

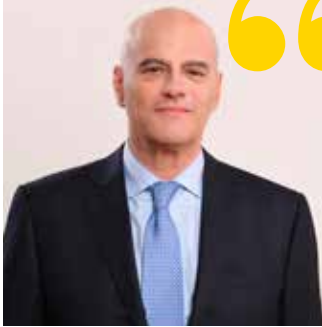
# Eni and the people-centred transition

Focus report on Just Transition initiatives for workers, suppliers, communities and consumers





# Eni's commitment toward a just transition for workers, suppliers, communities, and consumers



We will only pursue a just transition if everyone contributes to sharing costs fairly, without burdening vulnerable communities. To move in this direction, concrete plans need to be put in place and different solutions adopted that safeguard different areas of the world and players, considering the whole system in all its complexity.

| CLAUDIO DESCALZI – CHIEF EXECUTIVE OFFICER OF ENI |

## ENI NET ZERO STRATEGY

Eni supports the goals of the Paris Agreement to limit the increase in the global average temperature to well below 2°C above pre-industrial levels, pursuing efforts to limit the temperature increase to 1.5°C. Eni recognises the Intergovernmental Panel on Climate Change (IPCC) as the most prominent scientific body on climate change and agrees with the IPCC's view that the impacts of climate change will be much lower at the temperature increase of 1.5°C compared with 2°C. Eni is keen to contribute to the global mitigation efforts by specifically pursuing a strategy that aims to achieve the Net Zero emissions target by 2050, in line with the scenarios compatible with keeping global warming within 1.5°C.

Eni has chosen to play a leading role in the transition. In 2020, Eni announced its long-term strategic plan to 2050 and set absolute reduction targets inclusive of scope 3 emissions. In the following years, Eni further improved its targets, accelerating its decarbonization efforts towards carbon neutrality. Eni's strategy towards Net Zero is supported by an industrial transformation plan and it is based on

proprietary and breakthrough technologies, new business models and stakeholder alliances.

Eni's Net Zero commitment includes the company's Scope 1, 2 and 3 GHG emissions (Net GHG lifecycle emissions), and the associated emission intensity (Net Carbon Intensity), referred to the entire life cycle of the energy products sold by Eni. To be effective also in the near term and keep stakeholders aligned on progresses, Eni also set interim targets in 2030 and 2040, both in terms of absolute emissions and carbon intensity. Specifically, the company targets a -35% reduction in net scope 1, 2 and 3 emissions by 2030 and -80% by 2040 compared to 2018 levels, adding a new intermediate target of -55% by 2035. For net scope 1 and 2 emissions, Eni will reach -40% by 2025 (compared to 2018 levels) and will achieve net zero emissions by 2035.

For a detailed disclosure on Eni's decarbonization strategy, please refer to [Eni for 2021 – Carbon neutrality by 2050](#)

In this path towards carbon neutrality, Eni supports a Just Energy Transition that includes the social dimension of the transformation.

## ENI PEOPLE: WE SUPPORT A SOCIALLY FAIR ENERGY TRANSITION

Just Transition starts from a strong commitment shared by the top management, but necessarily requires the involvement of every Eni person. In this sense, instilling values around Just Transition within the company and its people is a fundamental component of this broader effort. Our Code of Ethics embodies Eni's value system and ensures that in all our daily tasks we are "guided by rules and inspired by values": this means that we operate in compliance with the evolving legislative framework around energy transition, but also go beyond compliance to ensure such transition is ethical and socially just. Built with the UN Sustainable Development Goals in mind, our Code includes just transition values such as among others supporting a socially fair energy transition and optimizing the use of energy resources, as well as ethically creating value for our shareholders and collaborating with the communities in which we operate to create shared value. Eni's commitment in pursuing a just energy transition is also stated in the corporate mission, which is inspired by the UN Sustainable Development Goals.

## PEOPLE-CENTRED ENERGY TRANSITION

Eni is aware of the relevance of the social dimension of the ambitious path outlined. The energy transition is first and foremost a technological transition: only with a strong industrial and innovative capacity, as well as the willingness to combine forces and skills, we will be able to implement the transition while enhancing opportunities for people. In this direction, Eni works to convert existing activities and to develop new value chains with relevant opportunities for workers, economies and communities of the Countries where the Company operates, as in the case of:

- the development of renewable energy
- the conversion of refineries into bio-refineries
- other circular economy projects
- the implementation of Agribusiness projects
- Carbon Capture Use and Storage (CCU&S) projects
- forestry projects
- new energy solutions.

At the same time, Eni is committed to manage any potential negative impacts on workers, communities, consumers, and business partners both in “transition-out” and in “transition-in” activities leveraging on a solid approach to respect for human rights, diversity & inclusion and women empowerment.

🚩 [Eni's Statement on respect for human rights](#)

🚩 [Eni for Human Rights](#)

This ambition necessarily requires the engagement with all relevant stakeholders, in particular those who can play a relevant role in the Just Transition such as Unions and workers representatives, Institu-

tions, communities' representatives, industry organizations.

It is Eni's aim to align its actions with the just transition principles stated in the Paris Agreement, in the ILO 2015 Guidelines for a Just Transition, the Declaration “Supporting the Conditions for A Just Transition Internationally” signed during the COP26<sup>1</sup>, and the recommendations of the IEA's “Global Commission on People-Centred Clean Energy Transition”<sup>2</sup>.

### Workers

The challenge of the energy transition requires a cultural change, a new mindset, and the development of new skills. Eni is committed to engaging employees in its organisational strategies with listening and communication initiatives and defining and developing the technical competencies as well as the mindset and soft skills necessary for current and future activities. Within this effort and beyond the transition pathway, Eni is committed to providing decent and valuable working conditions and ensuring a working environment where diversity, personal and cultural views are regarded as sources of mutual enrichment, as well as key factors in business sustainability. Where Eni will be involved in transition-in activities, it is committed to providing access to decent jobs in decarbonized activities and it makes all possible efforts to attract the best talents, while providing equal opportunities for all regardless of gender, age, or any kind of perceived diversity.

Where Eni will be involved in transition-out activities or in transformation processes, it is committed to prioritizing up-skilling and re-skilling programmes for workers with the aim of making the best ef-

fort in supporting their relocation into new or transformed activities (within the company or in other companies).

Eni is also committed to supporting workers' social protection, specifically of those affected by the company's transition strategy. This may be achieved through multilateral agreements between Unions, workers and Eni to promote relocation programmes that are advantageous for both workers and the Company or allowing for a smooth turnover of skills combining favourable incentives for early voluntary exit plans and the hiring of skilled young people in key areas.

Establishing a trustworthy relationship between workers, unions and the Company is crucial in the transition. Eni is committed to discussing with the Trade Unions at various levels, starting locally, with particular reference to professional skills and employment levels. Eni will also make its best effort to develop a social dialogue model suitable for the new requirements connected to the transition pathway and characterised by preliminary consultation to set out the best solutions to be used in this evolving scenario.

The commitment undertaken by Eni has been agreed with international and Italian Unions, under a 🚩 [General Framework Agreement on International Relations and Corporate Social Responsibility](#) signed with IndustriAll. and other protocols (e.g. 🚩 [Together-Insieme: Industrial relations model to support the energy transition process](#)).

### Suppliers

Eni is committed to building an ecosystem of companies (current and future suppliers) which want to have

<sup>1</sup> <https://ukcop26.org/supporting-the-conditions-for-a-just-transition-internationally>

<sup>2</sup> <https://www.iea.org/reports/recommendations-of-the-global-commission-on-people-centred-clean-energy-transitions>



a leading role together with Eni in a fair and sustainable energy transition. Eni is committed to supporting and accompanying its suppliers in the transition – especially small and medium sized enterprises - promoting dialogue, awareness, and stimulating new ideas for a sustainable supply chain. Moreover, Eni is making every effort to ensure that its suppliers contribute to take care of the workers affected by the transition, supporting them through up-skilling and re-skilling programmes.

Eni is committed to continuously strengthening its own human rights management model on the supply chain to properly identify and manage any impact that the energy transformation may have on current and future activities, including those related to the extraction and transformation of the “transition minerals”.

#### **Communities**

Eni is committed to an equitable transition to achieve global human development, which requires cultural as well as social, economic, and

technological change. In the Countries where it operates, Eni promotes local development projects with a long-term perspective to improve the living standards of host communities including vulnerable groups.

Our approach aims at contributing to develop appropriate economic and social opportunities for all, by promoting access to energy, economic diversification, education, community health, access to water and sanitation, land protection and the improvement of the social protection systems. This implies the provision of transparent information and the implementation of strategies for the engagement of local communities by promoting free, prior and informed consultations, especially engaging vulnerable groups, with the purpose of considering their legitimate expectations in conceiving and conducting business activities, including community investments.

#### **Consumers**

Eni supports its own customers by offering cutting-edge energy solutions to help them play a pri-

mary role in the energy transition, also thanks to its investments in the production of renewable energy. Eni encourages customers to use energy more efficiently and makes them the focal point of its activities, communicating with them honestly and transparently, providing quality products and services, in line with customer's needs, to make the lifestyles and habits of the entire community more sustainable. Eni contributes to creating and spreading the culture of the sustainable energy usage among its customers and make its own decarbonization strategy suitable to the needs of its customers.

**Claudio Descalzi**  
*Chief Executive Officer*

# Summary

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This focus report is a document which contains certain forward-looking statements related to the different topics covered therein. Forward-looking statements are based on Eni management's reasonable assumptions and belief in light of the information available to them at the time the statements are made. Nevertheless, by their nature, forward-looking statements involve a component of uncertainty as they relate to events and depend on circumstances that may or may not occur in the future and which are, in whole or in part, out of Eni's control. Actual results, also with reference to the targets and objectives identified in the strategic planning or those of Corporate Governance, may differ from those expressed in such statements, depending on a variety of factors, including without limitation: the fluctuation of the demand, the offer and the pricing of oil and natural gas and other oil products; the actual operational performances; the general macroeconomic conditions; the impact of the pandemic disease (COVID-19); geopolitical factors and changes in the economic and regulatory framework in many of the Countries in which Eni operates; the achievements reached in the development and use of new technologies; changes in the stakeholders' expectations and other changes to the business conditions. The readers of the document are therefore invited to take into account a possible discrepancy between the estimates reported and the results that may be achieved as a consequence of the occurrence of the above. The focus report also contains terms such as, for instance, "partnership" or "public/private partnership" used for convenience only, without a technical legal implication. "Eni" means the parent company Eni SpA and its consolidated subsidiaries.

Images: All the photos of the covers and the reports Eni for 2021 come from the Eni photographic archive.



## Introduction

The world energy landscape is facing major challenges in the coming years, having to balance two fundamental needs: to guarantee universal access to energy to a growing population and the urgency of tackling climate change by acting immediately on all the levers available and accelerating the transition process towards a more sustainable mix. A transition that must be just is a concept that is assuming growing importance for all stakeholders (policy makers, trade unions, financial markets, civil society associations, public opinion). There is no univocal definition of "Just Transition" but the **Paris Agreement** (2015) in its preamble makes an important reference to it by focusing on the theme of work: signatory Countries "take into account the imperatives of **Just Transition for the workforce** and the **creation of decent work and quality jobs** in accordance with nationally defined development priorities". In the same year, the ILO (International Labour Organi-

zation) approved the **Guidelines for a Just Transition**<sup>3</sup> focused on applying its four-pillar **Decent Work Agenda** (promoting employment and entrepreneurship to the context of the energy transition, ensure labour rights, extend social protection, and encourage social dialogue) and with a **strong emphasis on planning and participation of all stakeholders**.

The concept was then gradually extended towards an **energy transition that puts people at the centre without leaving anyone behind, going beyond** just the issue of work and including the need to manage the social impacts of the energy transition also on **communities and consumers**.

In the last year, important Just Transition initiatives have been launched by governments and the European Commission, the IEA (International Energy Agency) and IRENA (International Renewable Energy Agency)<sup>4</sup>. Such initiatives focus on governments, but the Just Transition cannot be achieved

without also a **specific commitment from the private sector**. Several international frameworks<sup>5</sup> - also born from the engagement and dialogue between companies, civil society, investors and institutions - have begun to outline how companies can contribute to the Just Transition.

In this context, Eni was one of the 7 companies in the sector that took part in the **definition of the Just Transition framework outlined by the Council for Inclusive Capitalism**<sup>6</sup>. The framework is a guide for the private sector called to play a leading role in Just Transition in order to raise awareness on the topic, promote concrete actions and encourage collaboration. The framework is made up of four pillars: universal net-zero energy, workforce evolution, community resilience and collaboration & transparency. Each pillar is in turn made up of a series of recommendations aimed at guiding companies in defining and implementing their transition plans.

<sup>3</sup> Guidelines for a just transition towards environmentally sustainable economies and societies for all.

<sup>4</sup> On the occasion of COP26 in Glasgow (November 2021), 14 governments and the European Commission signed the Statement "Supporting the Conditions for a Just Transition Internationally" outlining some principles on the subject and also taking up the recommendations of the "Global Commission On People-Centered Clean Energy Transitions" of the IEA (International Energy Agency). In 2021, IRENA (The International Renewable Energy Agency) adopted a Collaborative Framework focused on Just & Inclusive Energy Transition.

**JUST ENERGY TRANSITION FRAMEWORK**

	<b>UNIVERSAL NET ZERO ENERGY</b>	<b>WORKFORCE EVOLUTION</b>	<b>COMMUNITY RESILIENCE</b>	<b>COLLABORATION &amp; TRANSPARENCY</b>
<b>CORE PRACTICE</b>	<ul style="list-style-type: none"> <li>▶ Pursue an ambitious timeline to carbon neutrality targets</li> <li>▶ Work towards universal energy access</li> </ul>	<ul style="list-style-type: none"> <li>▶ Adhere to core labour and safety standards</li> <li>▶ Promote diversity, economic inclusion and equal access to opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▶ Preserve biodiversity and regenerate infrastructure</li> <li>▶ Support local development initiatives for communities dependent on assets</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ensure social dialogue with workers</li> <li>▶ Engage stakeholders in decision making</li> </ul>
<b>JUST TRANSITION SPECIFIC PRACTICE</b>	<ul style="list-style-type: none"> <li>▶ Advocate policies and investments to support Just Transition</li> <li>▶ Strive for consumer fairness, preempting/mitigating impact and sharing benefits</li> <li>▶ Develop a responsible divestment strategy</li> </ul>	<ul style="list-style-type: none"> <li>▶ Create decent jobs through low emissions infrastructure</li> <li>▶ Commit to retain, retrain, and redeploy workers</li> <li>▶ Design innovative social protection measures to combat low carbon policy impact</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engage and support suppliers in their just transition path</li> <li>▶ Nurture competitive, local supply chains</li> <li>▶ Work with educational institutions to bridge anticipated skill gaps</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop a time-bound just transition plan and disclose progress against it</li> <li>▶ Partner across sectors to scale new ventures with sustainable employment opportunities</li> <li>▶ Share knowledge and best practices with industry peers and other organizations</li> </ul>

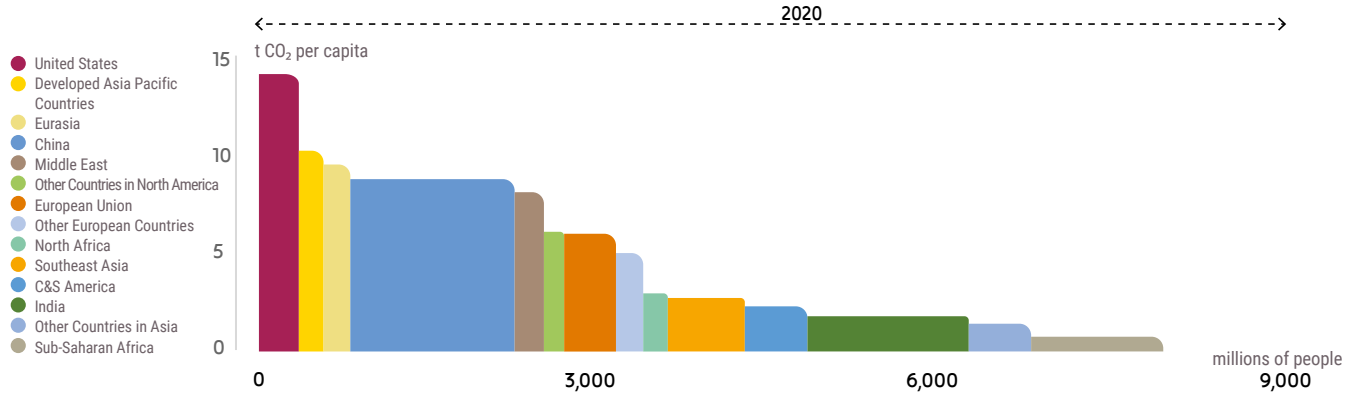
Fonte: Council for Inclusive Capitalism

In promoting a Just Transition, it is essential to adopt a different approach between Countries with advanced economies and Countries with emerging economies. In countries with developed economies, there are two aspects of a Just Transition that need to be managed adequately: the “Transition-Out” - i.e. the need to convert and close certain sites or business sectors - and the “Transition-In” - i.e. the development of new businesses, infrastructures, and products. The people potentially negatively impacted by the “Transition-Out” may in fact not be the same people who benefit from the “Transi-

tion-In”. Similarly, it is necessary to ensure that the new “low carbon” sectors are characterized by decent jobs and positive impacts for communities. In Countries with emerging economies, however, the need to reconcile the right to development and access to energy with the global need to reduce emissions must remain a priority, taking into account the principle of “common but differentiated responsibilities”. The very concept of “Transition-Out” is difficult to apply in Countries that have always experienced energy poverty and low per capita emission levels. The Just Transition in these areas

will therefore primarily concern overcoming energy poverty, also through the maximum development of the production of renewable energy. Furthermore, it will be important to manage the effects of the energy transition of developed Countries on emerging Countries. For example, the potential redistributive effects on a global scale related to the expansion of new sectors - such as the production of plant energy feedstocks or the extraction of minerals used in the low-carbon energy supply chain - will have to be assessed and managed, so that they do not translate into a further expansion of existing inequalities.

EMISSIONS PER CAPITA



Source: International Energy Agency (2021), World Energy Outlook 2021, IEA, Paris.

In light of this scenario and in line with the guidelines of the main frameworks that are emerging, Eni is

sharing its transition path with all its stakeholders, in particular with four main categories: workers, suppliers

and business partners, communities and consumers / customers.



Source: Eni reformulation of the chart by the Grantham Research Institute on Climate Change and the Environment, From the grand to the granular: translating just transition ambitions into investor action (July 2021).





## THE STRUCTURE OF THIS FOCUS REPORT

As highlighted by the Council for Inclusive Capitalism, the Just Transition for businesses is based on some well-established global frameworks in terms of climate change, biodiversity, human rights, labour standards and inclusive growth which therefore constitute the “core practices” of Just Transition. For Eni, the details of these

core practices are illustrated in the sustainability report (“Eni for 2021 - A just transition”), “Eni for - Carbon neutrality by 2050” (regarding the decarbonisation strategy), and “Eni for Human Rights” (about respect for human rights).

**This document represents a further map of Eni’s most relevant actions for a Just Transition, in particular from a people-centred perspective. This map is the ba-**

sis for future actions and disclosures on the issue, which will also evolve in line with international frameworks and stakeholder expectations.

The report has two main sections: **the first part is organized on the basis of the stakeholders impacted by the transition; the second part is dedicated to six case studies that can be classified as concrete examples of a Just Transition.**

# The initiatives for each stakeholder

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## Workers

The initiatives related to a Just Transition and its connection with the other major transformation in the company and the industry can be grouped into six clusters:

- **Create.** Laying the foundations to make sure the transition is adequately supported
- **Engage.** Having stakeholders participating in the Company's decisions
- **Include.** Leave no one behind: ensuring decent and valuable work conditions and opportunities for all workers
- **Up/Reskill.** Evolving existing competencies or developing new ones to strengthen the Company's most valuable asset: people
- **Protect.** Implementing welfare

and support programs to help stakeholders through the transition

- **Advocate.** Representing the urgent matters of a Just Transition to the public and lawmakers

### CREATE

**Eni's new organizational structure.** As part of a transformation process that began in 2014, in July 2020 Eni adopted a new clear, streamlined and integrated organizational structure to be a leader in the energy transition: the new organization includes two new General Directions: Natural Resources and Energy Evolution. The first is devoted to sustainably develop the upstream portfolio and pro-

mote energy efficiency and carbon capture and storage as well as to develop the agribusiness. The latter is in charge of supporting the evolution of emerging businesses such as the production and sale of bio, blue and green products. Both are assisted by cross-functional units: the new TECH function and other Support Functions.

Such reorganizations imply:

- designing and creating new structures and processes
- scouting within and outside the company to supply the new structures with staff
- conducting activities whose aim is to engage people, to get to know them better and to communicate the change.

### FOCUS

The «**Energy Evolution Full Potential**» and «**Natural Resources Transformation Programmes**» redesign processes and activities with the aim to make operations more flexible and efficient towards the decarbonisation of processes and assets, in a joint effort of HR functions and business lines.





**M&A Operations.** Acquisitions of companies with distinctive know-how for the energy transition are an important tool to introduce new competencies.

**Be Power:** High Tech that aims to be the protagonist of the ongoing transformation in the energy sector. It converges the new activities of the energy market with the electric mobility sector through an innovative management of digital flows. It owns the Be Charge brand charging infrastructures installed on public and private land and is the owner of the related concessions, the second largest Italian operator with over 10,000 charging points for electric vehicles on public land and developing activities in 9 European countries. Acquired in 2021 and 100% owned by Eni Plenitude.

**GEMS:** a leading company in the design, construction and management of energy production plants from renewable sources; it manages 393 MW of wind assets making it one of the major asset management operators in the Italian market. In June 2022 the company was merged by incorporation into Eni New Energy S.p.A.

**Evolvere:** a leading company in the distributed generation of energy from renewable sources, with over 10,000 small-scale photovoltaic systems installed throughout the Italian territory, it constitutes a real energy community of the future based on smart grid models, to allow the exchange of energy between individuals and provide services to the network. In 2020 it joined Eni and works alongside Eni Plenitude.

**Dhamma:** now Plenitude Renewables (France and Spain), it operates in the design, construction and management of photovoltaic fields for power generation from renewable sources. It has become one of the main independent developers and producers of solar energy in France and Spain able to manage the entire project life cycle: from research of the territory to operate and manage the plants. Acquired in 2021 with a view to strengthening Eni Plenitude's presence in Europe.

**Bioch4in:** the operation involved the acquisition, by Ecofuel, FRI-EL Green Power S.p.A.'s share in FRI-EL Bio Gas Holding S.r.l, owner of a OFMSW treatment plant and 21 biogas production plants and Italian leader in the sector of electricity production from biogas of agricultural origin, thus entering Eni's development path by Eni of bio-methane production projects.

The acquisitions of these companies, operating in the renewable and circular economy sectors, will allow Eni to pursue the challenging objectives of the transition plan as they favor the integration and dissemination of specific skills in these business areas and the fertilization with existing professional figures in the company, and they accelerate the achievement of business objectives. The specialized skills acquired include (by way of example): renewable energy technologists, wind energy, electric mobility and distributed power generation of electricity, digital transformation, biomethane production and biomass supply professionals.

**Innovation that leverages our strengths.** Setting up new high-tech entrepreneurial initiatives to support the Just Transition, interacting with the external innovation ecosystem and leveraging the research and development assets of a large company like Eni: this is why Eniverse Ventures, Eni's Corporate Venture Building company, was born. Launched in August 2022, it is 100% owned by Eni and closely connected to the company's branches dedicated to innovation. Its goal is to identify and scale up at an industrial level the technological solutions, either its own or of third party, with the

highest potential and that have been in the market for less than three years.

Eniverse brings together internal research and expertise with the entrepreneurship of the most innovative companies in the market. It draws on Eni's experience in multiple engineering and scientific sectors, on a network of collaborations with universities, research centers, technology companies and start-ups and on a system of alliances with strategic partners.

In particular, the company deals with:

- market incubation: for technologies that have not reached adequate maturity levels
- market validation: by interacting with the market
- business building: by setting up new ventures and supporting them in the scale up phase.

Eniverse therefore complements Eni's approach to Open Innovation, working alongside Joule, Eni School of Entrepreneurship, Eni Next, the Corporate Venture Capital company, and Innovation Match, the eniSpace platform followed by Eni's Procurement.

## ENI AWARD: DEBUT IN RESEARCH - YOUNG TALENTS FROM AFRICA PRIZE

This specific category was included on the 10th anniversary of the Eni Award. Four awards to go to graduates from African countries for a degree or master's thesis carried out in an African university on these themes: development of a sustainable and resilient nature within a continuously changing climate scenario, through the enhancement of nature-based solutions, and the preservation and restoration of natural capital, in order to accelerate the transition towards circular economy, bio-economy and environmentally sustainable business models, accordingly with the "One Health - Planetary Health" perspective; renewable energies and energy storage; new technologies for H2 production (blue, green and turquoise hydrogen); capturing, using and storing carbon (CCUS), and energy efficiency as a bridge to decarbonization of the energy system.

**The transformation of activities.** Eni's decarbonization strategy gives particular importance to the transformation of traditional plants (e.g. refineries) into innovative plants and the creation of new opportunities (e.g. waste water treatment plants), in which the engagement of Eni people is crucial.

#### FOCUS

Thanks to a specific requalification program, the **Safety Competence Center** has enhanced the skills of the Gela refinery employees as part of the transformation of the refinery (see the Case Studies section)

**Just Transition in the management of Eni people.** Eni has adopted **Human Focus**, a constantly evolving model for personal attitudes and skills, which is applied to all processes of management, evaluation, feedback, training and development of people. It is instrumental to the development of a mindset suitable for effectively facing the transition. Among Human Focus' attitudes are openness toward new and to diversity, critical and systemic thinking, management of uncertainty, agility and transformation, resilience, dialogue and sense-making. In synergy with Human Focus, the **Employer Value Proposition (EVP)** has also been revised by defining the reputational and motivational drivers to attract, engage and retain the

best talents who can contribute to the transition.

**Workforce planning.** Targeted labor planning is an essential step in building the future workforce in line with Eni's net-zero strategy. It helps the company to orient human resources recruitment and management (e.g. through internal mobility, incentives for early retirement) to find the right balance between traditional and emerging activities.

**Contratto di Espansione ("expansion agreement").** In agreement with stakeholders (Trade Unions, the Italian Ministry of Labor), it allows the turnover of skills through the combination of an early exit plan for workers who meet specific criteria, and who can request it voluntarily, and the hiring of young people in key areas

such as circular economy, sustainability, HSE, renewables, biotechnology, digital, research and development of new technologies, production, maintenance and asset integrity. The *Contratto di Espansione* also includes a major upskilling and reskilling program to build on existing skills. Eni, the Italian Ministry of Labor and the Trade Unions signed the *Contratto di Espansione* also for 2022-23.

**The human rights management model.** Respect for human rights is at the basis of a Just Transition. For the human rights in the workplace Eni has adopted a specific model whose pillars are linked to the main risk areas as indicated by the ILO conventions (discrimination, child labor, freedom of association and collective bargaining, working conditions).





## ENGAGE

**Communicating the transformation.** Eni considers it essential to inform stakeholders, starting with Eni people, about the transformation underway.

### FOCUS

**"Fit for purpose"**, an intranet information campaign to learn about the company's key activities towards net zero emissions targets by 2050. Led by the Internal Communications team, the program features Eni managers as testimonials. **"My Glossary"**, an intranet communication campaign where internal experts explain Eni's vocabulary in simple words, in particular that relating to new activities. Informative material on **specific projects** (e.g. Biomass Treatment Unit - BTU in Gela) has also been disseminated. Eni also launched a campaign calling workers to action to collect used vegetable oils ("**RiccliamOLI**").

**The listening channels.** Eni keeps multiple listening channels open, starting with the Eni people survey – "... And Your Eni?"- whose 5th edition was held in June-July 2022. Virtual Focus Groups were also held (June 2021) and included questions, among others, about Eni's strategy and the impact of covid and remote work. Also, Eni launched a survey for the new Employer Value Proposition (mentioned above), as well as a

pilot project for over 1,000 people in 75 teams across the Company related to discover the EQ, the emotional quotient, within teams. The bottom line of listening still are the interviews in person with Eni people. HR management and development functions have been conducting an extensive plan of one-to-one interviews to learn more about people, especially those directly affected by the business transformation. These inter-

views have been functional for a more detailed mapping of people's skills, competences, needs and aspirations and therefore to better address human resources management and development, including upskilling and reskilling and organizational operations.

**Relations with Trade Unions.** Our programs would not be possible without the involvement of stakeholders, including Trade Unions.

Main examples of industrial relations agreements / protocols:

**Achievement of a energy transition-related strategic objectives.** The agreement between the company and Trade Unions ("Target Result bonus") it is an important tool to recognize the workers' contribution and participation in the challenge of the energy transition.

**Protocollo INSIEME ("Together"),** a new industrial relations protocol signed by Eni and Italian trade union organizations, an important step on the path of the energy transition to better support the change process and to contribute to the achievement of shared corporate objectives.

As far as the worldwide Industrial Relations are concerned, on June 22nd 2022, the agreement establishing the European Works Council in Eni was renewed for another four years: the energy transition was included among the topics of information and consultation. The Global Framework Agreement (GFA) on international industrial relations and corporate social responsibility with trade unions FILCTEM CGIL, FEMCA CISL, UILTEC UIL and with IndustriALL Global Union was renewed in 2019 and includes a series of commitments to comply with human rights and corporate sustainability. In December 2021, the agreement also adopted and integrated the ILO Convention No. 190 to eliminate violence and harassment in the world of work. The GFA is expected to be renewed in 2023 for the next four years.

## INCLUDE

**The people journey at Eni.** Eni takes into account the transformations underway to review its employee journey through the first 3 years from hiring, with a specific focus on the first months since the entry. The entire people management and development journey throughout the employee life cycle is under review to intercept talent as soon as possible and guide them through diversified paths. To make the internal job market more dynamic and fluid and facilitate mobility between organizational units, the internal job posting site, Jobs4You, has been improved. There employees can apply for an existing open position or submit their spontaneous applications. There are also coaching and team coaching programs on the one hand and mentoring on the other. Coach-

ing is especially recommended for new teams, especially those facing the major challenges of transition.

### A more flexible way of working.

The 2020 health emergency has accelerated a review of the way people work favored by advances in communication technology, and fostering work-life balance. After the end of the pandemic state of emergency, Eni has opted for a hybrid model with 8 days / month of remote working in the offices (4 days / month in industrial sites and 12 pilot days / month for some activities). There are also specific options for parenting, maternity and fragile people, who can count on extensions of the remote work period. Based also on the right to disconnect, this model has been implemented in Italy but is also a reference for Countries out-

side Italy, which are progressively implementing it.

**Gender equality.** Eni has many ongoing activities in favor of gender equality and more generally of D&I. These activities - as a basic prerequisite of corporate sustainability regardless of the close connection with the energy transition - are enhanced by the Just Transition frameworks that are being defined. For details on these activities, please refer to "Eni for 2021" sustainability report. In the context of this report, it is useful to highlight the initiatives to overcome the barriers linked to the low presence of women in technical-scientific disciplines - essential for the energy transition - and in particular role modeling programs, by enhancing the personal and professional stories of colleagues in areas still dominated by men.

## FOCUS

"**InspirinGirls**" provides the testimony of Eni professionals to help young people to see their professional future by overcoming gender prejudices. The events take place in middle schools and are also available on the international web platform Video Hub of InspirinGirls. "**Fondazione Mondo Digitale**" ("Digital World Foundation") promotes a series of initiatives to help high school female students to discover professions in technology and digital intelligence. In this context "**Coding Girls**" is the project in which corporate role models testify to the attractiveness of IT studies. "**Think About Tomorrow**" is the programme that orientates the company high school male and female students towards a conscious educational and professional choice aimed at STEM studies beyond any gender stereotype. "**Women in Technical Roles**", in partnership with Politecnico di Milano, is the programme where companies introduce themselves to university female and male students and represent their activities and their approach to gender equality.

## UPSKILL/RESKILL

The need for a continuous learning approach is increasingly evident in this age of rapid change. This is why Eni offers its people learning opportunities through Eni Corporate University.

## FOCUS

The training programs are addressed to almost the entire (95%) Eni population and all have an upskilling/reskilling impact (approximately 34 hours / year per employee in 2021). To do this, Eni Corporate University reviewed its training programs through the lens of just transition to support change and the energy transition (induction courses, HSEQ training with a focus on environment and sustainability, leadership and mindset, diversity & inclusion and specialized technical courses or paths focused on new technologies and new skills).

Eni has launched "**MyChange**" for all its workers, a digital environment that allows employees to actively participate in the company's cultural change, through a personalized, dynamic and interactive learning path. In addition, MyChange can also grant a free certification as SDGs User to increase their awareness on the 2030 Agenda topics and goals and on how to contribute to their achievement. "**Lead The Change**", on the other hand, promotes a renewed approach to Leadership throughout Eni that allows Team Leaders to develop their skills in the process of transformation and change within the company.



Eni Corporate University also offers a wide range of Masters and scholarships in partnership with prestigious Italian and international Universities, starting with the ME-DEA Master “Master in Energy and Environmental Management and Economics”. The Master is offered by the Mattei School, in partnership with the University of Pavia. Today it is specifically devoted to the topics of energy transition. Other masters include Geoscience for Energy - Eni Master School (GEMS), focused on how geoscience can contribute to the energy transition; Master in

Energy Innovation, in collaboration with Politecnico di Milano, dedicated to the topics of innovation supporting the energy transition, and Master MiNDS, with the Politecnico di Torino, specifically focusing on the Natural Resources sector and on Energy Transition. The faculty of each master is made up of professors from the most prominent Italian and international universities, Eni managers and experts, who provide educational programs with an international and practical vision. In addition, Eni realizes the Master in Data Science & Artificial Intelli-

gence in partnership with “Talent Garden Innovation School”, attended by 15 young students and 10 Eni and Eni Plenitude employees. Their commitment to the Master will be full-time for a whole semester to acquire data science skills.

All corporate identity training programs, including the Eni Program for Management Development created in partnership with SDA Bocconi or the course dedicated to Manager Directors, are integrated and updated with content relating to Energy Transition and innovation.

## FOCUS

**Partnership with Strathclyde University of Glasgow** through a two-year agreement to combine Eni’s industrial know-how and the skills of University of Strathclyde as a leader in the renewable energy sector. The objective is to analyze the skills needed by the workforce with experience in traditional energy to enter the green energy sector.

### PROTECT

Corporate welfare represents an important element in Eni’s history and employer identity. Eni has placed people at the center of its business strategy, positioning itself as a “caring company”, i.e. a Company that promotes the continuing commitment to caring for its people to create a shared value chain, through multiple initiatives

in the health, social security, income support and family management sectors.

The use of workers listening channels has allowed to seize the need to strengthen the initiatives relating to the areas exemplified above with new welfare programs that will soon be launched to better meet the needs of all workers, including the youngest.

### ADVOCATE

Eni is a member of and has stable relationships with Confindustria, the main representative association of manufacturing and service companies in Italy, aimed at ensuring the centrality of companies, as engines of the country’s economic, social and civil development. With it, it plays an important and proactive role to promote corporate and business sustainability.

Confindustria Energia and the main Italian trade union organizations have promoted the programmatic Manifesto on work and energy for a sustainable energy transition.

Among other things, a number of meetings were organized within the Confindustria network to illustrate the “Joule, Eni’s School for Entrepreneurship” project created to encourage the development of innovative and sustainable start-ups. The program offers training courses for a new generation of men and women entrepreneurs and an accelerator dedicated to the energy transition.



# Suppliers

Eni involves its own supply chain by promoting development initiatives that favour a fair and inclusive transition. The involvement of suppliers takes place, with particular regard to local and medium-small enterprises, by communicating and sharing plans and projects aimed at improving the ESG profile in its social components. This is to ensure respect for hu-

man rights along the value chain and to support suppliers in managing the impact on people deriving from the implementation of decarbonisation strategies.

**Human Rights.** To manage issues related to the respect for human rights, Eni has defined and implemented a model, structured with measurable indicators and control measures inspired by

the SA 8000 international standard, to prevent and mitigate risks along the supply chain. The risk level associated with the Country and the market segment determine the type of controls to be applied, in order to exclude all forms of slavery, forced labour, child labour and to promote healthy and safe working conditions, freedom of association and adequate wages.

By accepting the [Supplier Code of Conduct](#), suppliers are required to comply with Eni's principles and policies on human rights to become or maintain the status of Group's supplier. Furthermore, all suppliers are subject to a continuous monitoring process through:

- i) due diligence checks
- ii) enhanced feedback processes with focus analysis on respect for human rights
- iii) periodic checks with dedicated questionnaires - in the qualification phase
- iv) audits on site - during the execution of the contract, according to requirements and enhanced clauses on the protection of human rights in all contractual terms & conditions.

Furthermore, **in the tender process as the risk to human rights increases, a series of minimum requirements are adopted, evaluated and monitored throughout the duration of the contract** with reference to the direct activities of suppliers, including subcontractors, with the aim to prevent any form of modern slavery such as forced labour, child labour, discrimination or wage inequality.

When entering into contractual agreements with suppliers, as well as for other third parties (e.g. customers and partners), **Eni inserts standard clauses on respect for human rights aimed at preventing and managing risks of negative impacts on human rights.** These clauses - drawn up according to a risk-based approach - require, among other, that the supplier takes note of Eni's Statement on Respect for Human Rights and itself respects human rights in the conduct of its business and in the execution of the contract.

In addition, **depending on the level of human rights risk, other specific requirements may be adopted along the tender process and during the execution of the contract, such as enhanced contractual clauses.** Should any critical issues arise, suppliers are called upon to implement improvement actions or, if they do not comply with the minimum standards of acceptability, are inhibited from participating in tenders or in the operation phase under a contract, and consequently excluded from Eni's vendor lists.

According to the risk-based model, the assessment and monitoring of suppliers' performance in terms of respect for human rights can be carried out with on-site audits or, when it is not possible, with a virtual audit.

The result is a comprehensive approach to identifying, preventing and mitigating risks at every phase of the procurement process, from supplier selection to tender evaluation and performance monitoring across the entire supply chain.

In 2022, with the aim of enhancing the evaluation of the respect for human rights along the supply chain by strategic suppliers, a sample of about 50 leading companies in strategic market sectors for Eni's businesses was selected.

Such companies carry out high-labour intensive activities and with articulated and complex supply chains. They have been evaluated in relation to the action taken to their supply chain, with the aim of identifying any opportunities

for improvement, such as the definition of models for monitoring and evaluating tier 1 and even subsequent levels of suppliers of their supply chain, with an increasing level of analysis according to the identified risk levels.



In line with a more structured approach to the risks associated with the energy transition, particular attention is paid to the supply chains linked to the extraction and transformation of “transition minerals” which reveal potential critical issues relating to human rights. The photovoltaic sector, for example, has been deeply analyzed, to understand the characteristics of both the market and the value chain, and to compare the main suppliers of the market, both qualified and unqualified, to initiate an assessment of the potential human rights implications along the value chain. The presidium of this specific supply chain is strengthened by the active participation in the Solar Power Europe “Supply Chain Transparency Working” group.

**Social impact of the decarbonisation strategy.** Eni is committed to supporting companies on the aspects of social responsibility, necessary to manage the impacts deriving from the implementation of decarbonisation strategies. With this goal, Eni conceived Open-es, a digital platform open to all companies involved in the energy transition and useful for evaluating and measuring, with simple and practical tools, the improvement of the ESG profile, also in the social aspects, and to stimulate collaboration between the supply chains on issues connected to a Just Transition. Open-es represents a

call for action of significant and strategic dimension companies to proactively play the role of supply chain leader, also on social aspects, to strengthen the resilience of companies, especially medium-small ones, along the value chain. The companies participating in the initiative are encouraged to carry out checks, on respect for human rights and to monitor critical reports, as well as investing in the development of skills for the future and in monitoring the distribution of the generated value (along the supply chain).

In addition, **Open-es offers training sessions useful for inclusion in the transition process and to enhance the contribution of local communities.**

To date, the companies registered on the platform are 8,208, of which 3,214 are Eni suppliers.

In synergy, to disseminate the strategy underlying the Just Transition and the initiatives promoted in favour of the supply chain, Eni uses digital tools such as eniSpace, the Communication and Collaboration Portal with Suppliers, which includes a specific session on human rights. **Eni organizes periodic structured moments of dialogue and discussion with suppliers (JUST workshops), to share best practices and innovative technologies functional to the low carbon transition with an impact on people** (e.g. assisted driving methods in the modernization of the transport sector with

the benefit of greater safety for people, training of new skills, digitalization and automation of processes to achieve efficiency). **Eni invites suppliers to participate in training sessions, led by internal and external professionals, to increase skills on social issues, such as issues relating to workers’ rights.** Eni promotes social dialogue initiatives, also through meetings with Business Associations, both nationally and locally, and sector events to promote innovation and industrial transformation, underlining the centrality of training and development of local human capital in Countries in which it operates, and support the supply chain through alliances and collaborations. To anticipate regulatory changes and be able to support the supply chain in the compliance process, Eni is also committed to participating in Government and European consultations.

**To further support the energy supply chain, Eni created, with Elite and Illimity Bank, the Basket Bond-Sustainable Energy program,** an innovative tool which direct and indirect suppliers of the entire supply chain can use to finance sustainable development initiatives, also related to the training of new skills and the provision of useful solutions and technologies, for example, to strengthen safety for people and to stimulate the inclusion of new skills in the company.

# Communities

Eni's commitment to local development aims to strengthen communities, with particular attention to the most complex and vulnerable contexts, improving people's quality of life and strengthening their resilience mechanisms, also with respect to the transformations that the energy transition brings. In particular, Eni discloses this commitment through the "Eni for" sustainability report. Below are some of the most significant areas of intervention, approaches and methods related to Just Transition.

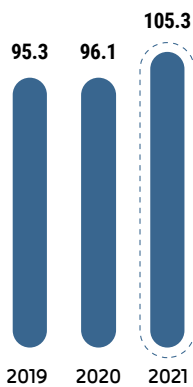
**Countries analysis.** The definition and implementation of Eni's local

development strategy is based on an in-depth analysis of the social, political and economic context of the countries in which it operates, in line with the National Development Plans and the 2030 Agenda. It is supported by tools based on international standards, aimed at identifying the needs of communities. These analyses represent the starting point for the definition of local development programs.

**Local Development Programs.** The Local Development Programs (LDPs) provide an integrated view of the various activities that Eni carries out in the Countries in

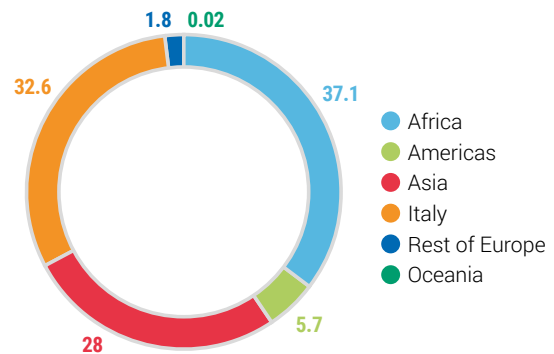
which it operates, also developed through the engagement of relevant stakeholders. The LDPs are divided into five lines of action: 1) stakeholder engagement; 2) human rights; 3) local content; 4) land management; 5) local development projects. The activities, defined in accordance with the National Development Plans and based on public-private partnerships, contribute to the achievement of the Country's objectives relating to the 2030 Agenda and the Paris Agreement (Nationally Determined Contributions NDCs), to improve the well-being of local communities.

LOCAL DEVELOPMENT INVESTMENTS (€ MILLION)



SECTORS OF INTERVENTION	
Access to off-grid energy	5.6
Economic diversification	33.7
Education and vocational training	16.2
Access to water and sanitation	4.8
Life on land	27.5
Community health	11.6
Compensation and resettlement	5.9

LOCAL DEVELOPMENT INVESTMENTS 2021 BY GEOGRAPHIC AREA (€ MILLION)



For further information on Eni's approach to local communities see Eni for 2021 A Just Transition (section Alliances for Development)

**Local Development Projects.** In line with the Sustainable Development Goals, Eni wants to "encourage lasting, inclusive and sustainable economic growth, full and productive employment and decent work for all" (SDG 8). Within the Local Development Programs, Eni

carries out projects to contribute to the improvement of access to off-grid energy and technologies for clean cooking, to economic diversification (e.g. agricultural projects, support for entrepreneurship, micro-credit, infrastructural interventions), education and professional

training, protection of lands, access to water and sanitation, and the improvement of health services for communities. These interventions are developed with a long-term perspective and are implemented based on the assessment of the local context.



**Access to energy.** Fighting energy poverty is the first step towards meeting primary needs related to education, health and economic diversification, and ensuring universal access to energy in an effi-

cient and sustainable manner. It is the main challenge for the energy sector in the transition process towards a low carbon future. Eni contributes to this challenge through the construction of gas infra-

structure as an integral part of the business model, the development of initiatives to improve access to modern cooking systems, and through off-grid and renewable energy projects.

Eni invests in the construction of infrastructure for the production and transport of gas both for export and for local consumption. In 2021, Eni supplied 78% of the gas produced from its fields to local markets, for a total of approximately 65 billion Sm<sup>3</sup>.

In Sub-Saharan Africa, Eni has built thermoelectric power plants characterized by the use of gas associated with oil production as feedstock, in order to diversify the energy mix through the introduction of natural gas.

#### **Okpai Power Plant (Nigeria):**

it is the largest electricity production plant built by private operators

- ▶ Provide for about **6.4%** of the total energy available in the national grid (**2,353 GWh** of electricity production in 2021)
- ▶ Approximately **480 MW** installed capacity.
- ▶ **12 million** users

#### **Omoku Power Plant (Nigeria)**

- ▶ **100 MW** approximately installed capacity
- ▶ **2 million** users

#### **Centrale Electrique du Congo (CEC):**

strategic supplier of industrial production centers

- ▶ About **70%** of the country's electricity production
- ▶ **484 MW** installed capacity

Eni manages several projects that promote the introduction of improved cooking systems with the aim of limiting health problems related to exposure to toxic fumes and reducing the exploitation of forests.

Starting from 2019, these activities are carried out in Mozambique and subsequently in Ghana, directly providing access to improved cooking technologies to about 17,000 people through the distribution of improved cooking systems, training

on their use, and activities to promote their use. Training was also provided to local craftsmen with the aim of repairing the cooking system as well as the on-site production of more efficient wood, coal, or LPG stoves. The project, further exten-

ded to Ivory Coast in 2022, promotes awareness of local communities on the benefits of sustainable cooking systems for families, their health and the environment and spreading good practices to encourage the startup of local businesses.

### Economic diversification, education, and professional training.

Investment in vocational training, particularly aimed at young people, on more efficient energy systems, as well as support for innovative low-carbon business activities are a clear contribution to Just Transition. In Egypt,

Mozambique, Ghana, Kenya and Italy Eni promotes professional training projects aimed at the use of resources with new skills (e.g. inclusion in school curricula of subjects related to renewable energy in Egypt), and also the creation of small businesses related to the energy transition (e.g.

local production and sale of improved cooking system in Ghana, Mozambique and Kenya). In Ghana and Mozambique Eni promotes primary and secondary education projects, which also include awareness-raising activities for students on environmental and social issues.

### FOCUS

Eni is committed to supporting the development of a sustainable entrepreneurial ecosystem, aware that the challenge of the energy transition goes beyond the corporate perimeter, and in the profound belief that there is a stringent link between the innovative capacity of a country and its capacity for resilient growth. To this end, Eni through Joule, Eni School of Entrepreneurship, supports the growth of sustainable companies, in Italy and in the other Countries where it operates, through the promotion of an entrepreneurial mindset and the acceleration of innovative startups, with a strong impact on environmental and social sustainability. The sustainable entrepreneurship model has been consolidated in southern Italy - where Joule accelerates the growth of innovative and sustainable entrepreneurial projects in the Agritech and Agroenergy fields through the active involvement of local farms, thus generating direct positive effects on the territory of the Basilicata Region - similar virtuous initiatives are in progress in other countries. Moreover, through Joule, Eni is a partner of Next Generation Africa, an initiative of Startup Africa Roadtrip aimed at creating local and global growth opportunities for startups by fostering the connections of young African entrepreneurs with local businesses, and generating impact for communities, thanks to entrepreneurial and intercultural collaborations between Europe and Africa.

### Agri-feedstock Projects: new energy and new economies.

The looming threat of climate change and the commitments made by national Governments in the Paris Agreement require a strong impetus in the conversion of industrial processes in specific sectors, such as transport and agriculture, **promoting new technologies capable of generating clean energy and creating new jobs.** In 2021, Eni launched a series of joint initiatives in various Countries to develop the high-quality biofuel supply chain, based on new circular economy models. These biofu-

els are produced from raw materials developed on marginal land, which are not in direct competition with food and forage crops, such as agricultural residues and non-food crops (e.g. castor and low ILUC cover crops). The goal is to supply the raw material for Eni's biorefining system in Italy (35% of the supply by 2025), building agri-hubs that will produce vegetable oil from the squeezing of seeds of oil crops (such as castor seeds, croton or cotton seeds). Eni's approach also provides for dialogue with local institutions to evaluate any conversion of local refineries

into biorefineries in the future. In this first phase the oil will be exported for use in biorefineries in Italy, in the future it will be evaluated the chance to co-invest with production Countries to create local supply chains, which are not limited to the production of raw materials but decarbonise the transport sector in the Countries themselves. On the first projects that are underway in Kenya and Congo, Eni will conduct a joint analysis on the potential socio-economic and human rights impacts for communities of these new activities.

For more info, see the Case Study in Section II of the focus report

Other sources: <https://www.eni.com/en-IT/circular-economy/biofuels-africa.html>

[Agri-feedstock projects in Kenya and Congo | Eni](#)



### Support for communities impacted by downstream transformations.

In recent years, the refining and petrochemical sectors have been radically transformed to cope with business changes and critical issues affecting downstream activities, contributing to the energy transition path set. In addressing these challenges, Eni does its utmost to take care of the

workers and communities affected by this transformation. An example of the reconversion of the refining business is represented by the conversion into the Gela Biorefinery, as an integral part of a plan for the development and relaunch of economic and industrial activities aimed at sustainable development of the territory. As part of broader Memoranda

of Understanding signed by Eni with the main stakeholders, various initiatives aimed at promoting skills have been developed in the Education / Training sector, which have seen the involvement of thousands of students from local professional institutes and universities, through the collaboration with the KORE University of Enna

For more info, see the Case Study in Section II of the focus report

## FOCUS

Various initiatives in support of the territory, for a detailed description of the downstream transformation and how Eni has managed the related social impacts, see the case studies on Gela and Porto Marghera.

**Health and just transition.** It is increasingly important to investigate new health-related risks and opportunities in the context of the energy transition. Eni's Health Department is working to adapt the management model for the energy transition within the Company's overall business model. Eni has published a first report on "Relations of Energy Transition and Human Health as the Twenty-First Century Continues" with three main objectives:

The preliminary identification of health-related risks of technologies used by Eni for the energy transition

The prediction of trends that affect, either directly or indirectly, the health priorities of Eni as a company with a global footprint

The definition of four priority areas of research:

- ▶ Epidemiological studies on the interaction between environment and health and health impacts of industrial activities;
- ▶ Industrial hygiene and toxicology
- ▶ Infectious diseases, emerging diseases and regional/global health emergencies;
- ▶ and Health and Social Health Models and Systems.

Moreover, an independent scientific research committee, hosted by the Eni Enrico Mattei Foundation (FEEM), was established to further analyze and evaluate the priority areas identified in the report. In particular, the task of the Committee is to carry out research on the impact of energy transition technologies on the health of workers and communities and to propose models of collaboration between the private and public sectors in terms of preparedness and response to emergencies and the provision of welfare services by contributing thus to the strengthening and resilience of health and social health systems.

The results of this activity will guide Eni's work in terms of design and development to strengthen health management models, by producing and disseminating analysis based on scientific evidence.

To complement the work carried out by the FEEM Health Committee, Eni's Health Department is collaborating with the University of Pavia on specific research on the risks and potential health impacts of the substances generated in all phases of biogas production plants.

With reference to the activities related to the development of agribusiness projects, Eni's Health Function is also defining a Health model to evaluate opportunities, risks and impacts of agricultural production and agri-hubs on health, as well as defining an integrated model for managing health to better regulate the processes, including the evaluation of health rights.

# Consumers

**Stakeholder engagement.** Eni considers dialogue and the direct involvement of all stakeholders as an essential element of its work. Eni and Plenitude have identified the following Stakeholders they con-

stantly engage with in order to promote actions leading to support a just and sustainable transition: Consumer Associations, Institutions and customers themselves (with a focus on spreading the culture of

sustainable energy usage). Numerous meetings and workshops are held with Presidents, General Secretaries and Energy Managers of the national and local Consumer Associations on sustainability issues.

## Prosumer Road

A workshop in stages, at Eni's operating sites in Ravenna, Taranto, Porto Marghera, San Donato, Crescentino, Mantova and Matera (in 2022), which aims to activate a debate between the various parts of civil and productive society such as consumer associations, Confindustria, institutions and the academics to contribute on the solutions available and the short and medium term prospects in the places of energy production and research and development, also in consideration of the constantly evolving geopolitical context.

## Circular Lab

An initiative launched in 2019 through the involvement of national representatives of Consumer Associations, the Scuola Superiore Sant'Anna in Pisa and Eni colleagues from the various business units to gather ideas on the theme of the circular economy, with the aim of implementing concrete projects. One of the most important results was the drafting of the "Circular Consumption Charter", signed for the first time in Italy by all the Consumer Associations and presented in 2021 at an event attended by Eni's CEO and important representatives of the institutions, academia and business.

## Conciliazione Paritetica (Joint Conciliation System)

In compliance with the standards defined by the relevant Regulatory Authority (ARERA) on non-compliance with quality levels (which entails compensation to end customers of automatic reimbursement), Plenitude has implemented a Joint Conciliation system (Conciliazione Paritetica), an out-of-court resolution procedure for disputes between the Company and customers, compliant with the Alternative Dispute Resolution method. The procedure can be activated via a simple online application in reference to disputes arising from complaints relating to the sale and distribution of natural gas and electricity.





In the rest of this chapter we will focus in particular on the activities of **Eni Plenitude SpA Società Benefit**<sup>5</sup> (100% Eni) present in four continents with over 2,000 employees and operating in the production of renewable energy, in the sale of electricity, natural gas and energy solutions to families, condominiums and businesses and in electric mobility, through a large network of charging points for electric vehicles.

The **“Renewables” business area** involves the production and sale of energy from renewable sources, mainly wind power for 53% of the installed capacity, photovoltaic for 46% of the installed capacity and 1% of storage. Energy from renewable sources is produced by owned or managed dedicated infrastructures, including strategic joint ventures. At June 30th 2022, renewable energy plants in operation with an installed capacity of 1.5 GW<sup>6</sup>, with a target to exceed 6 GW

of installed capacity by 2025 and 15 GW by 2030.

The **“Retail” business** deals with the purchase and sale of gas and electricity to approximately 10 million residential and business customers. Currently, 65% of customers are buying natural gas, however the ambition is to increase the market share of electricity. Plenitude plans to further increase its customer base to 15 million by 2030.

Moreover, the **e-mobility business area** offers charging services for electric vehicles through its subsidiary BePower and the Be Charge brand, with over 12,000 public access charging points (November 2022) installed throughout Italy, with a presence also in Eni’s service stations. The company is one of the few European integrated operators across the entire value chain and is active in 9 European Countries. Plenitude is committed to increas-

ing the capillarity of its charging stations throughout the territory and to increasingly focus on high and very high power charging up to 400kW. Huge investments are in fact planned over the next few years, with the aim of reaching over 30,000 recharging points installed in 2025 and 35,000 by 2030. In the B2B segment, the Company offers integrated recharging solutions that meet any market need (company fleet recharging, ho.re.ca segment, dealers, condominiums).

In 2021, Plenitude has set out a decarbonization strategy with the purpose of achieving carbon neutrality Scope 1,2 and 3 emissions by 2040.

**Decarbonization products and services.** Plenitude’s commitment to its decarbonization journey aims at developing and delivering an offer that supports customers in their energy transition, for the benefit of the whole community, in line with the Company Bylaws.

## Power

Part of the electricity supplied by Plenitude is certified through guarantees of European origin as put into the grid and produced by plants powered by 100% renewable sources<sup>7</sup>. In 2021, out of a total of 16.49 TWh of electricity supplied to the retail market in Europe<sup>8</sup>, about 7 TWh of electricity have been certified through guarantees of origin<sup>9</sup>. **By the end of 2022**, Plenitude will cover the whole residential customers’ electricity demand **through electricity certified by guarantees of European origin**<sup>10</sup>, while for business customers the aim is to achieve the supply of certified electricity by 2030.

## Gas

Since 2021, for residential customers in Italy subscribing a Plenitude’s contract for the supply of natural gas – among those which includes the offsetting of CO<sub>2</sub> emissions - it is provided that 100% of the CO<sub>2</sub> emissions related to the combustion of natural gas<sup>12</sup> subject of the offer will be offset through the purchase of carbon credits generated by projects aimed at reducing or avoiding the release of greenhouse gases into the atmosphere. These projects, certified by third-party bodies (e.g. VERRA) are aligned with the main international standards that ensure the reduction of emissions through the generation of carbon credits. In particular, by signing the above-mentioned contracts, customers virtually adhere to financing REDD+ (Reducing Emissions from Deforestation and Forest Degradation) projects. The aim is to offset emissions equal to more than 1 billion cubic meters of natural gas every year, through the adoption of this system by 2025.

In addition to offsetting emissions, Plenitude plans to expand its commercial proposal by introducing the use of biomethane and hydrogen produced from renewable sources. The integration will be gradual, through the introduction of biomethane starting from 2026 and of hydrogen from 2030, prior favorable market and technological conditions and will be completed - according to the Company’s estimates - by 2040 for the entire customer base.

## E-Mobility

Plenitude, through the subsidiary BePower, and the Be Charge brand, is one of the main operators in Italy with one of the most widespread public charging networks for electric vehicles, with over 12,000 charging points installed throughout Italy, as of November 2022, covering 98% of the provinces.

Plenitude is committed to expanding the coverage of the charging stations on the territory. In the next few years substantial investments are foreseen, with the aim of reaching 30,000 charging points installed in 2025 and 35,000 in 2030.

5 Benefit Companies represent an evolution of the company concept, pursuing, alongside the profit objective, the aim of having a positive impact on society, communities, people and on the environment, creating shared value not only for shareholders, but also for the community and ecosystems.

6 Eni: results for the second quarter and half year 2022: <https://www.eni.com/assets/documents/press-release/migrated/2022-en/07/eni-second-quarter-2022-ceo-claudio-descalzi-comments-results.pdf> (pag. 11)

7 The electricity consumed by residential customers does not come directly from a renewable electricity generation plant. Instead, Plenitude acquires the Guarantees of Origin from third party renewable energy producers to certify that electricity produced from renewable sources has been generated in a quantity that equals to the customer’s annual consumption.

8 Reference: Annual Report Eni 2021 (page 86).

9 Reference: presentation Plenitude Deep Dive (page 58) available at the following link: <https://eniplenitude.com/ipo>

10 Thanks to this mechanism, Plenitude offsets emissions caused by domestic combustion by retail customers which constitute the indirect emissions produced downstream in the value chain using the products and services sold, which are included in the emissions identified as ‘Scope 3’.



**Energy Demand Side Management.** The efficient management of energy demand and consumption is a fundamental aspect of the energy transition. Plenitude has implemen-

ted a growth plan which - thanks to the acquisition of three important players (Evolvere, Sea, Enea) and the collaboration with more than 20 business partners - has enabled

the development of a wide range of energy efficiency solutions available in the different Countries in which the "Retail" business area operates.

### CappottoMio\*

A product for residential customers in the Italian market, solutions for the energy requalification and anti-seismic reinforcement of both condominiums and single-family buildings. This solution, which is eligible for the current tax incentives related to energy or seismic class improvements, entails the implementation of different types of intervention, such as: thermal insulation of façades and roofs with 'external cladding' systems, in compliance with CAM requirements, the certification which requires the use of materials containing a minimum percentage of recycled materials; requalification or replacement of thermal facilities with "hybrid" systems consisting of a heat pump integrated with a condensing thermal module or only with condensing boilers, whether centralized or autonomous; replacement of window fixtures; anti-seismic reinforcement; installation of PV and storage systems; installation of facilities for the electric recharging of vehicles. The creation of a thermal insulation of the building envelope, for example, can reduce heat loss between 40%-50%, generating energy consumption savings between 30% and 50%<sup>11</sup>. This also allows customers to immediately being able to benefit from the tax deduction.

### Energy Performance Contract\*

Interventions of energy efficiency upgrades and requalification for industrial Customers such as large enterprises and SMEs carried out by Plenitude by means of the activity of its subsidiary SEA through the subscription to the Energy Performance Contract (EPC). The services provided under EPC contracts include the energy analysis of plants, and the identification of innovative solutions for the efficiency of plants to achieve actual energy savings (i.e., the replacement of lighting elements with high-efficiency LED systems and the optimization of thermal power station management and air conditioning systems also through BEMS systems). Through the same contractual arrangement SEA offers to companies the implementation of interventions that are functional for enabling energy production from renewable sources. SEA and Plenitude fully bear the investment and management costs. For the entire duration of the contract, the customer pays Plenitude a part of the energy savings generated by the efficiency measures.

Plenitude EPC formula was also adopted with success even in the **sport sector** and in particular in the **amateur** one, for the energy requalification of fields and sport club buildings (e.g., the replacement of lighting systems with high efficiency LED), **nursing homes for elderly** and **large-scale distributor** (e.g. photovoltaic, replacement of lighting and air conditioning systems). These are sectors where the EPC, in addition to an indirect contribution to the emissions reduction due to lower consumption, leads also to an indirect improvement in people's comfort.

### Renewable Energy Communities (RECs)

RECs are based on the collaboration between several actors to produce, self-consume, and share photovoltaic energy through the public distribution network. They are supported by an incentive tariff and encourage people to take part to self-production initiatives even without being the owner of a roof or making investments, but simply by adhering to the community. This stimulates the installation of new photovoltaic power and the local use of the energy thus produced, with a double environmental benefit. Plenitude aspires not only to supply technology but also to carry out the design and management phases of the RECs, supporting them throughout the whole lifecycle. To this purpose, Plenitude has been monitoring for over three years the regulatory path (which has not yet been finalized) that is leading to the development of communities in Italy. The company has already signed two memorandums of understanding, one with a group of municipalities in the south-east of Milan, and one with the municipality of Sante Marie (AQ).

\* In 2021 about 21,500 tons of CO<sub>2</sub>eq avoided thanks to the interventions carried out.

### EVOLVERE (Plenitude subsidiary)

Sales, installation, management, and monitoring services for photovoltaic systems directly to end customers, who thus become **prosumers**, meaning consumers who also produce renewable energy on their own and share it with others. In 2021, the plants owned and managed by Evolvere produced 69.5 GWh of electricity with a total installed capacity of 58.1 MW<sup>12</sup>.

### Renewable energy

Main product "**Sempre Tuo**": photovoltaic system with energy storage. This product allows you to access the tax deduction of 50% on the total price; other products "**Sempre**": storage system for prosumers who already have their own photovoltaic system; "**Sereno**" the service for monitoring and managing the photovoltaic system.

### Energy Efficiency Solutions

"Eugenio" product, smart energy ecosystem: it communicates with associated sensors / actuators and via home internet connection sends data to the cloud, on smartphone with App. It allows monitoring / management of photovoltaic systems, storage and energy flows.

### Prosumers - Digital Community

"**My Solar Family**", the digital community of Evolvere. Through its APP and its website it responds to the support needs of owners of small photovoltaic systems (more than 100,000 subscribers/prosumers).

<sup>11</sup> Source: ENEA

<sup>12</sup> For details of the installed capacity of owned and managed plants and the related electricity produced, please refer to the Evolvere Impact Report on pages 21 and 22: [https://www.evolvere.com/application/files/8516/5761/7726/Evolvere\\_Relazione\\_di\\_impatto\\_2021.pdf](https://www.evolvere.com/application/files/8516/5761/7726/Evolvere_Relazione_di_impatto_2021.pdf)



### High efficiency products and services for heating and cooling with advantageous conditions.

Plenitude has in its portfolio products and services for heating and air conditioning (heat pumps, water heaters and heat pump air conditioners) with high energy efficiency that allow customers to benefit from the tax advantages provided by law (65% or 50% of the cost) and access a loan

for the remaining parts (35% or 50%) at advantageous conditions negotiated with the main consumer credit companies for a duration of up to 60 months. The products sold by Plenitude are all highly energy efficient. For example, the condensing boilers allow a consumption saving of 30%<sup>13</sup> and are supplied with IoT technology for management via APP to optimize awareness in use, efficiency and

comfort. Plenitude's offers include a turn-key service, to support the customer from a personalized quote to installation and disposal of the old appliance.

**Support to the most vulnerable customers.** The company takes action to support financially vulnerable customers, with specific focus on young people.

## FOCUS

**Youth Card.** Plenitude became part of the first 50 partner companies of the National Youth Card. National Youth Card is an initiative of the Presidency of Council of Ministers - Department for Youth Policies and the Universal Civil Service for Italian and European boys and girls living in Italy between 18 and 35 years old. It is a virtual card that allows to access reductions and discounts for goods and services. In particular Plenitude offers to its members: 1) electricity and/or gas supply at advantageous rates which also includes electricity produced from renewable sources covered by guarantee of origins included in the price and gas with CO<sub>2</sub> offset; 2) a 15% discount on charges made through the Be Charge app on the Be Charge network.

Among the measures adopted towards its customers to support the possible impacts deriving from the energy transition process (for example a possible higher cost of CO<sub>2</sub> emissions introduced with the European ETS system), Plenitude ensures particular attention to customers in difficulty to allow payment of invoices with customized installment forms according to the specific needs of the individual, supplementary to the provisions of the sector regulations.

**Advocacy for the just transition.** Plenitude promotes the protection of socially and economically vulnerable Customers also in the relations with Competent Authorities.

## EXAMPLES OF INITIATIVES RELATED TO REGULATORY AFFAIRS COMMITMENT

### Social tariff and overcoming tariff protection

Proposal activity to the competent authorities regarding the protection of socially and economically vulnerable customers. The institutional orientation of protecting customers who are vulnerable, including through tariffs, can usefully be accompanied by the overcoming of tariff protection for the remaining customers. In our opinion, the assignment of the sales service to customers who have not emerged from the greater electrical protection can take place with a price increase tender procedure. The revenue from the allocation procedure should be used to finance a fund for interventions in favor of vulnerable customers and to contribute to the instruments against energy poverty. Civil customers, even non-vulnerable ones, would have, at the end of the tender, the guarantee of the continuity of economic conditions aligned with those of protection without effects on prices and services guaranteed to end customers.

### Energy efficiency policies in favor of those who are vulnerable

Proposal to encourage the dissemination of efficient technologies and good practices also towards vulnerable subjects, using existing incentive systems, including Energy Efficiency Certificates (White Certificates). To this end, the simplification and standardization of this system and the extension of the incentive mechanism to all the savings achieved and not just to the additional ones (i.e. exceeding normal market technologies) is desirable.

### Renewable Energy Communities (RECs)

Plenitude hopes an expansion of the participation in the energy community of all companies, without dimensional limits and regardless of the activity carried out; the overcoming of the constraints of availability / ownership of the plants in the hands of the RECs; the updating and evolution of incentive mechanisms, to make them consistent with the changed reference context.

<sup>13</sup> Annual savings in case of replacement of non-condensing boiler with condensing boiler in low temperature heating systems. The difference in efficiency between a condensing boiler and a traditional boiler saves up to 30% of annual fuel.

**Spreading the culture of sustainable energy usage.** It is an objective that Plenitude has included in its Bylaws as one of

its common benefit purposes. To this end, in 2021, Plenitude has organized several communication activities and has produced

special contents dedicated to the efficient energy usage. These initiatives are mostly addressed to Customers and its people.

### EXAMPLES: A DEDICATED SECTION ON ITS WEBSITE THROUGH WHICH EACH MONTH IT PUBLISHES ALL THE NEWS RELATED TO THE ENERGY WORLD<sup>14</sup>.

Collaboration with K Magazine: dedicated articles<sup>15</sup>, the **podcast “Match”** where young people belonging to Generation Z enter into contact and dialogue with professionals from different fields, making them explain the relationship between their fields of expertise (such as tourism, food, etc.) and sustainability.

Collaboration with AGI, Agenzia Giornalistica Italiana (Italian Journalistic Agency): **Vitamina E**<sup>16</sup>, an initiative that sheds light on the most important energy efficiency projects carried out by Plenitude. Short articles, videos and podcasts dedicated to the topic have been published on the AGI website and they have been read by 50,000 users, reaching 1 million impressions<sup>17</sup>.

Collaboration with Il Sole 24 ore **Redazione Radiocor**. The purpose of the initiative is to facilitate the readers' understanding of topics linked to energy efficiency and, more specifically, to Superbonus, regulated by the 2020 Decreto Rilancio (i.e., Relaunch Decree), through the publication of a weekly article for ten weeks, which can be read on the web page of Il Sole 24 ore<sup>18</sup>. The initiative has been a success, generating more than 3 million impressions.

Plenitude has also launched on Facebook, Instagram, and YouTube channels, a “sitcom-style” format dedicated to energy saving entitled “Smart Conversation” based on hypothetical conversations between household appliances and their users. Conversations show non-responsible energy behavior and suggest positive solutions to make their homes more efficient thanks to Plenitude's offers: from photovoltaic, to thermal insulation, to LED bulbs up to smart home solutions.

Plenitude together with Be Power, has created, in collaboration with RCS, the “Silent Itineraries” project. Together with the magazine DOVE and the online newspaper OPEN, Plenitude has created a series of contents that show itineraries that can be driven onboard a 100% electric vehicle, thanks to the widespread presence of Be Charge recharging stations<sup>19</sup> throughout the territory.

The spread of the culture of energy usage also takes place through various sponsorships.

Sponsorship Project **“Bella Family”** (Confconsumatori) – The project, scheduled for the school year 2022-2023, stems from the need to make the new generations responsible for the importance of adopting “smart” behaviors in the family, namely oriented towards the digitalization of services and greater sustainability of consumption choices, in order to obtain not only savings in economic and time terms, but also a lower impact on the environment. Plenitude took part in the first edition of the **“Sustainability Village”**, a real village that from 3 to 6 May 2022 hosted conferences, debates, theatrical performances, as well as an area set up with booths where it was possible to exhibit and present to the public good practices and initiatives in terms of sustainability. The Village was the final moment of the national project “Sustainable for us too”, financed by the Ministry of Labor and Social Policies and coordinated by Adiconsum with the aim of promoting a culture of sustainability in all areas. Plenitude was present with two booths: one for the activities of the BeCharge (E-mobility) company, the other for the company Evolvere (Distributed generation).

14 Initiative available at the following link: [Energie intelligenti, Novità e Notizie sull'energia | Eni Plenitude](#)

15 Articles available at the following link: <https://kmagazine.it/it/Eni-progetto-futuro/>

16 Initiative available at the following link: [Vitamina E | Agenzia Giornalistica Italia | AGI](#)

17 An impression is the visualization of a web page by an Internet user.

18 Initiative available at the following link: [Focus superbonus - Il Sole 24 ORE](#)

19 Initiative available at the following link: [Olio, ceramiche e teatro: viaggio ecosostenibile in Umbria, cuore verde d'Italia - Open](#)

# Case study

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# HyNet North West Project

## Eni's Transportation and Storage system- a vital link for HyNet and supporting the north west industrial cluster

HyNet North West is a game changer. It is an integrated project that aims to reduce carbon emissions from local industry, homes and transport in the UK's challenge to meet net zero carbon

emissions by 2050. The project includes the capture of emissions from hard to abate industries (e.g. cement plants) the development of new low carbon hydrogen production facilities,

new hydrogen and carbon dioxide transportation pipelines and the creation of the UK's first carbon capture and storage (CCS) infrastructure across north west England and north Wales.



- ▶ Improve air quality in North Wales and North West England



- ▶ Protect and create 1,000s of jobs in the region



- ▶ Be at the centre of th UK's growing hydrogen economy



- ▶ Attract and retain businesses which want to operate in a low carbon way

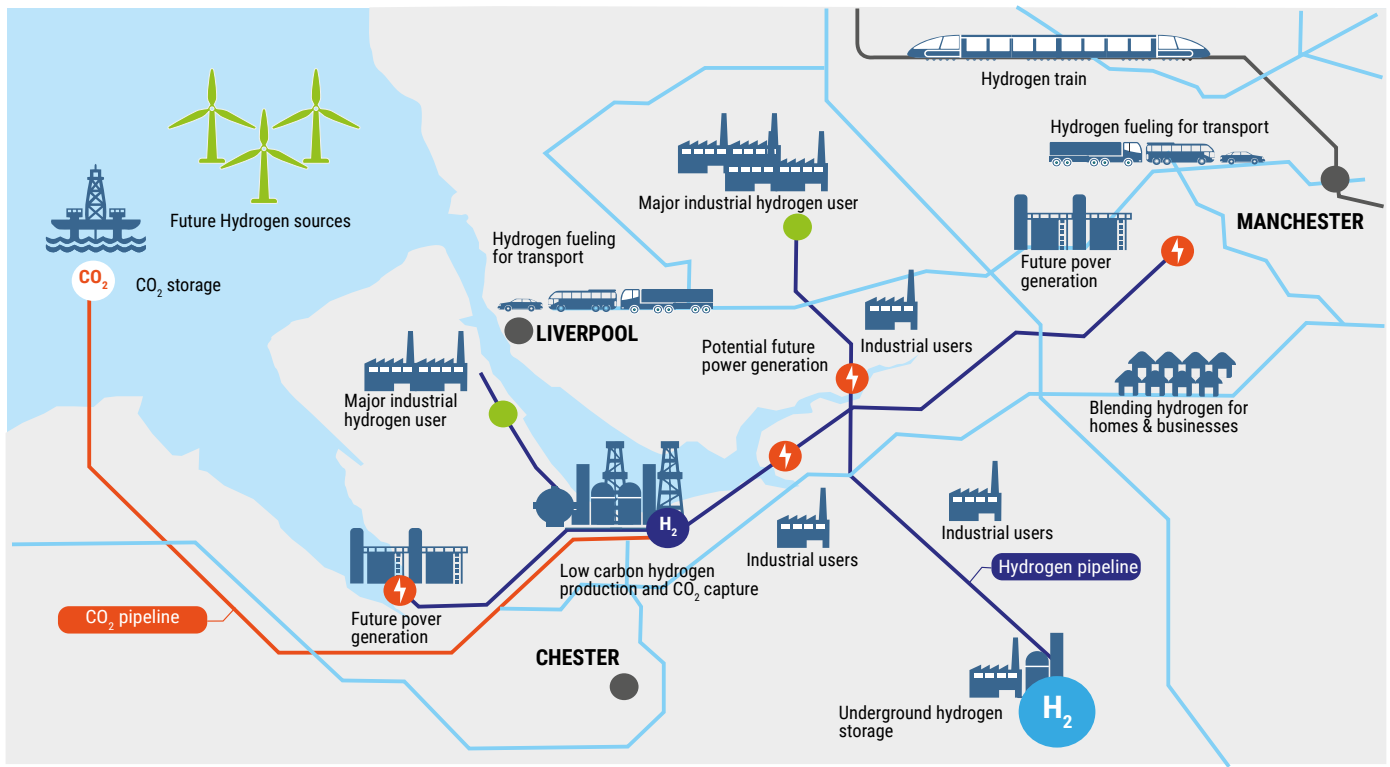


- ▶ Place the region at the heart of the UK's industrial decarbonisation plants to create a clearly, safer environment for future generations

Liverpool Bay CCS Limited, which is 100% owned by the Eni group, plays a crucial role in the HyNet consortium as it will lead the Transportation and Storage (T&S) project, following the award of a carbon storage licence from the North Sea Transition Authority (NSTA, previously Oil and Gas Authority, OGA) in October 2020. In October 2021, HyNet was selected by the UK Government as one of two priority projects to be operational in the UK from the mid 2020's.

The first phase of the HyNet project includes CO<sub>2</sub> transportation up to a range of 4.5 million tonnes per year from 2025, and its storage in the depleted Hamilton North and Lennox gas fields, situated offshore in Liverpool Bay, off the coast of north Wales. Once captured from the industrial "hard to abate" emitters across the Liverpool Bay region, the CO<sub>2</sub> will be transported using a newly constructed onshore pipeline which will link in to the existing onshore and offshore pipeline infrastructure, for storage in the offshore fields.

Repurposing existing infrastructures not only allows for the industrial cluster related HyNet project to be developed more quickly and cost effectively than other CCS projects, but also limits the impact on the territory in terms of land use and resources.



With the development of a transport and storage CO<sub>2</sub> network, Eni will give a crucial and fundamental contribution to the HyNet consortium, by starting a remarkable decarbonisation process in order to unlock a

low carbon economy for the region consistent with the decarbonisation targets set by the British government. At the same time, the project is directly aligned with Eni's commitment and strategic mission to

support a just energy transition by delivering economically sustainable solutions that improve access to reliable and low carbon energy, whilst contributing to the Paris Agreement goals.

## FOCUS

North West England and North Wales has always been an area at the forefront of industrial innovation with a proud history of industrial heritage. It remains the home of many international industries including household names in the areas of chemicals, glass, ceramics, oil refining, cement manufacture, food, paper and automotive. These energy intensive sectors have provided a lifeline for the economy of the UK's north west region for many years, resulting in a pool of highly-skilled workers and infrastructure, but they also currently emit significant amounts of CO<sub>2</sub> during their manufacturing processes, which is unsustainable in the fight against climate change and in trying to achieve net zero targets by 2050. HyNet NW can benefit from the first-class workforce and the existing infrastructure of the region to successfully tackle climate change quickly while allowing more opportunity to find efficient ways to help the region, and the UK, decarbonise for the future.

### Impacts and opportunity of the project

The HyNet project will help local industries remain viable for the future by reducing, and eventually halting, carbon emissions. By 2030, HyNet will reduce CO<sub>2</sub> emissions by up to 10 million tonnes of carbon per

year, the equivalent CO<sub>2</sub> emissions of four million cars.

Eni will act as a leading figure in the development of HyNet, not only by covering the role of Sole Operator of Transport and Storage of CO<sub>2</sub>, but also as a representative of the HyNet Industrial Cluster in negotiations

with the British authorities, and in particular with BEIS (the ministerial department that regulates the development of the industry and energy sectors).

The benefits and advantages associated with HyNet can be summarised as follows:

- The decarbonisation of “hard to abate” industrial sectors through the direct capture of CO<sub>2</sub> from existing emission points and/or the replacement of natural gas fuel with low carbon hydrogen produced by newly built plants;
  - The reclamation of existing infrastructures for CO<sub>2</sub> transport and storage resulting in a minor impact on the territory, compared to “green field” initiatives, thanks to existing and newly developed underground pipelines to an existing, secure storage site which is well-understood by Eni.
  - The permanent storage of the captured carbon dioxide in offshore sites beneath the seabed in Liverpool Bay.
- To realise the ambition of the T&S infrastructure, Eni is working to obtain from the UK Government the necessary permissions for the development of new infrastructure to transport and store the CO<sub>2</sub>. To this end, consultation activity with the stakeholders directly involved and with the wider public commenced in 2021, in compliance with the Development Consent Order (DCO) in force in the UK, which regulates the construction of public utility infrastructure. After an initial screening phase at the beginning of October 2022,

the project formally started the authorisation process.

### Synergies with other production chains

The construction of HyNet and its ongoing operation will create regional and national demand for construction, engineering and manufacturing skills. Ensuring the workforce is equipped to supply these will be essential to successful project delivery and to maximising the economic benefit of the project. Many of these skills are shared by existing industries (e.g. construction and civil engineering skills necessary for natural gas production and transportation).

#### FOCUS

HyNet will create opportunities to attract inward investment and boost the region's reputation as a highly attractive location for sustainable organisations, with the potential to generate during the project development phase 2022-2030 up to £2.8 billion in terms of gross value added (GVA) in the UK and generate around £16 billion by 2050.

### Job creation and workers' skills conversion and development

The project allows the region to remain an attractive place for industry to operate, invest and create value.

The industrial experience and the presence in the area of a network of resources with high skills and capabilities will enhance the opportunity for the development of new profes-

sional figures with skills in innovative sectors, with consequent protection and creation of thousands of jobs.

#### FOCUS

The North West of the UK employs 350,000 people in the manufacturing sector – HyNet provides the infrastructure to allow industry to decarbonise, therefore enabling these jobs to be retained, and for industry to thrive in a low carbon economy. Furthermore, HyNet will have the capacity to support over 6,000 jobs each year during the construction phase of the project.

### Engagement and development of communities

An online consultation hub ([hynethub.co.uk](http://hynethub.co.uk)) was created to encourage participation in the planning and provide useful information to all stakeholders interested in the project – especially communities and their representatives, potential workers, and civil society in general. During the consultation period, over 230 meetings with stakeholders took place, over

13,000 brochures on the project were distributed and over 430 questions and suggestions from the stakeholders were received.

### Partnerships and collaboration with other companies and organizations

HyNet is comprised of a core consortium of eight partners, which are developing the main infrastructure for the project. Other supporting organi-

sations include global companies and brands across many sectors: from chemicals, glass and oil refining to food, paper and automotive. These organisations are actively exploring the potential to switch to hydrogen as soon as it is available from HyNet. This will allow them to decarbonise their processes and produce low carbon products for us all their customers to purchase.

For more info, please visit [HyNet North West](#)

# The development of agribusiness projects

Starting from 2021, Eni has launched a series of initiatives in various Countries, jointly with local governments, to develop the high-quality biofuel supply chain based on new circular economy models.

These vertical integration initiatives, the so-called agri-feedstock projects, are aimed at supplying biorefineries with vegetable oils that do not conflict with food production and forest ecosystems. This is in line with the European Directive (REDII), which provides that, after 2023, the production of biofuels must not affect food production and not be a direct or indirect source of land use change, causing for example deforestation, prompting the expansion of

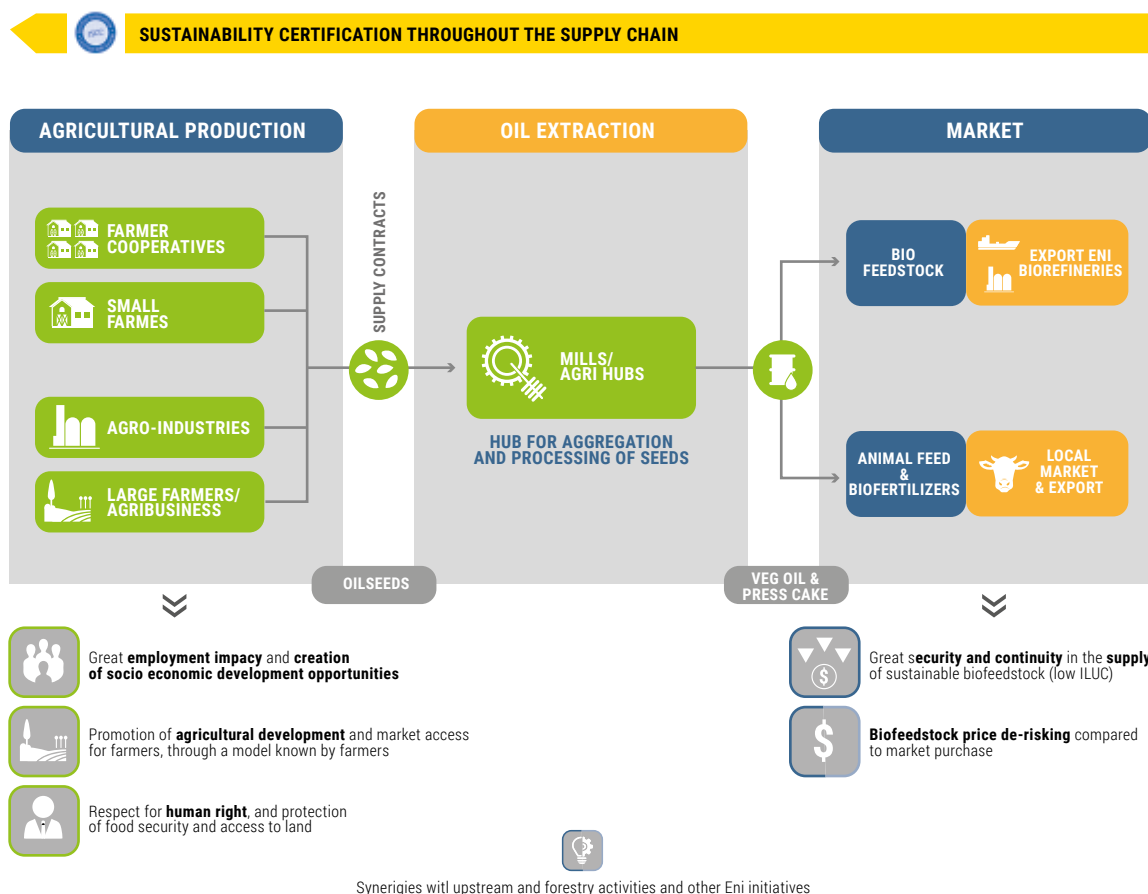
agricultural land elsewhere to produce food and feed.

The agri-feedstock projects will allow Eni to produce biofuels in line with the European Directive (REDII), also from conventional feedstock: vegetable oils. The agri-feedstock, along with waste and residues, will contribute to about 35% of the total supply by 2025 of Eni bio-refining system.

To achieve this goal, Eni is developing initiatives on degraded and abandoned land with a territorial regeneration process to produce sustainable agri-feedstocks, defined as Low ILUC, according to the European REDII Directive. The integrated vertical supply chain of vegetable oils is strategic to mitigate several risks mainly associat-

ed to feedstock availability, price and sustainability, also considering a medium and long-term scenario of increasing demand from biofuel producers: in some sectors where it's difficult decarbonizing through electrification (e.g. heavy transport and aviation), a general strong growth in biofuels demand is conceivable, with a consequent increasing need for bio-feedstock for bio refineries.

Eni model for vertical integration is pivoting on making investments in aggregation and agro-processing facilities, the so called agri-hubs, that can convert locally produced raw materials into industrial oil and valuable vegetable proteins for animal feed and biofertilizers.





Agricultural production will not be made by Eni, but by rural communities who live and cultivate their land. Eni aims at guaranteeing them access to market to the products intended for oil extraction by ensuring their collection at a fair price and creating an agri-hubs network. This model is open to both large and small farmers. In the Agri-hubs, farmers deliver their agricultural products that are processed into the oil extraction lines, whose size and technology are chosen according to the territories' needs, to maximize industrial effi-

ciency and to optimize socio-economic development in rural areas. Following the oil extraction of the seeds, two products are obtained: the oil, that is sent to the ports to reach Eni's bio refineries as agri-feedstock, and a series of high value co-products, such as vegetable flour suitable to produce animal feed and fertilizers. The agri-hubs provide multiple services to local communities, such as purchasing the local production; storage and processing facilities; supporting services and products, such as mechanization,

improved seeds, fertilizers and trainings.

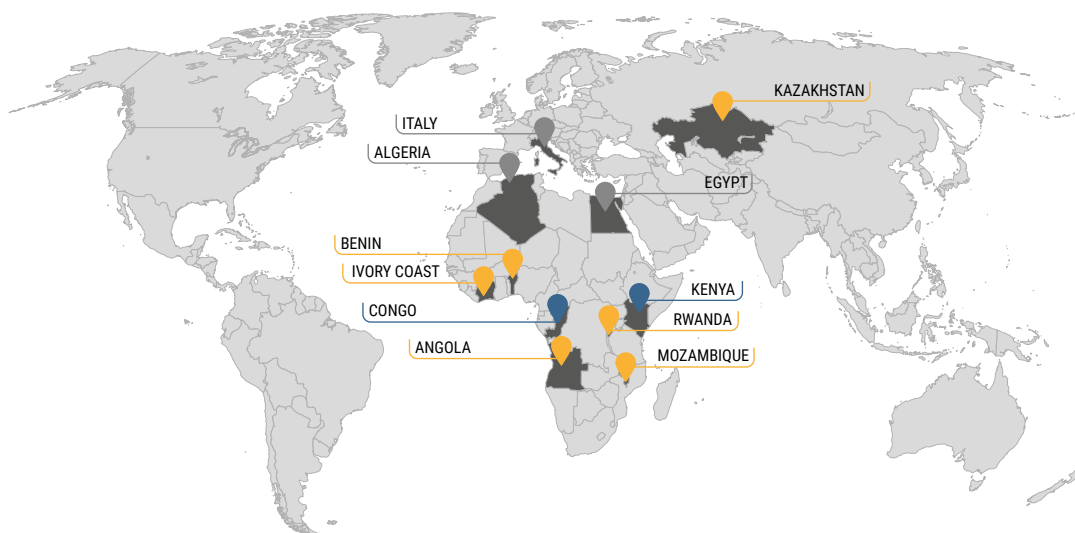
To reach the objectives of vertical integration by 2030, Eni is planning to collect productions of over a million hectares, in Kenya, Congo, Angola, Mozambique, Ivory Coast, Benin besides Kazakhstan and Italy. In Kenya and Congo the projects have already started, they will contribute by 2026 respectively to the production of 200,000 tons per year and 170,000 tons per year (200,000 t/y in 2030) to achieve the set production targets.

## AGRI-FEEDSTOCK – PORTFOLIO OF VERTICAL INTEGRATION PROJECTS

UNDER EVALUATION

PRE-FEASIBILITY/FEASIBILITY

EARLY PRODUCTION



### IMPACTS AND OPPORTUNITIES OF THE PROJECT

These projects will provide a decisive contribution to the development of the communities of the territories involved: they will contribute to the creation of new jobs, they will support the development of agricultural activities (without negatively affecting existing ones and the food chain) and access to the market of small farmers. They

will promote economic diversification and the generation of additional sources of income.

The impact on communities is considerable, in light of the thousands of farmers involved and the large number of agri-hubs that will be created. In fact, Eni estimates that the benefits will concern over one million families living in difficult contexts in the continent Africa, in degraded areas where agriculture is pure sub-

sistence due to low productivity, or in areas that could be cultivated but are not so farused and, therefore, abandoned.

The positive impact on territories is greater than that of the traditional business of oil or gas extraction, not a labour-intensive activity, unlike agriculture. In the Countries where Eni has signed agreements for the development of these projects, a long-term commitment has been



made to carry out these activities and Eni believed that proceeding with the involvement of farmers and local communities represented a great development opportunity for the territory itself.

Despite the potential positive impacts, it is necessary that in the development of the projects, from the outset, some elements capable of generating criticalities and negative impacts have to be managed: to name a few, the potential competition with food production, the working conditions of farmers involved, the correct management of the entire value chain, the reputational risk due to the lack of adequate involvement of farmers, workers and all stakeholders.

With the aim of adequately managing these aspects, and the other potentially critical elements, Eni will

proceed to apply for the certification according to the Standard of the International Sustainability & Carbon Certification (ISCC) dedicated to biomass and, on the two projects launched in Kenya and Congo, specific Human Rights and Social Impact Assessments are underway.

These assessments will make it possible to identify potential negative impacts on human rights linked to project activities, allowing Eni to adopt adequate measures aimed at preventing such impacts, especially in relation to land rights and labor rights along the entire supply chain. The assessment will be carried out at the beginning of each project by a third party specialized, consultancy firm that supports Eni in the implementation of its human rights due diligence in

projects deemed to be at risk for human rights. As a result of the study, a Report will be released with a series of recommendations to be translated into an action plan dedicated to human rights, the implementation of which will be promptly completed.

Furthermore, the socio-economic impacts of the projects will be monitored over time against specific KPIs in order to verify the level of living standards that this program introduces in farmer households. The approach described above is in line with Eni's Statement on respect for human rights and is a fundamental dimension of these projects, starting from the assumption that respect for human rights is a necessary condition to make a just and equitable energy transition.



## A FOCUS ON PROJECTS THAT HAVE ALREADY STARTED

### KENYA

In July 2021, Eni and the Government of Kenya signed a Memorandum of Understanding for the joint development of studies for the valorisation of waste and residues, such as Used Cooking Oil (UCO), for agricultural development, for the conversion of a traditional refinery into a biorefinery and for the development of a cellulosic bioethanol plant.

In July 2022, Eni completed the construction of the agri-hub and started the production of the first vegetable oil for biorefineries. The first agri-hub has an installed capacity of 15,000 tonnes with an expected production of 2,500 tonnes in 2022. This hub will process castor bean, croton and cotton to extract vegetable oil.

Operations in Kenya have already received ISCC-EU certification, one of the main voluntary standards recognized by the European Commission for the Certification of Biofuels (REDII). In particular, Eni is the first company in the world to certify castor and croton for the use of biofuels under the ISCC-EU scheme and has also allowed an African cotton mill to reach this certification standard for the first time, offering new market opportunity to local farmers for fiber. Eni Kenya, in partnership with ISCC as part of a Horizon 2020 project, has also taken steps to obtain the Low ILUC (low risk of direct and indirect land use change) certification in the coming months.



▶ Project start: **Dec 2021**



▶ Local farmers involved: **25,000** families



▶ Hours worked in the agri-hub construction site: **55,000** (100% LTI free man hours)



▶ Early agricultural production: **30,000** tons per year at 2023



▶ Full development production: **200,000** tons per year by 2026

### CONGO

In October 2021, Eni and the Government of Congo signed a Memorandum of Understanding for the joint implementation of studies for agricultural development aimed at the production of agrifoodstock on an industrial scale and destined for Eni's biorefineries.

The project envisages the cultivation of agrifoodstock in large land concessions, with modern and mechanized agronomic techniques and in family farming systems for rural communities. In Congo, starting from 2023, Eni planned to build a network of agri-hubs where vegetable oil will be extracted and where biofertilizers will be produced for local farmers.

The first production of oil will be guaranteed by the cultivation of castor beans and is expected in 2023, with the construction of an agri-hub with a capacity of 30 thousand tons. The cultivation of other low-ILUC crops, such as low-impact camelina and brassica, will also be promoted in the next phases.



▶ Project start: **Nov 2021**



▶ Local farmers involved: **5** large farms and rural communities



▶ Early agricultural production: **20,000** tons per year at 2023



▶ Full development production: **200,000** tons per year by 2030



## The conversion of refineries in biorefineries

Biorefineries play a central role in **Eni's evolution** because they contribute to achieving our main goal of **net zero emissions by 2050**. The hydrogenated biofuels (HVOs) we produce from feedstocks that do not compete directly with food and feed crops, such as waste and agricultural residues, are key to **reducing** greenhouse gas **emissions** in the **transport sector**. Biorefineries are also the result of our ongoing commitment to research and technological innovation. Thanks to the development of proprietary technologies patented in our Research

Centres, we have completely reorganised the traditional refineries in Venice and Gela, converting them to process transform **raw materials of biological origin** into high quality and low carbon biofuels.

Moreover, our refineries have turned **palm oil free**. As of October 2022, Eni has stopped to import palm oil ahead of the deadline set in 2023 by the European regulations. Therefore, our two sites are already mainly fed by so called **waste and residues** feedstocks (Used cooking oils, tallow, food process waste, etc) and no food

cycle oils from deserts and pre-desertic crops, as we said in previous chapters.

During the course of the 2022-2025 Strategic Plan, processing capacity will reach **2 MTPA**, and we plan to increase it to **6 MTPA** over the next decade. To accelerate the use of our **high-quality biofuels**, we have also set the goal of **bringing together our biorefining and marketing activities in a dedicated sustainable mobility company**, which will enjoy a unique market position as a customer-focused **multi-energy, multi-service business**.

### Gela Biorefinery

The transformation of the former petrochemical plant in is an example of a regenerative circular economy. The project for the conversion of the Gela refinery into a biorefinery was born with the aim of supporting the Group's decarbonisation process and diversification of its productions, but at the same time to continue to support an area in which Eni has been present for over 70 years and where the Refinery represents a solid economic and social reference for the community.

Launched in August 2019, the plant has a processing capacity of up to **750,000 tonnes a year** and it is able to treat larger and larger quantities of used vegetable and frying oil, animal fats and waste/advanced by-products, and vegetable oils from crops not in competition with the food chain to produce high-quality biofuels. In March 2021, 18

months after the bio-refinery was opened, the new Biomass Treatment Unit (**BTU**) begins production, allowing up to 100% of raw material waste to be used for biofuel production, to create a zero-kilometre **circular economy** model for the production of HVO-diesel, HVO-naphtha, HVO-LPG and HVO-jet; biomass not in competition with the food chain are used, such as edible oils, fish processing fats and meat produced in Sicily. For this reason, it is considered one of the few biorefineries in the world with high operational flexibility, because it allows the processing of second-generation raw materials, so-called "unconventional", deriving from food production waste. This important industrial transformation has brought with it a series of interventions that have had significant repercussions on the Gela's territory. Eni's activities in

Gela have always had a profound link with the community, from an employment point of view and, more generally, from an economic and social perspective. The transition from traditional refining to biorefining was accompanied by discussions with the Italian Government, the Sicily Region, the Municipality of Gela, the Trade Unions, Confindustria and all the social partners, which led to the signing of a Memorandum of Understanding for the territory of Gela in 2014 by Eni with the Ministry of Economic Development, the Sicilian Region, the Municipality of Gela and the relevant trade union organizations. The Protocol had the objective of relaunching and developing the industrial and economic activities of Gela in a wider context, where the biorefinery is only one of the projects, with an overall investment of 2.2 billion euros.

## The three main pillars of the Gela's Protocol

### Integrated Industrial Development Program

- ▶ conversion of the refinery from a traditional cycle into a Biorefinery
- ▶ exploration, exploitation of mature fields, development of the offshore gas fields
- ▶ environmental remediation activities
- ▶ Safety Competence Center creation



### Employment Protection and Development

- ▶ redevelopment and enhancement of refinery workers
- ▶ maximization of local content



### Sustainable Development of the community

- ▶ renewable energy sector projects, urban redevelopment and cultural activities for Gela
- ▶ reuse of refinery areas





## IMPACTS AND OPPORTUNITIES OF THE PROJECT

### Preserving employment and skills conversion.

The transfor-

mation of the refining process was managed according to the paradigm of leaving no one behind; for this reason, every possible effort has been made to mitigate the

downsizing of employment through the reskilling of people, incentives to change jobs for professional diversification and incentives for early retirement.

#### FOCUS

The signed Protocol provided for a commitment by Eni to relocate various employees of the refinery to other Group production plants in the neighbouring areas, thus guaranteeing the safeguarding of employment levels (including indirect employees). Today, almost 400 people work in the Biorefinery, around 600 fewer than in 2014: more than 450 workers have been relocated to support the development of the new activities of Eni and other Group companies in the Gela area; around 200 people were permanently relocated to other Eni plants outside Sicily or supported with retirement solutions.

The creation of the Safety Competence Center (SCC) played a key role in supporting the employment levels preservation and promoting the requalification program in a very important field for Eni such as that of health and safety. In January 2015, the first SCC was inaugurated to ensure better HSE specialist to support in activities at Eni plants where our

contractors are involved. Over the years, around 160 specialists have been trained to be capable of operating in the HSE supervision and control of Eni's operational activities both in Italy and abroad. Most of these HSE specialists still work at the SCC, providing their professional services on more than 270 construction sites and plants in Italy. From the experi-

ence of the SCC, in 2017 the "Safety Training Center" (STC) was created in Gela to provide training courses on HSE by taking advantage of specific infrastructures suitably designed and built on the Gela site, in addition to the professionalism and competence of highly specialized personnel who constantly works in synergy with Eni Corporate University.

#### FOCUS

### A FOCUS ON THE ACTIVITIES OF THE SAFETY TRAINING CENTER (STC) IN GELA

Since 2018, the STC has been collaborating with Eni Corporate University to train over 1,000 students from different high schools in Italy as part of the "Alternanza Scuola Lavoro" project (Educational Tours of the E. Mattei Foundation).

During 2019, the STC further expanded its training offer through "Virtual Reality Training" (VRT), a project based on the creation of 2 virtual rooms and immersive environments with technologies developed on multi-user virtual reality in Gela, also usable through connection remotely. Five virtual scenarios have been created that faithfully reproduce the most varied hypotheses of accidents that can potentially occur in Eni's industrial realities.

In 2020, the executive design of the "Multi-storey multifunctional structure" and "Tunnel for the crossing of flames" was completed to expand the training offer and complete the panorama of firefighting major risks training and training in confined spaces.

In the first half of 2022, after two years of slowdown in activities due to the Covid-19 pandemic, over 4,000 hours of training were provided to around 700 workers.

**Engagement and development of the community.** The Protocol also provided for an investment of around 32 million euros to promote local development initiatives to support the Gela community.

Local development projects were carried out along two intervention lines: making communities protagonists and identifying innovative opportunities together with local stakeholders on the basis of

identified needs. According to this perspective, some training initiatives have already been launched in collaboration with academic institutions aimed at training new skills for young people.

**“Objective School”:** Eni has created an integrated plan of initiatives in the Gela area, involving thousands of students. Thanks to the “Apprenticeship Agreement”, in addition, 22 students were hired in the various Eni companies in the area.

**The project “Pathways for transversal skills and orientation”:** launched in 2016 in agreement with the Ministry of Education, University and Research, involved the 5 professional institutes of Gela to support students in choosing the professional paths to undertake.

**A pilot project against school dropout** was carried out which made it possible to reduce the school dropout rate from 48% in 2016 to 5% in 2021, with a positive impact on one of the most serious problems affecting the region.

A collaboration has been started with the KORE University of Enna to create undergraduate and master’s degrees in the field of energy transition, redevelopment of industrial areas and circular economy (whose launch is scheduled for September 2022 in laboratory located in the Macchitella).

Finally, through the collaboration with the association “Gela, the roots of the future”, training initiatives on tourism, the promotion of the territory and art were also carried out for the citizens of Gela.

In addition to the commitments already undertaken in the 2014 Protocol, Eni provides a contribution to the Sicilian Region and the Municipality of Gela for the implementation of interventions for sustainable development in the renewable energy sector and for the urban and cultural redevelopment of the city. These measures have the purpose of supporting the development of the Gela com-

munity through projects that include, among other things, initiatives for the enhancement of the archaeological and artistic heritage of the city; urban redevelopment; the redevelopment of a structure in the Macchitella district where a university center connected to the KORE University of Enna will be built and a business incubator aimed at encouraging the creation of new businesses.

The identification of these initiatives in favor of the socio-economic development of Gela is an example of dialogue with local authorities: local institutions have identified the most relevant areas of intervention to promote social growth and Eni has played an active role in these decision-making processes, and their implementation. All the initiatives were developed jointly with local institutions.





## Porto Marghera biorefinery

In Porto Marghera, Eni launched the world's first bio refinery converted from a traditional refinery. Located in Venice, the conversion was made possible by Eni's own patented innovations. Eni's Venice bio-refinery produces HVO, or hydrogenated vegetable oil, which is added to diesel fuel to meet European and national regulatory requirements which state that an increasing proportion of fuels must be made from raw materials from renewable sources. In June 2018, a purification plant started up which allows the processing of crude oil instead of pre-treated vegetable oils, to increase the amount of cooking and vegetable oils and animal fats used. In 2020, with an authorised capacity of 360,000 tonnes/year, it processed around 210,000 tonnes of raw materials, of which around 25% consisted of used cooking oils, animal fats and other waste & residues. Since October 2022, Eni has phased out the use of oil palm in its biorefineries, well ahead the EU regulations due to apply from January 2023. With the construction of the new biomass treatment lines, the entire production capacity of the Ecofining™ plant will be satisfied with biological materials from the waste and residue chains, expanding feedstock options beyond those incentivised by European and national standards.

From 2024, a further upgrading of the plant will increase the bio-re-

finery processing capacity up to 560,000 tonnes per year with a total production of HVO-diesel that will reach approximately 420,000 tonnes per year. It employs around 200 actual people (BP 2021-2024) and has created 200 induced jobs. To promote initiatives to decarbonize the aviation sector and accelerate the process of energy transition of airports, Eni signed an agreement with SEA, the Milan Malpensa and Milan Linate airports operator, for the supply of sustainable fuels for aviation (SAF – Sustainable Aviation Fuel) and for ground handling (HVO – Hydrotreated Vegetable Oil). This initiative is in line with the agreement finalized in January 2022 with Aeroporti di Roma which launched the first supplies of pure HVO hydrogenated biofuel, produced in Eni's biorefinery in Porto Marghera, to fuel the road vehicles for handling passengers with reduced mobility at the airport.

### IMPACTS AND OPPORTUNITIES OF THE PROJECT

**Preserving employment and skills conversion.** In September 2012, Eni signed an agreement with the Trade Unions representatives of the Venice Refinery and with the Territorial Secretariats of the Trade Union Organizations. The agreement defined not only the executive phases of the conversion plan, but also outlined some

cornerstones shared between the Company, workers and Trade Unions on how the transformation of the plant should have taken place to protect workers, in particular through:

- the creation of a joint commission - between workers and the company - aimed at constantly monitoring the implementation steps of the agreement in question
- safeguarding employment levels
- the promotion of staff reskilling and training
- the non-use of the redundancy fund
- safeguarding of workers' incomes during the refinery shut-down and transition period (2013 - 2015)

Currently, about 200 direct workers are employed in the biorefinery, about 100 fewer than in 2014. These changes in employment levels have been managed through specific initiatives - agreed with the Trade Unions and workers:

- redeployment of personnel through functional and / or geographical mobility to other refineries in Italy and in other business areas of the Group
- assignments of contracts or secondments to other entities of the Group (companies such as Petroven, Eni Rewind, Enipower, and others)
- redundancy incentives for staff close to seniority requirements.

### FOCUS

#### TRAINING INITIATIVES TO ENCOURAGE CONVERSION AND THE ACQUISITION OF NEW SKILLS

Technical training courses dedicated to construction site personnel who, following the 2012 agreement, would have had the task of conducting the reconversion of the site.

Cross training courses to support the change of mentality imposed by the passage of the process from a traditional industrial site to a green industrial site.



# The transformation in the chemical sector

## The transformation of the chemical site of Porto Marghera

Starting from March 2021, a transformation plan of Porto Marghera was launched; it includes the shut-down of the cracking plant and the implementation of an investment plan for the transformation of the site which involves the various Eni business areas present in the area for an amount of over 500 million euros of investments. The initiatives in the field of chemical aim to convert production from a perspective of specialization and circularity, which includes the creation of a pole dedicated to the advanced mechanical recycling of plastics. Through the implementation of the plan will be cut over 600,000. ton/year of CO<sub>2</sub> emissions, approximately 25% of the annual emissions produced by Versalis plants in Italy. In addition to the creation of the hub, the first isopropyl alcohol plant in Italy for

the pharmaceutical and disinfectant market will be built with a hydrogen production plant, as well as interventions to maximize the flexibility of the logistics hub, a central hub for the distribution of products to industrial downstream actors. The conversion plan is also based on the relocation of staff currently in service in the basic chemicals supply chain and on access to possible new professional opportunities related to the innovation of the value chain itself, with reference to direct and indirect employees.

### IMPACTS AND OPPORTUNITIES OF THE PROJECT

**Preserving employment, the conversion and enhancement of skills.** The project is based on

the enhancement and conversion of the skills of employees operating in the plants involved in the transformation plan: the technical training activities aim to enrich the professional heritage, owned and accrued, of those who work in the operational areas and services. The renewed value chain activities will represent an employment opportunity both for staff looking for their first job and for those with previous professional experience, also in the context of turnover processes.

The Trade Unions have been engaged on the evolution of existing projects, as well as on the employment and industrial implications of the conversion. National and local authorities (Region and Municipality) were also involved, through dedicated institutional meetings.





## The Crescentino bioethanol plant

The Crescentino plant is specialized in the production of bioethanol from lignocellulosic biomass. Acquired by Versalis in 2018, it was reconfigured, following major investments, for the production of advanced bioethanol, compliant with the European legislation on the development of renewable energy RED II, as it is derived from raw materials that do not compete with the food supply chain. Bioethanol is a renewable fuel to be used mixed with petrol to support sustainable mobility. It is also certified according to the voluntary certification scheme ISCC-EU (International Sustainability and Carbon Certification).

The plant is an example of sustainable business and circularity: it is self-sufficient from an energy point of view, it produces renewable electricity and steam from the power plant fuelled by short-chain biomass; it is also equipped with a complex water treatment plant, which allows the organic fraction contained in it to be recovered for the production of biogas, in turn used for the production of steam, as well as purifying the water and drastically reducing its consumption. Furthermore, the plant was built to allow the recovery of all

the components of the biomass processed: in addition to producing bioethanol, the plant co-produces lignin, currently used as an additional fuel in the biomass thermoelectric power plant, for which the commercialization for other industrial uses is under evaluation given its excellent chemical-physical properties.

The plant can treat about 200,000 tons/year of biomass per year, for a maximum production capacity of about 25,000 tons of bioethanol produced each year.

### IMPACTS AND OPPORTUNITIES OF THE PROJECT

**Preserving employment and skills conversion.** The project allows Versalis to strengthen its competitive position in chemistry from renewable sources and contributes to playing a key role for the territory concerned, minimizing the potential social impacts on local communities. The acquisition of the plants allowed the stabilization of direct workers - 78 resources - through upskilling and reskilling initiatives. In addition, a dedicated hiring plan has brought the number of direct workers to around 130 people, with 50 new hires.

The transformation plan has also had a positive impact on the local supply chain: the average daily presence of contractors in the plant has gone from 70 daily workers at the time of acquisition to the current 100 people, with peaks of 150 daily attendances during maintenance activities.

The plan was accompanied by an intense and constant discussion with the Trade Unions aimed at integrating the Crescentino and Rivalta Scrivia sites with the organizational processes and corporate regulations of the Group. Work was also done on the gradual implementation of Eni's Welfare.

Among the several Trade Union agreements signed in the integration process, the following agreements are highlighted:

- the annual production bonus obtainable for the achievement of corporate site objectives and the possible conversion of the value of the bonus into welfare services
- the adjustment of the catering treatment to the current value in Versalis
- agreements relating to working hours, work shift patterns and related contractual arrangements.

### FOCUS

Numerous initiatives have been implemented to support other companies operating in the area, particularly in the sectors of maintenance, services and the supply of raw materials. An example is represented by the supply of raw material consisting of residual biomass found in areas adjacent to the plant (with a certified short chain <70 km for the biomass destined for the plant).



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