

Sustainability in the value chain

Customers and consumers 122

Suppliers 128

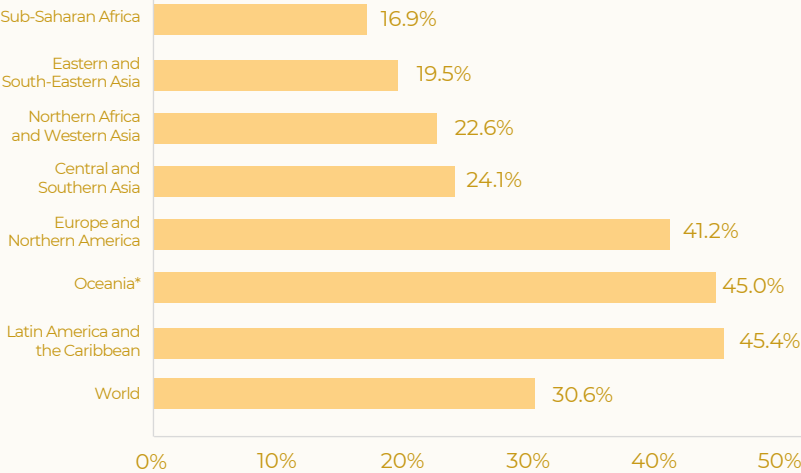


REFERENCE CONTEXT

ACCESS TO CREDIT FOR SMALL ENTERPRISES

Small enterprises are the foundations of economies, providing job opportunities and supporting livelihoods across communities, but are more vulnerable to shocks than large enterprises, especially in lower-income countries. A key factor in their survival and, hopefully, prosperity is access to credit, which remains difficult in many countries. According to survey data from 2006 to 2023, only 16.9% of small-scale manufacturing industries in Sub-Saharan Africa received loans or lines of credit, well below the global average of 31%. Easier access to credit is crucial for fostering the growth, competitiveness and resilience of small enterprises.

PROPORTION OF SMALL-SCALE INDUSTRIES WITH A LOAN OR LINE OF CREDIT 2006-2023



(*) Excluding Australia and New Zeland.

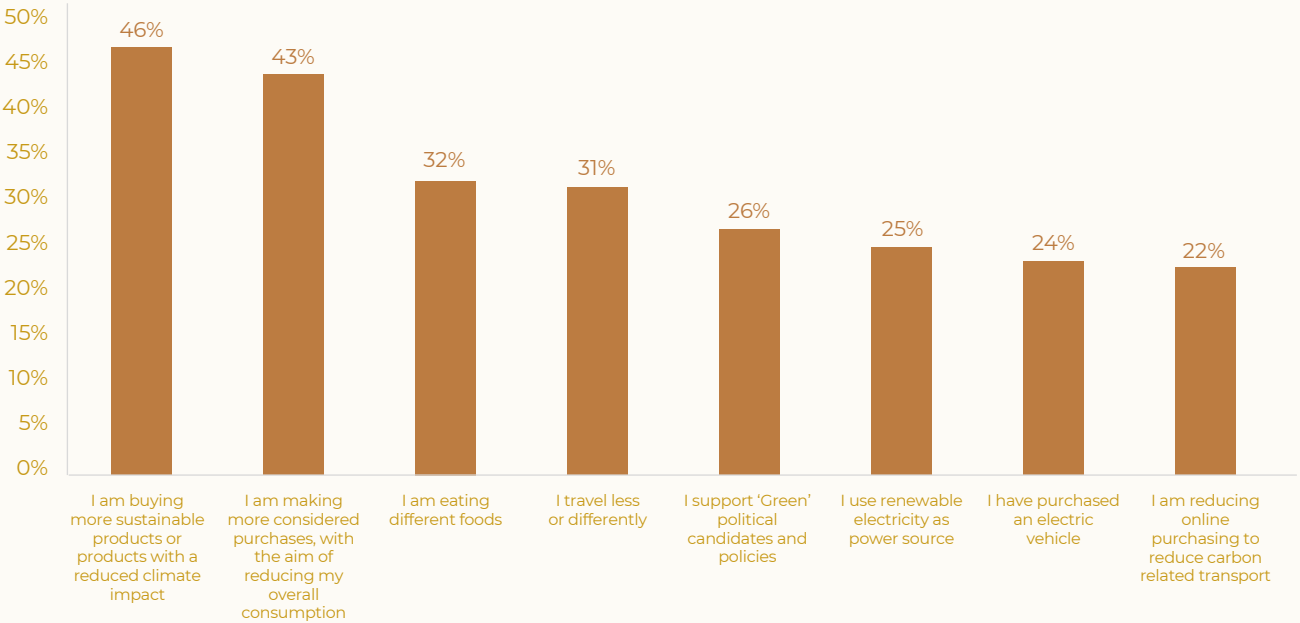
Source: © 2024 United Nations, *The Sustainable Development Goals Report 2024*, New York.

PURCHASING DECISIONS AND THE ENVIRONMENT

According to recent research, customers attach great importance to environmental issues. Surprisingly, 85% of people claim to have directly experienced the disruptive effects of climate change. Not surprisingly, reducing climate impact is by far the most important product feature influencing purchasing decisions. However, for many customers, there is a general mindset of reducing overall consumption, which profoundly affects their lifestyle. With a cascading effect, all their purchasing decisions are likely to be influenced by this aspect.

Source: PwC, Voice of the Consumer Survey 2024, May 2024.

WHAT ACTIONS OR BEHAVIOURS, IF ANY, HAVE YOU TAKEN TO REDUCE YOUR IMPACT ON CLIMATE CHANGE?



Customers and consumers



Why is it important for Eni?

With Plenitude and Enilive, Eni builds innovative and sustainable solutions to meet today's needs and anticipate those of tomorrow, putting the customer at the centre of an integrated ecosystem.

ANDREA MERCANTE HEAD OF CT&FO BUSINESS INTEGRATION AT ENI

THE CUSTOMER AT THE CENTER: AN INTEGRATED OFFER FOR A CHANGING WORLD

In an ever-changing environment, where mobility is becoming more and more flexible and energy has to be increasingly sustainable, Eni has adopted an innovative and integrated approach. Through Plenitude and Enilive, customers have solutions to meet their energy and mobility needs. Plenitude supports households and companies in the energy transition by offering power from renewable sources, photovoltaic plants, energy efficiency solutions and e-mobility services. Enilive with research and technologies increases the offer of progressively more decarbonized products and services to move with ease and with a reduced impact in terms of CO₂ emissions. Plenitude and Enilive will increasingly strengthen their synergy to offer integrated solutions. This path passes through an ever deeper knowledge of the needs of their customer base and the desire to build a lasting relationship based on trust and mutual value.

CUSTOMER CENTRICITY AND SPREADING THE CULTURE OF SUSTAINABLE ENERGY USAGE

Plenitude adopts a business model that integrates power production from renewable sources, the sale of energy and energy solutions, and an extensive network of proprietary charging points for electric vehicles. In 2024, the company offered its services to more than 10 million customers, mainly located in Italy (80%), but also in France, Greece, the Iberian Peninsula and Slovenia. Plenitude adopts the Design Thinking methodology, with the aim of developing tailor-made solutions for its customers, focusing on the centrality of users' needs to create value through omni-channel solutions. Since 2022, Plenitude has been offering all B2C customers 100% power from renewable sources and, in 2024, saw an increase in the proportion of power certified through guarantees of origin to the total energy sold in Europe from 69% in the previous year to 74%.

Energy efficiency solutions

Plenitude, through its subsidiary Plenitude Energy Services (PES) (ESCO – Energy Service Company – of Plenitude), born from the merger of SEA and Evolvere³¹, offers its customers a wide range of energy efficiency solutions for buildings.

Energy requalification of buildings

Plenitude offers solutions for energy requalification and anti-seismic reinforcement through the 'CappottoMio' project. Planned interventions include thermal insulation, the upgrading or replacement of thermal systems, earthquake-resistant consolidation and the installation of photovoltaic systems, storage systems and facilities for electric vehicle charging. The interventions carried out under the initiative involved **approximately 3,330 buildings** in 2024.

Plenitude has also carried out energy requalification and energy efficiency projects for large companies and SMEs, through the signing of **Energy Performance Contracts (EPC)**. Services under the EPC contracts include the study and energy analysis of production plants and the identification of innovative solutions for plant efficiency, installation of remote monitoring and optimization systems for plants, and relamping. In 2024, about 115 interventions had been performed or are currently in progress under EPC contracts.

Sale, installation and operation of photovoltaic systems

Plenitude offers installation, management and monitoring services for photovoltaic systems for both domestic and industrial customers. At the end of 2024, installed capacity reached 150.36 MW between owned and managed plants throughout Italy, registering a 63% increase compared to 92 MW at the end of 2023.

In 2024, Plenitude, to comply with the new regulatory provisions³² and to encourage the deployment of Energy Communities, specialized its design, implementation and configuration management processes to align with the three types foreseen by the regulations, simplifying activities for promoters and community participants.

Approximately
13.6 TWh of
power certified
through guarantees of
origin sold in Europe in
2024

31 As of 1 January 2024, Evolvere S.p.A. Società Benefit incorporated SEA S.p.A. through a merger, and changed its company name to Plenitude Energy Services S.p.A.
32 In 2024, the regulatory path for the development of Energy Communities in Italy was completed, definitively introducing three types of incentivisable configurations: Renewable Energy Communities (CERs), Individual Offsite Consumption (AID) and Collective Offsite Consumption (AUC), together referred to as CACER (Configurations of Offsite Consumption for the Sharing of Renewable Energy).

Other energy efficiency solutions

Smart Home energy efficiency products: Plenitude introduced Eugenio; a smart energy ecosystem designed to encourage more efficient use of home energy. Using the home's internet connection, data is sent to the cloud and made accessible via a mobile app, giving users tools to optimize consumption and improve energy management.

Goods and services for heating and cooling: Plenitude offers its customers in Italy heating and cooling products (boilers, high-efficiency water heaters, air-conditioners and hybrid heating systems), for residential or similar domestic use, through partnerships with Riello, Ariston and Haier.

Installation of charging columns (wallboxes): Plenitude provides its end customers and businesses with the installation of charging columns (wallboxes), with related management and monitoring, also in combination with other services, such as the supply of power from renewable sources or the installation of a photovoltaic system.

Focus on

Plenitude customer engagement in Italy

During the year, Plenitude continued its commitment to engage its customers in the energy transition journey, with the 'Aware Actions' section of the 'Plenitude Insieme (Together)' loyalty programme, which provides customers with useful tools to increase awareness and knowledge about energy efficiency. In 2024, the section was enriched by rewarding customers who checked their consumption behaviour each month in order to encourage full awareness. By the end of 2024, 1,055,000 customers were enrolled in the programme, with high participation rates: 87% of enrolled customers had interacted with the programme at least once and more than 200,000 customers had performed the proposed Aware Actions at least once.

With regard to initiatives for vulnerable customers, in 2022 Plenitude became one of the first 50 partner companies of the National Youth Card, an initiative of the Department for Youth Policies and Universal Civil Service aimed at young European residents in Italy aged between 18 and 35. The card gives access to discounts on the supply of gas and power from renewable sources covered by the Guarantee of Origin, a discount on a consumption recharge via the Plenitude On the Road app, and a dedicated promotion on boilers and air conditioners. In addition, after the end of the protected gas market in December 2023, Plenitude has defined a similar offer for non-vulnerable customers, guaranteeing a level playing field for those who have not joined the free market. The update of the Plenitude app has been completed so that all its functionalities can be used by blind and visually impaired people. For deaf customers, in addition to chat, TELLIS, a customer service allowing communication through Italian Sign Language, with qualified interpreters connected remotely, has been active since 2022.

Electric mobility

In 2024, Plenitude continued to grow its business model, increasingly becoming a point of reference for innovation in the electric mobility market. The goal is to contribute to the energy transition also through a less polluting mobility model, supporting the installation of charging points for electric vehicles powered by energy certified through guarantees of origin, fed into the grid and produced from renewable sources, in a capillary manner throughout Italy and abroad. During 2024, Plenitude installed and activated about 2,300 On the Road charging points in Italy and Europe. With more than 21,000 charging points installed as of December 31, 2024 (+12% compared to 2023), Plenitude establishes itself as one of the most important operators in the panorama of charging services for electric vehicles in Italy and Europe. During the year, charging sessions and energy delivered saw a 20% growth compared to 2023. Looking ahead to the coming years, Plenitude's goal is to create one of the largest and most capillary public charging infrastructures for electric vehicles in Italy and Europe, with more than 24,000 charging points installed by the end of 2025 and 40,000 by 2030.

Case study

'On the Road', the new identity of e-mobility services

In 2024, Plenitude launched 'On the Road', which unifies all charging solutions, both at home and on the road, under one identity, consolidating the integration process of Be Charge within the company.

In fact, since October 2024, Be Charge, the Plenitude company dedicated to electric mobility solutions, has renamed its app to 'Plenitude On the Road', with an optimized design and a charging experience that will continue to evolve thanks to increasingly innovative services. At the same time, the network of more than 20,000 charging points in Italy and Europe has been unified under the Plenitude brand, while the Be Charge website has been integrated into the Plenitude corporate and commercial portal. This evolution aims to contribute to the acceleration of the development of Plenitude's electric mobility in Italy and abroad, particularly in those Countries where the company is already present on the market with its energy solutions for families and businesses.

Plenitude's protection of customers

Plenitude protects customers from unfair commercial practices, assuming, where possible, the resulting charges. It has signed, with the associations belonging to the National Council of Consumers and Users, the protocol of unsolicited activations. In addition, the Joint Alternative Dispute Resolution is in place, for an out-of-court, quick and simple solution to disputes.

In the data protection area, Plenitude organizes the processing of personal data and the management of confidential information using an interdisciplinary approach to identify the best methods, in compliance with the principles and requirements established by European Regulation 2016/679. The Company also constantly monitors the quality of service, with a particular focus on contractual activations and missed activations.

To combat attempted fraud and to support customers who are victims of potential scams, Plenitude has put several initiatives in place, including a dedicated toll-free number, an operator identity verification service and information alerts on attempted scams. The verification service, which has been active since 2020, received more than 1,887 reports during 2024, of which more than 99% related to numbers not registered in the Single Register of Call Center Operators and therefore in violation of the law and potentially fraudulent.

ENILIVE - TOWARDS MORE SUSTAINABLE MOBILITY

Enilive is Eni's company dedicated to the transformation of mobility. All of Eni's activities dedicated to mobility converge within Enilive, including biorefining and biomethane assets, smart mobility solutions, such as Enjoy vehicle sharing, the production and marketing of all energy carriers, through a network of over 5,000 Enilive stations in Europe, and services to support people on the move, with a special focus on the food sector.

Mobility Solutions

Enilive is a strategic partner for its customers, offering concrete solutions that promote the decarbonization of the private mobility and transport sector, and thus contributing to the energy transition. Enilive develops and provides innovative products aimed at increasing sustainability, responding to the needs of an ever-changing market. The point-of-sale offer focuses on alternative energy carriers, such as HVolution pure biofuel, produced from waste raw materials, vegetable residues and a residual part of oils from crops, which is already available in more than 1,200 Enilive service stations in Italy. Enilive is also committed to the development of sustainable fuels for the aviation sector, such as biojet (Sustainable Aviation Fuel - SAF), produced at the Gela biorefinery thanks to the Ecofining technology™ (see the dedicated box on page 54 in the section on **Carbon Neutrality by 2050**).

Focus on

Partnerships for sustainable mobility (Itabus, Poste Italiane, Ryanair, easyJet)

Enilive supports its customers and business partners in the energy transition, not only through the distribution of biofuels, but also through strategic partnerships that foster the penetration of low-emission fuels in the transport sector.

Itabus: Enilive has consolidated its collaboration with Itabus, the long-distance road transport company, part of the Italo group. The agreement includes the use of HVolution biofuel, Enilive's 100% renewable raw material diesel, for Itabus's 100 vehicles used in passenger road transport in Italy.

Poste Italiane: Enilive signed an agreement with Poste Italiane for the supply of biofuels for its ground and air vehicles. For road transport, Enilive will supply HVolution diesel. For air transport, the agreement foresees the supply of Sustainable Aviation Fuel - SAF.

easyJet and Ryanair: Enilive signed agreements with the two companies to supply SAF, thus contributing to the decarbonization of the aviation sector.

- **easyJet** will use SAF supplied by Enilive on some routes from Milan Malpensa, benefiting from the SAF Support Program 2024 promoted by SEA (the airport management company). In addition, a Letter of Intent was signed for a potential supply of around 30,000 tonnes of SAF in purity at other Italian airports where easyJet operates.
- **Ryanair** and Enilive signed a Letter of Intent for a long-term supply of SAF (up to 100,000 tonnes between 2025 and 2030) at some Italian airports where Ryanair operates.

Smart mobility is a pillar of Enilive's strategy, with innovative solutions combining sustainability, efficiency and convenience. Thanks to strategic partnerships and integrated services such as Enjoy and electric charging infrastructures, Enilive accompanies its customers towards a more responsible and connected mobility. Car sharing represents an alternative solution to the use of private vehicles, allowing customers to rent a vehicle according to their mobility needs. Enjoy, with 11 years of activity, is present in five Italian cities (Milan, Rome, Turin, Bologna and Florence) with the free-floating model, which allows customers to start and end rentals at any point within the coverage area. In addition, Enjoy is present in over 50 cities with Enjoy Point, the station-based service available at Enilive Stations, which allows users to book a vehicle digitally up to 24 hours in advance. With a fleet of 2,600 vehicles, Enjoy has served 1,800,000 customers and made over 35 million rentals. Its continuous evolution aims to promote an increasingly circular and accessible mobility model. Enilive's commitment to sustainability is reflected in the progressive hybridization of its fleet and in the introduction, through the agreement with XEV, of electric mobility solutions, together with the 'Battery swapping' service, which allows a discharged battery of an electric vehicle to be quickly replaced with one that is already charged, instead of having to wait for the time needed to recharge it.

Enilive has also developed **Parking**, with the aim of integrating the mobility network by enhancing and upgrading disused property assets. Parking offers smart parking solutions at Enilive enabled stations and redeveloped Enilive sites, accessible 24/7. The service also aims to meet the needs of intermodality, through the exchange with car sharing services, where present, to allow easier access to the city's Restricted Traffic Zones (ZTL).

Mobility Hubs

The Enilive service station network has embarked on an evolutionary journey to become a multi-service Hub, expanding its reach with an integrated physical and digital offering to ensure solutions consistent with the needs of the customer on the move. Enilive's Mobility Hubs offer a diverse range of services to simplify mobility and enhance the customer experience:

- **Electronic toll collection** thanks to the partnership between Enilive and Telepass;
- **Parcel delivery**, with self-service parcel pick-up, return and delivery solutions;
- **Banking and postal services** in partnership with Poste Italiane and Postepay;
- **Truck centers** located at motorway junctions, designed for heavy mobility, with safe areas equipped with toilets, laundries, WiFi, refuelling and electric charging;
- **Wash**, the washing service using advanced technology;
- **Multicard**, Enilive's business payment system.

Case study

Self per tutti (Self for all) - for barrier-free refuelling

Enilive is committed to promoting increasingly **inclusive and accessible** mobility, ensuring that all customers can refuel independently and safely. Self per Tutti is a programme launched in 2019 in collaboration with **Federazione Associazioni Italiane Paratetraplegici (Federation of Italian Paraplegic Associations)** and **UNEM** station operators, with the aim of offering dedicated assistance to customers with disabilities at **enabled Enilive Stations**.

Thanks to this initiative, drivers with disabilities can take advantage of the refuelling service, also at **self-service stations**, benefiting from the lowest price without giving up the support of an operator.

Focus on

Digital transformation

Digital transformation is a pillar in Enilive's evolution, finding particular application in Enilive Stations. This process is supported by the integration of advanced technologies that enhance the customer experience. Among the main initiatives developed are:

- **App Eni Live** allows digital payment, access to loyalty programmes and management of the dematerialized Multicard;
- patented **Eni Virtual Station** (EVS) platform enabling cloud-based management of Enilive service stations, customized services, enhanced payments and improved accessibility;
- the **SONIA** self-service system that automates orders and payments through the use of digital, indoor and outdoor totems;
- Digital Onboarding for the complete digitization of contracts to eliminate paper documentation and optimize processes.

Food

Enilive's focus on the food segment is consistent with the demand of customers on the move. Enilive's food offer is divided into two main formats that reflect criteria towards greater sustainability and Italian identity, guaranteeing an offer of products and services capable of accompanying customers on the move throughout the day: Enilive Café and ALT-Stazione del Gusto.

Enilive Cafés is the format that, with about 1,200 outlets across Europe, offers a dedicated breakfast and light lunch service. Alongside Enilive Cafés, the Emporium project offers convenience stores designed to meet the needs of customers on the move, with food and essential goods. ALT-Stazione del Gusto, on the other hand, was created through a partnership between Enilive and the Niko Romito Academy. It emphasises selected raw materials and innovative preparation techniques, reducing food waste and promoting conscious gastronomy.

Focus on

Green Claims: the commitment to transparent communication

In line with the Code of Ethics, Eni is committed to managing its relations with customers and consumers in a transparent manner, protecting their right to receive quality information. To consolidate these commitments, in 2023 Eni adopted an  **CG Policy Consumer Protection & Green Claims**. The Policy is aimed at ensuring compliance with Consumer Protection rules and principles, while also ensuring proper environmental and sustainability communication and managing any impacts that the company's activities could generate on customers and end users. This is the context of the decision of the Council of State (Consiglio di Stato) that, in 2024, rejected the argument of the Italian Antitrust Authority (AGCM) according to which Eni had engaged in an unfair commercial practice to the detriment of consumers as regards the advertising campaign for Eni Diesel+ fuel, confirming the correct action of the company.

Suppliers



Why are they important for Eni?

The competitiveness of the energy value chain is key to a sustainable transition. To face future challenges, we need companies that are safe, responsible, innovative and international. Eni will continue to support the value chain in pursuing these goals, fostering development and collaboration. Only by working as a system can we create value for businesses, local communities and people.

PAOLA ROMANO HEAD OF VENDOR MANAGEMENT & DEVELOPMENT AT ENI

HUMAN RIGHTS IN THE SUPPLY CHAIN

Respect for human rights in the supply chain is an essential requirement for Eni in relations with its suppliers, protected through a procurement process that envisages the adoption of a risk-based assessment model that allows suppliers to be analyzed and classified according to a level of potential risk-based on the Country context and the activities performed. The assessment model is applied at all phases of the procurement process and involves all the units that interact with suppliers, such as the qualification units, procurement units and contract management units. The model makes it possible to subject suppliers to a continuous monitoring process, aimed at periodically verifying the effectiveness of the monitoring actions adopted by the same and updating the assessments of its qualification status in the Eni suppliers register.

The model is based on two main aspects of risk: Country risk, which coincides with the location of the supplier (which is identified using information provided by data provider Maplecroft), and supplier activity risk, which considers factors such as labour intensity, required skill levels and risks related to health, safety and the environment.

Based on the risk assessment, differentiated control measures are applied by Eni, inspired by international references such as the SA8000 standard. The higher the risk of human rights violations – related to modern slavery, forced labour, child labour, health and safety, discrimination, contribution and salary irregularities, supply chain management and any other negative impact on workers – the more detailed the assessments and corrective actions. Therefore, during the qualification phase, due diligence checks are carried out using information gathered from the supplier, for riskier activities (e.g. labour-intensive activities) audits are conducted at the supplier's premises or directly on the sites where the supplier operates. During the tender phase, minimum requirements to protect against the risk of human rights violations are requested and assessed. Finally, during contract execution, Eni monitors suppliers and subcontractors through specific performance feedback and questionnaires from contract managers.

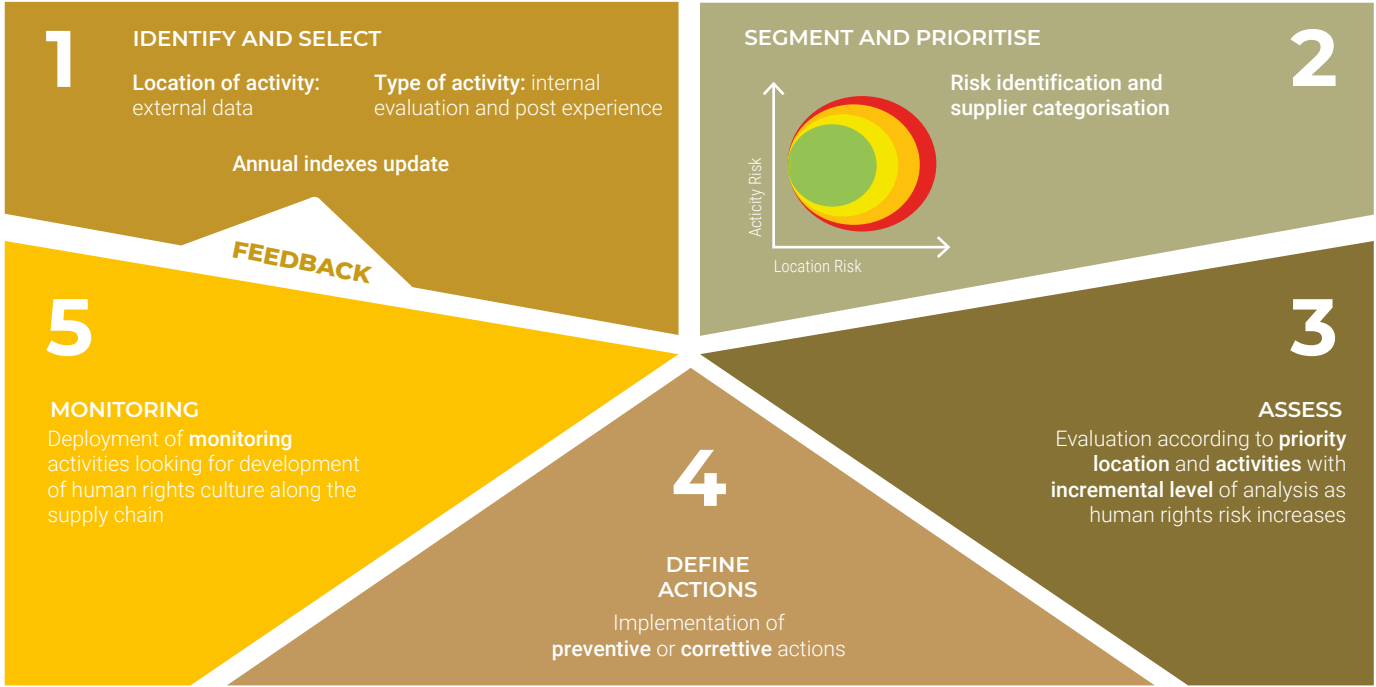
Eni organizes workshops and training sessions to raise suppliers' awareness of ESG issues, including human rights in the supply chain. The Company also promotes human rights awareness among employees through training programmes and specific courses for those managing suppliers in foreign subsidiaries. In 2024, the course 'IPIECA: Online Labour Rights training' was made available for the employees of foreign companies and their suppliers.

In addition, as part of the Open-es initiative, an area for measuring respect for human rights has been made available to Eni's suppliers and companies in the community. Through an assessment, companies receive feedback on their positioning and suggestions for improvement. All these actions support suppliers in fulfilling Eni's requirements, providing tools for sustainable development and competitiveness of their business.

Eni takes measures to combat modern slavery, human trafficking and exploitation of minerals associated with human rights violations in the supply chain. These issues are addressed in the Slavery and Human Trafficking Statement and the [Conflict Minerals Position](#). The latter describes policies for the procurement of minerals such as tantalum, tin, tungsten and gold, with the aim of reducing the risk of these minerals financing human rights violations, particularly in conflict zones in Central Africa, where illegal armed groups operate.

More than **1,000** human rights audits were carried out during 2024, both document-based and in the field, and more than **1,000** improvement plans and follow-ups assigned to suppliers

ENIS' APPROACH TO ASSESS AND MANAGE RISKS ALONG THE SUPPLY CHAIN



SUSTAINABLE SUPPLY CHAIN MANAGEMENT

Eni has developed a sustainable supply chain management strategy based on collaboration and shared values with its suppliers. **The strategy is based on three main pillars:** (i) the systemic and inclusive approach, (ii) the development and valorization of best practices, (iii) the integration of ESG principles at every stage of the procurement process.


Systemic and inclusive approach

The first pillar aims to engage all companies in the supply chain in a path of improvement and sustainable development by sharing common goals and adopting differentiated solutions according to the ESG maturity of individual companies. Eni aims to strengthen sustainable supply chain management further by providing tools that enable suppliers to adopt and replicate the Eni model. An example of this commitment is the Open-es initiative, mentioned previously, which brings together more than 30 partners including large industrial companies, financial institutions and associations. This initiative aims to support companies in measuring and improving their ESG performance, with more than 28,000 companies taking part, of which around 7,000 are linked to the Eni supply chain.

Development and enhancement of best practices


The second pillar focuses on supporting companies by providing tools to improve their ESG performance. Eni helps suppliers measure their level of ESG maturity by offering customized solutions and free training courses. A significant initiative on this front is the ‘Sustainable Supply Chain’ Finance programme, which allows suppliers to receive early payments of invoices without credit impact, incentivizing the improvement of their ESG profile. In 2024, early payments totalling approximately €90 million were granted. Eni also rewards companies that stand out in the ESG area with the HSE & Sustainability Supply Chain Award, promoting the adoption of best practices. In addition, in 2024, the supplier diversity programme, ID Partnership, continued with the aim of making the supply chain more inclusive, giving space to companies belonging to underrepresented groups.

Integration of ESG principles into the procurement process

Finally, the third pillar focuses on the integration of ESG principles into the procurement process. Eni has adopted the ‘Sustainable Supply Chain Framework’, a governance mechanism that combines corporate objectives, legislative requirements, targets and specific action plans that affect the procurement process and the broader supply chain. This framework takes the form of a cross-cutting monitoring of the various sustainability dimensions, with a focus on priority ESG topics periodically identified on the basis of the corporate strategic plan and the evolution of the regulatory landscape. In particular, the cross-cutting monitoring includes: (i) suppliers’ signing of the  **Suppliers’ Code of Conduct** as a mutual commitment to recognize Eni’s values and assessment of all new suppliers according to social criteria; (ii) periodic qualification reviews and due diligence activities to minimize risks along the supply chain through verification of suppliers’ ESG positioning, ethical-reputational, economic-financial and technical-operational reliability and the application of safeguards related to health, safety, environment, governance, Cyber Security and human rights; (iii) contract awarding criteria that also consider ESG characteristics relevant to the subject of the contract; (iv) periodic monitoring of compliance with the commitments undertaken and of the supplier’s behaviour through performance feedback management; (v) sharing of improvement actions with the supplier, where critical issues arise at any stage of the relationship, and limitation/inhibition of participation in tenders, if the supplier does not meet the minimum standards of acceptability laid down. In addition to cross-cutting oversight, in 2024, Eni continued to carry out dedicated audits and in-depth analyses in relation to certain ESG dimensions that are priorities for Eni (such as climate change, supply chain governance, human rights, dignity and equality, Cyber Security and safety), and specific minimum criteria were applied to assess bids, in addition to dedicated standard clauses in contracts.

Focus on

Sustainability in the biomass supply chain

To ensure sustainable management of the biomass supply chain, Eni follows general principles and criteria that meet the sustainability standards for selecting suppliers by defining specific clauses in biomass procurement contracts. 100% of the biomass used in biorefineries in Italy is certified under voluntary EU or Italian certification schemes. These certifications ensure that the raw materials do not come from areas with a high level of biodiversity and carbon stock, such as forests, that have been converted to agricultural use. In 2024, more than **96.5** per cent of the raw materials for the Venice and Gela biorefineries were classified as waste and residues, UCOs (Used Cooking Oils), soap slurry, animal fats and other processing wastes such as POME (Palm Oil Mill Effluent) and PFAD (Palm fatty acid distillate - certified as processing residue as it does not represent the primary purpose of the production process and does not contribute to the demand for palm oil). See the  **table on page 143** for further details.

ESG OVERSIGHT IN THE PROCUREMENT PROCESS

The principles of environmental protection, social growth and economic development – as well as the technical-operational, ethical and reputational aspects – are fundamental in all phases of the procurement process, from supplier qualification and tendering procedures to contract management and feedback gathering.

Supplier qualification

Eni subjects all suppliers to qualification processes and Due Diligence to verify their ESG reliability, and shares with them a mutual commitment to ESG principles through the signing of the Supplier Code of Conduct, an agreement that guides and characterizes relationships with suppliers in all the stages of the collaboration.

Procurement processes

Eni considers in the logics of contracts assigning, objective and transparent evaluation criteria that include relevant sustainability elements with respect to the specific object of the tender, and adopts ESG criteria in the bid evaluations and contract safeguard to enhance the commitment and contribution of suppliers for the achievement of sustainability goals through the implementation of concrete actions.

Contract management and feedback

Eni monitors compliance with sustainable development commitments made by the supplier at the various stages of the Procurement process through feedback and supports the suppliers in the identification of actions priority actions to be implemented to improve their ESG positioning.

Case study

Sharing values, commitments and goals with the supply chain: meetings with territories and Supply Chain Day

In 2024, Eni continued its dialogue with local businesses through a planned meetings at the main operating sites in which it operates from northern to southern Italy. The objective of these meetings was to strengthen the dialogue with the local entrepreneurial fabric and promote a shared vision of the objectives of transformation, competitiveness and responsibility within the supply chain.

The focus of the day was on supply chain competitiveness as a lever to accelerate the transformation path. For Eni, being competitive and thus successfully tackling a constantly evolving market means investing in five priorities: safety, responsibility, innovation, internationalization and skills.

For Eni, safety is a top priority and the focus on this issue also extends to our partners. All the companies and contractors who work alongside us must guarantee adequate safety standards and accompany us on a path of constant improvement.

We work to zero accidents and safeguard people, the environment and assets, in particular by promoting the Stop Work Authority. To achieve this, we have launched communication and awareness-raising initiatives, starting with our Safety Golden Rules and Principles and Process Safety Fundamentals, and developed projects and training courses involving our suppliers.

‘For us at Eni, safe operations and care for the environment are top priorities, and we want to work with our partners to build an environment that helps everyone comply with our HSE standards by supporting each other: safety at work is a shared responsibility as well as a daily commitment. This is why we also select our partners on the basis of their HSE performance: a fundamental index of soundness, competence, and ability to generate value and competitiveness over time.’

Giovanni Milani, HEAD OF HEALTH, SAFETY, ENVIRONMENT & QUALITY AT ENI

The Supply Chain Day was also an opportunity to share strategies and objectives and to discuss experiences and best practices with companies in the supply chain.

‘We are a people-driven company, and we have chosen to invest on people to transform our organization. When listening, trust and human value are placed at the centre, results follow: well-being, quality and competitiveness become part of the same equation.’

Diego Pisa, CEO OF TP ITALIA

Examples of technologies developed in cooperation with Eni to reduce CO₂ emissions, increase efficiency and create new production opportunities in the agricultural and industrial sectors were also shared.

Technology and innovation are drivers for the competitiveness of the entire industrial system and levers for the optimization of processes, products and services.

‘The ultimate goal of our design and operations is always the durability of solutions, which is synonymous with sustainability. There is a close connection between innovation and sustainability, new technologies allow us to improve a company’s ESG performance and also bring economic benefits.’

Raffaele Perrone, TECHNICAL DIRECTOR AT SEA

The day closed with a focus on internationalization, understood as the growth of companies and the territories in which they operate, which led to a reflection on the need to network to face increasingly complex markets together and compete on a global scale.

‘Internationalization is an important lever of competitiveness; by expanding our activities in more markets, we can reduce our exposure to local risks, such as economic and political crises or natural disasters. To accelerate the internationalisation process of a company like ours, collaboration with large companies that operate internationally is crucial.’

Waleed Lotfy, MANAGING DIRECTOR AT PETROJET

Activating an industrial system capable of evolving in a cohesive manner, generating economic, social and environmental value is essential to meet the challenges of the energy transition.

‘Undoubtedly, collaboration between the various levels of the supply chain is essential. To succeed in transformation, what is crucial is the alignment between the actors.’

Lana Jezrawi, VICE PRESIDENT OPERATIONS INTEGRITY AT SLB

Case study

Supply chain governance - Involving suppliers for a responsible supply chain

In 2024, the topic of responsible supply chain management was addressed within the ‘Systemic and Inclusive Approach’ pillar of Eni’s Sustainable Supply Chain strategy (see the section on **■ Sustainable Supply Chain Management**). This theme was central not only for Eni, but also for its suppliers, as emerged in the materiality analysis process, which took into account the social, environmental and governance impacts of its supply chain.

For this reason, a specific activity was conducted involving a number of relevant suppliers with the aim of strengthening the involvement of all levels of the supply chain in ESG objectives and requirements, with a view to collaboration and transparency.

Specifically, **the suppliers most exposed to social and environmental risks were selected, given the complexity of their supply chains and the economic significance of their relationships with Eni.**

The analysis made it possible to verify the strategies in place for responsible supply chain management, highlight gaps and define targeted improvement plans.

Training initiatives were also organized and practical tools for improvement provided, such as the workshop dedicated to the **‘Supply Chain Governance Kit’** through which guidelines and digital solutions, such as Open-es, were presented to support companies in involving and monitoring their suppliers. The workshop was not only a training opportunity but also an opportunity for suppliers to share their experiences, in terms of objectives, methods and difficulties encountered and solutions adopted.

‘In line with its own values – shared during various dedicated seminars – and with Eni’s commitment, Italfluid promotes respect for human rights and the improvement of safety performance along its supply chain, promoting ongoing training on these issues. Starting from 2023, Italfluid has started a path – supported by the Open-es initiative promoted by Eni – aimed at strengthening the award criteria in the qualification process, with particular attention to the ESG performance of its suppliers. Looking to the future, we intend to increasingly spread a culture of sustainability among our partners and suppliers, convinced that only the responsible use of resources can make sustainable growth possible, to the benefit of both our customers and the communities in which we operate. Our invitation to the supply chain is clear: get on board this path of shared responsibility.’

Elsa di Paolo, CFO & ESG MANAGER AT ITALFLUID GROUP

