

4

People

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Plenitude **values** its people, guaranteeing paths of personal and professional **growth**, and protects their health and safety, as well as their **psycho-physical well-being**, in a climate that respects **diversity** and **inclusion**.

2022 PERFORMANCE

MATERIAL TOPIC	KPI	RESULTS 2022
DIVERSITY AND INCLUSION	Total employees at 31.12.2022	2,347 (+15.8% vs 2021)
	Staff composition at 31.12.2022	55.1% men 44.9% women
	Women in management in Italy and abroad at 31/12/2022	39.1% of women in management in Italy and abroad
	Gender Pay Ratio (women vs men)	98 gender pay ratio ⁷⁰ for total remuneration vs 97 in 2021 (+1%)
DEVELOPMENT AND WELL-BEING OF PEOPLE	Average training hours per capita	27 (+8% vs 2021)
	Total training hours	58.059 (+28% vs 2021)
	Training hours in digital upskilling	9,000 hours of digital upskilling, 2022 target surpassed (+38%)

FUTURE TARGETS

MATERIAL TOPIC	OBJECTIVE	ESG TARGET
DIVERSITY AND INCLUSION	Promotion of Diversity and Inclusion initiatives	• 50% women across total employee base in 2025
	Promotion of Diversity and Inclusion initiatives	• 100 gender pay ratio (women vs men) ⁷¹
	Promotion of Diversity and Inclusion initiatives	• 40% of women in management in Italy and abroad in 2025
DEVELOPMENT AND WELL-BEING OF PEOPLE	Development of continuous training programmes for employees	• 27 hours of training per employee in 2025
	Development of continuous training programmes for employees	• 6,000 hours of upskilling in Big Data and ICT in 2023

POLICIES AND REGULATORY TOOLS

- Eni Code of Ethics
- Eni's Statement on Respect for Human Rights
- Eni policy against violence and harassment at work
- Global Framework Agreement on International Industrial Relations and Corporate Social Responsibility
- Protocollo Insieme - industrial relations model to support the energy transition
- MSG: "Whistleblowing reports received, including anonymously, by Eni SpA and its subsidiaries in Italy and abroad"
- Occupational health and safety management system certified according to standard ISO 45001:2018.

70 - Women vs men gender pay ratio calculated at the same role level and seniority. The same indicator calculated solely based on gender, called 'raw pay ratio', is 83 for fixed remuneration and 76 for total remuneration.

71 - Gender Pay Ratio calculated at the same role level and seniority.

4.1

The value of our people



2,347 total employees at the end of 2022
336 employees hired with permanent contracts in 2022

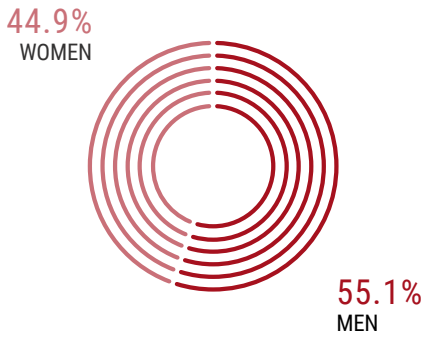
Plenitude considers people at the centre of its organization and promotes a management model oriented to the protection and enhancement of each individual.

At the end of 2022, Plenitude had 2,347 employees⁷², an increase of 15.8% compared to 2021, due to the growth

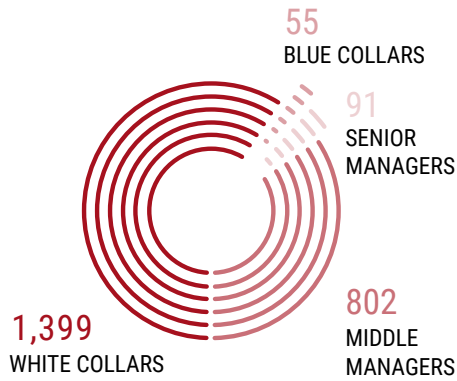
of the workforce in line with the Company's expansion, as well as the fact that there were more hirings (336) than terminations (251) during the year.

Of Plenitude's employees, 1,649 (70%) work in Italy, while 698 (30%) work in subsidiaries abroad.

Employees by gender at 31 December 2022



Employees by employee category at 31 December 2022



Employees by employment contract and type at 31 December



72 - For further information on the workforce, please refer to section "[Performance tables](#)".

4.1.1

Enhancement and including diversity

Plenitude strongly believes in celebrating diversity without distinctions based on gender, ethnicity, nationality, religion, political affiliation, mental and physical diversity, sexual orientation, health condition, age, or any other personal aspect. In line with Eni's Code of Ethics, in compliance with the

"Our People" Policy and consistently with its Benefit Corporation Statute, which identifies the promotion of diversity and inclusion as one of the common benefit purposes, Plenitude is committed to implementing organizational models that respect opportunities and prevent any discrimination,

creating a working environment where diversity represents an element of value in the Company's growth path, and where each individual is put in a position to express their ability and talent to the best of their ability.

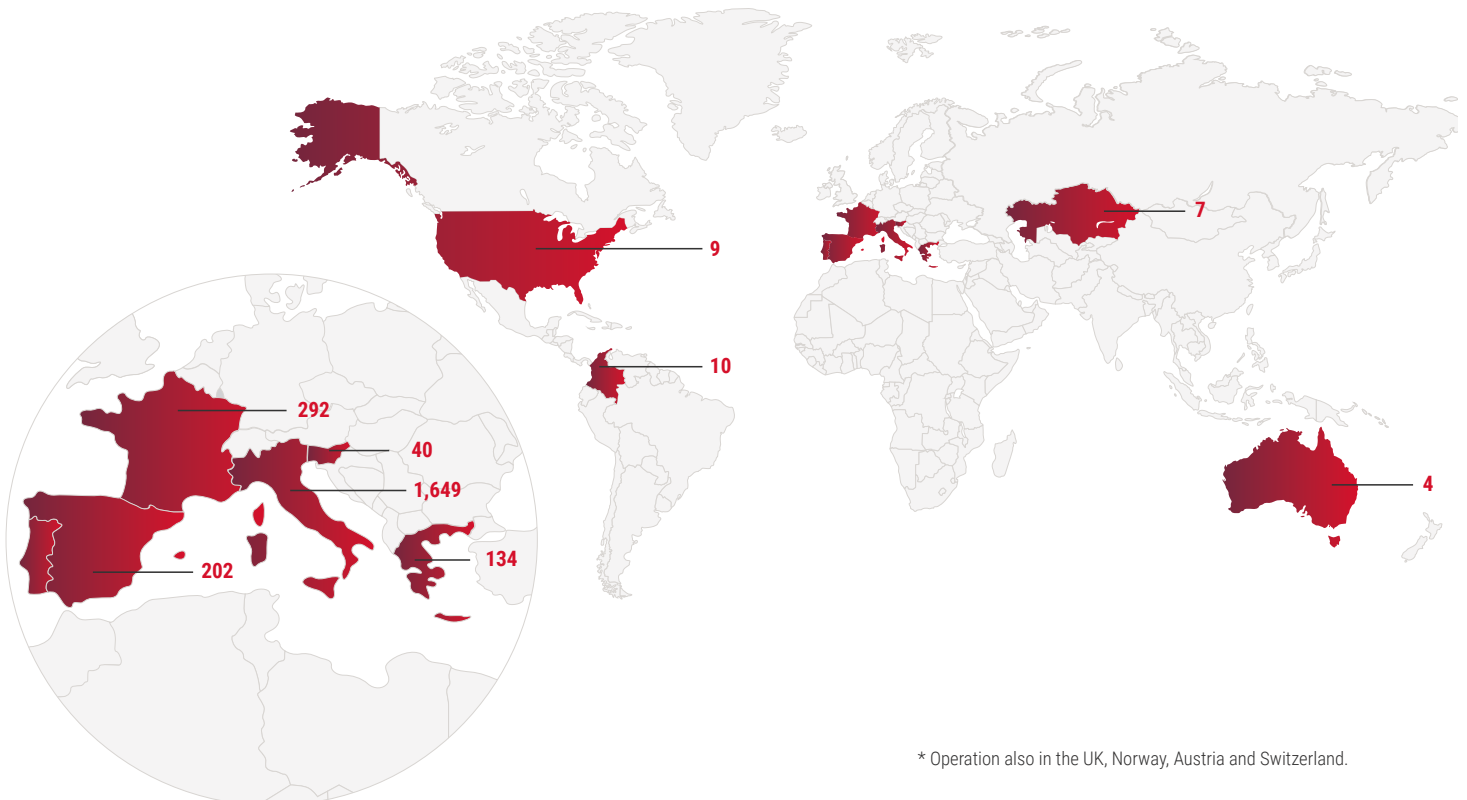
Internationalization

Plenitude's focus on diversity and inclusion is reflected in the Company's composition, which is constituted by heterogeneous teams with up to ten different nationalities in each Country where it operates.

Employees in Italy and abroad at 31 December



Employees per Country at 31 December 2022*



* Operation also in the UK, Norway, Austria and Switzerland.

Women's empowerment

In 2022, Plenitude reached **44.9% female presence**⁷³ (+3.2pp compared to 2021), with the goal of reaching 50% by 2025, in order to continue its path of women's enhancement and empowerment.

44.9%
women out of the
total population
(+3.2pp vs 2021)

Furthermore, the Company recorded **39.1% of women in management**, with a target of 40% in 2025, in Italy and abroad.



**50% women
out of the total
employee and
40% of women
in management
in 2025**

In each Country it operates in, Plenitude adopts a **remuneration policy** that, in line with Eni's guidelines, is based on meritocratic principles and respect for equal opportunities, aiming to **overcome the gender pay gap**, and guaranteeing equal wages.

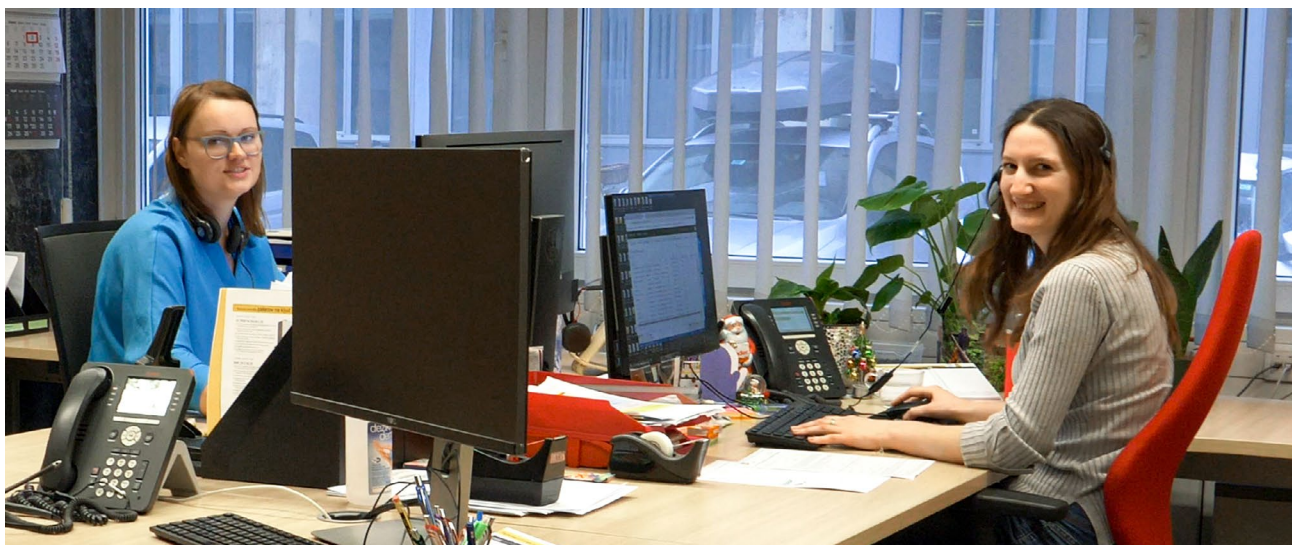
97.8
total pay ratio
(women vs men)
+1.1pp vs 2021

Gender pay ratio data for fixed and total remuneration are monitored annually, and a methodology is used to compare remuneration at the same role level and seniority. Thanks to the application of the remuneration policy, there was an improvement in the pay ratio between the female and male population. Specifically, in 2022 the gender pay ratio is **97.4** and **97.8**⁷⁴ with reference to **fixed and total remuneration**, respectively. The same indicator in 2021 stood at 96.6 and 96.7,

respectively. Regarding the gender 'raw pay ratio', i.e. calculated solely based on gender, the value recorded in 2022 is 83 for fixed remuneration and 76 for total remuneration. It should be emphasised that the 'raw pay ratio' considers a methodology that focuses exclusively on gender and not on parity of role level and seniority. Plenitude reconfirms its commitment to reach the target of **100 gender pay ratio (women vs men)** in 2025 (Gender Pay Ratio calculated at the same role level and seniority).



**100% gender pay
ratio (women vs
men) in 2025**



Plenitude archive

73 - For further information on personnel composition, please refer to section "[Performance tables](#)".

74 - For further information on the gender pay ratio, please refer to the section "[Performance tables](#)".

Plenitude's commitment to women's empowerment

Partnership with Winning Women Institute

In 2022, Plenitude started a partnership with the **Winning Women Institute (WWI)**, the first Italian organization involved with the issue of gender equality at work, in order to certify its commit-

ment to gender equality. Thanks to this partnership, Plenitude went through a pre-audit phase that enabled it to become more aware of its already existing strengths concerning gender equal-

ity and the actions to be implemented in the future, with a view to continuous improvement.

Internal initiatives

To confirm its commitment to promoting gender equality and women's empowerment in the Company, on International Women's Day Plenitude offered its employees an online course on 'Women's Leadership' by TLON⁷⁵.

External initiatives

Plenitude's commitment also continues outside the Company. In continuity with the previous year, Plenitude supported alongside Eni the '**Orange the World**' initiative of UN WOMEN, a UN agency dedicated to gender equality and women's empowerment. By joining the initiative, on the occasion

of the **International Day of Violence against Women**, on 25 November 2022 Plenitude contributed to raising community awareness for eradicating violence against women and protecting human rights. In parallel with **Eni's internal communication** campaign **#IoConLei**, Plenitude collaborated in

the dissemination of messages highlighting '**1522**', the telephone number for the **anti-violence centres**, on the bills of about 2 million customers and web-based communication with a dedicated article and on Plenitude social channels.

Promoting diversity and inclusion

Intending to develop an increasingly inclusive corporate culture, the Company organized the **Zero Tolerance** event, aimed at communicating the policy to create a work environment free from discrimination, violence and harassment of all kinds and to give everyone the tools to identify illicit acts and report them.

To this end, the Company provides its employees with several tools to report

any conduct in breach of the Code of Ethics, laws, regulations, or internal or external rules that may cause damage or prejudice to Eni, as well as harm the dignity of any other individual, to ensure that they are dealt with promptly. Among them is the **whistleblowing**

0 incidents of discrimination in 2022

channel, where any employee can make anonymous and confidential reports within a secured system, in line with the provisions of the reference legislation.

During 2022, **no incidents of discrimination within the organization were recorded.**

75 - TLON is a permanent school of philosophy, events agency, publisher and theatre library.

Plenitude's commitment to promoting integration and sustainability

In 2022, Plenitude launched multiple initiatives to increase the integration among Plenitude people worldwide and the awareness of Plenitude's identity, with a particular focus on sustainability.

INTERNATIONAL CONTEST: TOGETHER FOR THE FUTURE

Two editions of 'Together for the future' were held. This international competition aims to foster **integration** between Plenitude people around the world with a focus on **sustainability**.

Eni gas e luce became Plenitude, and the change affected not only the logo and visual identity. It is more profound, visionary and promising: it aims to build a sustainable future with and for people. Building a sustainable future is a challenge that needs the energy, enthusiasm and first-hand contribution of Plenitude people. Hence the idea of an international contest in which all Plenitude people of different nationalities, companies and business activities were protagonists and promoters of change. Further to the theme of sustainability, the project also had the objective of integration between Company areas and between people in the various Countries where Plenitude operates. We did this precisely by involving Plenitude people, starting with the values of rebranding and our new positioning:

- Doing team building
- Increasing the sense of corporate belonging
- Putting employees at the centre of change
- Entertaining and raising awareness at the same time
- Creating engagement

In mixed groups by nationality and business area, people got involved with conceiving and developing sustainability-themed projects in teams of 'volunteers'.

Using the design thinking methodology, the teams, led by a facilitator, met in two sessions. During the first, they shared best practices and ideas on sustainability in different Countries. During the second, they created original sustainability-themed projects related to Plenitude.

The technical jury, composed of members of the Italian management team, foreign MDs and sustainability teams, evaluated the **20 projects** and selected seven. The Plenitude people voted on the seven finalists on Workplace, the internal social channel, an internal communication platform, decreeing the victory of two projects. The winners will be awarded during a global live-streaming event and will experience an exclusive e-mobility experience in Italy.

The event obtained **ZeroCarbonTarget** certification from an independent body. The body quantified the emissions produced in each online working session and offset for the environmental impact. In particular, Plenitude chose the *Betulia hydroelectric project* in Honduras. This small river hydroelectric power plant project provides renewable energy to the national grid by replacing traditional fossil-fuel power plants, while improving the quality of electricity for local communities in the Department of Colon and reducing dependence on firewood. The plant has a total installed capacity of 6.8 MW and generates up to 23,000 MWh of green energy per year, the equivalent of the energy consumed by 5,000 western-style households.

This project contributes to Goal 13 Climate Action on the UN 2030 Agenda, while helping to achieve Goal 7 of Affordable and Clean Energy and Goal 8 of Decent Work.

#CEONTEROAD PROJECT

The Chief Executive Officer visited Plenitude offices around the world in order to foster greater knowledge and **integration** between our businesses, and generate dialogue and discussion on Plenitude's evolution and goal by increasing people's sense of belonging and engagement.

The highly interactive method made it possible to express **closeness**, shorten distances and **get to know each other**, thus fostering a **relationship of trust and transparency** with top management.

The stops made in 2022 and early 2023 were: Italy (Milan, Turin, Pozzuoli, Rome), Paris, Madrid, Santander, Thessaloniki and Ljubljana. Two more stops are planned: Kazakhstan and the United States.

THANK YOU WALL INITIATIVE

A **physical (and digital) blackboard** has been set up in all Plenitude locations to shorten the distance between Plenitude people around the world, on which all people can thank their colleagues with whom they work every day. The aim is to foster **mutual recognition and support**, thereby increasing **motivation** and a sense of **'teamwork'**.

4.1.2

Respect for human rights

Plenitude recognises its responsibility to promote all people's rights and **reject any form of forced or child labour**. It **condemns all forms of worker mistreatment**, as well as any **psychological or physical abuse or coercion**. The Company guarantees all its employees **freedom of association** and **collective bargaining** and protects them by implementing measures that **ensure their health and safety**.

For this purpose, the Company applies the principles of the Code of Ethics in all circumstances. It draws inspiration from the best practices of international standards to develop its business activities throughout the value chain, respecting the applicable local, national, and international laws on human rights protection. Plenitude adheres to **Eni's Zero Tolerance MSG**, which prohibits all forms of violence and harassment in the workplace and promotes a corporate culture based on respect, professionalism and non-discrimination.

The principles of respect for human rights are constantly disseminated to the entire Company population, through dedicated events, such as the webinar on the content of the policy held in 2022 (Zero Tolerance Event), and through the

provision of **human rights training**. The 'Human Rights Eni' awareness-raising plan launched in 2020 aims to involve the entire target population in using four modules (Security & Human Rights, Human Rights and Relations with Communities, Human Rights in the Workplace, Human Rights in the Supply Chain). Compared to the previous year, there was a **significant increase in both the number of hours dedicated** to human rights training (+44%)⁷⁶ and the number of **employees involved** (+47%), while maintaining a high level of training completion (90%). **Managers** must attend **compulsory training courses** delivered through e-learning on safety in the workplace, community relations and dealing with suppliers. The e-learning is available in three languages (Italian, English and French) to ensure access to a broader audience.

Plenitude is committed to building satisfactory and lasting relationships with all workers focusing on respecting human rights in the workplace.

Plenitude's industrial relations model is based on constant dialogue with trade unions through information and consultation processes defined at the national and international levels.

In 2022, through Eni, meetings continued with the trade unions as envisaged in the **INSIEME Protocol "Industrial Relations Model to Support the Energy Transition Path"**, and in November, the **results bonus integration agreement** was signed, with which recognition was given to the extraordinary contribution given by Eni's people to achieve the Company's positive results through a 30% increase in the 2022 bonus with the concomitant advance of a share in November.

On 12 December 2022, again through Eni, **NOI - Protocol on Initiatives and Services for the Well-Being of Eni People** was signed with the trade unions. It envisages the strengthening of welfare with interventions in the areas of health, social security, income support, housing and support in family management in order to seek a proper balance of work activities with an increasingly attentive approach to the personal and social sphere, to be ever closer to people's needs by further improving the offer of existing services, making them easier to access throughout the territory.

76 - For further information on human rights training, please refer to section "[Performance tables](#)".

4.2

Concern for people's health and safety



Plenitude is committed to dealing with **safety as an essential element for the performance of business activities**, effectively monitoring the issue and methodically updating and improving tools to minimise their associated risks.

As an Eni Company, Plenitude has **adopted its models, policies and guidelines** to manage **health, safety and the environment**. They apply the highest **national and international regulatory standards** and ensure that working conditions are safe and healthy, and adequately prevent the occurrence of accidents, injuries and work-related diseases. Furthermore, adopting specific **structured management systems** (ISO 45001 and ISO 14001) ensures that all aspects are constantly monitored for continuous improvement. The model provides that, even in the absence of legal requirements requiring its adoption, each company should adopt an integrated HSE management system as well as to identifying its own figures.

Through its **HSEQ function**, Plenitude provides **guidance, support, consolidation and control** of all its subsidiar-

ies in Italy and abroad. Based on these guidelines, companies develop their management system considering their operational and organizational characteristics. Currently, management systems have been adopted for all companies in the Retail sector and part of the Renewables sector. The development of the management system is ongoing for the recent acquisitions of the Renewables sector and the e-mobility sector.

Plenitude carries out its operating activities, either directly or on behalf of its contractors, paying the utmost attention to the health and safety of workers, as well as to compliance with the legal requirements necessary when installing products for use by third parties. **All levels of the Company and contract workers are involved** in the commitment to achieve these targets.

In order to **monitor and inform** of any hazards related to safety issues present during work activities, **Risk Assessment documents** (required under different national reference legislation) containing the assessment of all risks and their elimination or mitigation

measures are periodically updated. Plenitude people are also involved in the reporting process either directly or through the workers' safety representatives.

In order to foster the **development of a culture of safety and prevention**, Plenitude offers, to all employees, numerous health and safety **training courses, compulsorily** required by the relevant national legislation, as well as **additional non-compulsory training**; it also offers moments of culture enhancement through different methods (e.g. videos, communications, events). Furthermore, the Company promotes an **occupational health service** in order to protect its people's health in relation to their working environment and activities. This service is organized under the legal requirements of local legislation, as well as the company's guidelines, procedures and operating instructions. It is carried out through competent structures and professionals with recognised and accredited qualifications.

INJURY RATES AND INTERVENTION ACTIONS

Safety is Plenitude's primary goal for its employees and contractors, aiming for zero injuries and reducing accidents overall.

Parameters by which Company performance is measured are:

- the **Severity Incident Rate (SIR)**, an internal index that considers the **level of injury severity** (as a function of the hours worked by employees and contractors), is 10.64 as the result of an accident that occurred to a contractor for the year 2022⁷⁷;
- the **Total Recordable Injury Rate (TRIR)** was 0.23, with an increase in the index of contract workers.

During 2022, there were no fatal or severe accidents (i.e. no accidents with more than 180 days' absence or with consequences such as total or partial permanent disability), in line with the performance in previous years.

Plenitude aims to maintain a **high standard of safety for its personnel, contractors and all stakeholders** by zeroing the rate of injuries by committing to:

- adopt the safeguards defined in the Company's Health & Safety Policy
- promote programmes of activities to raise awareness and increase the culture of Safety and the Environment
- provide training at different Company levels
- identify and analyse the causes of events and potential events in order to avoid their recurrence
- analyse the data recorded in the HSE databases in order to take preventive and corrective actions on potential injury risk situations
- introduce new, increasingly digitally intensive technologies to increase the safety level for several operational positions or those carrying out checks in the field.

EMERGENCY PREPAREDNESS AND RESPONSE

Emergency response is a key element in avoiding unpleasant events, and therefore emergency preparedness activities are of great importance and are regularly tested through the organization of drills.

Exercises are carried out in all Company contexts, simulating different possible scenarios. Through them the ability to respond in line with dedicated plans is tested, including the timely alerting of the chain of command and the resources necessary to deal with the event.

Despite the continuation of the pandemic period, the sites maintained a high level of emergency preparedness by carrying out the exercises required by national regulations and proposing, where necessary, useful actions to improve the response.

In order to improve the management of possible emergencies, a GIS system was used to map all assets and their contact persons to speed up the exchange of information.

In 2022, one real emergency occurred at the Eni affiliate Company, Plenitude Renewables Spain, caused by a fire that started on the ground floor in the premises of another company in the building, which generated a total evacuation of the building without any damage to persons or property.

INDUSTRIAL HYGIENE

In line with the strategy implemented in previous years, Plenitude adhered to initiatives aimed at effectively managing risk factors in the workplace, including implementing **specific reference standards** to assess the microclimate and other chemical and physical parameters in the indoor environment. This reference standard will also be extended to the other subsidiaries.

ASSET INTEGRITY

Plenitude ensures that **its assets are properly designed**, properly **built** and properly **operated**, guaranteeing maximum reliability and, above all, safety for people and the environment.



4.3

Protecting well-being and supporting growth



4.3.1

Workers' well-being

For Plenitude, people's well-being is a primary value. All employees can access the Company's **welfare plan**, considered a best practice in the sector,

through which the Company develops numerous initiatives aimed at favouring the work-life balance as well as facilitating parenting, enhancing the

physical well-being and mental health of its employees and offering innovative tools for managing their work.

Main welfare initiatives⁷⁸

PHYSICAL AND PSYCHOLOGICAL WELL-BEING OF EMPLOYEES

- **Health Agreements:** agreements to offer specialised medical services with discounts on standard prices. Eni signed agreements with San Raffaele Hospital in Milan, Policlinico San Donato and Campus Bio-Medico University in Rome.
- **Oncological and cardiovascular prevention initiatives** (Preveni con Eni project and Early Diagnosis Plan).
- Free **oncology information desk** dedicated to Eni people who are facing, as patients or as relatives, cancer. The service is remote and activated with a dedicated number.
- **Activation of the 'Più salute service (New initiative)'** for qualified home and digital healthcare through the Doc 24 platform.
- Anonymous and confidential **psychological listening service** dedicated to Eni people in Italy and abroad 24hr, 7/7. The service is remote and activated with a free-phone number or via web.
- **Harassment Help Line:** dedicated psychological support for victims of gender-based violence and harassment. The service, available for Italy, is remote and activated with a freephone number or via web.
- **Social worker:** provides professional technical support and, together with the employee, defines an intervention plan directing them to the most suitable territorial facilities. Active service at the Rome and San Donato Milanese offices.
- Promotion of **physical activity** through agreements with around 2,000 sports centres.

78 -The contents of the table shown refer to Plenitude's Italian boundary.

WORKING TOOLS

- Possibility to use **smart-working**: 12 days a month for employees in Italy, which can be extended in case employees experience health problems affecting themselves or their children.
- **Flexible hours** allowed on a daily and seasonal basis.
- Offer of agreements favouring the use of **public transport, carpooling, and bike-sharing**.

PARENTING AND FAMILY

- Possibility of fully remunerated **paternity leave** for 10 working days.
- Since 2015, Eni has guaranteed its people worldwide the application of the minimum maternity standards set by the International Labour Organization (ILO).
- Activation of two **digital training courses** in order to support parents throughout the child evolution process.
- Activation of '**New Smart-Working to support the family (New initiative)**'- Welfare and sustainability⁷⁹:
 - **New parents**: up to 12 days a month with the possibility of making up 2 days not taken in the previous month.
 - **Pink - pregnancy period**:
 - up to 12 days a month from the employee's notification of pregnancy until the completion of the sixth month of pregnancy, with the possibility of making up a maximum of 2 days not taken in the previous month.
 - Up to 5 days a week from the seventh month of pregnancy until the beginning of the compulsory abstention period.
- **Welcome mum**: up to 5 days a week for 4 consecutive weeks at the end of maternity leave and within the following 5 months.
- **Welcome dad**: up to 5 days a week for 4 consecutive weeks after the birth/entry of the child into the family/in Italy and within the following 5 months.
- **Summer Kid**: children under 16. Up to 5 days a week for 4 weeks, even fractionated, in the period from the closure to the reopening of the schools, guaranteeing the disposal of at least two consecutive weeks of holidays during the school closure period and having achieved the holiday disposal target for the previous year, subject to technical organizational requirements.
- **Protecting the health of children and the employee**: up to 12 days a month with the possibility of making up 2 days not taken in the previous month.
- Offer of agreements to promote participation in **cultural initiatives** such as shows, museums and exhibitions.

79 - All the plans below are valid for natural, adopted or pre-adoptive children.

SUPPORT TO THE NEW GENERATIONS

- Possibility to benefit from the **Eni nursery school** dedicated to children from 0 to 6 years old in Milan and Rome.
- Opportunity for children aged 6 to 14 to attend **summer camps** with sports, recreational and educational activities with a focus on environmental topics (e.g. energy saving and circular economy) and diversity and inclusion (e.g. bullying and cyberbullying).
- Organization of **Summer Camps** for young people aged 15 to 16, with a focus on interculturalism, respect for human rights and sustainability.
- Promotion of programs to support and develop younger generations' talents by activating initiatives dedicated to **guiding them to make conscious choices concerning their educational and professional careers.**

COMMUNITY SERVICES

- Availability of access to the *Fragibility* platform to support the management of problems associated with the management of elderly or dependent family members and for the care of children and young people with specific learning disorders.

Moreover, since 2017, employees can turn a percentage of the participation bonus into welfare goods and services by freely selecting, through a dedicated web platform, the options that

best meet individual and family needs and purchasing products and services at favourable prices thanks to a wide range of agreements. With a constant undertaking to **monitor and adjust the**

services, Plenitude keeps improving its services, in line with international best practices, to provide its employees with an increasingly tailored environment to their needs.

THE EMPLOYEE EXPERIENCE PROGRAM

To facilitate attraction & retention, Plenitude launched the 'Employee Experience' program in 2022. The program consists of several welfare initiatives that will continue to be developed during 2023, which are developed along three main lines:

"WELL-BEING & ENGAGEMENT"

to promote well-being and work-life balance;

"PURPOSE & ALIGNMENT"

to promote Plenitude's values and identity;

"CULTURE & COMMUNICATIONS"

to improve communication and listening within the Company.

A further implementation of the program, which places the person at the centre of everyday choices and activities, is '**The people experience approach**', which aims to design and develop spaces and services to satisfy people's work and well-being needs.

During 2022, it translated into adopting the People Experience philosophy in designing new spaces and thinking about services to promote and sup-

port people's well-being through the first steps:

- Continuous evolution and improvement of workspaces to promote the well-being of the Plenitude population, also paying attention to the energy aspect of spaces.
- Listening initiatives in cooperation with Eni for the development of new initiatives.

In 2022, the **Beyond Smart Working** course also continued to involve Plenitude people in constructing the new 'fluid' working model, able to read the transformation and reap the full po-

tential and benefits of remote working. To this end, a co-design workshop, a test phase of the identified practices and finally, the definition of the new working model were organ-

ized. Furthermore, a **Train the Trainer** was also conducted in December 2022 to train Ambassadors in order to extend the new model to all Plenitude people during 2023.

THE ORGANIZATIONAL HEALTH INDEX SURVEY:

With a view to continuous improvement, in 2022 the Company implemented the **OHI (Organizational Health Index)** survey, a listening and engagement program aimed at understanding the needs of its employees.

The survey involved all Plenitude employees in Italy and abroad in identifying strengths and opportunities to improve corporate health and promote corporate collaboration and integration. The results will be used to define

long-term improvement actions, and the OHI indicators will be periodically monitored.

4.3.2

Training and development

Plenitude believes in the growth and enhancement its people's skills as a business development driver. To this end, the Company provides diversified training courses that increase knowledge, in technical and soft skill areas, and stimulate motivation.

Training

Confirming this, in 2022 Plenitude invested over **€1.8 million in training** (+6% compared to the €1.4 million spent in 2021), with an **average expenditure** per employee of **€860⁸⁰**.

A total of **58,059 hours of training** were provided in 2022⁸¹ (+29% compared to 45,076 hours provided in 2021), or an **average of 27 hours per capita** (+8% compared to 2021), thus exceeding the target of 25 average hours that had been set for 2025.

The courses were delivered partly digitally and partly through a gradual return to face-to-face: in the latter case, there was a 66% increase over 2021. However, despite the progressive return to the in-person working method, during 2022, the **digital** mode of **training** delivery still remained the **predominant** one, with 75% of training hours delivered digitally, ensuring that a broad audience could make use of the lessons.



Maintaining 27 average hours of employee training per capita in 2025

€ 1.8 million investments in training in 2022

27 average training hours per capita +8% vs 2021

80 - For further information on training, please refer to section "[Performance tables](#)".

81 - The 2020 e 2021 data have been appropriately restated following the change in methodology for calculating the indicator.

Training by employee category (average hours)

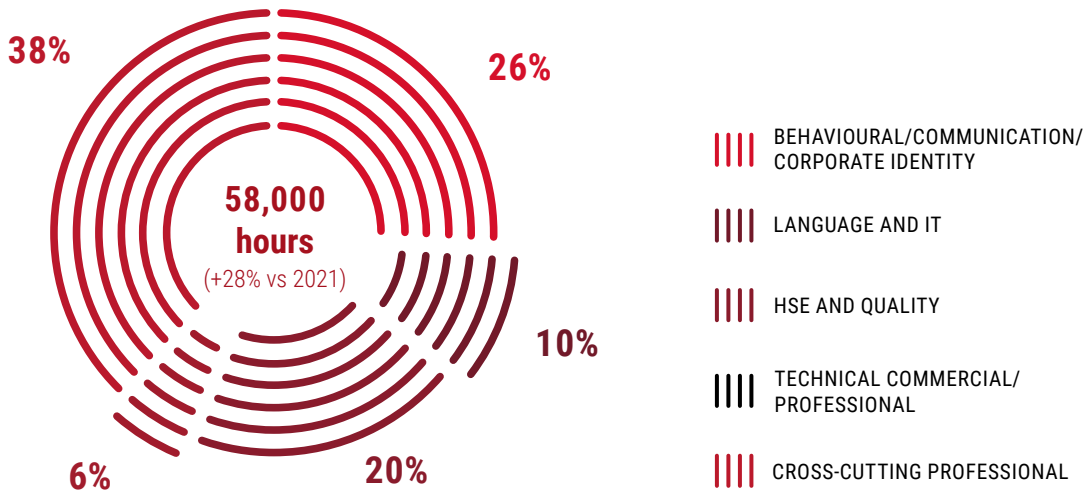


Plenitude will continue to use training as a strategic lever, so the target of 27 average hours of training per employee in 2025 is expected to be maintained.

During the last few years, Plenitude has undertaken a **transformation process** of its business strategy, which is reflected in the training courses offered, through which it aims to provide employees with effective and innova-

tive tools to handle the key topics for business development, in line with its commitment to energy transition and enhancement of human capital.

Training hours by category of course delivered (2022)



Growth paths

Plenitude applies **assessment tools**, i.e. systems for annual performance appraisal of individuals and potential appraisal by population brackets (Junior, Expert and Senior), annual review of the entire Company population and systems for managing professional models, and also to monitor skills. The individual's annual evaluation form includes customised and measurable objectives as well as to qualitative comments. In 2022, the annual performance process fully covered the company population, demonstrating the concreteness and consistency of management's commitment to promoting its people's growth. Plenitude will strive to achieve this also in 2023, complementing the existing tools with '**cross feedback**' mechanisms through which employees will be able to give free feedback on their managers and their overall Eni colleagues, pointing out their strengths and areas for improvement in team management and contributing to their change, in

favour of a shared approach and a more serene and efficient working environment.

In order to support people from the moment they join Plenitude, the Company consolidated its **on-boarding process**, which started in 2021. With a view to continuous improvement, a periodic monitoring survey was carried out to be administered to all employees involved. The onboarding programme also includes the

**100%
of employees
involved in
performance
evaluation in 2022**

assignment of a buddy, i.e. an employee who already has experience in the Company and who voluntarily undertakes to facilitate the integration of new colleagues by solving their

initial doubts and introducing them to company life. In order to continue to accompany the individual on their growth path, among the various development initiatives is the **change management path 'The person at the centre'** launched in December 2022. The project consists of an evolutionary path that works on vision, mindset, emotional climate and execution, simultaneously acting on the motivation of Plenitude people, and is divided into three modules: the first, addressed to the entire population; the second, for middle management and finally one dedicated to the management team.

In 2023, it is planned to continue the change management process and to further improve the on-boarding process through the launch of new initiatives, such as the involvement of the newly hired employee in an event aimed at providing an overview of Plenitude's values, sustainability strategy and organizational structure.

Talent attraction & retention

Plenitude **supports the development of its talents** by creating opportunities for professional growth and enhancing individual skills. The Company offers the opportunity to participate in master courses thanks to several partnerships with universities or training institutions, including the solid partnerships between Eni and Eni Corporate University and Bocconi, Luiss, Politecnico di Milano, Openitaly Elis and the Talent Garden program for the provision of training courses on specific skills.

In addition to training opportunities in collaboration with external partners, Plenitude has organized upskilling courses aimed at acquiring specific knowledge in "Data Governance and Big Data", "Digital Literacy" and "Service Design". Overall, **more than 9,000 hours of training** were delivered in 2022, involving more than **1,100 participants** in the process of developing strategic skills for the Company, exceeding the targets Plenitude had set for the year in question, i.e. the deliv-

**Over 9,000
hours of training
delivered in digital
upskilling courses**

ery of 6,500 hours of training and the involvement of 50% more employees than in 2021.

