

Value of our people

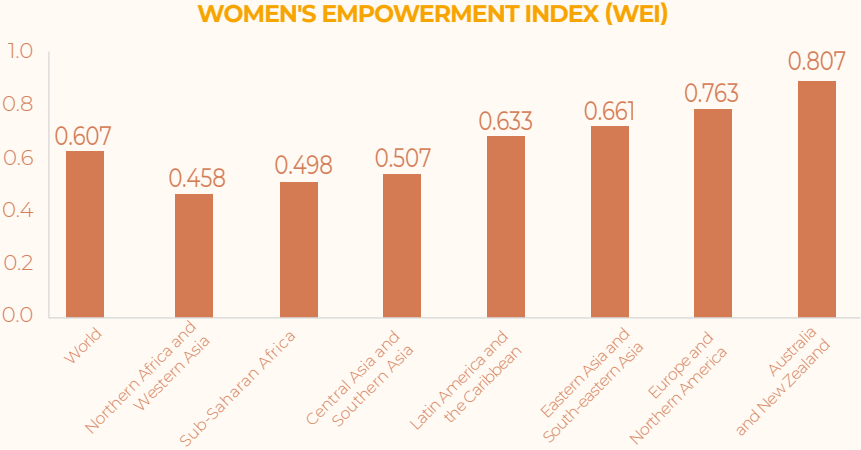
Employment challenges76
Occupational and process safety88
People’s health and well-being.92



REFERENCE CONTEXT

WOMEN'S EMPOWERMENT

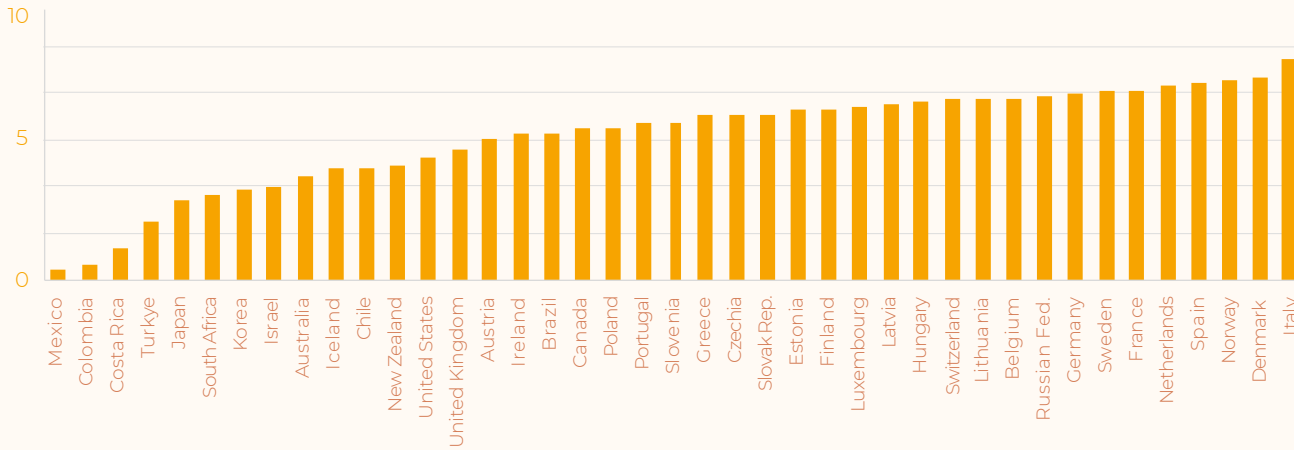
The Women's Empowerment Index (WEI) evaluates women and girl's achievement in expanding their capabilities across five dimensions to make choices and seize opportunities in life: life and good health; education, skill-building and knowledge; labour and financial inclusion, participation in decision-making; freedom from violence. The lower value of WEI is Northern Africa and Western Asia, with Sub-Saharan Africa, Central Asia and Southern Asia slightly better, while the highest value is Australia and New Zealand, followed by Northern Europe and Northern America.



Source: © 2024 United Nations Development Programme (UNDP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), The path to equal. Twin indices on women's empowerment and gender equality, New York, 2023.

WORK-LIFE BALANCE

Finding a work-life balance is a challenge for all workers. The ability to successfully combine work, family commitments and personal life is important for the well-being of all members in a household. An important aspect of work-life balance is the amount of time a person spends at work. Evidence suggests that long work hours may impair personal health, reduce safety and increase stress. Furthermore, the more people work, the less time they can spend on other activities, such as personal care or leisure. The amount and quality of leisure time is important for people's overall well-being and can bring additional physical and mental health benefits.



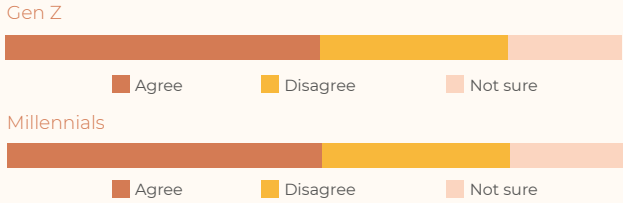
Source: © 2025 OECD, Better Life Index, seen on March 2025.

MENTAL HEALTH

According to a Deloitte survey, 48% of Gen Z and 47% of millennials say that mental health support and policies are very important to them when evaluating a potential employer: it is among the first factors they consider, along with people within the organisation, gender equality efforts and diversity, equity and inclusion practices.

Source: Mental health deep dive based on the 2024 Gen Z and millennial survey, Deloitte.

When it comes to mental health, I have seen positive changes within my workplace in last 12 months



Employment challenges



Why is it important for Eni?

Eni's people play a key role in the energy transition, which is primarily driven by technological transformation. Our people have always been a core element of our corporate culture and represent a crucial lever for value creation. Human capital development, based on a fair, inclusive and transparent approach, is carried out by ensuring the effective evolution of skills and behaviours, fostering an innovative mindset and inspirational leadership – also in support of the consolidation of the new satellite business model. We remain strongly committed to strengthening engagement and work-life balance through continuous focus on our Welfare and People Care offerings.

LUCA DE SANTIS HEAD OF HUMAN RESOURCES AND ORGANISATION AT ENI

[Read more](#)

FOR MORE ON:
• Impacts, risks and opportunities.

See the section Eni's own workforce in the [Sustainability Statement](#)

Human capital²⁵ is at the core of Eni's strategy, which promotes the well-being of workers through welfare initiatives and invests in the development of employees' skills to foster their professional growth. The evolution of the business and labour market, new strategic directions and technological transformations require a continuous commitment to upskilling and reskilling programs, in order to update and reorient skills, attract talent and develop emerging technologies and businesses by exploiting the opportunities offered by the market.

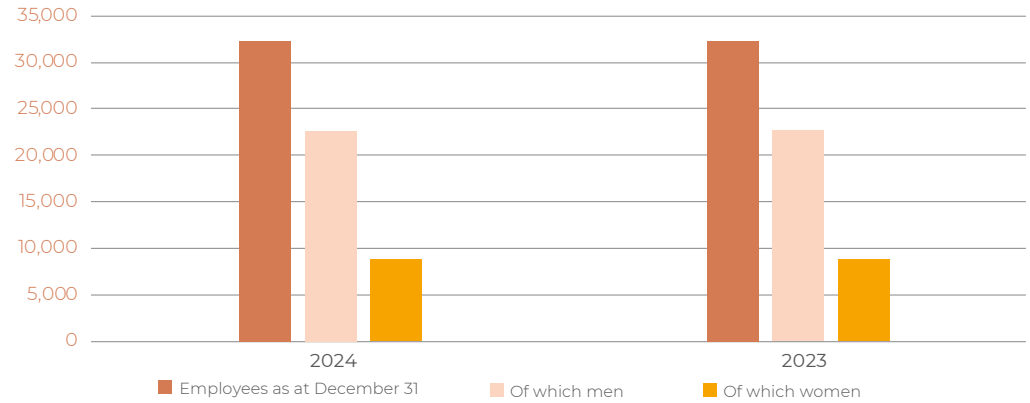
In line with Just Transition, Eni favours the redeployment of workers in new or transformed activities. In 2024, interventions continued to revise professional models and skills, including both soft skills and hard skills. This approach was adopted to ensure effective transition management and manage industrial conversion, also through initiatives aimed at enhancing internal skills with training and internal mobility programs. This includes training initiatives on topics such as the circular economy, decarbonization and renewable energy.

Eni has also introduced a new resource management model, with customized development paths consistent with the new business model, in order to enhance the value of different professional skills, encouraging inclusion, motivation, a sense of belonging and proactivity.

Talent attraction remains a priority, with initiatives aimed at responding to the needs of the different business lines, ensuring the continuous adaptation of professional skills. To this end, the company implements structured orientation programmes to accompany the new generations towards a more conscious choice of which training and professional path to take, together with Talent Attraction plans for both Expert and Junior profiles. At the same time, initiatives are developed aimed at preparing pools of people who can best represent the Eni brand strategy and business (Global Ambassador Programme). Finally, the Employer Branding activities implemented through recruiting campaigns on the main media, digital and traditional channels remain central.

2,616
resources hired on a permanent basis

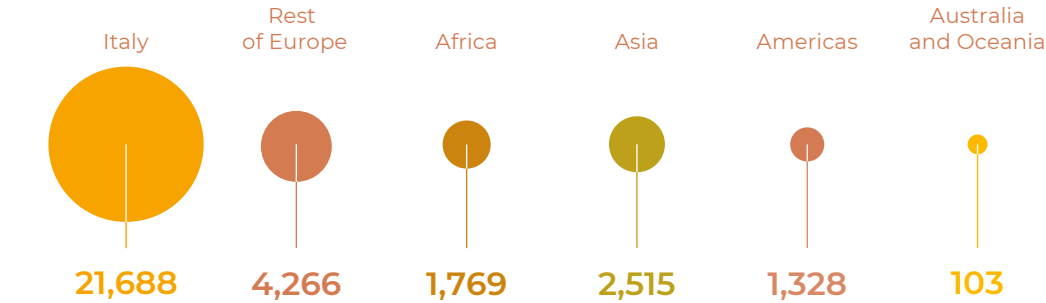
EMPLOYEES*



31,669
Eni People

* Figures differ from those published in the Annual Report, Eni in the world and the Business Model in this document because they only include fully consolidated companies.

EMPLOYEES BY GEOGRAPHICAL AREA



110
nationalities

²⁵ Represented by all direct employees operating in Italy and abroad.

53%
of permanent hires
involved employees up
to 30 years of age

The decrease in overall employment is attributable to M&A transactions (disposals in the Enilive and Upstream areas partially offset by the acquisitions of the Aten Oil and Neptune groups) and to the balance of operating efficiency. Overall, there were 2,981 hires in 2024 (+13.3% approx. vs. 2023) of which 2,616 with permanent contracts (+34.2% approx. vs. 2023). About 53% of permanent hires involved employees up to 30 years of age. There were 3,183 terminations (902 in Italy and 2,281 abroad), of which 2,813 were employees with permanent contracts, with an incidence of female staff equal to approx. 36%. The average presence of local staff abroad is substantially constant and on average around 86% in the last three years. The average age of Eni's people worldwide is 44.9 years (45.6 in Italy and 43.4 abroad), substantially in line with 2023 (44.7) thanks to the significant turnover work and the recruitment program for innovative professionals and junior figures.

HUMAN RIGHTS IN THE WORKPLACE

Starting from 2020, a risk-based model was introduced for assessing the protection of human rights in the workplace aimed at segmenting Eni companies on the basis of quantitative and qualitative parameters that capture the specific characteristics and risks of the Country/operating context and that relate to the human resources management process (including the fight against all forms of discrimination, gender equality, working conditions and freedom of association and collective bargaining). This approach identifies any areas of risk, or improvement, for which specific actions should be defined and monitored over time. The model has been progressively extended to Group companies, starting with those in the upstream sphere, which will be affected by its application in 2021. A set of standard mitigation actions deriving from the application of this risk-based model for assessing the protection of human rights in the workplace has also been disseminated to all Eni companies.

INDUSTRIAL RELATIONS

A central role in building the relationship with workers and protecting their rights is represented by Eni's industrial relations model. In Italy, Eni involves its workers both through the meetings under the INSIEME Protocol, such as the Strategic Committee, which deals with issues such as the sale of business units, staff streamlining and generational turnover, reconversion of production sites and significant organizational reviews (every six months or when necessary) and through other tools such as the Bilateral Commission on Agile Work, which verifies the application of the agreement on Agile Work, analyses its impacts on the organization of work, manages local critical issues and periodically reports the results to the signatory parties. At European level, Eni established its European Works Council²⁶ (EWC) in 1995, which focuses on issues relating to business plans/investments/acquisitions or disposals, employment prospects, health and safety at work, environmental policies and sustainability. It includes representatives of Italian and European Eni's workers, representatives of Italian trade unions, and a representative of the IndustriALL European Trade Union. Another tool at European level is the European Observatory on Workers' Health, Safety and Environment, where data, analysis and management tools on the following topics are shared: injuries, accidents and occupational diseases, regulatory evolutions, environmental and health aspects, monitoring of climate issues and energy efficiency. In 2024, the annual meeting of the EWC and the European Observatory on Workers' Health, Safety and Environment was held, as well as the three annual meetings of the EWC Select Committee with the competent functions of Eni, including one at the Gela biorefinery. Lastly, at global level, mention should be made of the Global Framework Agreement on International Industrial Relations and Corporate Social Responsibility (GFA), which is set to be renewed in 2025 and for which the usual global meeting was held in December 2024. In Italy, 100% of employees are covered by collective bargaining in accordance with current regulations. Abroad, in relation to the specific regulations in force in the individual Countries of presence, this percentage stands at 40.1%. In Countries where employees are not covered by collective bargaining, Eni ensures in any case full compliance with international and local legislation applicable to the employment relationship, as well as some higher standards of protection guaranteed by Eni throughout the Group through the application of its company policies worldwide.

26 Workers' representative body provided for in European Directive 94/45/EC on the promotion of transnational information and consultation of workers in Community-scale undertakings and Community-scale groups, recast in Directive 2009/38/EC of the European Parliament and of the Council of 6 May 2009.

INITIATIVE	CONTENTS	SIGNATORIES
NOI - Protocol initiatives and service for the well-being of Eni people	Initiatives and services for well-being through the enhancement of interventions in the areas of health, social security, income support, housing and family management to seek a proper balance of work activities with an increasingly attentive approach to the personal and social sphere. The aim of the Protocol is to make Eni's welfare offer evolve in line with the changed external context and the new needs of the corporate population, updating and improving the basket of services, initiatives and tools to improve the quality of work and life of employees and their families, making them easier to access and more equitable throughout the territory. The Welfare Enhancement Plan included interventions in the areas of health, social security, income support, housing and family management support.	Eni, Trade Unions
INSIEME Protocol	Among the tools to achieve the engagement of workers with reference to issues related to sustainable transition. The agreement establishes the birth of a new model of industrial relations, to effectively accompany the transformation processes and to share a Generational Pact that allows the renewal and updating of professional skills and the construction, together with the stakeholders, of a clear regulatory framework, favourable to investment and able to combine economic-financial sustainability with environmental and social ones.	Eni, Trade Unions
Global Framework Agreement on International Industrial Relations and Corporate Social Responsibility (GFA)	The Agreement represents a concrete commitment by Eni to steer sustainability guidelines, define strategies based on the principles of integrity and transparency, promote the fight against corruption, and uphold human rights, labour rights, health and safety, environmental protection and sustainable development. As part of the annual meeting, it involved Eni's international and European employee representatives, Italian trade union representatives and a representative from the IndustriALL Global Union. For each meeting, detailed documentation is shared and the minutes, signed by both parties, are drafted to include what has been agreed upon and discussed.	Eni, IndustriALL Global Union and trade unions Ficitem Cgil, Femca Cisl, Uiltec Uil

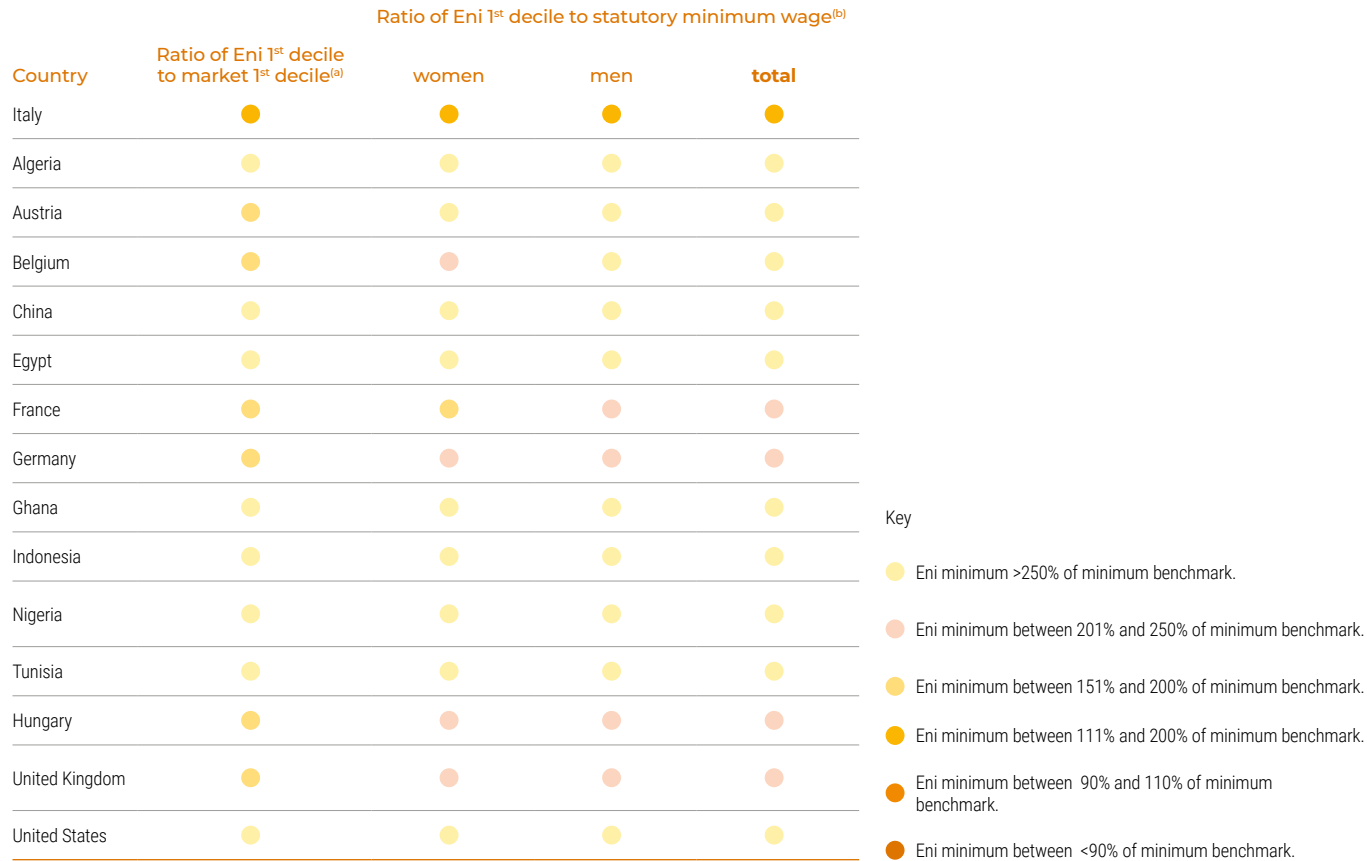


Focus on

Minimum wages

In the Countries in which it operates, Eni guarantees its people the application of fair and competitive remuneration policies with respect to their roles and professional skills, which are also aimed to ensure a decent standard of living, above mere subsistence levels, legal/contractual minimums in force, as well as minimum remuneration levels found in the local market. Eni applies, in each Country in which it operates, references wage policies that are well above the legal/contractual minimums, as well as the first decile of the local wage market, and annually verifies the salary positioning of its people, taking any corrective actions. The references that Eni uses for comparison are the minimums established by law or by contract in each Country and the market minimums of medium/ large local companies, which are well above the poverty thresholds established by Eurostat for the European Union and by Wage Indicator for other Countries.

PAY RATIO WITH LEGAL AND MARKET MINIMUM WAGES



a) Ratio refers to fixed and variable remuneration of blue collars or white collars for Countries where Eni has no blue collars (market data from Korn Ferry).
b) Minimum salaries as defined by law in the various Conutries or, if not applicable, in national collective bargaining agreements.

DIVERSITY & INCLUSION: THE VALUE OF UNIQUENESS

Consistently with what is expressed in its Mission, Eni is aware that integrating the principles of diversity and inclusion into business processes enables it to develop the well-being of all Eni people as individuals and as part of the corporate system, as well as to generate a greater drive towards innovation and sustainable development and to stimulate individual contribution in an increasingly inclusive organization. Eni’s approach to Diversity & Inclusion (D&I) is based on specific reference principles and commitments made by Eni, such as Enhancement of Diversity, through which Eni is committed to the recognition and respect of individual characteristics; Equity, which guarantees equal opportunities and access to company resources and opportunities; Uniqueness, which enhances the peculiarities of each person through listening and inclusion; and Inclusiveness, which fosters an open, collaborative work environment based on the values of transparency, sustainability and listening. In 2024, a communication plan was also implemented to disseminate the [Policy D&I](#) among employees in operational contexts in Italy and abroad. The D&I Policy was also adopted by Eni’s companies and subsidiaries abroad as required by Eni’s regulatory system.

AREAS OF D&I INTERVENTION

Gender

Gender equality is recognised as a core value for global development and a just transition, in line with Eni’s approach to Diversity & Inclusion, based on the fundamental principles of non-discrimination and equal opportunity. In 2024, activities for women’s empowerment continued with a particular focus on parenting and the implementation of the gender equality management system.

Interculturality

Eni, with a strong international presence, considers interculturality a key value of diversity. Training and aware-ness-raising actions also continued in 2024 in local realities through specific workshops on D&I policy and its application in the local context.

Intergenerationality

Eni works to ensure that its people are aware of the importance of avoiding stereotypes arising from age differences. In 2024, a listening initiative focused on the company’s organizational reality was carried out and an event was promoted to review the values and work drivers that unite and distinguish people of different generations and the way they relate to each other in the company.

Disability

Eni considers all forms of physical, cognitive and sensory fragility and actively works to raise awareness and identify actions for improvement. In 2024, a listening initiative on people with disabilities was launched and activities continued for the accessibility of buildings and IT tools. In addition, Eni continued its collaboration with Auticon and launched a partnership with the Italian Dyslexia Association as proof of its growing commitment to neurodivergences.

Sexual orientation and gender identity

Particular attention is paid to the dissemination of an inclusive mentality on sexual orientation and gender identity through engagement, listening, awareness-raising and communication actions addressed to all employees in Italy and abroad, respecting local cultures. An internal event was organised in 2024, which provided the opportunity to hear inspirational stories about coming out and the related challenges in the sports, work and family spheres.

Focus on

Actions for D&I

TRAINING

- Enriched D&I Matters, a course open to all Eni employees, offering modular and interactive training with a focus on inclusive language, self-limiting biases, and Artificial Intelligence.
- An online course is made available to Eni people using virtual reality whose objective is to enable those involved in recruiting and selection to have the necessary skills to manage possible unconscious biases related to diversity and inclusion issues in the selection process, and more generally in management interviews.

Around **9,000** access to D&I Matters course.

COMMUNICATION

- The #EniForInclusion programme was implemented during 2024 with dedicated D&I events both at the Milan and Rome offices and at the operational sites in Italy and abroad, allowing for a greater dissemination of the culture of inclusion also at business units characterized by an high level of operations.
- In 2024, a special focus in communication events was given to Eni's D&I Policy, which was shared with colleagues to ensure its implementation at all levels.

9 events organized in Italy; **3** events abroad; **3** webinars; **4** podcasts.

LISTENING

- The 'Design Our Inclusion' project, launched in 2023, led to the generation of new ideas and initiatives with the aim of breaking down barriers to inclusion identified through the active contribution of colleagues. In 2024, an in-person D&I event was organized to give feedback on the results of the work carried out to all Eni people, and the listening activities continued with a focus on the issues of Disability and Fragility and intergenerational comparison.
- The engagement and direct listening process with foreign companies, launched in 2022, continued with the aim of assessing the level of awareness on D&I issues and identifying specific needs and opportunities for improvement within each local context.

To date, a total of **26** Countries (of which 5 in 2024) and a total of **290** resources from the Global Natural Resources and Industrial Transformation business areas have been involved.

D&I COMMUNITY

- The engagement of Eni people in Italy and around the world continued through an internal engagement tool that enables the sharing of both in-house events and those organized by associations of which Eni is a member, as well as the celebration of international days dedicated to D&I issues.
- An important aspect is the call to action, which aims to involve colleagues, supporters of D&I values, willing to tell their own inclusion story.

About **2,000** members of the D&I Community in Italy and abroad and about **400** posts.

WOMEN'S EMPOWERMENT

Actions to attract female talent continue, through the organization and promotion of initiatives for students to orientate them towards STEM (Science, Technology, Engineering and Mathematics) subjects, with a focus on gender equality, and the growing and effective testimony of internal Role Models and Ambassadors, for equal opportunities in the work environment of the energy sector. In 2024, Eni maintained its collaboration with Valore D and, in the procurement area, with Open-ES for the dissemination of D&I strategies in the supply chain with a focus on SMEs. In 2024, the design of an initiative called WIP (Women in Power) was completed, which will be fully implemented in the first half of 2025. This initiative concerns specific training aimed at promoting professional development and is part of the actions **to promote and enhance the presence of women within the company**. Eni renewed its partnership with Woman X Impact, the annual summit dedicated to issues relating to gender parity, female leadership and self-branding through female networking. Among other activities, in-person events were held at the headquarters in Rome and Milan where the role of women in the STEM world, female leadership styles and the importance of networking were discussed.

The percentage of women in non-managerial positions in 2024 stands at 27.5% compared to 26.5% in the previous year. In 2024, the percentage of second level women managers reporting to the CEO is 51% of the total. Eni monitors data on the presence of women in the company's various functions. The professional areas with a higher proportion of female personnel are respectively Corporate Affairs and Governance (69%), External Communication and Identity Management (66%), Human Resources (65%), Legal (60%) and Transversal (Secretary/Back Office/General Management etc.) (60%). Furthermore, in Italy in 2024, the percentage of women in the DIT and Engineering professional areas is 32.0% (25.4% in 2023) and 19.8% (19.6% in 2023) respectively.

+1
percentage
point
women in total
population vs. 2023



Focus on

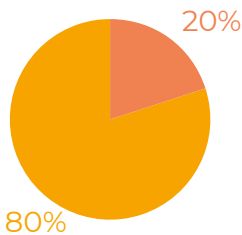
Gender pay gap

The global Gender Pay Gap at Eni is +6.8%. The increase compared to 2023 is the result of the acquisition/divestment of foreign companies and can be influenced by objective and non-discriminatory factors and not considered by the indicator, such as: level of professional category and role held, seniority in the role, working hours and conditions (e.g. shifts and related allowances), individual performance, as well as the number and distribution of the female population in the different Countries and professional categories compared to the male population. Therefore, Eni carries out further analyses, the objective factors mentioned above being equal, in order to highlight any unjustified gaps and take appropriate corrective actions. In particular, in 2024 the analysis at the same level of role/seniority showed a global average pay gap of 2.1%.

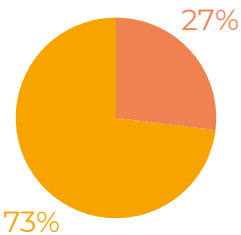
Eni's commitment to eliminating the gender pay gap translates into an integrated approach based on both dedicated remuneration actions and broader initiatives aimed at supporting women in accessing job opportunities and career paths. For example, Eni promotes initiatives focused on involving female students in STEM paths and raising awareness of gender stereotypes and diversity.

In the following graphs, the overall presence of women is analysed according to decreasing salary levels represented by the statistical practices²⁷ of ninth decile, third quartile, median and first quartile. In particular, compared to an overall female presence in Eni of 28.3%, there is a lower presence in the lowest salary levels (below the first decile, equal to 22%) and in the highest salary levels (above the ninth decile, equal to 20%).

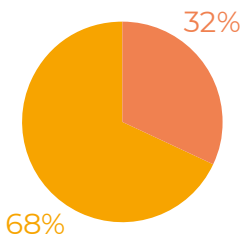
% remunerations higher than 9th decile



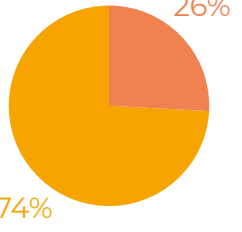
% remunerations higher than 3rd quartile



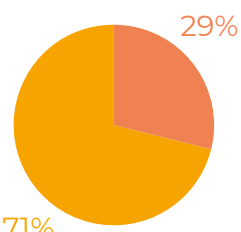
% remunerations between 3rd quartile and median



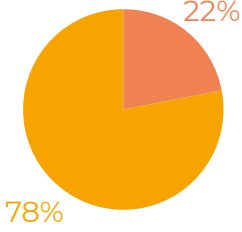
% remunerations between median and 1st quartile



% remunerations lower than 1st quartile



% remunerations lower than 1st decile



■ Women ■ Men

27 The statistical reference wage practices are as follows: ninth decile: 90% of wages rank below the reference; third quartile: 75% of wages rank below the reference; median: 50% of wages rank below the reference; first quartile: 25% of wages rank below the reference; first decile: 10% of wages rank below the reference.



Interview with Barbara Falcomer

What tools and strategies does Valore D deploy to accompany companies towards a more inclusive culture free of gender stereotypes?

Since 2009, Valore D has been working alongside companies wishing to create inclusive, innovative and sustainable working environments. Valuing the uniqueness of people has in fact become a real challenge for organizations not only from an ethical point of view, but also from a business point of view: equity and wellbeing policies generate higher levels of productivity, superior financial performance, an increase in the ability to attract talent and a better ability to respond to stakeholder needs. Our Association supports companies in this path of organizational maturity, providing the network with training and awareness-raising products, measurement tools, mentorship paths, research and good company practices, and the possibility of tailor-made projects to meet the specific needs of each reality. We have always believed that changing the culture is only possible if we work together: this is why we also aim to strengthen public-private dialogue, bringing the commitment of companies and their most innovative practices to the attention of institutions, with the aim of fuelling a virtuous circle to the benefit of the community.

How can women's empowerment be transformed from a declared objective into a structural change within organizations?

Companies wishing to strengthen women's empowerment must approach the issue as if it were a business case: that is, they must be able to create a real strategy that includes actions, objectives, KPIs and measurement tools that track the results achieved. In particular, it is very important to build a path that contemplates the reinforcement not only of 'hard' skills but also of those commonly referred to as soft skills, which pertain to people's leadership, for example listening, problem-solving and managing complexity, through adequate training ranging from junior level to C-level, mentorship and sponsorship

programmes, which also facilitate networking. In addition to this, it is indispensable to work on breaking down all those barriers – especially those related to motherhood and care responsibilities – that often hinder women's growth, creating work environments that favour work-life balance and fair and shared parenting. None of this, however, would be possible without a strong commitment that starts from top management and embraces the entire organization, and without shared principles and values that guide the actions of the entire context.

How does the collaboration with Valore D support Eni in its path towards a fairer and more inclusive work environment?

Eni is not only a long-standing member, who has accompanied us for many years, it is also a travelling companion, who over time has contributed to governance as part of the Board of Directors, taking part in the Association's strategic decisions, and has supported our most ambitious projects. Indeed, Eni's support is fundamental for the Inspiring Girls social innovation programme, which in 2017 was brought to Italy precisely by Valore D. With Inspiring Girls we target girls and boys in secondary school, to encourage them to follow their own aspirations free from stereotypes, through confrontation with role models working in particularly challenging fields, such as the STEM field. Dialogue in the classroom with expert figures who have managed to go beyond the traditional imagery is in fact the best example to show that there are no male or female professions, but only careers that meet everyone's passions. Thanks to Eni, Valore D has signed a collaboration agreement with Open-es, being able to bring to this large network of companies, people and organizations its know-how and its concrete contribution to the development and growth of social sustainability. With its participation in Open-es, Inspiring Girls and the activities of Valore D, Eni demonstrates every day that it is a promoter of cultural and social change and embodies an ongoing commitment to building a fairer and more sustainable world.

Interview



BARBARA FALCOMER
GENERAL DIRECTOR
OF VALORE D

a non-profit association of
companies promoting gender
balance, diversity and inclusive
culture in organisations.



WELFARE

Eni has adopted a corporate welfare and benefits system that includes a set of services, initiatives and tools designed to improve the well-being of employees. Eni's Smart Working (SW) model, introduced with an agreement signed in October 2021, provides all employees in Italy with a flexible working mode that allows up to 8 days a month for office locations and 4 days a month for operational sites. This model also includes numerous welfare options to support not only parenthood and disability, but also the health of individuals or their cohabiting family members. The model was further enriched with an option to manage temporary, sudden and unplannable health problems of a cohabiting member of the family unit. The Smart Working model has also been progressively adopted in Countries where Eni is present, in compliance with local regulations.

With reference to parenting issues, in all Countries of presence, Eni has continued to recognize 10 working days paid at 100% to both parents, a minimum of 14 weeks of leave for the primary carer as per ILO convention and payment of an indemnity equal to at least 2/3 of the salary received in the previous period. In addition, at least 80% of Eni's local workforce is based in Countries whose legal framework provides for a fully paid maternity leave of at least 12 weeks.

With regard to welfare services, Eni offers a plan of initiatives aimed at meeting the needs of families, with services ranging from educational and recreational assistance for children to assistance for non-self-sufficient family members. In addition, there are initiatives to health and psychophysical well-being, including dedicated prevention initiatives, psychological help desk and the availability of affiliated sports facilities. Eni also offers income support measures, such as subsidized loans, supplementary pensions and supplementary health care.

The year 2024 was characterized, on the one hand, by the consolidation of the new service lines in the field of parenting activated following their definition in the NOI Protocol signed with the trade unions, and, on the other hand, by the launch of a phase of study and analysis of the existing offer, also through benchmarking, in order to identify actions to redefine and improve the actual measures.

Case Study

Employee Stock Ownership Plan

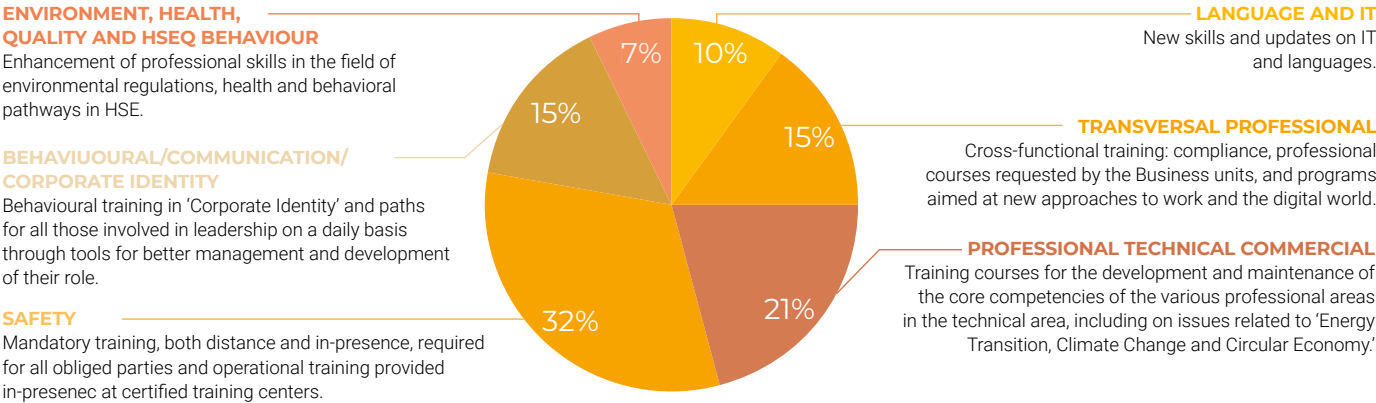
Eni values human capital as a fundamental part of its transformation and evolution path. In this context, the Board of Directors, in its meeting of April 4, 2024, at the proposal of the Remuneration Committee, approved the adoption of Stock Ownership Plan for all employees. The objective is to strengthen the sense of belonging to the company, participation in the growth of corporate value and support the purchasing power of employees.

The plan, which was initially implemented for employees in Italy and then gradually extended to foreign subsidiaries, consistent with national legislation, provides for two annual grants of free shares with an individual monetary value of €2,000. The first grant was made in 2024, while the second will take place in 2025. In 2026, a co-investment model will be introduced: upon the employee's purchase of shares, free shares will be granted equal to 50% of the shares purchased, up to a maximum value of €1,000.

The initiative saw an adhesion rate of over 95% among the more than 22,000 employees involved, placing Eni among the first Italian companies to implement a plan of this magnitude, in a context such as the Italian one in which employee stock ownership is still a poorly established practice.

TRAINING

Eni continues to consider training as a fundamental lever in supporting the company in the process of change, in line with the strategies defined in the context of energy transition and digital transformation. Targeted training interventions that cover all aspects of technical-professional, transversal and personal growth, through appropriate upskilling and reskilling and in the optimal mix of in-person and distance training, remain the key to building the skills of the future. The year 2024 is comparable with the previous year, although it also shows a reduction in consistency with a rationalization of training plans. Of the more than 1 million hours of training in the year, 76% was taken up by men and 24% by women, achieving a distribution consistent with that of the Eni population, with an increase in take-up by women from 20% in 2023 to 24% in 2024, as an effect of the commitment to support the presence and development of female professionals in the company.



Focus on

e-KMS: the value of sharing technical knowledge within the company

Knowledge management, i.e. the advanced and structured management of internal knowledge assets, enhances acquired know-how and technical skills, encouraging their sharing; contributes to the development of innovative solutions; supports people's professional growth and networking; enables continuous process improvement, the dissemination of good practices and the transmission of experiences over the years. All this is in the service of operations and innovation for decarbonization.

During 2024, the knowledge management strategy was mainly focused on optimizing the quality of the content shared within Eni's Knowledge Management System (e-KMS) and on generating value through an expansion of the database, first and foremost the creation of the link within e-KMS with the repository of engineering standards and the inclusion of the tool for managing the approval flow of technical-scientific publications externally. By the end of 2024, the shared knowledge assets include more than 160 Success Stories, more than 4,000 webinars, around 600 Lessons Learned and 1,100 technical-scientific publications. This is quality knowledge, validated by knowledge owners and easily accessible thanks to the generative artificial intelligence algorithm, the introduction of which into the system has improved the usability of the content, making e-KMS an increasingly effective tool for fostering the development of business skills.

Internal communication and sustainability - the first sustainability event dedicated to Eni people

In July 2024, Eni organized the first internal event dedicated to its people on sustainability issues, to reflect on how sustainability has evolved and how it is now intrinsically linked to Eni's strategy. The event provided a significant opportunity to deepen and spread awareness of the contents of Eni's Sustainability Report: Eni for.

The decision to hold an event for colleagues stems from the desire to transform Eni's stories and actions into a shared heritage, inspiring everyone to become protagonists and spokespeople for corporate sustainability. Colleagues who work directly on the many projects and initiatives launched by Eni to contribute to the creation of a more sustainable future also spoke during the day. In addition, in order to ensure maximum dissemination of the content and messages shared during the event, various communication actions were implemented: posts on Workplace, dedicated content on the company intranet and management involvement, so as to reach colleagues in all the Countries where Eni operates. This event is part of a broader path to raise awareness of sustainable development issues. The path includes online courses, campaigns on corporate social networks and keeping the intranet up-to-date with all sustainability-related initiatives, in order to engage and inform all employees.

University initiatives for energy transition

Starting in 2024, Eni Corporate University (ECU) and Arm Wind have launched a collaboration with the Eurasian National University within the framework of the Master in Green Energy Technologies, the first Master's programme in Kazakhstan dedicated to renewable energy. In order to support the energy transition process in the Country, Eni Corporate University has made its academic network of excellence available, involving lecturers from the Polytechnic University of Turin and the University of Pavia in the delivery of face-to-face lectures in Astana.

Also in 2024, ECU signed a partnership agreement with Strathclyde University (Glasgow) for the activation of a training course dedicated to Plenitude and EniProgetti resources with experience in traditional energy sectors to support the transition of professional skills to the renewable energy sector and offshore wind. This is aimed at filling the knowledge and skills gap identified in previous years, as part of a project with the same university.

Occupational and process safety



Why is it important for Eni?

The safety of our people has always been at the core of our corporate culture. This year, despite our continuous efforts and projects in safety, we experienced a serious accident. Our grief for the workers involved and their families is great. Each of us must therefore feel committed to promoting a culture of safety, to personally observe Eni's safety principles and rules, and even more to intervene with our own Stop Work Authority whenever we detect a dangerous behaviour or condition.

CHIARA CERRUTI HEAD OF SAFETY, INDUSTRIAL HYGIENE AND HSE EMERGENCIES AT ENI

OCCUPATIONAL AND PROCESS SAFETY

Eni constantly invests in the implementation of all the actions necessary to ensure safety in the workplace, particularly in the development of models and tools for risk assessment and management and in the promotion of a safety culture, in order to pursue its commitment to zero accidents and safeguarding the assets integrity. To prevent accidents, in addition to the continuous updating of the HSE documentary and regulatory system, initiatives have been launched to strengthen the skills and involvement of employees and contractors in the HSE field (Safety Leadership courses, technical and behavioural HSE Coaching programmes, promotion of the Safety Golden Rules and Principles, application of the Stop Work Authority²⁸), as well as new IT tools and digital technologies to support HSE processes and operational safety. For risk mitigation and management, a risk-based safety management system has been put in place to prevent injuries and major accidents. All HSE events, including near misses and unsafe conditions/unsafe acts are reported, analysed and monitored with the necessary corrective and preventive actions. This system is continuously improved, taking into account events occurring in Eni's operations and in the industry. All sites at significant risk are either covered by ISO 45001 and 14001 certification or have planned to achieve it. This confirms that safety of employees is a core value for Eni and it is therefore essential to maintain safe working conditions for all individuals under the highest supervision in order to achieve 100% safe operations. With regard to the HSE management of contractors, the Safety Competence Center (SCC) has continued to proactively monitor and support the improvement process of third party companies, promoting management models characterized by an increasingly preventive safety culture, monitoring over 3,000 suppliers in Italy and abroad, promptly managing situations found below standard and enhancing the value of good innovative practices identified, ensuring their sharing among contractors. In 2024, Safety and Environment Pacts (voluntary agreements with third party companies) are active in 92 sites in Italy and 20 abroad.

All sites at significant risk are covered by **ISO 45001** certification

MAIN SAFETY PROJECTS

- **Safety Presense**: an AI tool capable of predicting recurring dangerous situations from weak signals recorded in HSE databases
- **HSEni App** - 237 sites covered and 11,000 users enabled
- **Digital HSE Risk Assessment**: a tool to support the risk analysis, assessment and reporting phases
- **Electronic Work Permit** (e-WP) - 139 sites covered
- **Smart Safety** - 6 sites covered by the digital system using wearable devices to alert workers in hazardous and emergency situations

DIGITAL SAFETY

INDUSTRIAL HYGIENE

PRODUCT SAFETY

- **ISPPE** a tool for the PPE digital management - 33 sites covered in Italy
- **Chemical risk assessment for safety tool**
- Course *Elements of Industrial Hygiene*
- Training project *Training the trainers in industrial hygiene*

- Circular innovation capability assessment model along the product value chain
- **ATHOS Cloud Platform** an application for the sustainable management of chemicals in purchase and sale, and related information and documents

- **Process Safety Fundamentals** Campaign
- **3D Lesson Learned** on Major Incidents
- e-learning course *Process Safety in Eni*

PROCESS SAFETY

- **My GIS Crisis Management Log Keeper** an application integrated with MyGIS for emergency information management and visualization
- **HSE Emergency Exercise Management** tool
- **HSE Emergency Management** Course
- Cooperation with Civil Protection Department for the management of NatRisk events

MAJOR EMERGENCIES

- **THEME** (The Human Error Model for Eni) methodology - 22 sites covered
- **RC Eni methodology** training for accident investigation
- Campaign **Safety Golden Rules & Principles Line of Fire & Stop Work Authority Campaign**
- E-learning course *Operational Safety Management*
- Behavioral training strand: *Acting in safety and Leader in HSE*
- Behavioral Safety Coaching
- **IRIDE** a tool for reporting, analyzing and monitoring HSE events

OCCUPATIONAL SAFETY

28 With the Stop Work Authority, anyone working within Eni sites is empowered to interrupt an activity whenever he observes an unsafe act or condition.

In 2024 the Total Recordable Injury Frequency Rate (TRIR) increased compared to 2023 for both contractors and employees since the decrease in worked hours during the period was not matched by a reduction in the number of total recordable injuries, which rose to 67 for contractors (54 in 2023) and remained stable at 39 for employees. In particular, five fatal accidents were recorded for contractors in Italy related with the accident that occurred on December 9, 2024 at the fuel depot in Calenzano (Florence). Investigations by the Judicial Authorities on the dynamics and causes of the event are still in progress; Eni is providing the widest possible cooperation with respect to any possible investigative needs. The fatality index for contractors rose to 4.96, while that of the employees remained zero. In the field of Process Safety, in order to minimize accidents due to loss of containment leaks and further improve process safety performance, Eni carried out a massive campaign on the Process Safety Fundamentals to be followed during plant activities, through training sessions, to support the 591 promoters, and awareness-raising events on 60 sites with the involvement of more than 5,000 workers. Topics related to process safety in the management of fluids for new energy supply chains were also explored, revising internal standards to include specific design requirements for hydrogen, CO₂ and other substances from new supply chains.

EMERGENCY PREPAREDNESS AND RESPONSE

Eni’s effective and efficient Emergency Preparedness & Response process makes it possible to protect the ‘system’ in its entirety, safeguarding both the overall value of the company and at the same time the environment in which operations are located. Emergency preparedness is regularly tested through more than 5,000 drills conducted annually across sites, where the response capacity is tested with respect to the dedicatd plans, including the timely alerting of the chain of command and the means and resources needed to deal with the event. Activities also focus on the planning and management of emergency scenarios caused by natural hazards, supporting both Eni’s business and the community through the consolidated collaboration with the Civil Protection Department.

Case Study

Technological innovation and digitalization in safety

Technological innovation is essential to improve HSE performance within the company. Digital technologies are at the heart of the innovation through which Eni has achieved and will continue to achieve new and ambitious goals in HSE.

The technological innovation process to support HSE follows a methodical and structured approach that helps not only to comply with international and local regulations, but also to promote a corporate culture oriented towards risk prevention and environmental protection, ensuring that the new technologies introduced are effective, safe and sustainable.

Addressing safety issues, a fundamental part of Eni’s strategic plan, using digital technologies, in conjunction with analyses related to the Human Factor, has therefore oriented the company’s effort towards the implementation of digital technologies that make risk and safety management in the workplace simpler, more efficient and better organized.

In recent years, Eni has developed and made available various digital solutions to cover the main operational needs in the field of safety, from the adoption of smart PPE to safety apps, from data analysis to machine learning and artificial intelligence.

Today, digital solutions enable both enhanced capabilities to analyze HSE data and information to predict unsafe situations and prevent accidents, and to recognize dangerous situations and disseminate good practices, as well as to ensure the control and management of of activities in safety.

- The objective of Digital Safety is, therefore:
- provide tools for operators that make onsite risks ‘visible’, thus enabling increasingly safe working conditions;
 - make available models for interpreting safety data and predicting future dangerous situations;
 - implement plant solutions to reduce operator exposure to risks and improve HSE aspects.

In parallel with the main digital initiatives already available in Eni, numerous pilot projects are also ongoing to identify the best technologies available on the market to be used on our operational sites.

DIGITAL SAFETY MAPPING

	OCCUPATIONAL SAFETY	PROCESS SAFETY	EMERGENCY
Smart Safety	<div>• PPE monitoring</div> <div>• Mandown/Fall from height</div> <div>• Access to restricted areas</div>		<div>• Plant emergency management</div> <div>• Sending SOS</div>
HSEni App	<div>• Report unsafe act/condition</div> <div>• Consult Safety & Environment Golden Rules and related material</div> <div>• Access operational checklists</div>	<div>• Report unsafe act/condition</div> <div>• Consult Process Safety Fundamentals and related material</div>	
e-WP Electronic Work Permit	<div>• Compilation and archiving of PTWs</div> <div>• Examination of checklist related to the activity</div> <div>• Checking of certifications and interferences</div> <div>• Recommendation of specific PPE</div>	<div>• Compiling and archiving work permits</div> <div>• Taking charge of PSFs</div>	
DHSERA Digital HSE Risk Assessment	<div>• Analysis, filling in and reporting of HSE risks present in operational sites</div>	<div>• Analysis, filling in and reporting of HSE risks present in operational sites</div>	<div>• Analysis, filling in and reporting of HSE risks present in operational sites</div>
Safety Presense	<div>• Predictive alert based on accident phenomenologies that occurred in the past</div>	<div>• Predictive alert based on loss of containment loss phenomena that occurred in the past</div>	
Digital Leak Detection		<div>• Localization and quantification of gas leaks</div>	
Lone Worker	<div>• App-based safety monitoring of lone workers</div>		<div>• Sending SOS</div>

People’s health and well-being



Why is it important for Eni?

For Eni, protecting health means promoting a culture of health and the well-being for its people. It is a commitment to the physical, mental and social conditions of each of us. Our work involves prevention and health protection and making all medical assistance and health promotion tools and services as accessible as possible. We address our workers and their families, and also the communities that are directly or indirectly affected by our activities, in cooperation with the institutions of the Countries in which we operate.

FILIPPO UBERTI HEAD OF ENI HEALTH

Eni’s Health Management System is implemented in all operations, covering the entire Eni population, and includes the activities of Occupational Medicine, Occupational Hygiene, Traveller’s Medicine, Medical assistance and Emergency, Health Promotion and activities for the protection and improvement of communities’ health.

It is a management based on the principles of precaution, prevention and promotion and is implemented with a view to continuous improvement. Proper risk management is ensured through the constant updating of health profile assessments of Countries where Eni is present, including the evaluation of possible epidemic outbreaks, the assessment of health risks arising from work activities and potential health impacts arising from industrial processes, also taking into account the expectations of stakeholders and communities. Eni acts in accordance with local regulations and the highest international standards and ensures continuous updating of personnel skills.

In 2024, with regard to activities to protect the health of employees, collaboration continued with research centers and universities to assess the impacts of new production processes, with a particular focus on biorefineries and agribusiness; new technologies were tested to monitor the healthiness of indoor workplaces (99 sensors tested at onshore operating sites in Italy and abroad). In 2024, the FEEM Health Committee, a scientific oversight body made up of medical, epidemiological and economic-health experts launched in 2021 promoted by Eni, continued the research activity with the aim of supporting the company in protecting and promoting the health of all those operating within its value chain in also in the face of the complexities of new business models, technologies and approaches for a just energy transition.

In 2024, **corporate health welfare** services were enhanced and strengthened, a set of initiatives and tools aimed at improving the well-being of workers and, where applicable, family members, with a focus on the prevention, diagnosis, treatment and management of acute and chronic diseases.

- **Più Salute:** a package of free 24H healthcare services for Eni people and their families in Italy (telemedicine, home medical services, bookings and medical history interviews). In 2024, the tool was integrated with features aimed at greater inclusivity, such as LIS language and voice command in the app for visually impaired or blind people. **93%** of users said they **were satisfied with the service**.
- **Preveni con Eni (Prevention with Eni):** free biennial check-up service for oncological and cardiovascular prevention has been extended to new Italian regions, reaching 44% of Eni’s population.
- **Health promotion** activities to disseminate a health culture among employees and families such as, in 2024: (i) awareness-raising in relation to endemic diseases, such as tuberculosis and malaria, sexually transmitted diseases and non-communicable diseases, such as diabetes and hypertension; (ii) promotion of healthy lifestyles; (iii) dissemination of ergonomic principles.
- Delivery of the **flu vaccination campaign** in Italy.

The number of participations in health promotion initiatives in 2024 was 140,046, of which 107,003 were employees, 29,845 contract workers and 3,198 family members. These include voluntary programmes, activities and interventions with the priority aim of maximizing employees’ mental and physical well-being, inclusion and equality.

Enhanced and strengthened corporate health welfare services

over 140k participations in health promotion initiatives

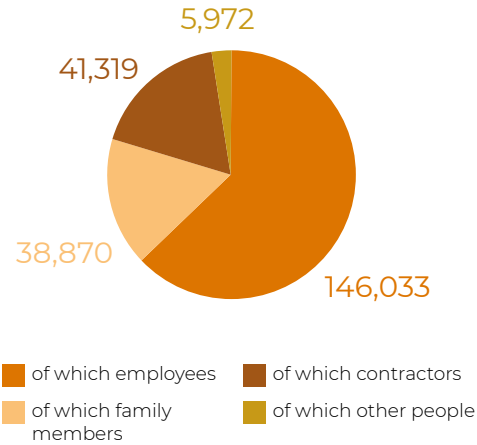
Focus on

In 2024 Eni supported the **Open Week** promoted by the **Fondazione Onda**, an initiative aimed at guaranteeing victims of violence free access to health and information services offered by the hospitals and anti-violence centers of the Onda network, present throughout **the Country**. The Open Week took place from **22 to 27 November**, coinciding with the **International Day for the Elimination of Violence against Women** on November 25, to reaffirm the importance of raising awareness and providing tangible support on this issue.

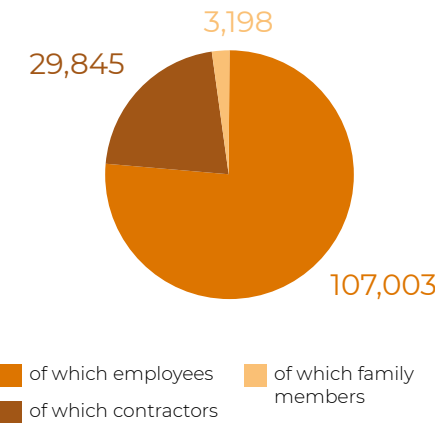
232,194
Health services
provided

140,046
accesses to health
promotion initiatives

NUMBER OF HEALTH SERVICES
PROVIDED IN 2024



NUMBER OF ACCESSES TO HEALTH
PROMOTION INITIATIVES



Cooperation with international organizations was strengthened during the year: Eni's contribution to the work of the Health Committee of IOGP – the International Association of Oil & Gas Producers and IPIECA – the industry association on global sustainability issues, led to the publication of the IOGP-IPIECA briefing **Health in the Energy Transition**. The document explores what is currently known about the health risks associated with energy transition technologies. The aim of the report is to make companies more aware of the importance of assessing health risks, as well as opportunities, in the context of the transition.

Focus on

Eni's services for psychological, emotional and social well-being

- For Eni, mental and brain health are indispensable components of well-being. This is why it implements initiatives for its people dedicated to cognitive health and the enhancement of emotional, psychological and social skills.
- **Online psychological support service** available to employees in Italy and abroad, 24/7 anonymously and free of charge. 74% of employees have access to the service and an extension to 85% is planned by 2028.
 - **Critical Incident Stress Management Service**: direct on-site crisis management intervention by qualified emergency experts, available to all employees in Italy and abroad in cases of catastrophic and unexpected events.
 - **Psychological First Aid (PFA)**: an intervention carried out voluntarily by Eni employees trained by the company to support people involved in a traumatic event while waiting for the arrival of qualified emergency experts. Participation in the course is voluntary and independent of an individual's training.
 - **Specific services concerning gender health and care**: a 24/7 helpline is available in Italy for victims of harassment and gender-based violence, offering psychological and legal support and guidance on the territory.
 - **NutriMente course**: an open course for all employees to improve their mental attitude towards food.
 - **Online meeting dedicated to Mental Health**: an insight into the meaning of this topic, resources for well-being and overcoming stigma.
 - **Psycho-education projects** for a better inclusion of colleagues with disabilities in the work team.
 - **Social assistance**: in-person guidance and counselling service, active at most Eni sites in Italy.
 - **Oncological information desk**: in cooperation with AIMaC (Italian Association of Cancer Patients, Relatives and Friends), the company provides a desk that guarantees targeted, customized and interdisciplinary assistance (experts include lawyers, clinical oncologists, psychologists/psychotherapists, etc.) to Eni people who are facing as patients or as relatives, an oncological problem.



Interview with Vincenzo di Lazzaro

Professor, why is it important today more than ever to talk about protecting brain health?

It is increasingly important to talk about these topics because we are living longer and the number of people suffering from neurodegenerative diseases is constantly growing. For example, according to the World Health Organization (WHO), around 55 million people worldwide suffer from dementia today, and this number could even triple by 2030. However, about half of all dementia cases could be prevented by acting on certain risk factors. These include, among others, the classic cardio-cerebrovascular risk factors such as high blood pressure, smoking, obesity and sedentary lifestyle, but also elements not previously considered as equally relevant risk factors such as social isolation, vision and hearing loss, or depression.

What is the connection between brain health and personal, mental and physical well-being?

The brain is the central organ of our well-being. All the functions we perform in our daily lives pass directly or indirectly through the brain. We are not only talking about cognitive abilities (such as memory, language, attention), but also about emotional balance, psychological well-being and even physical health. A healthy brain means better performance in everyday life, better concentration, emotional stability and the ability to adapt to changes in everyday life.

In what sense does optimizing brain health also lead to economic and societal benefits?

Let us return to the example of dementias. Preventing or delaying dementias has enormous benefits not only on the individual, but also on an economic and social level. In fact, if we succeeded in halving the numbers of dementias, we would have a significant impact on the health and social costs that these diseases cause, for example in terms of

the need for long-term care. A population with good brain health is more autonomous, socially active, and this leads to knock-on benefits for society, from families to national healthcare systems.

Professor, during your talk in the Eni webinar on brain health you spoke about modifiable risk factors that we can act on to preserve cognitive health, can you tell us which ones we can intervene on by changing lifestyles?

Modifiable risk factors are mainly those related to lifestyle. A recent study published in a prestigious international journal confirmed traditional risk factors and identified new risk factors for dementia. Fourteen modifiable risk factors were defined, including low education level, high blood pressure, obesity, smoking, diabetes, physical inactivity, but also alcohol abuse, vision or hearing loss, social isolation, and untreated depression. By modifying our lifestyles, exercising regularly, choosing a healthy diet, regular medical check-ups, and stimulating social and cognitive activities, we can concretely intervene on many of these factors, greatly reducing the risk of developing a neurodegenerative disease.

What role can companies play in protecting brain health and preventing neurodegenerative diseases?

Companies play a key role because they can create working environments that promote and support healthy lifestyles. For example, this can be done through health education programmes to inform employees about modifiable risk factors, or by facilitating the early diagnosis and treatment of certain cardio and cerebrovascular diseases with appropriate check-up programmes. Companies also have the task of fostering greater social interaction and promoting psychological well-being. These interventions not only have a positive effect on cerebral well-being, but also on employee satisfaction and thus on employee productivity.

Interview



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