and the UN Global Compact.

In 2024, Eni defined an **overall strategy for preventing and combating gender-based violence**, and launched a cross-functional **working group** that includes more than 30 initiatives for preventing and combating different forms of violence against women, inside and outside the workplace. Thus, new actions were identified and implemented in addition to those already consolidated (including: the reporting channel and the harassment and violence at work helpline, the psychological support service, specialised training for employees working at the reporting channel, harassment monitoring, integration of the topic in impact assessments, consultations with and training to security forces).

Some examples of the new initiatives implemented are given below.

<b>FOR THE RISK OF VIOLENCE AGAINST ENI EMPLOYEES IN THE WORKPLACE OR DURING WORK ACTIVITIES</b>  New initiatives implemented: <ul style="list-style-type: none"><li>internal communication campaign to reiterate Eni's commitment to adequately handle reports to the Zero Tolerance Policy channel and to take necessary action</li><li>raising awareness of travel facilities on certain measures to be taken to prevent gender-based violence and on post-transfer surveys.</li></ul>	<b>FOR THE RISK OF VIOLENCE AGAINST ENI EMPLOYEES OUTSIDE OF WORK</b>  New initiatives implemented: <ul style="list-style-type: none"><li>provision of a package of support measures through management, economic and logistical tools;</li><li>awareness-raising webinar for the human resources professional area and for all Eni people in Italy on how to recognize signs of violence and the package of measures that can be activated (in cooperation with Fondazione Libellula).</li></ul>	<b>FOR THE RISK OF VIOLENCE AGAINST WOMEN IN THE COMMUNITIES WHERE ENI OPERATES</b>  New initiatives implemented: <ul style="list-style-type: none"><li>a project in cooperation with the Ravenna anti-violence center, which allowed 20 children (of women supported by the center) access to recreation centers during the summer and included an awareness-raising event involving about 200 Eni employees (partnership with the Linea Rosa Association);</li><li>a practical guide called "Ti riguarda" (it concerns you) on violence against women and raising awareness targeted at operators of 2,700 stations on how to provide adequate information and support to women victims of violence (Enilive's partnership with Donnexstrada);</li><li>sponsorship of a free screening initiative for women victims of violence by Fondazione Onda;</li><li>awareness-raising campaigns on forms of violence against women, with a focus on economic violence (Plenitude's partnership with Olimpia Milano).</li></ul>
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The initiatives were enhanced in 'Free to be,' the long-term internal communication plan that promotes a corporate culture based on respect, gender equality and non-violence, with global campaigns and active participation of employees and managers.



Interview with Alessandra Bagnara

Why are partnerships between companies and anti-violence centres important?

Partnerships between companies and anti-violence centres are extremely important, as companies are part of the social fabric of the area in which women live and they often employ both women and men who would benefit from knowing about services such as those offered by anti-violence centres: both in case they may need them themselves and so they can inform and direct others who might need them. A second valuable aspect is related to fostering women's economic independence: the possibility for companies to be aware of this phenomenon and to be sensitive and committed to the issue of violence against women since gender equality increases women's prospects and their ability to find job opportunities. This is extremely important because the chances of finding alternatives to violent situations grow by mobilizing and making everyone aware of the issue.

What did the partnership with Eni focus on?

The partnership is a concrete example of how companies and the community can come together to prevent gender-based violence and support direct and indirect victims. Thanks to this partnership, women welcomed by the anti-violence center run by Linea Rosa in Ravenna had the opportunity to enrol their daughters and sons in recreational centres during school breaks. For mothers, access to high quality services during school holidays coincides with an increase in job opportunities in a tourism-oriented city like Ravenna, and thus has an economic and social empowerment effect. The partnership also included the organization of the event 'Ci riguarda' that involved Eni people in Ravenna, raising awareness of the importance of keeping a watchful eye on violence and bridging the gap between victims and local support services such as the anti-violence center, which are essential to receiving support and protection from qualified professionals.

What contribution can people make on an individual level to counter this phenomenon?

Each of us can do something to improve the situation of women who suffer violence and abuse, and to activate the cultural change necessary to defeat this form of violence. What citizens should do is not pretend not to see, not turn the other way, and not be afraid of the consequences of realizing that situations of violence and abuse also exist around them. It may happen that we think it is something that does not concern us, because often the abuse takes place within the home and in a strictly family context. Many people fear that getting involved means violating someone's home, or the privacy of the woman or the couple, but in reality this only further isolates women, making them feel even more alone and misunderstood. What can be done differently, then? Tell women 'I am there', whether through testimony, material help, support in caring for children, and so on. There are so many possibilities if the family network, the friendship network, the social network choose to become active on this issue.

Interview



ALESSANDRA BAGNARA  
PRESIDENT AT LINEA ROSA

Alessandra Bagnara is a founding member and, since 1995, President of Linea Rosa, an association that has been working to prevent and combat violence against women since 1991, and manages anti-violence centres in Ravenna, Cervia and Russi. From 2008 to 2011, she served as President of D.i.Re Donne in Rete contro la violenza, a national network that brings together more than 100 anti-violence centres and shelters for women victims of violence in Italy.



# Transparency, anti-corruption and tax strategy



*Why is it important for Eni?*

The commitment to act according to an ethical culture is a distinctive feature of Eni. Our Code of Ethics, with its strong imprint of values, together with the entire body of regulations, is an expression of governance oriented towards legality. Consistent with the principle of ‘Zero Tolerance’ expressed in the Code of Ethics, Eni prohibits and combats all forms of corruption. In fact, one of the key factors in Eni’s reputation is its ability to conduct its business with loyalty, fairness, transparency and integrity, also through the application and implementation of an Anti-Corruption Compliance Program aimed at intercepting and managing new corruption risks, which may affect the path of evolution towards carbon neutrality.

**GENNARO MALLARDO** HEAD OF BUSINESS INTEGRITY COMPLIANCE AT ENI

### FIGHTING CORRUPTION The Anti-Corruption Compliance Program

The Anti-Corruption Compliance Program, adopted by Eni in 2009, is an organic system of rules, controls and organizational safeguards aimed at preventing corruption and money laundering. The Anti-Corruption Compliance Program has evolved over time with a view to continuous improvement. Since January 2017, the program has been certified ISO 37001:2016 ‘Anti-bribery Management Systems’ (the first Italian company to have received this certification) and, since 2024, the entire Compliance Management System of Eni SpA has been certified ISO 37301:2021. Subsidiaries in Italy and abroad must adopt the Anti-Corruption Regulatory Instruments issued by Eni, while companies in which a non-controlling stake is held are encouraged to comply with anti-corruption standards by setting up and maintaining an internal control system in line with legal requirements. Relevant activities within the Anti-Corruption Compliance

Program and the planning of such activities for subsequent periods are the subject of an annual report, which is an integral part of the Integrated Compliance Report to the Management and Control Bodies of Eni SpA<sup>6</sup>.

Eni also adopts anti-corruption initiatives towards its Value Chain through the provision of specific contractual clauses and compliance declarations that require compliance with the principles of the Eni Code of Ethics and the main internal anti-corruption regulations (see the [🔗 Anti-corruption initiatives for Eni’s Value Chain](#) section of the Sustainability Statement).

Regarding anti-corruption matters, Eni participates in international events and working groups, as part of the Partnering Against Corruption Initiative (PACI) of the World Economic Forum, the O&G ABC Compliance Attorney Group (a discussion group on anti-corruption issues in the Oil & Gas sector) and the International Chamber of Commerce (ICC) with the aim of contributing to the dissemination of a culture of legality and transparency, also through the preparation and/or updating of rules aimed at preventing the commission of corruption and money laundering.

*Focus on*

### Compliance risk assessment and monitoring

Eni has adopted a structured compliance risk assessment and monitoring process aimed at identifying, assessing and tracking corruption risks within its business activities, and at periodically analysing the trend of the identified risks, through the performance of specific second-level controls and the evaluation of risk indicators. The objective is to ensure adherence to regulatory requirements and the effectiveness of models, regulatory instruments and control systems, guiding their updating through the identification, from a risk-based perspective, of possible Risk Treatment actions.

For more details, see the [🔗 The Anti-Corruption Compliance Program](#) chapter of the Sustainability Statement.

### ANTI-CORRUPTION TRAINING

Eni believes strongly in the diffusion, at all Company levels, of a culture oriented towards legality and compliance with the rules, integrity values and principles of conduct and control. To this end, training initiatives are carried out on corruption prevention, differentiated according to the level of corruption risk of employees. Risk levels are determined on the basis of specific drivers such as Country, role, qualification and professional family. In particular, basic training is provided to cover 100 per cent of resources at risk and ultra-specialised training is provided for high-risk resources.

The training program consists of online courses and classroom sessions, including general workshops and ‘job-specific training’ intended for professional areas most exposed to corruption risk, which were attended by 1,503 and 937 resources respectively. During these courses, participants receive an overview of the anti-corruption and anti-money laundering regulations applicable in Eni, the tools for recognizing areas of corruption and money laundering risk and Eni’s related control measures. In addition, the methods of reporting violations of the anti-corruption and anti-money laundering laws or the Anti-Corruption Compliance Program are described. In line with the principle of top-level commitment, members of Eni’s top management, directors/heads of business and CEOs (or equivalent figure) of subsidiaries also participate in the training activities. In 2024, the online course ‘Code of Ethics, Anti-Corruption and Corporate Administrative Responsibility’ continued to be delivered to Eni staff in Italy and abroad, together with the new online course on the Anti-Corruption Compliance Program, for medium- and high-risk personnel, which involved 9,332 participants in the year under review. In addition, in 2024 (i) a general anti-corruption workshop was held for Eni’s M&A function, which was also attended by some members of the Board of Directors and Board of Statutory Auditors of Eni SpA; (ii) a competitive classroom seminar was designed and a pilot session delivered to make the workshop experience more interactive and engaging; (iii) an anti-corruption video game was delivered consisting of 16 anti-corruption dilemmas.

6 For details on the role of the Board of Directors on ICRMS and business conduct issues, see the [🔗 Governance Management Report](#).

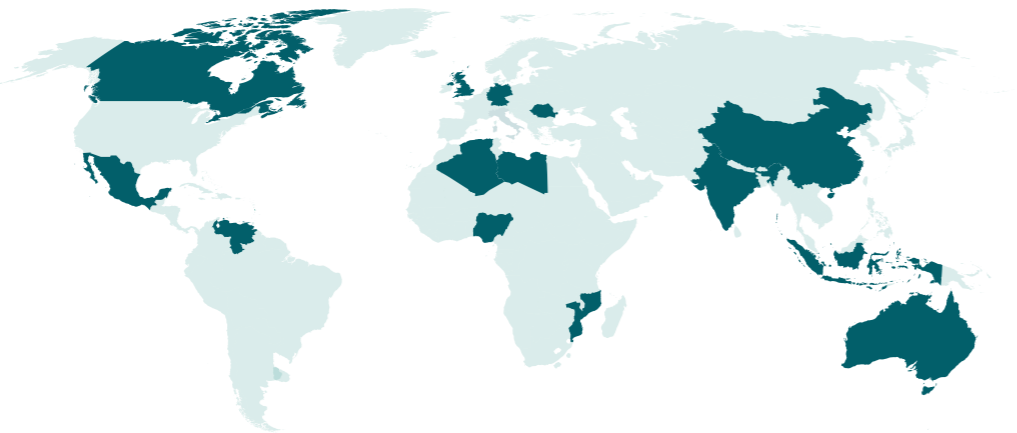
16 Countries\*  
involved in anti-  
corruption training  
activities

1,503  
participants  
in general workshops

937  
participants  
in job-specific training

Finally, in the area of training initiatives for third parties, Eni organized a number of sessions for specific types of Enilive counterparties (agents, LPG dealers and Italian lubricant dealers) in 2024 and continued the provision of an online course for high-risk suppliers.

COUNTRIES WHERE ENI ORGANIZED ANTI-CORRUPTION TRAINING



\*Mexico, China, Romania, Canada and India were involved in Finproject training, while the UK, the Netherlands, Australia and Indonesia were involved in Neptune's JV training.

REPORTING AND VERIFICATION PROCESS IN CASE OF VIOLATIONS OF THE CODE OF ETHICS, ANTI-CORRUPTION RULES AND OTHER REGULATIONS

Since 2006, Eni has had an internal regulation for management of whistleblowing<sup>7</sup>, updated in March 2024, which allows employees or third parties to report information on alleged violations acquired within the work context. Whistleblowing Reports are handled by a dedicated team that operates in accordance with the principles of objectivity, competence and professional diligence, also ensuring feedback to the whistleblower.

MANAGEMENT OF WHISTLEBLOWING



In order to facilitate the receipt of whistleblowing reports, both in written and oral form, using IT tools suitable for guaranteeing the confidentiality of the whistleblower's identity, as well as of the content of the whistleblowing report (including the identity of the reported person), a specific platform is in place, publicised on corporate websites and accessible via the link <https://whistleblowing.eni.com>. The platform guarantees, in order to ensure proximity to the whistleblower, the management of autonomous channels for Eni SpA and for EU subsidiaries with more than 249 employees or in other cases where this is necessary for the purposes of fulfilling the obligations of the local regulations implementing Directive (EU) 2019/1937. The individual subsidiaries have also established alternative tools for collecting whistleblowing reports, such as dedicated physical mailboxes or voicemail boxes, managed through dedicated functions of the platform. These modalities are adopted, when necessary, for instance in case of difficulties in accessing the Internet. The identity of the whistleblower and any other information from which that identity may be inferred, whether directly or indirectly, cannot be disclosed,

7 A whistleblowing report means any communication received by Eni concerning conduct – referable to Eni Persons or to all those who operate or have operated in Italy and abroad in the name of or on behalf of or in the interest of Eni – that has occurred or is very likely to occur – including, therefore, well-founded and concrete suspicions, as well as attempts to conceal such conduct – that stand in violation of laws and regulations, provisions of the Authorities, Code of Ethics, Models 231 or Compliance Models for foreign subsidiaries and internal regulations (such as, MSG Anti-corruption, etc.).

without the whistleblower's express consent, except in the cases provided for by law. The whistleblower is protected against any act of retaliation or discrimination, whether direct or indirect, for reasons connected with the report. Any violation of the prohibition on retaliatory and discriminatory conduct may result in disciplinary proceedings being instituted against the individual who engaged in such conduct and the adoption of appropriate disciplinary/supportive measures for any parties involved. This is without prejudice to the right of the whistleblower to inform the competent local authorities, bodies or institutions of the retaliation they believe they have suffered.

TAX STRATEGY AND TRANSPARENCY IN PAYMENTS

Eni's Tax Strategy, approved by the Board of Directors and available on the [Company's website](#), is based on the principles of transparency, honesty, fairness and good faith provided for in its Code of Ethics and in the 'OECD Guidelines for Multinational Enterprises'. This strategy is aimed at the timely and correct fulfilment of tax obligations in the various Countries where Eni operates, in compliance with both the letter and the spirit of the law, Eni being aware that it contributes significantly to the tax revenues of the Countries where value is created. The Company's Tax Strategy includes managing tax risk, cooperating with local tax authorities and rejecting aggressive tax policy choices, including locating legal entities in so-called tax havens. As part of the internal control system, Eni has implemented the Tax Control Framework, for which the CFO is responsible, which is structured in a multi-step business process designed to reduce the risk of violations with significant financial or reputational impact (tax risk) to a relatively low level. In 2024, Eni SpA and its subsidiaries were not involved in any tax litigation for violations of the law or tax fraud that resulted in a final conviction. For more information on the status of the Group's tax litigation, please refer to the notes to the consolidated financial statements; these disputes relate to the technical interpretation of local tax regulations, which are often very complex, and are managed with a view to conciliation. As part of its tax risk management and litigation activities, Eni adopts a policy of prior dialogue with the tax authorities and maintenance of relations based on transparency, dialogue and collaboration, participating, where appropriate, in enhanced cooperation projects such as the cooperative compliance regime in Italy. Since 2005, Eni has been a member of the Extractive Industries Transparency Initiative (EITI), the global initiative that promotes responsible and transparent governance of financial resources generated by the extractive sector, which is essential to encourage the use of resources in support of local development and to prevent corruption. Since joining, Eni has played an active role in supporting the initiative and is a member of the local *Multistakeholder Groups*, where government, extractive companies and civil society work together to effectively implement the initiative. Since 2023, it has also been part of the Board as an Alternate Member in the Oil and Gas Constituency. In accordance with Italian Law No. 208/2015, Eni drafts and voluntarily publishes, even in the absence of regulatory obligations, the 'Country-by-Country Report' (CbCR), the objective of which is to provide transparency on the correlation between the profits declared by multinational companies in their jurisdictions of operation and the soundness of the economic activities carried out locally, in proportion to the value generated. The publication of this report has been recognized as best practice by the EITI itself. During 2024, EU Directive no. 2021/2101 was transposed in Italy, which provides for the mandatory publication of certain elements of the CbCR starting from the 2025 tax period.

Focus on

Why some Eni companies are based in Countries different from those where they operate: reasons and fiscal principles

Eni operates with integrity and transparency, carrying out its activities with responsibility, fairness, honesty and good faith, in compliance with local regulations. In particular, Exploration & Production activities, which represent the main source of income taxes for Eni, are organized to ensure that such taxes are paid in the Countries of operation, in compliance with local regulations. The use of companies resident in Countries other than those in which they operate through local permanent branches, mainly in the Netherlands and the United Kingdom, is solely for administrative reasons, such as the ability to prepare financial statements in US dollars (the reference currency for the oil sector) and to repatriate profits efficiently to the parent company. Local branches are taxable entities and pay the tax burden related to upstream activity to the jurisdictions that have sovereignty over the resources in accordance with local regulations and contractual production-sharing agreements. Their use does not interfere with the payment of taxes pertaining to the Countries where the activity actually takes place. In this context, the Country-by-Country Report developed by the OECD and published by Eni aims to provide transparency and clarity to various stakeholders about the income tax contribution paid in the jurisdictions where the group operates, by providing concise information about its presence.

# Innovation, Digitalization and Cyber Security



*Why is it important for Eni?*

Technological innovation is central to our Company because it allows us to create sustainable value over time and offer increasingly decarbonized solutions, services and products. By also creating new business models, we enhance the multidisciplinary skills of our people, in continuous dialogue with the best external realities and innovation ecosystems.

**LORENZO FIORILLO** HEAD OF TECHNOLOGY, R&D & DIGITAL AT ENI

### INNOVATION

Technological innovation is one of the key tools to address the complexity of the challenges posed by the energy transition. Increasing and integrating renewables into energy systems, finding more sustainable alternatives to conventional fuels, using energy more efficiently and developing new solutions, including potentially disruptive ones such as magnetic confinement fusion, are all areas that require continuous innovation.

Innovation, however, is not only pure technology, but also an approach deeply rooted in Eni's history, which fosters dialogue between different disciplines and skills, enhances joint work and leads to the achievement of cutting-edge goals. In this way, Eni contributes to ensuring an effective and fair energy transition that does not exclude a priori any possible solution, according to the principle of technological neutrality.

One of the areas of greatest interest is CCUS (Carbon Capture, Utilization and Storage), with the aim of covering the entire chain of carbon emission reduction in the atmosphere: from capture to transportation, storage, and utilization. Jointly developed with Snam through a 50/50 joint venture, Phase 1 of the Ravenna CCS project was launched in August 2024. On an industrial scale, it is among the best-performing projects in the world in terms of the capture system.

In the bio-refining sector, protocols and capacities were optimized to identify and validate new biofeedstocks suitable for biorefineries in order to optimize vertical integration along the value chain. In this context, in 2024, approximately 7,000 analyses were carried out on more than 100 bio-oils from various parts of the world. In addition to this, the certification processes were initiated for the utilization and development of oil cakes, by-products of bio-oil production, as fertilisers, animal feed and agricultural soil improvers.

To have an effective impact on the decarbonization process, Eni has adopted an internal standard that promotes a lifecycle approach, a Life Cycle Thinking, in the evaluation process of development initiatives for all businesses. For example, the DEMO project (feasibility and FEED) for the regeneration of bleaching soils and the treatment of rubber water for the Gela Refinery was launched in 2024. According to a feasibility estimate, the construction of the plant will lead to a reduction of greenhouse gases related to the feedstock pre-treatment process before it is used in the ecofining section.

### Magnetic confinement fusion

*Focus on*

In the area of breakthrough technologies, in 2024, Eni and the United Kingdom Atomic Energy Authority (UKAEA), the UK's national organization responsible for sustainable fusion energy research and development, have entered into a collaboration agreement to conduct joint fusion energy research and development. The collaboration primarily initiates the construction of the UKAEA-Eni H3AT Tritium Loop facility. H3AT is designed to be a world-class center of excellence that will provide industry and academia with the opportunity to investigate innovative solutions for processing, storing and recycling tritium. The facility aims to demonstrate the feasibility of the tritium fuel cycle on an industrial scale, helping to strengthen future fusion power plants. Also in 2024, Eni and CERN signed a collaboration agreement to speed up the industrial development of magnetic confinement fusion and advanced accelerators. This collaboration goes beyond an exchange of know-how: it is the sharing of a vision and a commitment to create innovative solutions, from particle physics to sustainable energy such as fusion.



Interview



JENNIFER GANTEN  
CHIEF GLOBAL  
AFFAIRS OFFICER AT  
COMMONWEALTH  
FUSION SYSTEMS

“ Interview with Jennifer Ganten

Who is Commonwealth Fusion Systems (CFS) and what is SPARC?

CFS, based in Massachusetts, spun-out of MIT in 2018 to accelerate the commercialization of fusion energy. CFS is the largest private fusion company in the world, raising more capital than any other fusion energy company – and attracting top talent to design and build commercial fusion power plants. SPARC is a machine based on a ‘tokamak’ design, which uses powerful magnets to contain and control a very hot gas, made of ions and electrons, called plasma. The goal is to get this plasma to undergo a fusion reaction, similar to what happens in the sun, which will produce tremendous amounts of energy. SPARC is designed to demonstrate that we can produce more energy from magnetic fusion than it takes to start and sustain the process (the milestone called Q>1) and be the basis for our commercial fusion power plant called ARC. SPARC will pave the way for ARC, a power plant that will put fusion energy on the grid in the early 2030s.

What have been the main achievements for CFS in 2024 and what are the next steps for CFS?

2024 has been a very important year for us, our team has grown to more than 1,000 people and we have reached peak manufacturing speed and made substantial progress building the magnets for SPARC at our Devens, Massachusetts, magnet factory. Construction of the SPARC facility is about 60% complete, including progress installing supporting systems like cooling and power. In 2025, CFS began assembling the tokamak itself. We installed the first tokamak component – the cryostat base at its foundation – and next we will

incorporate completed magnets and the vacuum vessel. The project is moving forward with the goal of subsystem testing starting in 2025, preparing for operations thereafter. After SPARC, the goal is to build a machine to provide electricity from fusion into the grid. This is the objective of ARC, CFS’ fusion power plant. This will be a catalytic moment on the path to commercializing fusion energy. We also announced in December 2024 that we’ll build the first ARC in Chesterfield County, Virginia.

What is the role of Eni in CFS and how is the partnership evolving?

Eni is supporting the advancement of CFS in multiple ways as CFS works to deliver and scale fusion power plants globally. Eni has made significant investments in CFS since its beginning and shared project management and engineering expertise as an end-user-oriented energy company. We are also maturing our technological collaboration, in which Eni shares its deep, global energy experience, while CFS brings its fusion-specific expertise to technology development projects that will make an impact as fusion energy becomes a part of the worldwide energy supply.

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DIGITALIZATION

Digitalization at Eni is a key element for innovation and sustainability, pervasive throughout the company. The technologies and solutions adopted aim to make processes and operations more efficient, accelerating the transition to a more sustainable energy future and reducing environmental impact. In 2024, Eni continued its digitalization journey with initiatives in the following areas:

	<b>SUPERCOMPUTING AND ENHANCING THE GREEN DATA CENTER</b> In 2024, the new HPC6 (High Performance Computing - HPC) the world’s fifth largest supercomputer by computing capacity (Top500 ranking, November 2024) and the world’s first supercomputer for industrial use, was completed and started up. HPC6 represents a fundamental tool to strengthen Eni’s leadership in geosciences, accelerating the application of supercomputing in business areas related to the energy transition. The contextual creation of a new dedicated Competence Center aims to enable widespread adoption of HPC, through collaborations with various Eni’s directorates and “satellites”, and external research hubs, in strategic areas such as process optimization, materials science and computational fluid dynamics, also experimenting with approaches based on quantum computing. The Green Data Center, one of the most energy-efficient computer centres in Europe, was adapted to house the supercomputer, which, thanks to a liquid cooling system capable of dissipating 96% of the heat produced, achieved significant energy efficiency results, resulting in being 21 <sup>st</sup> in the ‘Green500’ ranking. This result is particularly significant because, traditionally, the supercomputers at the top of this ranking are smaller in size and performance than those in the HPC6 class.
	<b>DATA AND ARTIFICIAL INTELLIGENCE</b> The gradual adoption of data-driven approaches and artificial intelligence contributes to improving the integrity and efficiency of assets, enhancing the value of the customer base, accelerating technological research and enhancing internal knowledge by exploiting the potential offered by generative AI. In 2024, Eni launched an internal multidisciplinary project with the aim of defining a Responsible AI framework to ensure the development and adoption of AI solutions in a safe, reliable, transparent, ethical and human-centric manner, in line with the principles of the European AI Act.
	<b>INFRASTRUCTURE RESILIENCE AND APPLICATION MODERNIZATION</b> The evolution in the technology landscape in the various business areas supports the evolution and emergence of new business models, such as the agri-feedstock supply chain, and the transformation towards a satellite-based set-up with continuous monitoring of infrastructure resilience and Cyber Security.
	<b>NEW WAY OF WORKING AND SKILLS</b> The evolution in the way of working goes through the digitalization of internal processes and the evolution of digital tools and services to support employee centrality (Mobile4All). The promotion of the digital mindset and skills is supported by transversal upskilling programs and centers of excellence for frontier technologies (supercomputing, data, AI, Agile). In addition, awareness of the relevance of AI and Cyber Security is extended externally through workshops in schools.

Increasing attention is being paid to digital sustainability, understood as the set of practices, processes and tools that make it possible to design, develop and use digital products and services according to a logic of progressive containment of the carbon footprint and enhancement of the positive impact on the way of working. The objective is to put digital innovation at the service of people to generate value along the entire value chain, supporting the energy transition.

CYBER SECURITY

Cyber Security risk at Eni is considered high, due to the geopolitical context in which Eni operates and the growing trend of cyber-attacks. For this reason, in a risk-based approach, Eni has established various initiatives and defence measures aimed at preventing incidents and containing their impacts. In 2024, the Cyber Security Culture program continued, with more than 130 initiatives, aimed at promoting a culture of Cyber Security through actions to spread ‘cyber aware’ behaviour to the entire Eni population. Collaborations with organizations, universities and institutions also continued, such as the collaboration with the SERICS Foundation (Security and Rights in CyberSpace) in the context of the PNRR. Among the initiatives aimed at the national digital ecosystem, Eni has provided awareness-raising workshops through the ‘Cyber Security For’ initiative, for basic Cyber Security training for teachers, parents and students in primary, lower and upper secondary schools. This program included 11 initiatives that also deal with issues related to generative Artificial Intelligence. In 2024, Eni recorded approximately 494 million attacks (including automated ones) on applications exposed on the Internet.

~4,700  
phishing campaigns

~19 mln  
malicious e-mails

OPEN INNOVATION

Eni's approach to open innovation is overseen not only centrally through a dedicated unit, but also through the activities of 3 entities: Joule, Eni's School of Entrepreneurship for the growth of innovative and sustainable start-ups to create an entrepreneurial ecosystem in the zero-emissions energy supply chain, Eni Next, the Corporate Venture Capital that invests in high-potential start-ups for the creation of game-changing technologies, and Eniverse, the Corporate Venture Builder that valorises innovative technologies starting from those owned by Eni, to create new Eni ventures to support a just transition. These entities operate synergistically through their presence in the technology market, the acceleration of the innovation process and the valorization of technological assets, skills and talents.

In the field of open innovation, Enivibes, Eniverse's first venture specialising in advanced solutions for monitoring pipeline integrity, carried out pilot installations on aqueducts and water distribution and district heating networks in Italy in 2024, to test the e-vpms® technology in diverse operational scenarios. In particular, tests were carried out on water adduction pipelines, water distribution and district heating networks, both in urban and suburban environments, in order to evaluate medium- and large-scale installations. The performance of leak detection and localisation accuracy in these different scenarios made it possible to detect, in real time, leaks of a fraction of a litre with a localisation accuracy of metres.

MISSION		TECHNOLOGICAL MATURITY	
	Accelerating innovative and sustainable startups and spreading the culture of entrepreneurship inside and outside Eni.	<div><div></div><div></div><div></div></div>	<div>LOW</div> <div>IDEA</div> <div>MEDIUM</div> <div>PROTOTYPE</div> <div>PRODUCT</div> <div>HIGH</div> <div>BUSINESS SCALE-UP</div>
	Developing innovation ecosystems and researching innovative business solutions.	<div><div></div><div></div><div></div></div>	
	Valorizing Eni's technological assets by creating new ventures in new markets.	<div><div></div><div></div><div></div></div>	
	Investing in the growth of startups with high technological potential by establishing long-term relationships.	<div><div></div><div></div><div></div></div>	

Focus on

e-vpms technology®

The e-vpms® (Eni vibroacoustic pipeline monitoring system) technology can monitor thousands of kilometres of pipelines, ensuring the detection of leaks due to theft or third-party interference (impacts and excavations). The use of the e-vpms® system on oil and gas distribution plants in Italy has contributed to a drastic reduction in illegal withdrawals. In recent years, the use of the system in the water sector has been evaluated to safeguard distribution systems against waste and ensure maximum energy efficiency in district heating networks.

Case Study

Joule: start-up incubation and acceleration programs

Joule represents one of the pillars that make up Eni's Open Innovation model. A model created to generate value for Eni through monitoring the technology market, the acceleration of the innovation process and the enhancement of technological assets, skills and talents. In 2024 Joule continued to support the growth of start-ups engaged in the energy transition, promoting a more sustainable entrepreneurship and the spread of entrepreneurial culture inside and outside Eni.

Joule supports entrepreneurial development through idea generation, incubation and acceleration programs for early-stage start-ups with the aim of identifying innovative solutions that meet Eni's business needs. In particular, in 2024:

- 4 idea generation programs (Joule Discovery Lab), involving R&D and the Enilive and Versalis businesses,
- 8 incubation and acceleration programs in Italy. In particular, the fourth edition of the cleantech accelerator ZERO in Rome and the first edition of the infratech accelerator CrossConnect in Catania, in which Eni is a partner through Joule, were launched.

RESULTS 2024

152 start-ups in the portfolio (+17%)	12 proofs of concept realized with business	3 Joint development agreements signed between start-ups and R&D
3 start-ups became Eni suppliers	150+ Eni people involved in idea generation programs	15,000+ hours of training delivered on entrepreneurship

ENI'S COMMITMENT TO RESEARCH AND DEVELOPMENT

Research and technological innovation represent key elements for Eni in its commitment to make access to energy resources more efficient and effective, to reduce its carbon footprint. This vision is based on the synergy and flexibility of internal competencies and on an extensive network of collaborations with universities, companies and innovation ecosystems.

In 2024, Eni's financial commitment to scientific research and technological development activities amounted to €178 million, of which approximately €145 million was allocated to the process carbon footprint reduction, the circular economy, renewable energy and magnetic confinement fusion. During the year, 39 new first filing patent applications were filed to protect the results generated by the internal R&D activities of Eni and its subsidiaries, also with the help of the network of external collaborators. Of these, 23 patent applications concern the development of technologies from renewable sources (biofuels, solar and 'bio' and circular chemistry). In addition to patent applications, a further 5 intellectual property titles were generated, relating to copyright protection of software to support operations in the Asset Integrity area and the filing of ornamental patterns in the compounding area. The total number of rights in the portfolio of intellectual property rights (10,244) increased by just under 4% compared to the previous year (9,893). During the year, the implementation of innovative technologies, technology inbound, and activities from open innovation and venture capital continued to generate significant benefits (1,254 M€) in terms of operational efficiency, sustainability and cost optimization. The adoption of advanced analysis and modelling tools further improved the accuracy of subsurface characterization, accelerating decision-making processes and optimizing resource management. On the operations side, the integration of digital systems and AI solutions has enabled more efficient asset management, reduced downtime and increased productivity. In the downstream sector, biorefineries have benefited from improvements in pre-treatment and conversion processes, with increased yields and greater valorization of renewable raw materials.

39  
new first filing patent  
applications

145 mln  
destined for  
decarbonization