

# Eni for 2021

A just transition



# Mission

We are an energy company.

- 13 15** We concretely support a just energy transition, with the objective of preserving our planet
- 7 12** and promoting an efficient and sustainable access to energy for all.
- 9** Our work is based on passion and innovation, on our unique strengths and skills,
- 5 10** on the equal dignity of each person, recognizing diversity as a key value for human development, on the responsibility, integrity and transparency of our actions.
- 17** We believe in the value of long-term partnerships with the Countries and communities where we operate, bringing long-lasting prosperity for all.

## Global goals for a sustainable development

The 2030 Agenda for Sustainable Development, presented in September 2015, identifies the 17 Sustainable Development Goals (SDGs) which represent the common targets of sustainable development on the current complex social problems. These goals are an important reference for the international community and Eni in managing activities in those Countries in which it operates.



# ENI FOR 2021

## A JUST TRANSITION

### **Disclaimer**

Eni for 2021 is a document published on a yearly basis 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 an element 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, beyond Eni's control and reasonable prediction. Actual results may differ from those expressed in such statements, depending on a variety of factors, including without limitation: the impact of the pandemic disease (COVID-19); 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; 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 business conditions. The readers of the document are therefore invited to take into account a possible discrepancy between the forward-looking statements included and the results that may be achieved as a consequence of the events or factors indicated above. Eni for 2021 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.

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



# Contents

## Why read Eni for 2021?

In this document, Eni aims to describe its contribution to a just transition, an energy transition to guarantee access to efficient and sustainable energy by achieving the goal of net zero emissions by 2050, with a view to sharing social and economic benefits with workers, the value chain, communities and customers in an inclusive, transparent and socially equitable manner, taking into consideration the different level of development of the Countries in which it operates, minimising existing inequalities.

Eni for 2021 describes Eni's path to meeting these challenges. The document is structured according to the three levers of the integrated business model, Carbon Neutrality by 2050, Operational Excellence and Alliances for Development, which aim to create long-term value for all stakeholders. Compared to the Consolidated Disclosure of Non-Financial Information (in accordance with Leg. Decree 254/2016) published within the Annual Report to provide an integrated view of financial and nonfinancial information, Eni for is a voluntary sustainability report aimed at further exploring non-financial issues by presenting concrete cases and testimonials of people with whom Eni shares its journey.

[➤ For more information: Annual Report](#)

[➤ External Links](#)

[📌 Bookmarks](#)

[🏠 Eni's approach to the Just Transition](#)





## Introduction

Message to our stakeholders	4
Eni in the world	6
Eni activities: the value chain	8
Business model	10
Towards a Just Transition: scenario and global challenges	12
Just Transition for Eni	16
Sustainability governance	18
Eni and sustainable finance	21
Eni's commitments to contribute to the SDGs	22
Main events of 2021	24
Material topics for Eni	26
Stakeholder engagement activities	28
Integrated Risk Management Model	30
Innovation and digitalisation	32

### 1 Carbon neutrality by 2050

Climate governance	39
Risk management	39
Eni's strategy	40
Metrics and targets	41

### 2 Operational excellence

Each of us	44
Health	52
Safety	56
Environment	62
Human rights	68
Transparency, anti-corruption and tax strategy	74
Suppliers and customers	78

### 3 Alliances for development

Eni as a local development actor	86
Access to energy	90
Partnerships for development	92
Local Development Programme – LDP	96
Instruments and methodologies for local development	106

#### Annexes

##### ➤ Eni for 2021 – Carbon neutrality by 2050

##### ➤ Eni for 2021 – Sustainability performance

- including:
- GRI Content Index
  - TCFD comparison table
  - WEF metric comparison table
  - SASB comparison table
  - Indicators provided by the EU Sustainable Finance Disclosure Regulation

Glossary	108
Independent Auditors' Report	109
Eni's non-financial reporting	112



## Message to our stakeholders



The war in Ukraine marks a breaking point in European and world history. The conflict is causing a humanitarian tragedy that touches the founding values underlying our common culture: peace, stability and a sense of community. A time when it is necessary to be even more inclusive and not divisive, seeking the common good.

The crisis has also created new threats to Europe's energy security, highlighting the importance of adopting a common and pragmatic approach that considers, at the same time, the need to strengthen energy security while accelerating decarbonisation.

As Eni, our response to the emergency was swift and decisive. Together with the Italian government

and by leveraging alliances with countries in which we have been investing for years, we have been working to find alternative supplies to Russian gas for European needs, from our investments in exploration, development and production. At the same time, as I outlined on Capital Markets Day, we have maintained our commitment to a just energy transition, further accelerating our decarbonisation path.

Our energy transition is inspired by the principles of the just transition, i.e. an energy transition that puts people at the centre, that is effective, thanks to an incisive approach, that adopts the available technologies, and that is fair, allowing for the adoption of various solutions, at different speeds depending on the

specifics of the multiple contexts and internal constraints. As Eni, we strongly feel these imperatives: the responsibility to contribute to giving access to energy to all, supporting the development of the countries where we are present, and contributing to the achievement of the highest ambitions of the Paris Agreement.

Eni has chosen to play a leading role in the transition. Eight years ago, when I first signed our sustainability report, we had just created the Sustainability and Scenarios Committee, the first of its kind in the industry, a body designed to support the Board of Directors in making strategic decisions, establishing for our stakeholders a business model based on 360-degree sustainability.



Eni is now in a position to further strengthen its decarbonisation objectives, with more ambitious interim targets as early as 2025, on the path to zero net emissions by 2050. Specifically, we have announced a -35% reduction in net scope 1, 2 and 3 emissions by 2030 and -80% by 2040 compared to 2018 levels (compared to the -25% and -65% targets in the previous plan). For net scope 1 and 2 emissions, we will reach -40% by 2025 (compared to 2018 levels) and achieve net zero emissions by 2035, five years ahead of the previous plan.

We will increase the share of our investments dedicated to new energy solutions, aiming at 30% by 2025, doubling to 60% by 2030 and reaching 80% by 2040. As part of this journey, we will offer increasingly sustainable solutions to our customers, leveraging dedicated companies such as Plenitude, which will develop over 15GW of renewable capacity by 2030, and expanding new businesses such as biorefining, where we will increase capacity to 6 million tonnes per year over the next decade.

Our commitment to transition is intertwined with that of the countries where we are present, with which we are developing innovative initiatives. In some African countries, for example, we are setting up a network of agri-hubs that will enable us to cover 35% of the supply needs of our biorefineries by 2025 while creating jobs and development. We are also working with farmers to reclaim marginal land, not in competition with the food chain, for example in desert areas, by growing plants for energy use. This is an initiative that will have an impact on employment in the region and will contribute both to Eni's energy transition and that of African countries, promoting

their integration into the biofuel value chain with the utmost respect for the environment and human rights. In addition, we promote local development programmes with a broad portfolio of community-based initiatives in line with national development plans and the Sustainable Development Goals (SDGs), including supporting the creation of job opportunities and the transfer of know-how and skills to our local partners.

Research and development are key to the success of the energy transition, as they are preparatory to the application of new technologies, and that is why we rely on the talent of our people, our researchers and those with whom we collaborate within our extensive network of Universities and Research Center. It is also thanks to this wager, on our colleagues and on frontier technologies, that today we can count on a portfolio of more than 7,000 patents and 400 research projects. Furthermore, in 2021, Commonwealth Fusion System, a company in which we are a major shareholder and with which we collaborate in the field of magnetic fusion, achieved excellent results in the world's first test of a magnet with HTS (High Temperature Superconductors) technology, making an important step towards plasma confinement in the magnetic fusion process. This is a technology that has never been applied industrially before and could guarantee huge amounts of energy with zero emissions.

In this transformational journey, based on the principles of integrity and transparency, we hold firm to our priorities with an ongoing commitment to protecting the health and safety of our people, safeguarding the integrity of our assets and protecting the environment. We are guided by the Sustainable Development

Goals (SDGs) outlined in the United Nations 2030 Agenda, the Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises and the 10 principles of the Global Compact, which call for systemic action to resolve today's complex challenges. We have also recently signed up to the United Nations Women's Empowerment Principles (WEP), as part of our commitment to promote gender equality and women's empowerment in the workplace, business practices and society. We see diversity as a resource to be safeguarded and enhanced both within the company and in all relations with external stakeholders. Key to achieving the common objectives are alliances for sustainable development with all the players involved - from private individuals, to the public sector, international organisations, civil society associations and research institutes - which make it possible to pool resources and human capital to promote inclusive and sustainable growth.

**Claudio Descalzi**  
*Chief Executive Officer*



# Eni in the world

69

Countries of presence  
(2020: 68)

0.34

Total Recordable Injury Rate  
(TRIR) of the workforce in 2021  
(2020: 0.36)

31,888

People  
(2020: 30,775)

91%

Freshwater reused  
in 2021 (2020: 91%)

€ 177 MILLION

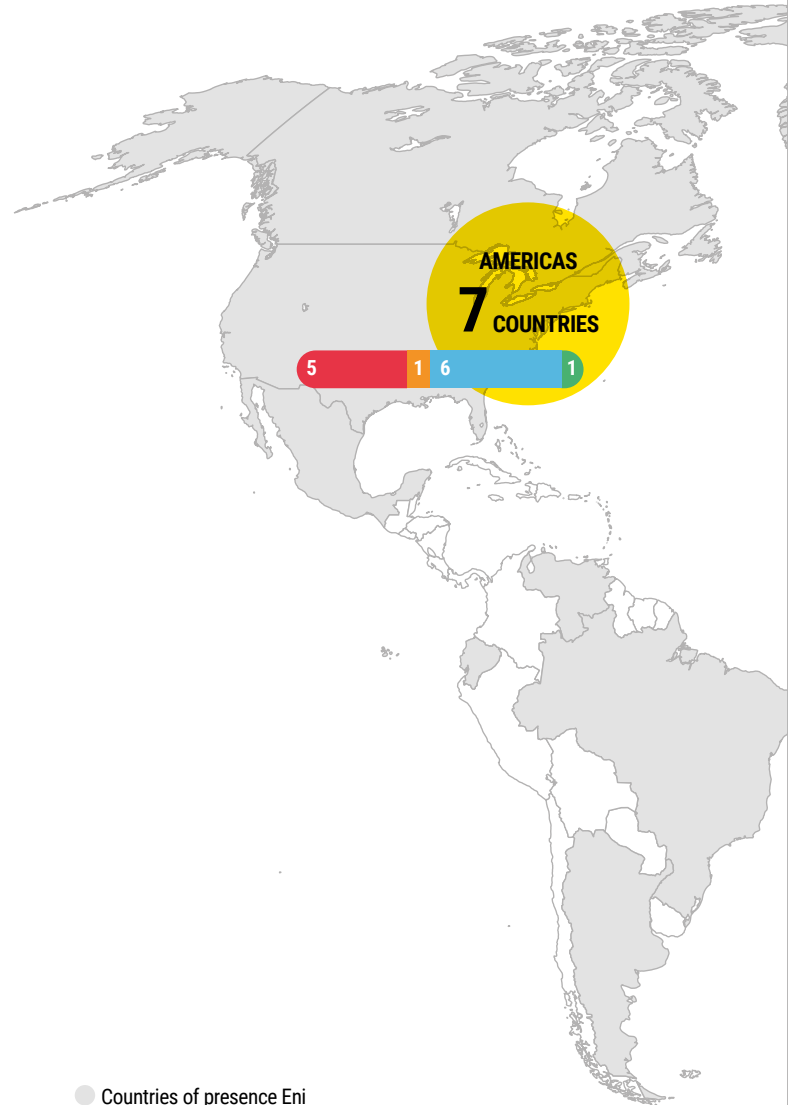
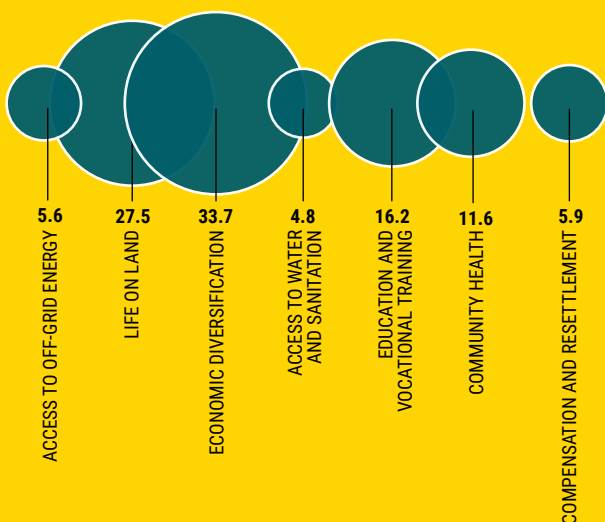
Total expenditure on Research  
and Development in 2021 (2020:  
€157 million)65 BILLION SM<sup>3</sup>Gas sold to domestic markets in 17  
Countries in 2021 (2020: 57 billion sm<sup>3</sup>)

Eni is a global energy company present in 69 Countries with over 31,000 people, operating along the entire value chain. The company mission clearly expresses Eni's commitment to play a decisive role in the Just Transition process to guarantee access to efficient and sustainable energy by achieving the goal of net zero emissions by 2050, with a view to sharing social and economic benefits with workers, the value chain, communities and customers in an inclusive, transparent and socially equitable manner, taking into consideration the different level of development of the Countries in which it operates, minimising existing inequalities.

## Net GHG Lifecycle Emissions (Scope 1+2+3) (million tonnes of CO<sub>2</sub> eq.)



## Local development investments in 2021 by sectors of intervention (million euros)



## AMERICA

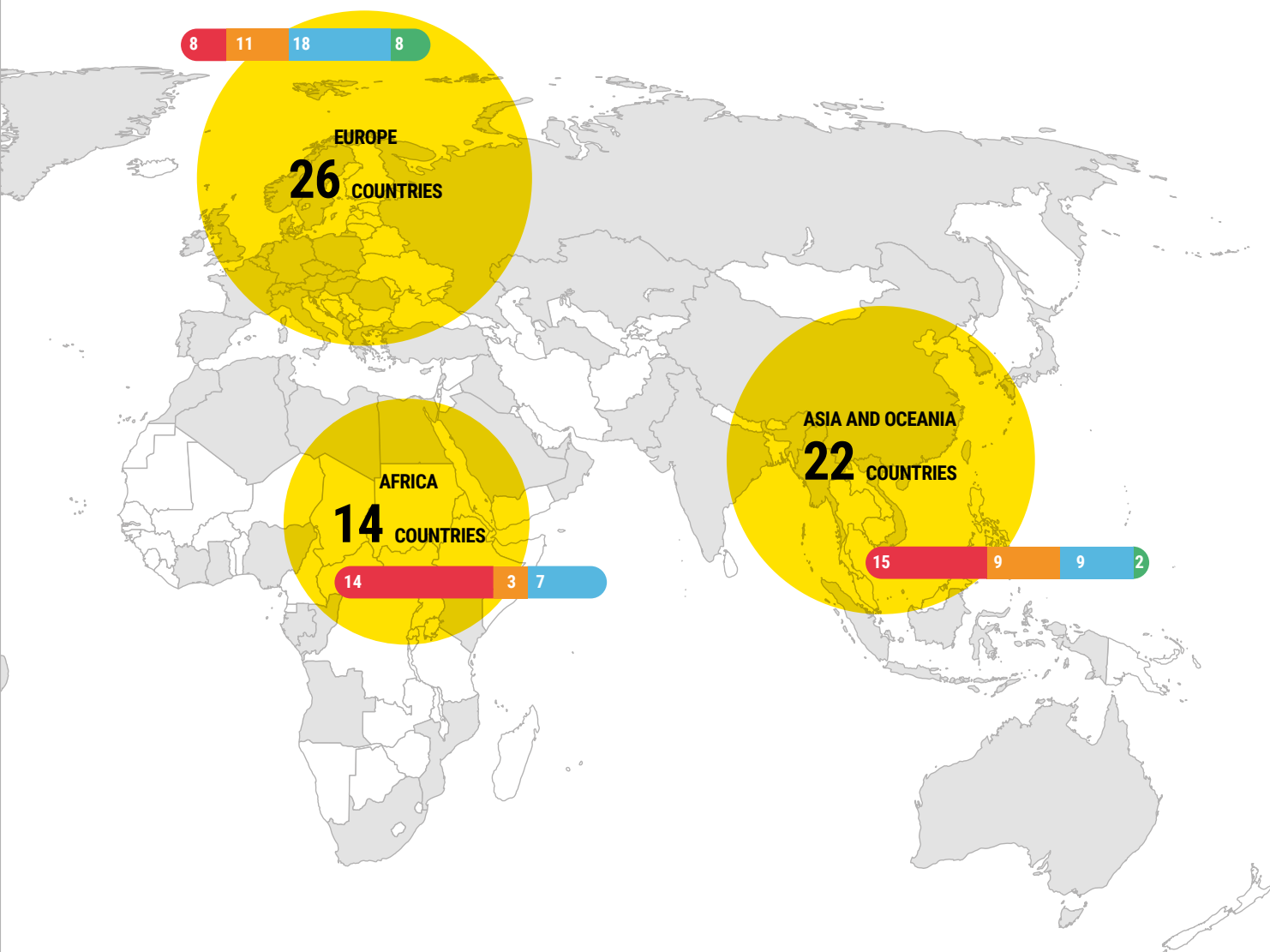
ARGENTINA  
BRAZIL  
CANADA  
ECUADOR  
MEXICO  
UNITED STATES  
VENEZUELA



## AFRICA

ALGERIA  
ANGOLA  
CONGO  
IVORY COAST  
EGYPT  
GABON  
GHANA  
KENYA  
LIBYA  
MOROCCO  
MOZAMBIQUE  
NIGERIA  
SOUTH AFRICA  
TUNISIA





● Exploration & Production    ● Global Gas & LNG Portfolio    ● Refining & Marketing and Chemicals    ● Plenitude & Power

## EUROPE

ALBANIA	● ● ● ● ●	NETHERLANDS	● ● ● ● ●
AUSTRIA	● ● ● ● ●	POLAND	● ● ● ● ●
BELGIUM	● ● ● ● ●	PORTUGAL	● ● ● ● ●
CYPRUS	● ● ● ● ●	UNITED KINGDOM	● ● ● ● ●
DENMARK	● ● ● ● ●	CZECH REPUBLIC	● ● ● ● ●
FRANCE	● ● ● ● ●	SLOVAK REPUBLIC	● ● ● ● ●
GERMANY	● ● ● ● ●	ROMANIA	● ● ● ● ●
GREECE	● ● ● ● ●	SLOVENIA	● ● ● ● ●
GREENLAND	● ● ● ● ●	SPAIN	● ● ● ● ●
IRELAND	● ● ● ● ●	SWEDEN	● ● ● ● ●
ITALY	● ● ● ● ●	SWITZERLAND	● ● ● ● ●
MONTENEGRO	● ● ● ● ●	TURKEY	● ● ● ● ●
NORWAY	● ● ● ● ●	HUNGARY	● ● ● ● ●

## ASIA AND OCEANIA

AUSTRALIA	● ● ● ● ●	OMAN	● ● ● ● ●
BAHRAIN	● ● ● ● ●	PAKISTAN	● ● ● ● ●
CHINA	● ● ● ● ●	RUSSIA	● ● ● ● ●
HONG KONG	● ● ● ● ●	SAUDI ARABIA	● ● ● ● ●
INDIA	● ● ● ● ●	SINGAPORE	● ● ● ● ●
INDONESIA	● ● ● ● ●	SOUTH KOREA	● ● ● ● ●
IRAQ	● ● ● ● ●	TAIWAN	● ● ● ● ●
JAPAN	● ● ● ● ●	THE UNITED ARAB EMIRATES	● ● ● ● ●
KAZAKHSTAN	● ● ● ● ●	TIMOR LESTE	● ● ● ● ●
LEBANON	● ● ● ● ●	TURKMENISTAN	● ● ● ● ●
MYANMAR	● ● ● ● ●	VIETNAM	● ● ● ● ●





## Eni activities: the value chain

Eni is a global energy company with a high technological content, engaged in the entire value chain: from the exploration, development and extraction of oil and natural gas, to the generation of electricity from cogeneration and renewable sources, traditional and bio refining and chemical, and the development of circular economy processes. Eni extends its reach to end markets, marketing gas, power and products to local markets and to retail and business customers also offering services of energy efficiency and sustainable mobility. Both CO<sub>2</sub> capture and storage and Natural Climate Solutions initiatives will be implemented to absorb residual emissions. Consolidated expertise,

technologies and geographical distribution of assets are Eni levers to strengthen its presence along the value chain. Along this path, Eni is committed to become a leading company in the production and sale of decarbonized energy products, increasingly customer-oriented. Decarbonization will be achieved through the implementation and strengthening existing technologies and activities such as:

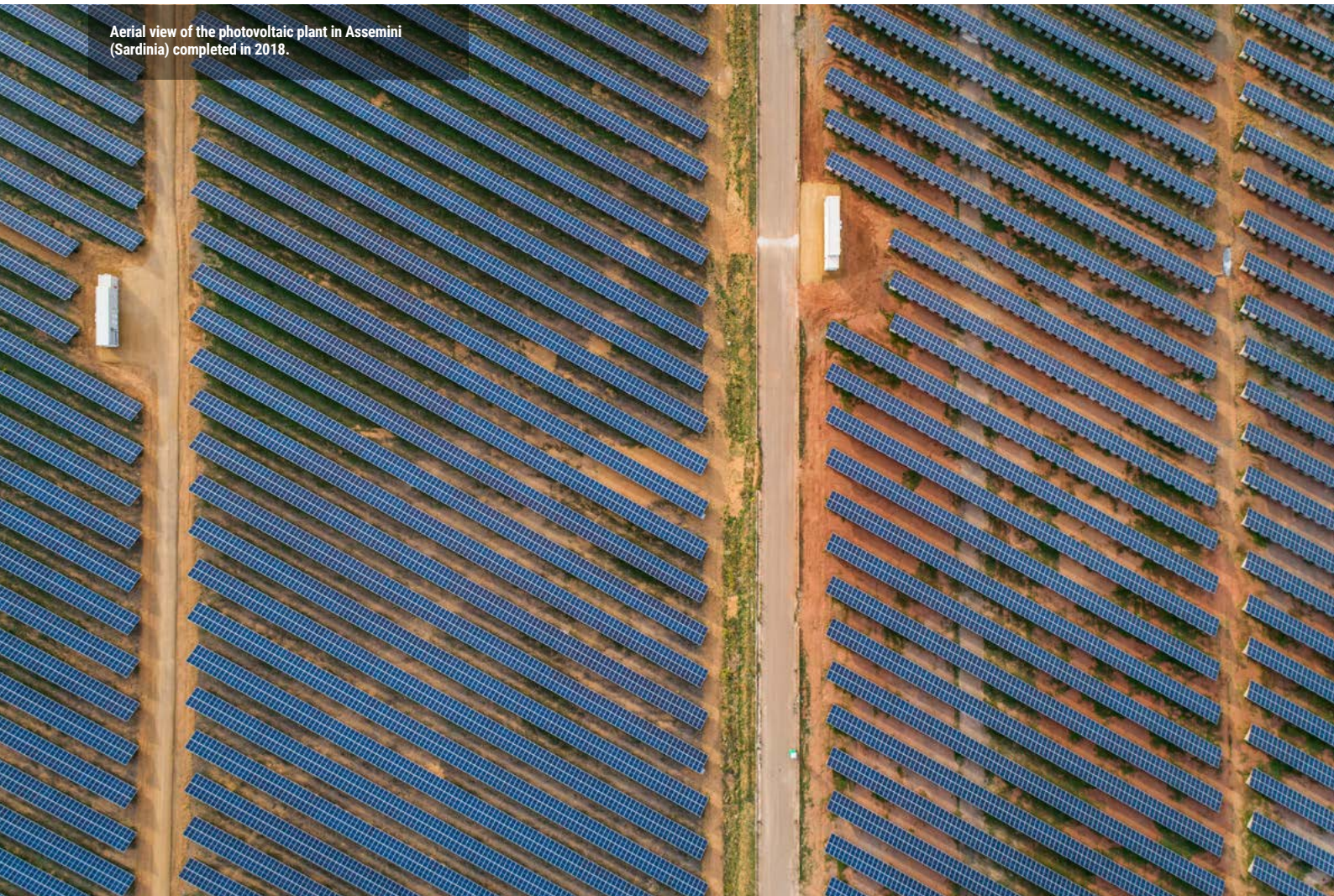
- **Efficiency and digitalization** in operations and customer services;
- **Renewables** through increased capacity and integration with the retail business;
- **Biorefineries** with an increasing input of raw material from waste and from an integrated agribio-

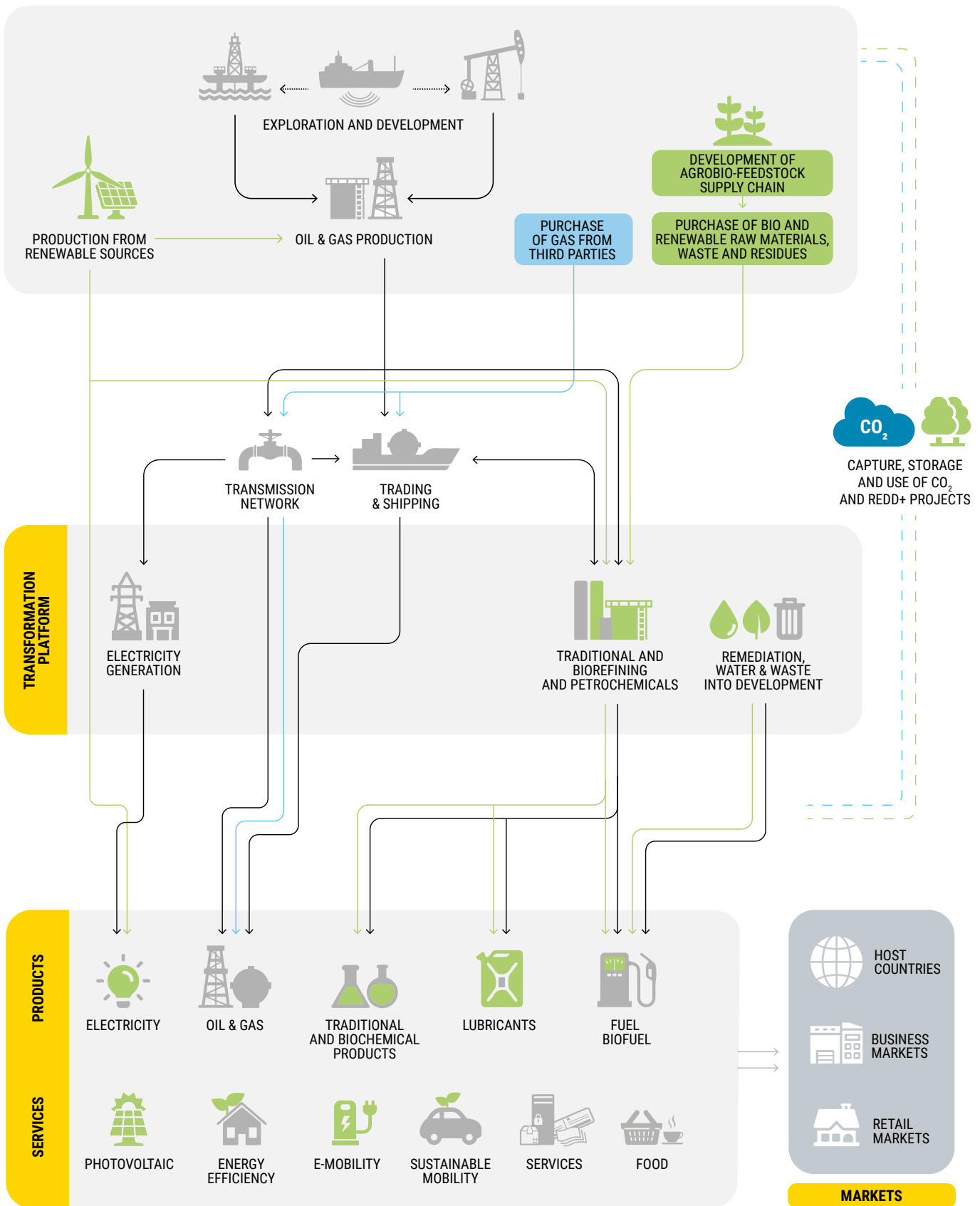
feedstock production chain not in competition with food production;

- **Circular economy** with increased production of biomethane, use of waste products and recycling of end products;
- **Blue and green hydrogen** to power highly energy-intensive industrial activities and sustainable mobility;
- **Natural or artificial** carbon capture to absorb residual emissions through Natural Climate Solutions, including REDD+ forest conservation initiatives and CCS projects.

Gas will be an important support to intermittent sources in the energy transition.

Aerial view of the photovoltaic plant in Assemini (Sardinia) completed in 2018.









# Business model

Creating value for all stakeholders

Eni's business model is focused on **creating value for all its stakeholders** through a strong **presence along the entire energy value chain**. Eni aims to contribute, directly or indirectly, to the achievement of the **Sustainable Development**

**Goals (SDGs)** of the United Nations 2030 Agenda, supporting a just energy transition, which responds with concrete and economically sustainable solutions to the challenges of combating climate change and giving access to energy

in an efficient and sustainable way, for all. Eni organically combines its business plan with the principles of environmental and social sustainability and sustainable governance, extending its range of action along three pillars:

## OPERATIONAL EXCELLENCE

- ▶ **1.** Eni business is constantly focused on operational excellence. This translates into an ongoing commitment to valuing people, safeguarding both the health and safety of people and asset integrity, protecting the environment, integrity and respect for human rights, resilience and diversification of activities and ensuring sound financial discipline. These elements allow the company to seize the opportunities related to the possible evolutions of the energy market and to continue on the path of transformation.



## CARBON NEUTRALITY BY 2050

- ▶ **2.** Eni's business model envisages a decarbonization path towards carbon neutrality by 2050 based on an approach oriented to emissions generated throughout the life cycle of energy products and on a set of actions that will lead to the total decarbonization of processes and products by 2050. This path, achieved through existing technologies, will allow Eni to totally reduce its carbon footprint, both in terms of net emissions and in terms of net carbon intensity.



## ALLIANCES FOR DEVELOPMENT

- ▶ **3.** The third guideline refers to Alliances for the promotion of development through the enhancement of the resources of the Countries where it operates, promoting access to electricity and promoting Local Development Programmes (LDPs) with a broad portfolio of initiatives in favour of communities. This distinctive approach, referred to as Dual Flag, is based on collaborations with other internationally recognized players in order to identify the needs of communities in line with the National Development Plans and the United Nations 2030 Agenda. Eni is also committed to creating job opportunities and transferring its know-how and expertise to its local partners.



## COMPETENCIES, TECHNOLOGICAL INNOVATION AND DIGITALISATION

- ▶ Eni's business model is developed along these three pillars by leveraging internal expertise, the development and application of innovative technologies and the digitalization process. A fundamental element of the business model is the Corporate Governance system, inspired by the principles of transparency and integrity, outlined further in the "Governance" section.



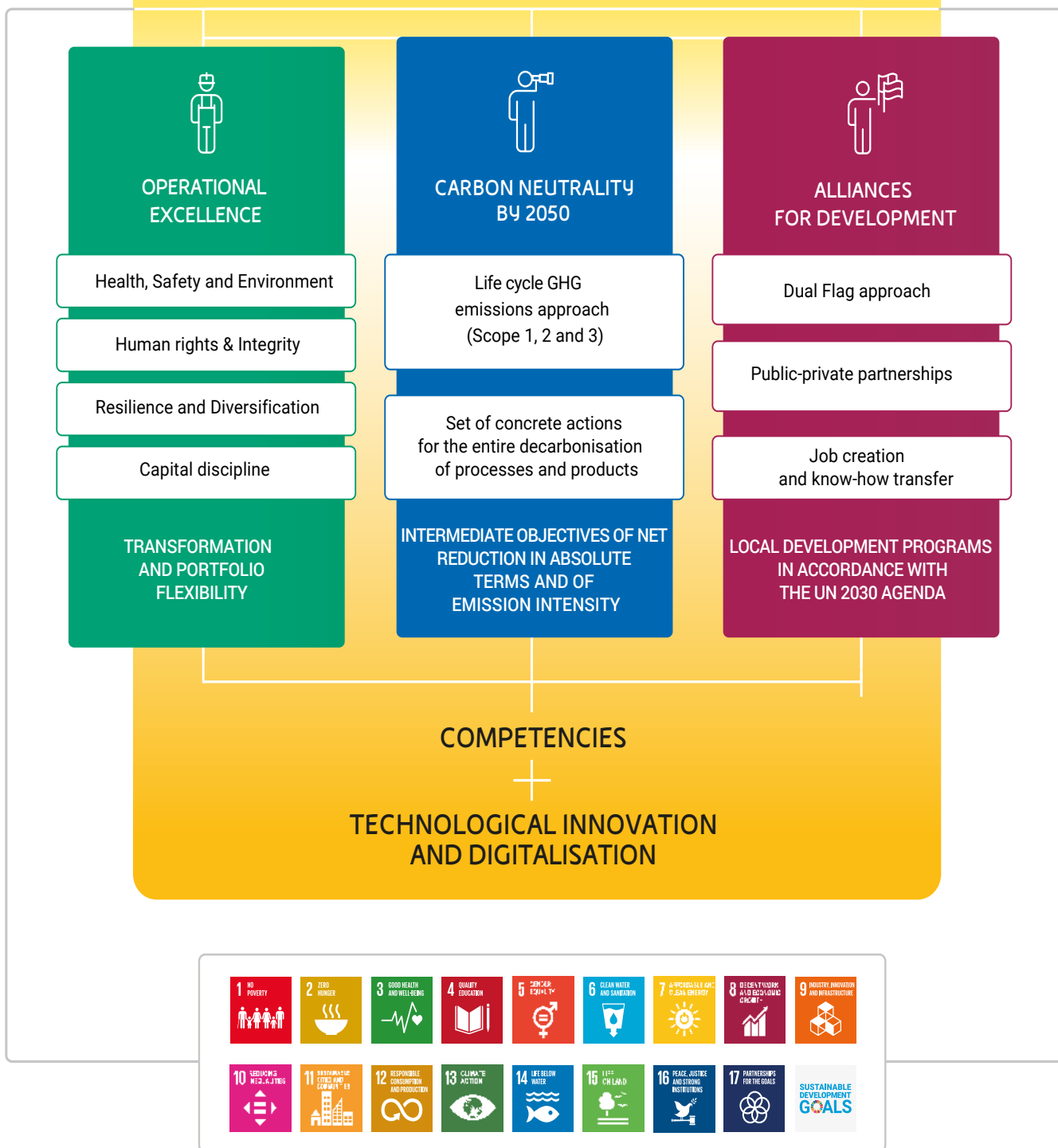
2021  
Sustainability  
Report

The sustainability report, Eni for 2021, examines the three levers of the business model (Eni for 2021 – A just transition) and also includes an annex detailing the path towards "Carbon neutrality by 2050" and one dedicated to "Performance" for the five-year period with related comments.



## VALUE CREATION FOR STAKEHOLDERS

Through an integrated presence all along the energy value chain





# Towards a Just Transition: scenario and global challenges

Eni intends to play a defining role in the path towards a just energy transition

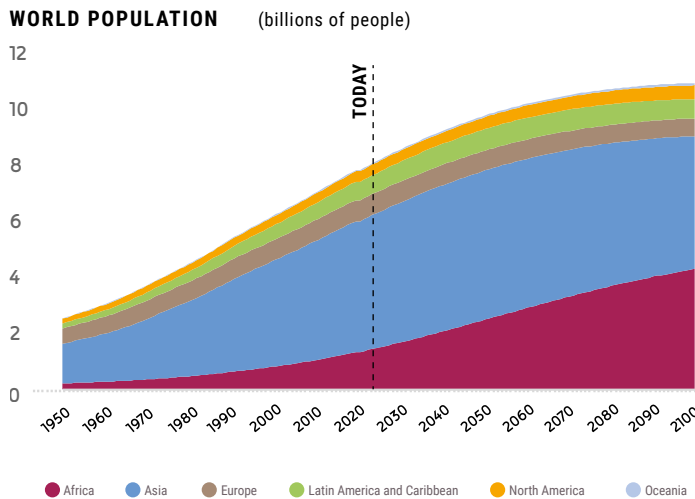
The global energy landscape will face major challenges in the coming years as it balances two fundamental needs: the growth in energy consumption resulting from the growth in population and the global economy and the need to ensure universal access to energy; and the urgency of tackling climate change by acting immediately on all available levers and accelerating the transition process towards a more sustainable mix. The energy transition may follow different paths, but the commitment of governments, including through the identification of clear and uniform policies, and the evolution of

technology will be key elements in making it possible. In the last thirty years, energy demand has grown sharply, mainly driven by developing Countries, while OECD Countries have experienced substantially stable/slightly decreasing consumption which, in terms of mix, has seen an increase in renewables and natural gas (the only growing fossil source). Against this changing mix, OECD Countries have seen emissions remain broadly stable, while in non-OECD Countries the increasing use of fossil fuels to meet rising energy needs has resulted in a fairly sharp rise in emissions. The path to energy transition is

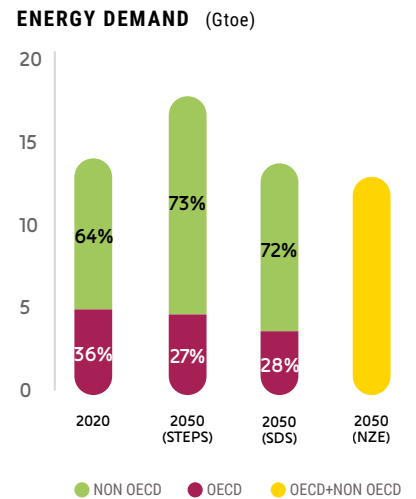
made even more challenging by the constantly evolving scenario: on the one hand, demographic growth in non-OECD Countries triggers a significant increase in energy demand, on the other combating climate change requires a reduction in atmospheric greenhouse gas emissions. Population growth will result in an increase of 1.9 billion people by 2050 from the 7.7 billion global population in 2020, about 60% of whom will be concentrated in Africa and a fifth in India and South-East Asia. The International Energy Agency (IEA) develops a Reference Scenario, Stated Policies Scenario

9.7 billion  
People in 2050

+26%  
Energy demand in 2050 vs. 2020 according to IEA STEPS



Source: UN, World population prospect 2019, 2020 revision



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

(STEPS) which includes all policies implemented and planned by Governments and a Announced Pledges Scenario (APS) which analyzes the implications in terms of emissions and of energy demand if all the net zero targets announced by the governments are actually achieved and on schedule. At the same time, it develops two scenarios built with a backcasting logic (SDS - Sustainable Development Scenario and NZE2050 - Net zero), which pursuing the main energy objectives of sustainable development

(including full access to energy and the containment of the temperature increase well beyond below 2° C), identifies backwards all the actions necessary to achieve them. The path identified by the NZE2050 is based on certain decarbonisation levers such as electrification, efficiency and a radical change in consumer behaviour, requiring an immediate change in the energy paradigm and the use by 2050 of technological solutions that are still at the prototype stage and not yet widespread. Global energy demand by 2040 is expected to

decrease compared to today (-9% vs. 2020, -13% vs. 2019), despite the projected doubling of the global economy and population growth of 2 billion. To meet the world's energy demand, it is essential that OECD Countries promote efficiency boosting processes and limit the carbon footprint associated with consumptions, while non-OECD Countries need to ensure universal access to energy through a sustainable energy mix, while also leveraging existing local resources.





## SOCIAL ASPECTS OF ENERGY TRANSITION

The concept of a 'just transition' increasingly considers the impact of energy transformation on people, starting with direct and indirect workers, and including communities and consumers. In this perspective, the management of emission reductions must include the management of social impacts, it is a transition that must be inclusive. This contributes not only to the fairness of the transition but also to the effectiveness of the policies and actions that are being implemented.

Energy transition therefore brings together several Sustainable Development Goals and not just

Goal 13. This heightened awareness is evidenced in particular by two initiatives presented in 2021 at COP26 in Glasgow:

- the IEA established a "Global Commission On People-Centered Clean Energy Transitions", which developed a set of recommendations on the transition path to properly manage its possible social impacts, positive or negative;
- Fourteen governments and the European Commission signed the "Supporting the Conditions for a Just Transition Internationally" at COP26, committing to support a just transition internationally and leave no one behind, outlining some essential principles.

“Signatory Countries must consider “...the imperatives of a just transition of the workforce and the creation of decent work and quality jobs in accordance with nationally defined development priorities”.

(Preamble to the Paris Agreement on Climate Change, 2015)

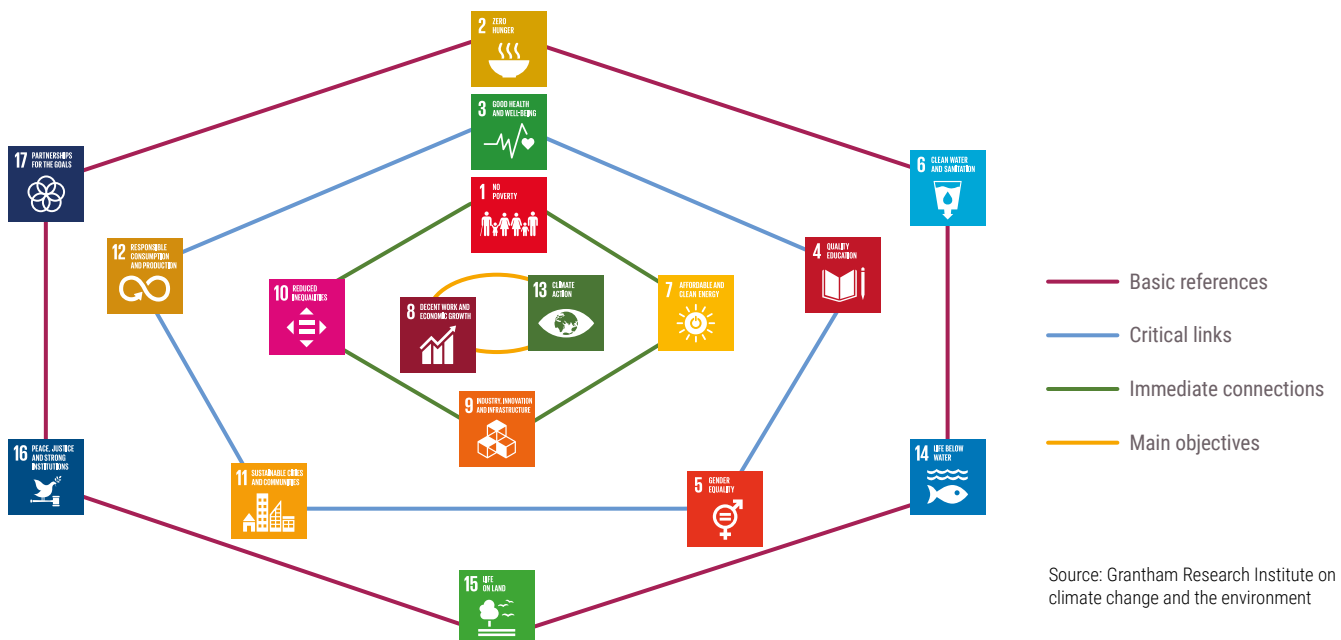
“A just transition ... towards an environmentally sustainable economy ... needs to be well managed and contribute to the goals of decent work for all, social inclusion and the eradication of poverty”.

(International Labour Organisation (ILO) 2015 Guidelines for a Just Transition, negotiated between governments, employers' organisations and trade unions)

## THE ESSENTIAL PRINCIPLES FOR A JUST TRANSITION DEFINED BY 14 GOVERNMENTS AND THE EUROPEAN COMMISSION AT COP26

- | Support for workers in the transition to new jobs
- | Support and promotion of social dialogue and stakeholder engagement
- | Economic strategies leading to sustainable development, including support for fossil-fuel dependent Countries to diversify their economies
- | The creation of local, inclusive, and decent work, so that new green jobs are not outsourced
- | Just Transition principles must be applied throughout the supply chain, using recognized due diligence standards
- | A commitment to reporting Just Transition progress in the framework of the Paris Agreement and the National Determined Contributions

## JUST TRANSITION AND THE SUSTAINABLE DEVELOPMENT GOALS





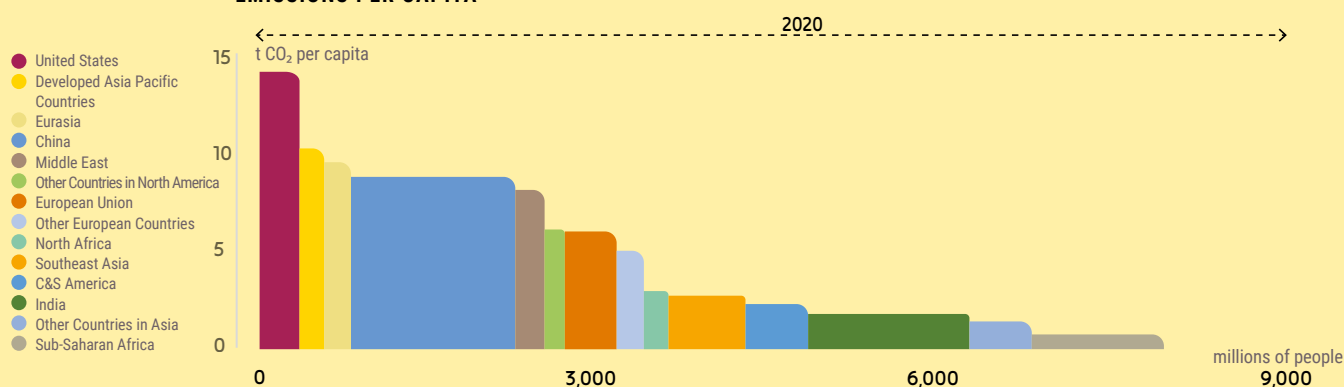
## FOCUS ON

## WHAT DOES A JUST TRANSITION MEAN IN CONCRETE TERMS?

**In Countries with developed economies** there are two aspects of the transition to be managed from a social point of view, considering the consequences for workers, territories and communities: **transition-out** i.e. the need to convert and close certain sectors of activity; and **transition-in** the development of new businesses, infrastructures, products. The people potentially negatively impacted by the “transition-Out” may in fact not be the same as those who benefit from the “transition-In”. Similarly, it is necessary to ensure that the new “low carbon” sectors are characterized by decent jobs and positive impacts for the communities.

**In developing Countries** the issue of a Just Transition is in part inevitably different: it is primarily about reconciling the right to development with the global need to reduce emissions, taking into account of 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, with per capita emissions incomparably below those of developed Countries. A Just Transition in these areas will therefore be primarily concerned with overcoming energy poverty, and it will be important to manage the spillover impacts of the transition-In, promoted by large energy-consuming Countries: for example, on the expansion of new sectors such as the production of plant-based feedstocks or the extraction of minerals used in the low-carbon energy chain with potential redistributive effects on a global scale to be evaluated 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

## 40 million

People working directly in the energy sector, according to the IEA

According to the IEA, in 2020, about 750 million people - or about 10% of the world's population - had no access to electricity, mainly in Sub-Saharan Africa and South East Asia. While the last 20 years have seen huge improvements, especially in India, the pandemic has reversed several years of progress. In particular, it is estimated that rising poverty levels around the world may have already made basic electricity services unaffordable for more than 100 million people who already had an electricity connection in Asia and Africa, pushing these households to rely on more polluting and

inefficient energy sources. By 2030, an estimated 670 million people will still be without access to electricity, most of them in sub-Saharan Africa.

Although at an aggregate level global GDP has already surpassed pre-COVID-19 crisis levels, in its January 2022 *Outlook* the World Bank highlighted a macroeconomic environment characterised by major imbalances and inequalities, particularly in developing Countries where fiscal policy has been insufficient and public debt levels have reached risky levels that are unsustainable in the long term. Moreover, growing income

inequality is emerging between and within states, particularly in developing Countries where welfare policies are still very limited and the groups most affected are the most vulnerable ones, such as women and unskilled or casual workers. In order to reduce the growing imbalances and ensure a more sustainable economic recovery among economic areas, the World Bank emphasises the role of international cooperation through the fair distribution of vaccines, the reduction of public debt burdens of the poorest Countries and the mitigation of costs related to energy transition.



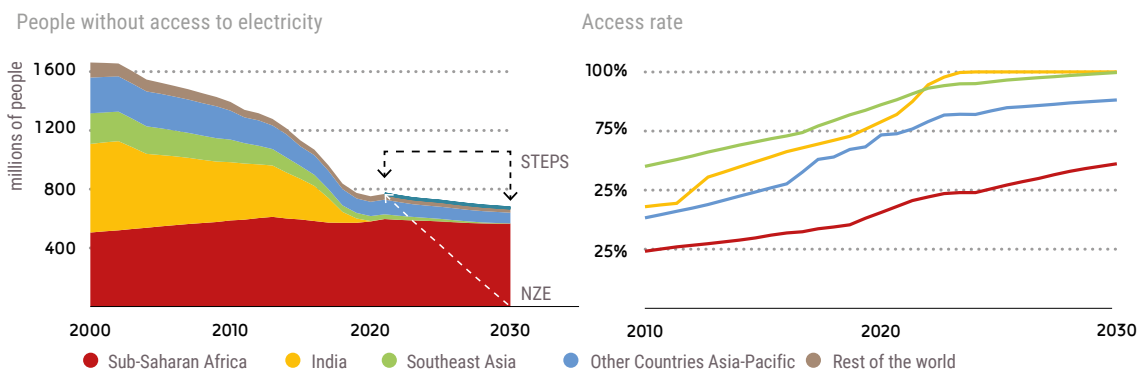
International cooperation is also a prerequisite for energy transition, as the IEA points out, since for most developing Countries the path to *net zero* will be an unknown without international assistance: in a scenario with low international cooperation, zero emissions can only be achieved around 2090.

Another social issue linked to the transition path, also identified by the IEA, is the effect on employment. Around 40 million people worldwide

work directly in the energy sector, and the IEA estimates in its 2030 *net zero* scenario that the number of people employed in the renewable energy sector could increase by 14 million, while the fossil fuel sector would lose 5 million jobs. The most critical issue in the new labour market would be the mismatch of skills and geography. While the challenge of the energy transition is certainly a great opportunity for various economies to create millions of jobs and stimulate economic

growth, it is also likely that the new jobs will require different skills and be in different places than the jobs that will be lost with the decline of fossil fuels. Job losses would be greatest in economies that are less diversified and more dependent on fossil energy production, where the impacts on the local economy could be significant. This requires careful attention in terms of public policy to address job losses so that such structural changes cause as little harm as possible to local communities.

**PEOPLE WITHOUT ACCESS TO ELECTRICITY** (millions of people; %)

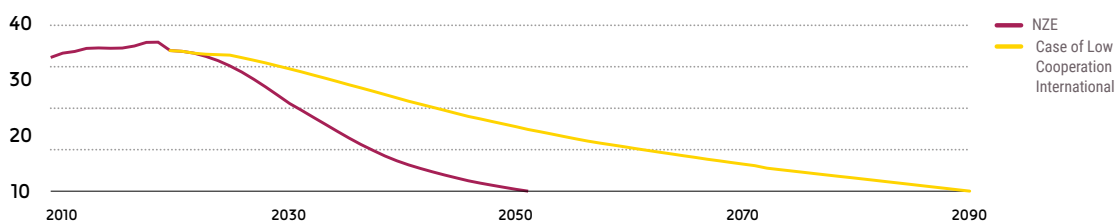


Source: International Energy Agency (2021), World Energy Outlook 2021, IEA, Paris

**670 million**

People still without access to electricity in 2030 according to IEA STEPS scenario

**CO<sub>2</sub> EMISSIONS IN THE CASE OF LOW INTERNATIONAL COOPERATION AND NET ZERO BY 2050** (Gt CO<sub>2</sub>)



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

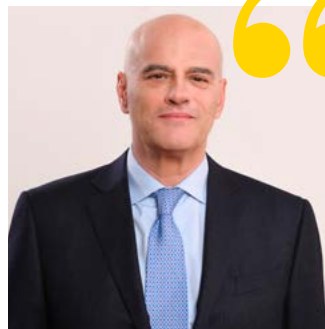
**FOCUS ON**

**THE WAR IN UKRAINE**

The war in Ukraine and the escalation of military action, the risk of a widening geopolitical crisis and its consequences may affect global manufacturing activity, the supply chain and consumer confidence by dampening economic recovery or in the worst-case scenario leading to a new recession. In this context, new threats to European energy security have been generated, to which Eni has responded quickly and resolutely. The company, in synergy with the Italian government and leveraging alliances with the countries in which it has been investing for years, has worked to find alternative supplies to Russian gas for European needs. For the potential effects of the Russia-Ukraine crisis, reference should be made to the section entitled **Possible evolution in respect of the war in Ukraine** in the 2021 Annual Report. In this new international scenario, Eni's strategy is aimed at ensuring the security and sustainability of the energy system while maintaining a clear focus on a fair energy transition and the creation of value for stakeholders. In this regard, during the Capital Markets Day on March 18, 2022, Eni in fact announced that it intends to accelerate the path to zero absolute net scope 1+2+3 emissions with new reduction targets of -35% by 2030 and -80% by 2040 compared to 2018. **For more information see Eni for 2021 - Carbon Neutrality by 2050.**



# Just Transition for Eni



“We will only achieve a just transition if we share the 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, ON THE OCCASION OF THE FINAL SUMMIT OF THE B20 |

The issue of a Just Transition, often addressed at government and public policy level, has a specific application at a corporate level: various international frameworks - also the result of comparison and dialogue between companies, civil society, investors and institutions - are trying to outline how companies can contribute positively to the transformation of the current energy and economic system, taking into account the social impact. The basic reference - in addition to the prerequisite of decarbonisation targets - is a human rights management system (in the light of the UN Guiding Principles on

Business and Human Rights) applied to activities particularly affected by the transition. This is complemented by specific initiatives for different stakeholders. In this area, Eni was one of the seven companies in the sector that took part in the definition of the action framework outlined by the Council for Inclusive Capitalism with reference to a Just Energy Transition.

In the 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. The dialogue will make it possible to systematise the commitments and actions already put in place, defining strategies, targets and indicators to be monitored over time in order to assess the effectiveness of the path undertaken.

The starting point and linking element between Eni's strategy and the management of the social repercussions and opportunities brought by this path is the human rights management model, which over the last five years has been successfully developed and consolidated within Eni's main processes.

## A FRAMEWORK FOR A JUST TRANSITION

### UNIVERSAL NET ZERO ENERGY



### WORKFORCE EVOLUTION



### COMMUNITY RESILIENCE



### COLLABORATION & TRANSPARENCY



CORE  
PRACTICE

- ▶ Pursue an ambitious timeline to carbon neutrality targets
- ▶ Work towards universal energy access

- ▶ Adhere to core labour and safety standards
- ▶ Promote diversity, economic inclusion and equal access to opportunities

- ▶ Preserve biodiversity and regenerate infrastructure
- ▶ Support local development initiatives for communities dependent on assets

- ▶ Ensure social dialogue with workers
- ▶ Engage stakeholders in decision making



JUST  
TRANSITION  
SPECIFIC  
PRACTICE

- ▶ Advocate policies and investments to support Just Transition
- ▶ Strive for consumer fairness, pre-empting/mitigating impact and sharing benefits
- ▶ Develop a responsible divestment strategy

- ▶ Create decent jobs through low emissions infrastructure
- ▶ Commit to retain, retrain, and redeploy workers
- ▶ Design innovative social protection measures to combat low carbon policy impact

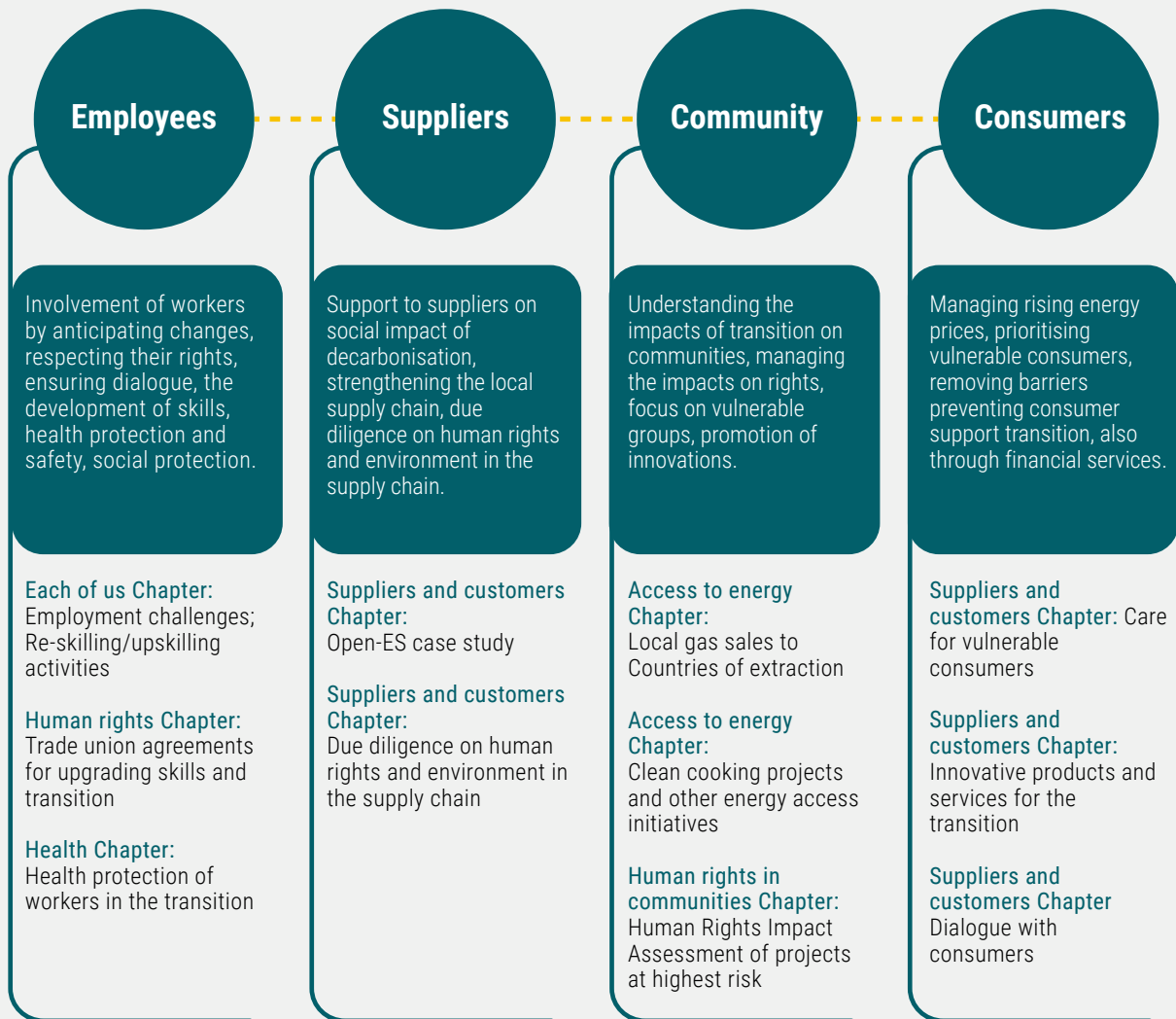
- ▶ Engage and support suppliers in their just transition path
- ▶ Nurture competitive, local supply chains
- ▶ Work with educational institutions to bridge anticipated skill gaps

- ▶ Develop a time-bound just transition plan and disclose progress against it
- ▶ Partner across sectors to scale new ventures with sustainable employment opportunities
- ▶ Share knowledge and best practices with industry peers and other organizations



## ENI'S APPROACH

### Precondition: solid approach to respect for human rights



These specific initiatives are added to those connected to the major structural changes in Eni's business:

- ▶ the conversion of refineries into bio refineries
- ▶ forest maintenance projects
- ▶ projects on Carbon Capture Use and Storage (CCU&S)
- ▶ the development of renewables
- ▶ agreements for the implementation of Agribusiness projects

All these initiatives have a strong connotation of "Just Transition" as, in addition to favoring the achievement of emission reduction targets, they will allow more widespread access to decarbonised energy sources, the conversion of current professional profiles, the creation of new jobs work and the development of new activities in the countries of presence.

### Commitment to carbon neutrality by 2050

▶ For more information: [Eni for 2021 - Carbon neutrality by 2050](#)





# Sustainability governance

Eni applies the new Corporate Governance Code, which introduces the concept of sustainable success

## BOARD OF DIRECTORS AND COMMITTEES

Eni's corporate governance system, based on the principles of integrity and transparency, reflects the desire to integrate sustainability into the business model. This approach is confirmed by the adherence to the 2020 Corporate Governance Code, applied by Eni since 1 January 2021, which identifies "sustainable success" as the objective that must guide the actions of the Board of Directors and that consists of creating long-term value for the benefit of shareholders, taking into account the interests of other stakeholders

relevant to the company. Moreover, since 2006 Eni has considered the interest of stakeholders other than shareholders as one of the necessary references that Directors must assess when making informed decisions. In compliance with the Code, the Board of Directors (BoD) has also approved, upon proposal of the Chairman, in agreement with the CEO, a policy for dialogue with shareholders. The BoD has a central role in defining, as proposed by the Chief Executive Officer (CEO), sustainability policies and strategies, in identifying annual, four-year and long-term objectives and in

monitoring results. In performing its sustainability duties, the BoD has been supported, since 2014, by the Sustainability and Scenarios Committee (SSC), which provides information, makes proposals and provides advice on scenarios and sustainability, for example in the areas of climate transition and the protection of rights, in particular human rights. Under the 2020 Corporate Governance Code, the Control and Risk Committee, in assisting the Board of Directors, is also responsible for assessing the suitability of periodic non-financial information for the correct representation of the company's business model and strategies,

## ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS ON SUSTAINABILITY TOPICS



### BOARD OF DIRECTORS

Defines:

- the Corporate Governance system;
- the fundamental lines of the organisational, administrative and accounting set-up and the guidelines of the internal control and risk management system;
- the strategic lines and the objectives, including sustainability objectives, as proposed by the CEO.

It reviews or approves:

- the basic outlines of the internal regulatory system and the main corporate regulatory instruments;
- the main risks, including socio-environmental ones;
- the Policy for the Remuneration of Directors and managers with strategic responsibilities;
- financial and non-financial reporting.



### CHIEF EXECUTIVE OFFICER

- The person in charge of managing the Company, without prejudice to the tasks reserved to the Board;
- Implements the resolutions of the BoD, informs and submits proposals to the BoD and to the Committees.



### CHAIRMAN

- Central role in the internal control and risk management system;
- Steers the BoD's activities and ensures that Directors are trained on sustainability matters.



### COMMITTEES

#### SUSTAINABILITY AND SCENARIOS COMMITTEE

It provides proposals and advice to the BoD on scenarios and sustainability and delves further into the integration between strategy, evolutionary scenarios and business sustainability in the medium-to-long-term.

#### CONTROL AND RISK COMMITTEE

It supports the Board in evaluations and decisions relating to the internal control and risk management system, and in particular in the quarterly review of the main risks, including ESG risks, and the approval of periodic financial and non-financial reports.

#### REMUNERATION COMMITTEE

It informs, makes proposals and provides advice to the Board of Directors on remuneration topics, and in this context proposes annual and long-term incentive systems, defining their objectives, also supporting the guidelines adopted on sustainability issues.

#### NOMINATION COMMITTEE

It supports the BoD in the appointments, in the periodic assessments of the directors' requirements and in the self-assessment process, formulating opinions to the BoD on the composition of the BoD and of its Committees also with respect to required competencies.



the impact of its activities and the performance achieved, expressing an opinion thereon to the Board and coordinating with the SSC, and for examining the content of periodic non-financial information relevant to the internal control and risk management system.

**COMPETENCIES AND KNOWLEDGE OF THE BOARD**

With reference to the composition of the Board, it is reported that on the basis of the self-assessment conducted, about 80% of the Board Members expressed their positive opinion on the professionalism within the Board – in terms of knowledge, experience and skills

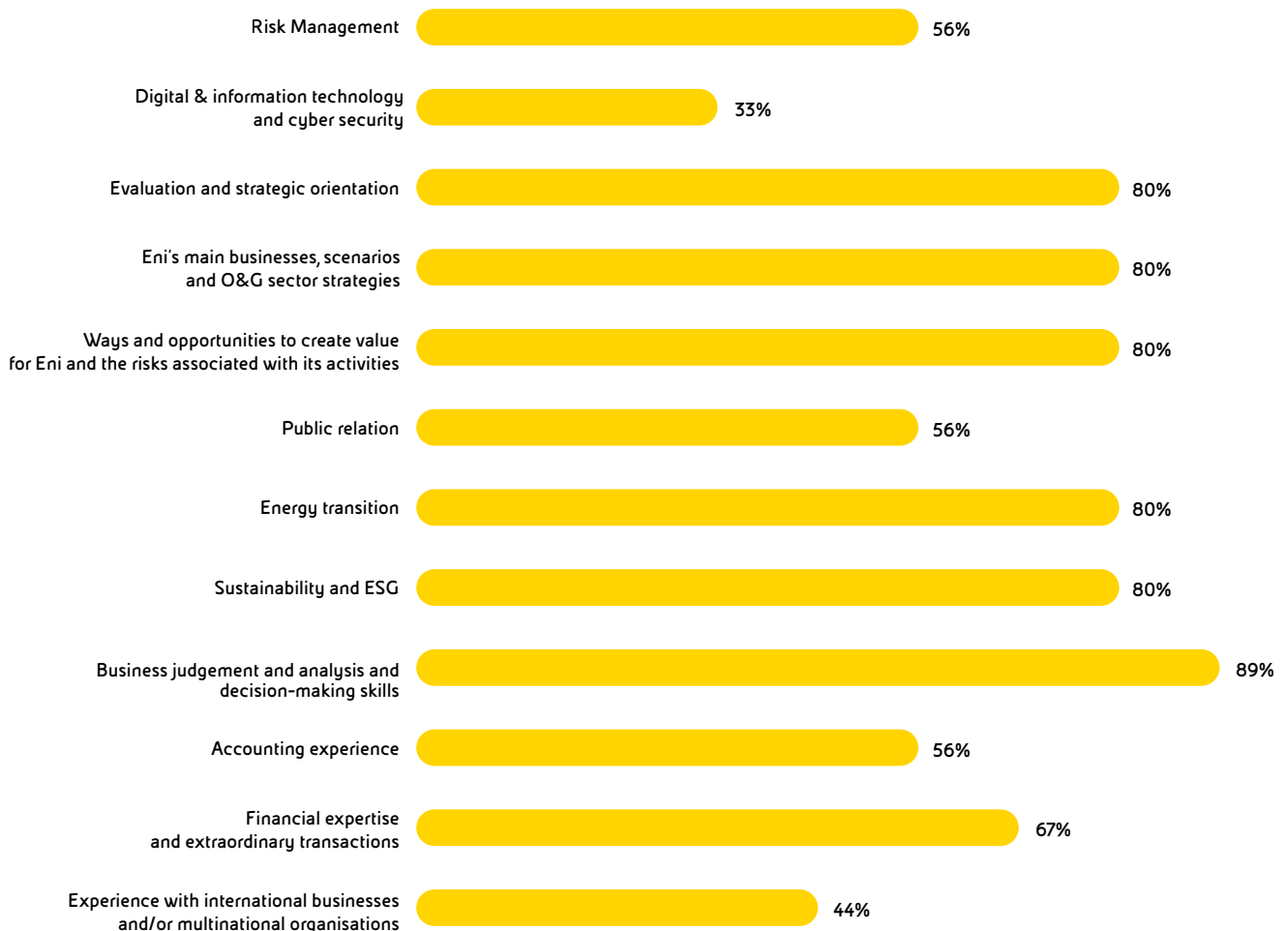
(with particular regard to advisory, training and publication activities in the energy and environmental field, participation in governmental and non-governmental, national and international bodies that deal with these issues) – and on the personal contribution that the individual Board Members make to the Board of Directors in matters of sustainability, ESG and energy transition.

The commitment of the entire Board is unanimously recognized on the issues of energy transition, climate change, sustainability and ESG, as well as the specific support of the Sustainability and Scenarios Committee – due to its specific

functions, in terms of the quality and depth of the discussion both on ESG and sustainability issues and on the energy transition and climate change - with the thrust to maintain continuity of training and discussion on these topics, which are unanimously seen as areas of growth for the future, together with strategic and business issues.

Immediately after the appointment of the Board and the Board of Statutory Auditors, a board induction was created for directors and statutory auditors which concerned, among other things, issues relating to the decarbonisation process and environmental sustainability and of Eni’s activities.

**SELF-ASSESSMENT OF OVERALL SKILLS, KNOWLEDGE AND EXPERIENCE OF THE BOARD OF DIRECTORS**





## SUSTAINABILITY TOPICS ADDRESSED BY THE BOARD OF DIRECTORS AND/OR BY THE SUSTAINABILITY AND SCENARIOS COMMITTEE IN 2021

### STRATEGY AND ENERGY TRANSITION

- ▶ Energy, climate and technology scenarios and climate change risks
- ▶ Four-year and long-term plan (including sustainability targets)
- ▶ Performance and prospects of the renewable energy sector
- ▶ Sustainable finance instruments
- ▶ Updates on: Forestry, magnetic fusion, R&D, sustainable mobility
- ▶ Climate Resolutions and reference Peer Review Disclosure
- ▶ Updates on climate change advocacy and Eni's responsible engagement on climate policies within business associations

### HUMAN RIGHTS AND SOCIAL TOPICS

- ▶ Update on Eni's activities in the areas of human rights, diversity and inclusion
- ▶ Approval of the Statement in accordance with the UK "Modern Slavery Act"
- ▶ Investment plan for local development and non-profit budget

### REPORTS AND MONITORING

- ▶ Approval of Eni for and the Non-financial Statement, included in the Annual Report Insight into HSE results
- ▶ Summary of results in key ESG indices and ratings

### OTHER TOPICS

- ▶ In-depth analysis of the business strategies pursued by the Company in the most important sectors, initiatives in Africa for the production of alternative feed-stocks to palm oil, results achieved in relation to COP26.

# 37.5%

CEO sustainability objectives for Short-Term Incentive Plan

# 35%

CEO sustainability objectives for Long-Term Incentive Plan

## REMUNERATION LINKED TO SUSTAINABILITY TARGETS

The commitment to energy transition is reflected in the Variable Incentive Plans for the CEO and company management:

- the 2020-2022 Long-Term Equity Incentive Plan supports the implementation of the strategy through a specific objective concerning environmental sustainability and energy transition, broken down into a series of targets related to the processes of decarbonisation, energy transition and the circular economy, with an **overall weight of 35%**, for both the CEO and all Eni's management recipients of the Plan;
- the 2022 Short-Term Incentive Plan with deferral includes, as in previous years, a target on reducing the intensity of GHG emissions, now extended to indirect Scope 2 emissions and activities operated by third parties (weight 12.5%), and a target on personnel safety (weight 12.5%) measured through the Severity Incident Rate (SIR) index, which aims to focus Eni's commitment on reducing the most serious incidents, as it calculates

the frequency of total incidents that can be recorded with respect to the number of hours worked, attributing progressively increasing weights as the level of incident severity increases. From last year, within the operating results, the incremental installed capacity of renewable sources (weight 12.5%) replaced the indicator of exploratory resources, to support the energy transition. As a result, the **overall weight of the annual sustainability objectives is 37.5% for the CEO**, while for company management it takes into account individual objectives, in line with the perimeter of responsibility of the role covered and the provisions of the Company's Strategic Plan.

▶ [For more information: Eni Report on remuneration policy and remuneration paid 2022](#)

## MANAGEMENT ROLE AT LOCAL AND CENTRAL LEVEL

To ensure that the aspects of sustainability are managed by the top management up to all subsidiaries, Eni has adopted a sustainability unit since 2006. This unit coordinates and supervises

activities related to the main sustainability issues (such as, for example, the overall approach to sustainable development and local development, human rights, related national and international collaborations and partnerships, disclosure and reporting of sustainability), in collaboration with the various central and local staff and business functions. Since 2019, issues relating to climate strategy, an integral part of long-term planning, have been managed by the CFO area through dedicated structures, with the aim of supervising the process of defining Eni's carbon neutrality strategy and the related portfolio of initiatives, in line with international climate agreements, in coordination with all businesses and transversal functions including sustainability. At the local offices, the top management of the companies, responsible for defining the development plans of the countries according to local needs, are supported both by the sustainability representatives present in the area and by the central sustainability function.



# Eni and sustainable finance



Eni is strongly committed to playing a key role in sustainability and over the past seven years has built a business model that puts sustainability at the heart of every business activity, including its financial strategy, and believes that the development and use of sustainability-linked financial instruments can help promote the energy transition process towards a low carbon future.

| FRANCESCO GATTEI – CHIEF FINANCIAL OFFICER |

Eni has embarked on a decarbonisation journey to address the energy sector's key challenges: the transition to a low-carbon future and access to energy for a growing world population. Consistent with its transition strategy, Eni has issued Sustainability-linked financial instruments that incentivize the achievement of predetermined, challenging and relevant sustainability targets and support the achievement of the SDGs.

For more information: [eni.com](https://www.eni.com)

## ENI SUSTAINABILITY-LINKED FINANCING FRAMEWORK

The Sustainability-Linked Financing Framework identifies the following four Key Performance Indicators:

1. Renewable Installed Capacity (Eni share)
2. Net Carbon Footprint Upstream (Scope 1 and 2)
3. Net GHG Lifecycle Emissions (Scope 1, 2 and 3)
4. Net Carbon Intensity (Scope 1, 2 and 3)


and associates them with the relevant medium- and long-term Sustainability Goals, in line with the strategic plan and Eni's Net Zero

by 2050 goal, contributing to the achievement of SDGs 7 and 13. The trend in the various KPIs is made public annually (and verified by an independent auditor) to ensure the transparency of Eni's sustainability performance over time. In line with best practice, the Framework has been independently reviewed by Moody's ESG Solutions, which has issued a Second Party Opinion (SPO).

**Governance of the Framework:** for the overall governance of its Framework and related instruments, Eni has established a dedicated Committee: the Sustainability-Linked Finance Committee (SLIFC), chaired by the CFO.



## ENI'S PATH TO SUSTAINABLE FINANCE

- DECEMBER 2020** Signed agreements to convert financial contracts into sustainability-linked instruments with reference to SDG-7 and SDG-13 for a total of 5.1 billion euros
- FEBRUARY 2021**  Strategy presentation 2021-2024 → New financial instruments linked to sustainability KPIs
- MAY 2021** Published the world's first Sustainability-Linked Financing Framework, which integrates sustainability into the process of issuing financial instruments (such as bonds and bank loans)
- JUNE 2021** Issued the world's first sustainability-linked bond in the sector, linked to the achievement of:
  - ▶ Net Upstream (Scope 1 and 2) emissions levels of less than or equal to 7.4m tons of CO<sub>2</sub> by 31 December 2024
  - ▶ installed capacity for electricity production from renewable sources of 5GW or more by 31 December 2025
- DECEMBER 2021** ▶ 8 billion euros of sustainability-linked financial instruments

**SUSTAINABLE FINANCE: a key component in the execution of our plan**



# Eni's commitments to contribute to the SDGs

## COMMITMENTS

<p><b>CARBON NEUTRALITY BY 2050</b></p>		<p><b>COMBATTING CLIMATE CHANGE</b></p>	<p>Eni has defined a medium-long term plan to take full advantage of the opportunities offered by the energy transition and progressively reduce the carbon footprint of its activities, committing to achieve total decarbonization of all its products and processes by 2050. SDGs: 7 9 12 13 15 17</p>
<p><b>OPERATIONAL EXCELLENCE</b></p>		<p><b>PEOPLE</b></p>	<p>Eni is committed to supporting the "Just Transition" process by consolidating and developing skills, enhancing every (professional and non-professional) dimension of its people and recognising the values of diversity and inclusion of all diversities. SDGs: 3 4 5 8 10</p>
		<p><b>HEALTH</b></p>	<p>Eni considers the protection of the health of its people, families and communities in the Countries where it operates to be a fundamental requirement and promotes their physical, psychological and social well-being. SDGs: 2 3 6 8 17</p>
		<p><b>SAFETY</b></p>	<p>Eni considers workplace safety an essential value to be shared among employees, contractors and local stakeholders and it is committed to reduce incidents down to zero and to preserve assets integrity. SDGs: 3 8</p>
		<p><b>RESPECT FOR THE ENVIRONMENT</b></p>	<p>Eni promotes the efficient management of natural resources and the safeguard of protected and relevant to biodiversity areas through actions aimed at improving energy efficiency and the transition to a circular economy and identifying potential impacts and mitigation actions. SDG: 3 6 9 11 12 14 15</p>
		<p><b>HUMAN RIGHTS</b></p>	<p>Eni is committed to respecting Human Rights (HRs) in its activities and to promoting their respect with partners and stakeholders. This commitment is based on the dignity of every human being and the responsibility of businesses to contribute to the well-being of individuals and local communities. SDGs: 1 2 3 4 6 8 10 16 17</p>
		<p><b>SUPPLIERS</b></p>	<p>Develop a sustainable supply chain, generating and transferring value to all stakeholders through the Sustainable Procurement Programme. SDGs: 3 5 7 8 9 10 12 13 17</p>
		<p><b>TRANSPARENCY, ANTI-CORRUPTION AND TAX STRATEGY</b></p>	<p>Eni carries out its business activities with loyalty, fairness, transparency, honesty, integrity and in compliance with the laws. SDGs: 16 17</p>
<p><b>ALLIANCES FOR DEVELOPMENT</b></p>		<p><b>COOPERATION MODEL</b></p>	<p>The cooperation model integrated into the business model is a distinctive feature of Eni, which aims to support Countries in achieving their development goals. SDGs: 1 2 3 4 5 6 7 8 9 10 13 15 17</p>
<p><b>CROSS-CUTTING TOPICS</b></p>		<p><b>TECHNOLOGICAL INNOVATION</b></p>	<p>For Eni, research, development and rapid implementation of new technologies are an important strategic lever to drive business transformation. SDGs: 7 9 12 13 17</p>

(a) Total Recordable Injury Rate and Lost Time Injury Frequency Rate.  
(b) Extractive Industries Transparency Initiative, supported by Eni since 2005.





Eni's Mission clearly expresses Eni's commitment to play a decisive role in the "Just Transition" process in order to achieve zero net emissions by 2050 while sharing social and economic benefits with workers, the supply chain, communities and customers in an inclusive,

transparent and socially equitable manner, contributing to the achievement of the Sustainable Development Goals (SDGs).

## MAIN RESULTS 2021

- ▶ -25% GHG emission intensity index UPS vs. 2014
- ▶ -31% volumes of hydrocarbons sent for routine flaring vs. 2014
- ▶ -92% UPS fugitive methane emissions vs. 2014 (target achieved)
- ▶ -26% UPS Net Carbon Footprint vs. 2018
- ▶ -10% Net GHG Lifecycle Emissions vs. 2018
- ▶ -2% Net Carbon Intensity vs. 2018
  
- ▶ 31,888 employees in service at 31 December (reported +3.6% vs. 2020)
- ▶ +1.6 percentage point increase in women hired (26.2% in 2021)
- ▶ ~1.04 mln hours of training (-0,3% compared to 2020)
- ▶ 1,500 professional profiles mapped
  
- ▶ 379,481 health services provided
- ▶ 158,784 registrations to health promotion initiatives
- ▶ 11 agreements signed with local communities, 8 of which for health crisis management
  
- ▶ TRIR= 0.34; LTIF<sup>(a)</sup> = 0.23; FATALITY INDEX = 0
- ▶ 114 real emergency drills carried out with the involvement of personnel and operational vehicles
- ▶ Over 60 courses on behavioural safety delivered (> 15,000 hours)
- ▶ Process Safety: awareness raised for over 14,000 employees and 10,000 contractors
  
- ▶ 91% reuse of fresh water
- ▶ +10% fresh water withdrawn vs. 2020
- ▶ +19% waste generated from production activities vs. 2020
- ▶ -35% barrels spilled from operational oil spills vs. 2020
- ▶ Extension of biodiversity mapping to renewable energy plants
  
- ▶ 23,893 hours of training provided in the year on HRs
- ▶ 100% of the professional procurement family trained on HRs
- ▶ Reinforced clauses on HRs included since May 2021 in all contracts with suppliers in the tender documentation and in all contractual standards
- ▶ Processing and roll out of the work-related HRs Due Diligence Model
- ▶ 98% of security contracts with HRs clauses
  
- ▶ Subscription of 2,500 qualified Eni suppliers to Open-es, in a path of growth
- ▶ ~1,000 suppliers invited to cyber-security training and self assessment
- ▶ Application of sustainability safeguards in procurement procedures from April
- ▶ Launch of the Sustainable Energy Basket Bond
- ▶ Sustainability requirements in procurement procedures for ~ €2.5 bln
  
- ▶ 9 Countries where Eni supports EITI<sup>(b)</sup> Multi stakeholder Groups at local level
- ▶ 20 internal audits covering the anti-corruption checks
- ▶ ISO 37001:2016 surveillance audit passed
- ▶ Anti-Corruption and Anti-Money Laundering module introduced to the new e-learning course "Code of Ethics, Anti-Corruption and Corporate Responsibility"
- ▶ Update of the Anti-Corruption MSG
  
- ▶ €105.3 mln invested in local development
- ▶ Cooperation agreements signed including UNDP (United Nations Development Programme), AICS (Italian Agency for Cooperation and Development) and civil society organizations
  
- ▶ €177 million invested in research and development
- ▶ 30 new applications for first patent filings, of which 11 related to renewable sources

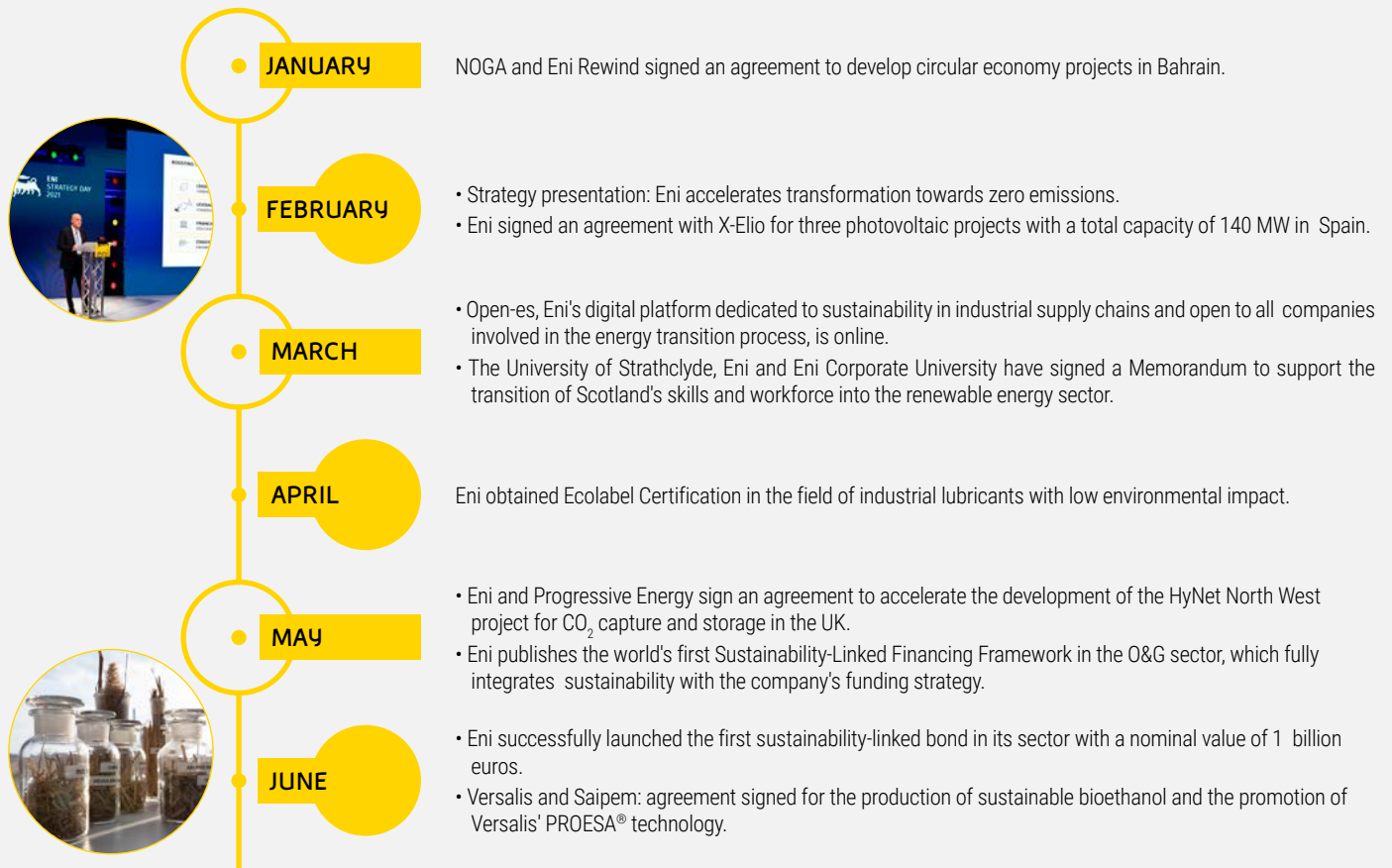
## MAIN TARGETS

- ▶ -43% GHG emission intensity index upstream in 2025 vs. 2014
- ▶ Zero routine flaring in 2025
- ▶ -80% UPS fugitive methane emissions in 2025 vs. 2014
- ▶ Net Zero Carbon Footprint UPS in 2030 and Eni in 2035
- ▶ Net Zero GHG Lifecycle Emissions and Carbon Intensity in 2050
  
- ▶ Increase by 3 percentage points vs. 2020 of women employees by 2030
- ▶ increase in the replacement rate with target >1 to 2025
- ▶ age diversity: +5 p.p. vs. 2021 of the population under 30 by 2025
- ▶ +20% hours of training in 2025 vs. 2021
  
- ▶ Digital initiatives for monitoring and improving the healthiness of indoor working environments
- ▶ Improving access to community well-being and health
- ▶ Development of initiatives to promote correct lifestyles for employees
  
- ▶ TRIR < 0.40; 0 fatal accidents
- ▶ Extension of digital initiatives in the field of safety to contracting companies and digitalization of HSE processes
- ▶ Focus on behavioural safety and the human factor
  
- ▶ Commitment to minimise fresh water withdrawals in areas under water stress
- ▶ Reuse of fresh water in line with the trend of the last 5 years
- ▶ Re-injected produced water in line with the trend of the last 5 years net of the operating structure
- ▶ Development of new technologies for waste recovery and implementation on an industrial scale
- ▶ Completion of the three-year business and HRs training programme
- ▶ Continue in the process of developing specific analysis on 100% of new projects with HRs risks, including agro-business projects
- ▶ Keep 100% of new suppliers assessed according to social criteria
  
- ▶ Assessment of the sustainable development path for all Eni strategic suppliers by 2025
  
- ▶ Provision to all employees of the new course "Code of Ethics, Anti-Corruption and Corporate Social Responsibility"
- ▶ ISO 37001:2016 certification maintained
- ▶ Continuous improvement of the Anti-Corruption Compliance Program
  
- ▶ By 2025 ensure access: to energy for ~290K people; to education for ~72K students; to water services for ~95K people; to economic diversification initiatives for ~17K<sup>(c)</sup> people; to health services for ~296K people
  
- ▶ Guarantee that 70% of investment in research and development is spent on decarbonization issues










(c) The 17,000 beneficiaries include only people trained and/or supported for the start-up or strengthening of specific economic activities, not beneficiaries for infrastructure construction (roads, civil buildings, etc.) or for new agro-business activities underway. In some cases beneficiaries are not trained but receive inputs, funds or other to start economic activities.

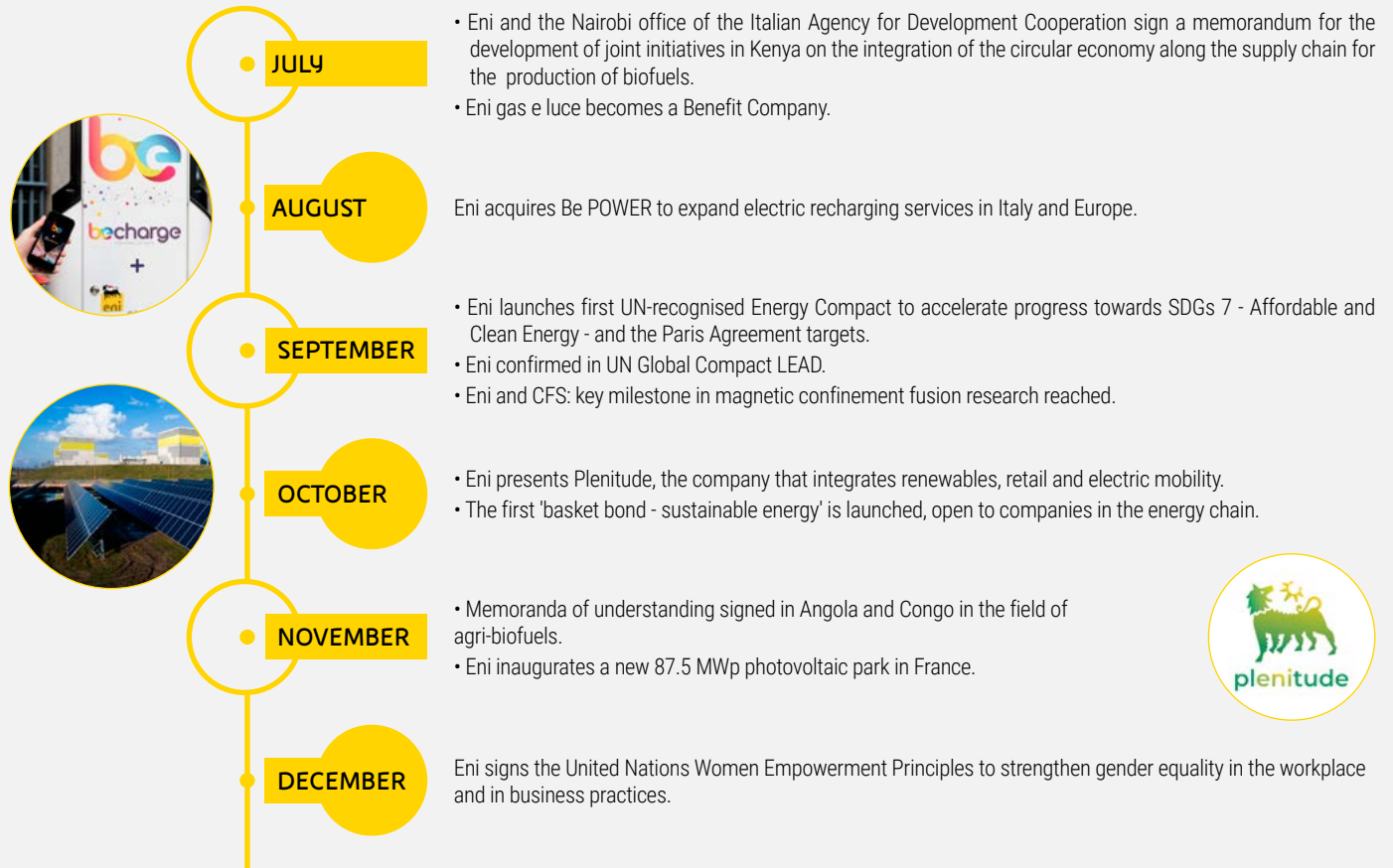


# Main events of 2021



## RATINGS AND RECOGNITION RECEIVED BY ENI IN 2021

	Confirmed by MSCI in its ESG "A" rating (AAA CCC scale).	LEADER
	Confirmed in the medium risk range.	LEADER
	Entered PRIME band in September.	LEADER
	Inclusion in advanced band confirmed.	LEADER
	Confirmed leadership in disclosure on issues related to climate change (A-) and protection of water resources (A-).	LEADER
	Highest score in the strategic assessment of climate-related risks and opportunities and long-term emission targets aligned with the more ambitious goal of limiting the average global temperature rise to 1.5°C by the end of the century.	LEADER
	Included in the blue-chip index for Italy dedicated to ESG best practices, launched by Euronext and made operational by Moody's ESG Solutions.	LEADER
	Confirmed in the iTraxx ESG Index.	LAUNCHED IN 2020
	Confirmed among the top 167 companies in the Climate Action 100+ Net Zero Company Benchmark 2021	LEADER



	Confirmed in the FTSE4 Good Developed stock exchange index for the 15th consecutive year.	LEADER
	Voted number one IEC (Integrated Energy Company) for the second time due to the competitiveness of the non-sanctioned project portfolio, the GHG emission reduction targets and the accounting methodology, and the medium to long-term pricing scenario.	AMONG THE BEST IECs
	Confirmed role of pioneer in the sector. Received a special mention for the Supply Chain Data Award: Eni was one of the companies to provide the most information about the supply chain.	LEADER
	Included in the top 1% of companies that meet most of the requirements of the "Just Transition pilot assessment" with reference to a set of Just Transition indicators and a set of Core Social Indicators.	TOP 1%
	Ranked 4th in the first Climate & Energy Benchmark that measured the degree of alignment of the 100 most relevant companies in the Oil & Gas sector with the energy transition process.	LEADER
	Included for the third year among the 10 best performing companies for its sustainability reporting.	TOP TEN
	Eni has achieved a "Gold" rating in the analysis carried out by EcoVadis, making it one of the 5% of companies with the highest score globally.	GOLD
	Included for the first time in Bloomberg's Gender-Equality Index (GEI), with a total score of 75.7.	FIRST YEAR
	Included in the Top 100 of Equileap's Gender Equality Ranking, with a score of 63%.	FIRST YEAR



# Material topics for Eni

Every year, Eni updates the analysis to define the material themes, i.e. the issues that are considered priorities for Eni's stakeholders and, which, at the same time, reflect the

challenges and opportunities, both immediate and future, that need to be addressed and seized to create long-term value. During 2021, the analysis was carried out with the

direct involvement of stakeholders and Eni's top management, who were asked to assess the relevance of sustainability issues for Eni.

## 1

### Identification of relevant aspects

In order to identify the list of issues to be assessed, an analysis was carried out which, in line with the concept of **dual double materiality**, considered relevant aspects from a dual inside-out and outside-in perspective.

#### OUTLOOK

#### DEFINITION

#### ELEMENTS CONSIDERED



##### INSIDE-OUT

Topics which reflect the significant actual or potential, negative or positive impacts on people and the environment related to Eni's activities as well as its value chain

- ▶ **CEO's Guidelines**
- ▶ **Scenario elements**, defined on the basis of the topics addressed during Sustainability Committee meetings and presented to the BoD
- ▶ **Main issues** emerging both from the **Stakeholder Management System (SMS) platform**, which supports the management of relations with local stakeholders, and from interviews with responsible functions that have relations with specific stakeholders at a central level
- ▶ Themes considered relevant by the **main sustainability reporting frameworks**
- ▶ Issues identified as relevant as a result of **benchmarking** against Eni's main national and international peers and comparable companies



##### OUTSIDE-IN

Sustainability risks and opportunities that can influence, positively or negatively, the development, performance and position of the organisation (in the short, medium or long term) and thus create or erode company value

- ▶ **Outcome of the ESG risk assessment** emerging from the Integrated Risk Management (IRM) process, which also takes into account the evidence provided by external providers. Assessment of these risks also includes potential environmental, social, health and safety and reputational impacts
- ▶ **Macro-trends** including emerging ones relevant to Eni's sector

## 2

### Involvement of Top Management and key stakeholders

The outcome of this analysis led to the identification of 18 main themes. Once the relevant aspects were identified, they were prioritised through the direct involvement of Top Management and a representative sample of Eni's main stakeholders, to whom an online questionnaire was submitted to allow a representative number of respondents to provide their own assessment.

▶ For more information on the stakeholders involved, see page 28



3

### Prioritisation of relevant topics

The results of the stakeholder and Top Management assessments, together with the results of the 2021 ESG Risk Assessment made it possible to assign an order of priority to the material issues for the 2021 sustainability reporting, allowing them to be represented in 3 tiers of relevance.

For more information: see [Integrated Risk Management Model](#), page 30

PRIORITY MATERIAL TOPICS		TIER 1	TIER 2	TIER 3
<b>CARBON NEUTRALITY BY 2050</b>	Climate action/Reduction of GHG emissions.....	■		
	Low carbon technologies.....			■
<b>OPERATIONAL EXCELLENCE</b>	Relations with customers.....		■	
	Development of human capital.....		■	
	Diversity, inclusion and work-life balance.....			■
	Workers' health and safety.....	■		
	Asset integrity.....		■	
	Biodiversity.....		■	
	Reduction of environmental impacts.....	■		
	Circular economy.....			■
	Respect for human rights.....	■		
	Responsible supply chain management.....			■
Transparency, anti-corruption and tax strategy.....	■			
<b>ALLIANCES FOR DEVELOPMENT</b>	Access to energy.....			■
	Local content.....			■
	Local development.....	■		
<b>CROSS-CUTTING TOPICS</b>	Digitalisation and cyber security.....		■	
	Innovation.....		■	

4

### Sharing and validation with Governance bodies

The management involved in the non-financial reporting process validated the material aspects, which, in turn, were presented to the Sustainability and Scenarios Committee and the Board of Directors. The final Eni document is presented to the **Board of Directors**, the **Sustainability and Scenarios Committee** and approved by the **Board of Directors**.

5

### Planning, MBO and reporting

The material topics are the starting point for the definition and development of the Strategic Plan, which, for several years now, has seen the integration of business and sustainability objectives. In addition, the context analyses of the socio-economic, environmental and cultural aspects of the Countries where Eni operates, help to break down Strategic Plan priorities at the local level and define local development promotion activities. Once the Strategic Plan is finalised, the process requires the definition of sustainability managerial objectives assigned to all senior managers (MBO - Management by Objectives). Finally, material topics guide the structure and content of Eni's non-financial reporting (Consolidated Disclosure of Non-Financial Information and Eni for).



# Stakeholder engagement activities

Eni believes that dialogue and direct involvement of stakeholders are key to long-term value creation

Operating in 69 Countries with different socio-economic contexts, understanding stakeholders' expectations and sharing choices are fundamental for Eni to create long-term value by building relationships based on mutual trust, transparency and integrity. Understanding of local contexts and management of stakeholder expectations on sustainability issues have been supported since 2018 by the use of the corporate application

"Stakeholder Management System" (SMS), which "maps" stakeholders according to their relevance and approach to the company's activities, in the Countries and territories of presence. In addition, SMS tracks stakeholder relations including requests, grievances and actions taken in response and supports the traceability required by internal anti-bribery and corruption regulatory instruments on relations with relevant persons. The system

helps to understand the main issues relevant to stakeholders and the potential impacts on human rights, also identifying the possible presence of vulnerable groups and any areas listed by UNESCO as sites of cultural and/or naturalistic interest (World Heritage Sites, WHS). The system is in use for new projects and activities for all Eni business lines, monitoring the relationship with approximately 4,800 stakeholders (+20% compared to 2020).

STAKEHOLDER CATEGORIES	MAIN STAKEHOLDER ENGAGEMENT ACTIVITIES IN THE YEAR
<b>PEOPLE AND NATIONAL AND INTERNATIONAL UNIONS</b>	<ul style="list-style-type: none"> <li>▶ Professional and training paths on emerging skills related to business strategies and expansion of skills mapping.</li> <li>▶ Training initiatives to support inclusion and recognition of the value of all kinds of diversity and international initiatives supporting team building and innovation.</li> </ul>
<b>FINANCIAL COMMUNITY</b>	<ul style="list-style-type: none"> <li>▶ Capital Markets Day (strategic plan 2021-24 and long term plan to 2050) and virtual Road-Show in major financial centers and Capital Markets Day for Plenitude presentation.</li> <li>▶ Road-Shows with investors and proxy advisors on executive compensation 2021.</li> </ul>
<b>LOCAL COMMUNITIES AND COMMUNITY BASED ORGANIZATIONS</b>	<ul style="list-style-type: none"> <li>▶ Mapping of over 770 local communities (including indigenous ones) in the host countries and definition of local engagement initiatives.</li> <li>▶ Consultations of local authorities and communities for new exploratory activities and/or for the development of new projects, as well as for the planning and management of local development projects.</li> </ul>
<b>CONTRACTORS, SUPPLIERS AND COMMERCIAL PARTNERS</b>	<ul style="list-style-type: none"> <li>▶ Involvement of suppliers in the energy transition path through 15 thematic workshops and participation in conferences and events.</li> <li>▶ Development and launch of Open-es, the platform open to all for the sustainable development of companies through training and engagement initiatives (measurement of CO2 and drafting of the sustainability report).</li> </ul>
<b>CUSTOMERS AND CONSUMERS</b>	<ul style="list-style-type: none"> <li>▶ Meetings and workshops with Presidents, General Secretaries and Energy Managers of national and local Consumer Associations (AdC) on topics such as sustainability, circular economy, remediation, environmental restoration, energy transition, energy saving, customer service and new business initiatives.</li> </ul>
<b>DOMESTIC, EUROPEAN AND INTERNATIONAL INSTITUTIONS</b>	<ul style="list-style-type: none"> <li>▶ Meetings and working tables with political and institutional representatives and local, national, European and international organizations on energy, climate, energy transition, environment, sustainable development, research and innovation, digitalization and the circular economy.</li> <li>▶ Participation in discussions on energy and environmental issues promoted by the Italian Government and Parliament, the European institutions, international bodies and foreign national institutions.</li> </ul>
<b>UNIVERSITIES AND RESEARCH CENTRES</b>	<ul style="list-style-type: none"> <li>▶ Meetings with universities, Research centres and public bodies, consortia and third-party companies with which Eni collaborates for the development of innovative technologies.</li> <li>▶ Agreements and collaborations with the Polytechnic of Milan and Turin, University of Bologna, Naples (Federico II), Pavia, Padua, Milan Bicocca, MIT, CNR, INSTM, ENEA, RSE and INGV<sup>(a)</sup>.</li> <li>▶ Collaborations with a) University of Basilicata to support the Master Geoscience for Energy Transitions b) Enna Kore University for business training contributions for academic courses.</li> </ul>
<b>VOLUNTARY ADVOCACY AND CATEGORY ORGANIZATIONS AND INDUSTRY ASSOCIATIONS</b>	<ul style="list-style-type: none"> <li>▶ Membership and participation in OGCI, IPIECA, WBCSD, UN GLOBAL COMPACT, EITI<sup>(b)</sup>; collaboration with IHRB<sup>(c)</sup> and other international human rights institutions.</li> <li>▶ Conferences, debates, events and training initiatives on sustainability issues (energy, circular economy, remediation, corporate social responsibility); implementation of guidelines and sharing of best practices.</li> <li>▶ Meetings with associations and participation in working groups on strategic issues, monitoring any legislative developments.</li> </ul>
<b>ORGANIZATIONS FOR COOPERATION AND DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>▶ Consolidation, through collaboration/partnership agreements, of the development activities carried out together with international organizations. Agreements developed with United Nations Development Programme – UNDP, United Nations Industrial Development Organization – UNIDO, World Bank.</li> </ul>

(a) Massachusetts Institute of Technology; National Research Council; National Inter-University Consortium for Material Science and Technology; National Agency for New Technologies, Energy and Sustainable Economic Development; Research on the Energy System; National Institute of Geophysics and Volcanology.



MAIN TOPICS ADDRESSED

<ul style="list-style-type: none"> <li>▶ Signing of the new agreement for smart working in Italy with new corporate welfare measures.</li> <li>▶ Agreement for integration into the GFA - of ILO Convention No.190 and ILO Recommendation No.206 on eliminating violence and harassment in the workplace.</li> <li>▶ Expansion contract signed with the Trade Unions to promote generational turnover and initiatives for skills updating.</li> </ul>																			
<ul style="list-style-type: none"> <li>▶ Conference call on quarterly results.</li> <li>▶ Participation of Top Management in thematic conferences organized by banks.</li> <li>▶ Participation in ESG thematic conferences.</li> </ul>																			
<ul style="list-style-type: none"> <li>▶ Management of requests and grievances expressed by the local communities.</li> <li>▶ Consultations with communities in countries where Human Rights Impact Assessments have been conducted.</li> </ul>																			
<ul style="list-style-type: none"> <li>▶ Due Diligence on Human rights: application of the risk-based model on the respect of human rights along the procurement process.</li> <li>▶ "Basket Bond - Sustainable Energy" program, an innovative finance tool targeting Eni qualified suppliers and the energy chain, designed to allow companies engaged in energy transition to implement projects and investments aimed at sustainable development.</li> </ul>																			
<ul style="list-style-type: none"> <li>▶ Sponsorship of consumer association initiatives on sustainability and circular economy.</li> <li>▶ Territorial meetings with the regional consumer associations of the National Council of Consumers and Users</li> </ul>																			
<ul style="list-style-type: none"> <li>▶ Representation of Eni's position on energy transition and decarbonization in the main international multilateral fora (e.g., G20, B20, COP26).</li> <li>▶ Activities of engagement and institutional dialogue within the partnership/membership with think tanks and national, european and international associated bodies and with international organisms and/or promoted by European institutions on energy transition and related geopolitical issues.</li> </ul>																			
<ul style="list-style-type: none"> <li>▶ Establishment with the CNR of 4 research centres in Southern Italy for sustainable environmental and economic development in Italy and worldwide.</li> <li>▶ With the Polytechnic of Milan: activated collaborations for the development of impact assessment models (Local Content and SDGs) and for new editions of the Master Energy Innovation; joined the Joint Hydrogen Research Platform "Hydrogen-JRP"; established a Joint Centre for "Acceleration of the Energy Transition in the field of Technologies for the Environment and Energy".</li> </ul>																			
<ul style="list-style-type: none"> <li>▶ Meetings with Local Business Associations on the Eni Sustainable Supply Chain system and the company's energy issues.</li> <li>▶ Presidency of the Action Council "Sustainability &amp; Global Emergencies" within the B20 Italy 2021 organized by Confindustria.</li> <li>▶ Signing of: a) a collaboration agreement concerning the Confindustria Best Performer of the Circular Economy Competition; b) "Work and Energy Manifesto for a sustainable transition" between Confindustria Energia and Trade Unions.</li> </ul>																			
<ul style="list-style-type: none"> <li>▶ Agreements with Italian and European institutions, development banks, the private sector, cooperation bodies and agencies, faith-based organizations and civil society organisations: Cassa Depositi e Prestiti - CDP, Standard Bank, Italian Agency for Development Cooperation - AICS, USAID, Ajuda de Desenvolvimento de Povo para Povo - ADPP, AVSI, CUAMM, VIS, E4Impact Foundation, Banco Alimentare, Don Bosco Institute of Maputo.</li> </ul>																			

(b) Oil and Gas Climate Initiative; International Petroleum Industry Environmental Conservation Association; World Business Council for Sustainable Development; Interministerial Committee on Human Rights; Extractive Industries Transparency Initiative.  
(c) Institute for Human Rights and Business.





# Integrated Risk Management Model



Integrated Risk Management (IRM) aims to support the main decision-making processes of the Company's management and bodies, ensuring that decisions are taken in full awareness of the underlying risks and adopting the most appropriate mitigation actions. To this end, Eni has progressively developed a methodological system and competencies in providing an integrated, comprehensive and forward-looking view of the risk portfolio, based on the quality of data, the objectivity of assessments, understanding of the effectiveness of mitigations and study of the links between risks. The system is designed to support assessments of the risk profile underlying the overall corporate strategy, as well as specific business lines or individual initiatives, adopting homogeneous languages, criteria and methods.

| GRAZIA FIMIANI - DIRECTOR OF INTEGRATED RISK MANAGEMENT AT ENI |

The Integrated Risk Management Model ensures that management makes informed decisions within an organic and comprehensive vision

Eni has developed and adopted an Integrated Risk Management Model directed at ensuring that management make risk-informed decisions, through the assessment and analysis of risks, including short, medium and long term risks, carried out with an integrated, comprehensive and forward-looking vision.

Risk Governance assigns a central role to the BoD, which defines the nature and level of risk compatible with the strategic objectives and assesses all risks that may have relevance for medium to long-term business sustainability.

Risks are (i) assessed with quantitative and qualitative tools considering both the probability of occurrence and the impacts (economic, operational, HSE, social, reputational) that would take place in a given time frame if the risk were to occur; (ii) represented, based on the

probability of occurrence and impact, on matrices that allow comparison and classification by relevance.

In 2021, two assessment cycles were undertaken: in the first half of the year, the Annual Risk Profile Assessment was carried out, involving 125 subsidiaries in 43 Countries, while in the second half the Interim Top Risk Assessment was carried out, entailing the revision of assessments and treatment of Eni's top risks and of the main business risks. Three monitoring cycles were then performed on Eni's top risks to analyse their progress and the status of implementation of the respective mitigation actions, the results of which were presented to the Management and Control bodies in March, July and October 2021.

Eni's Top Risk portfolio consists of 20 risks, classified into external,

strategic and operational risks.

In the current context, which sees further increased global attention to climate change and the emergence of jurisprudential trends on corporate liability for climate change, the climate change risk, already a top risk, remains relevant also in the light of the management's commitment to achieve carbon neutrality goals and keep global warming within the threshold of 1.5°C.

Although the progress of vaccination campaigns contributes to mitigating clinical risk, the non-uniform coverage rates and spread of new variants have kept biological risk among the Top Risks, assessed both as a risk to people's health and as a systemic risk able to influence the Eni risk portfolio as a whole and, in particular, market, Country and operational risks.

## ENI'S RISK-BASED PROCESS

1

**Risk Governance, methodologies and tools**

2

**Risk Strategy**

3

**Integrated Risk Management**

- ▶ Integrated risk assessment
- ▶ Integrated country risk
- ▶ Contract risk management
- ▶ Integrated project risk management & m&a

4

**Risk Knowledge, training and communication**



The main ESG risks are summarised below. For each risk event, the type of risk – top and non-top risk – and page references for the main mitigation actions covered in the document are given.

AREA	EVENT	TOP RISK	MAIN MITIGATION ACTIONS
<b>CROSS-CUTTING RISKS</b>	Risks associated with research and development activities		<b>PAGE 32</b>
	Cyber Security	●	<b>PAGE 34</b>
	Relationship with local stakeholders	●	<b>PAGE 28</b>
	Political and social instability and global security risk	●	<b>PAGE 73; 96</b>
<b>CARBON NEUTRALITY BY 2050</b>			
CLIMATE CHANGE	Climate change risk	●	<b>PAGE 38</b>
	• Energy transition risks	●	
	• Physical risks	●	
<b>OPERATIONAL EXCELLENCE</b>			
PEOPLE	Biological risk, i.e. the spread of pandemics and epidemics with potential impacts on people, health systems and business	●	<b>PAGE 54</b>
	Risks regarding human health and safety: • Incidents involving workers and contractors • Process safety and asset integrity incidents	●	<b>PAGE 56</b>
	Risks related to the competency portfolio		<b>PAGE 51</b>
RESPECT FOR THE ENVIRONMENT	Blow out	●	<b>PAGES 38; 66</b>
	Process safety and asset integrity incidents	●	
	Regulatory risk energy sector	●	
	Permitting	●	
HUMAN RIGHTS	Environmental risks (e.g. water scarcity, oil spills, waste, biodiversity)		<b>PAGES 68; 78; 97</b>
	Risks associated with potential violations of human rights (human rights in the supply chain, human rights in security, human rights in the workplace, human rights in local communities)		
SUPPLIERS	Risks associated with procurement activities		<b>PAGE 78</b>
TRANSPARENCY AND ANTI-CORRUPTION	Investigations and litigation regarding: • Environment, health and safety • Corruption	●	<b>PAGES 18; 52; 56; 62; 74</b>
	Risks connected with Corporate governance	●	
<b>ALLIANCES FOR DEVELOPMENT</b>			
COMMUNITIES	Risks connected with local content		<b>PAGE 106</b>



# Innovation and digitalisation



## WHY IS IT IMPORTANT TO ENI?

Technological innovation and digital development are strategic areas for successfully meeting the challenge of energy transition. Improving the operational and energy efficiency of our processes, accelerating the development of renewable sources and circular economy products, harnessing our expertise and the power of supercomputing are key levers for achieving our sustainability objectives.

| FRANCESCA ZARRI - DIRECTOR TECHNOLOGY, R&D & DIGITAL |

### 2021 PROGRESS

#### INNOVATION

€177 million invested in research and development; 30 new first patent filing applications, of which 11 concern renewable sources

### SHORT-TERM TARGETS (2022)

Ensure that 70% of investments in research and development relate to decarbonisation issues

### MEDIUM-TERM TARGETS (2023-2025)

#### DIGITALISATION - SMART WORKING

Enabling actions for smart working continued

Further dissemination of smart working with the adoption of digital tools facilitating the development of new flexible working models

Simplification and digitalisation of business processes to facilitate Smart Working

Continuous technological innovation and digitalisation

#### DIGITAL SUSTAINABILITY

Numerous initiatives completed to disseminate digital culture within Eni and externally to young people and a wider audience to promote digital sustainability

Continuing the initiatives undertaken and strengthening cooperation with associations and think-tanks on issues of digital culture from a human-centric perspective with the promotion of digital sustainability

Keeping the issue of digital sustainability at the heart of the evolution processes for corporate architectures and application solutions

Spreading the digital culture throughout the company at all levels

#### ORGANISATIONAL AND MANAGEMENT MODELS

Centralised Research & Development function structured to ensure rapid and effective deployment of developed technologies; management of Technological Innovation projects in lines with best practice (step-by-set planning and control according to the development of technology); continuous updating of procedures relating to the protection of intellectual property and the identification of suppliers of professional services.

#### FOR MORE INFORMATION:

Eni For 2021 - Carbon neutrality by 2050 (pp. 32-34); Eni for 2021- Sustainability performance (pp. 8-9); [eni.com](https://www.eni.com)



## INNOVATION

The heart of Eni's research is linked to organic development processes concerned with improving the efficiency of activities, business transformation and the creation of breakthrough technologies. Starting from Eni's internal and external network, these allow project initiatives to be defined and checked, up to industrial maturity.

The research has evolved through proactive exposure to an extensive network of universities, start-ups, venture capital initiatives, public and private institutions, capable of creating a flow of information and innovation: a knowledge chain and an ecosystem capable of creating new opportunities to shorten the distance between research and development, accelerating

the development of favourable conditions for a structural innovation process.

Since 2008, Eni has instituted the Eni Award, the "Nobel Prize" for energy, to develop a better use of energy sources and make the most of new generations of researchers; the award ceremony takes place in the presence of the President of the Italian Republic.

€811 million

Planned R&D investments in the 2022-2025 period

70%

Four-year budget dedicated to long-term carbon neutrality pathway

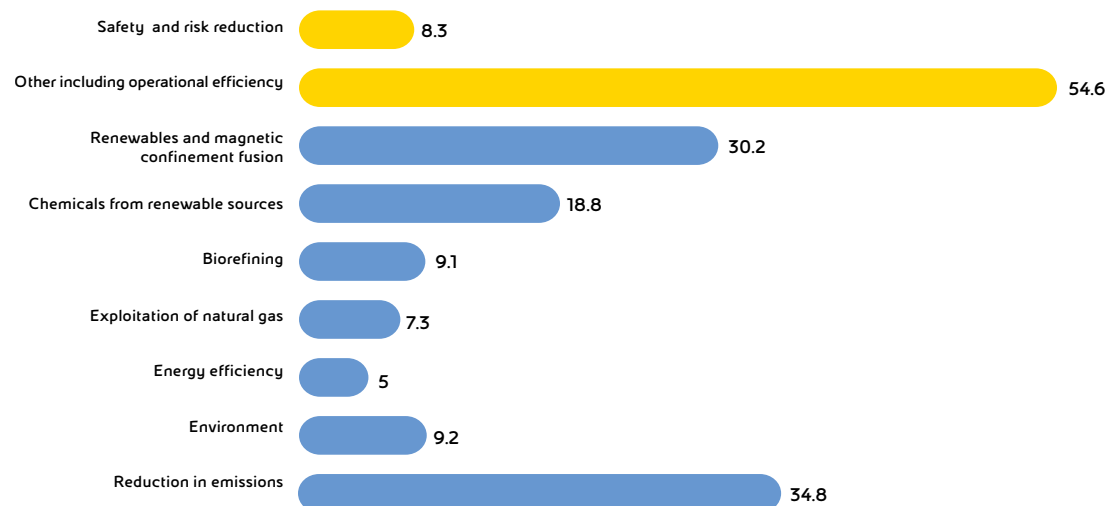
7,290

Current patents

11

New patent applications on renewable sources in 2021

### EXPENDITURE ON R&D IN 2021 (€ mln)



€177 million

Total expenditure on R&D in 2021

€114 million

of which: related to decarbonisation

## ENI'S TECHNOLOGY PLAN

Eni's Technology Plan is expressed through four Technology Platforms, which consolidate the strategic guidelines of Research and Innovation:

**PROCESS DECARBONISATION:** to reduce, capture, transform or store CO<sub>2</sub>, increasing energy efficiency, reducing emissions and promoting energy carriers with a low carbon footprint (e.g. hydrogen or methanol). The technologies must serve the company purpose of meeting all the targets for GHG Scope 1, 2 and 3 emissions (Net GHG Lifecycle Emissions) and the elimination of related emission intensity (Net Carbon Intensity) over the entire life cycle of the energy products sold.

**CIRCULAR AND BIO-PRODUCTS:** to reduce, recycle and reuse products and by-products, transforming waste into value-added products for biorefinery, sustainable mobility and chemicals from renewable sources. This will support Eni in the gradual conversion of traditional refining using new technologies for the exploitation of decarbonised products and recycling of waste materials.

**RENEWABLES AND NEW ENERGIES:** to support the development of renewable energy and energy storage solutions, and to develop breakthrough energy technologies such as magnetic confinement fusion.

**OPERATIONAL EXCELLENCE:** to develop technologies that ensure the highest level of efficiency and safety and minimal environmental impact, while reducing the costs and time to market of our businesses. This will increase the flexibility and efficiency of our operations, enhancing our ability to absorb scenario volatility, extending asset lives and continuing to create value in all our activities.

Innovation, as well as characterising the research and development phases, is also a driving force behind engineering activities right from the early stages of asset design and development, from the creation of prototypes and pilot plants, through to industrial applications.



## DIGITALISATION AND CYBER SECURITY

Digitalisation is an enabling factor in Eni's transformation path, in the integration and efficiency of its internal processes and business activities. To reinforce its focus on digitalisation, in 2021 Eni integrated its Digital and ICT structures and formulated a new Vision & Strategy to ensure more effective implementation of its digitalisation path. To provide further impetus in this direction, a programme of adaptation and reorganisation of competencies has been launched to strengthen know-how and integration between digital innovation specialists and business experts: a virtuous cycle that helps to build, day by day, a more efficient, safe, secure and sustainable

company. In 2021, new digital projects were launched and relevant projects already underway, such as the Openes platform and the Digital Safety, Asset Integrity and Energy Efficiency initiatives, continued.

Among the main digital initiatives for 2021, in line with the "customer centricity" paradigm and the strategy of transforming Eni's service stations into mobility hubs, a series of digital services have been developed for the customer, including: electric recharging, free WiFi at Eni Cafés and the introduction of parking services. In addition, the Enjoy car sharing service has developed its fleet to include more hybrid cars (1,800 out of 2,400) and introduced the first XEV electric vehicles with

battery swapping technology. All the services developed can be used through the two apps "EniLive" and "Enjoy", in a completely digital way. Other initiatives are linked to decarbonisation, such as the application developed for the Taranto refinery to encourage the collection of waste oil for the production of biofuels, or the partnership with the Enerbrain to optimise the energy consumption of some Eni's office buildings. Finally, in the area of Big Data, Natural Language Processing and Machine Learning, a partnership has been developed with Auticon, a company that exclusively hires autistic people, to support 'neuroatypical' individuals in accessing the job market.

### FOCUS ON

## GREEN DATA CENTER AND SUSTAINABILITY

The Green Data Center in Ferrera Erbognone, in the province of Pavia, houses Eni's central processing IT systems, both management IT and Oil & Gas applications. It houses HPC5, inaugurated on 6 February 2020, and its predecessor HPC4, installed in 2018. HPC5 is one of the most powerful supercomputers in the world. The Green Data Center is a leader in Europe in terms of efficiency and carbon footprint, as confirmed by the universally recognized Standard Data Centre efficiency indicator (Power Usage Effectiveness - PUE) of 1.166. By 2021, this translates into a lower energy consumption than the European average PUE of 15,380 MWh and an associated reduction in CO<sub>2</sub> emissions of 5,858 tonnes.

In 2021, the supercomputing system continued to be used for research on COVID-19, both as part of the European project EXSCALATE4CoV, an acronym for EXaScale smArt pLatform Against paThogEns, to identify the safest and most promising drugs to combat Coronavirus, and in collaboration with Pavia Hospital to study the body's immune response to the base virus and its variants.



Green Data Center in Ferrera Erbognone, in the province of Pavia, which houses the HPC5 supercomputer.







## CYBER SECURITY

The cyber security risk is considered high in Eni due to both the geopolitical context in which Eni operates and the constantly growing trend of cyber attacks (in terms of frequency and danger). These elements, together with the complexity of the threat scenario (increasingly organised and evolved), which has also increased due to hybrid working, represent particular factors requiring attention in the development of the company's digital transformation strategy. To address this situation, the company has, for some time now, based on a consolidated risk-based approach, adopted defence measures to prevent and contain the impact of cyber attacks.

The Cyber Security Culture programme aimed at strengthening corporate culture with regard to the right behaviour to adopt to deal with cyber risks also continued in 2021, with the completion of more than 50 initiatives, including dedicated training, simulated phishing campaigns and communication campaigns aimed at the entire company population. Furthermore, specific defence systems have been implemented to support employees in identifying phishing e-mail attacks and reporting them in a timely manner to the relevant internal points of reference. In line with SDGs 9 and 17, Eni has extended already active partnerships for the development

of guidelines and dissemination of cyber security culture with organisations, universities and institutions, for example, through participation in the CyberChallenge. It promoted by CINI (National Interuniversity Consortium for Information Technology) or the Cybersecurity Master at Luiss University. Finally, implementation of the Cyber Security 4 Kids programme continued, expanding the partnership with the International Telecommunication Union (ITU) and delivering 12 training sessions on cyber security to primary school teachers, aimed at promoting a more secure and aware digital culture among younger generations.

**+ 30 million**  
malicious e-mails blocked

**+ 1,300**  
phishing campaigns intercepted

**+ 66 million**  
attacks (including automated attacks) on applications exposed to the Internet avoided

## DEFENCE MEASURES TO PREVENT AND CONTAIN THE IMPACTS OF CYBER ATTACKS

### CYBER SECURITY DEFENCE

strengthening of Cyber Security Defence infrastructures and services, which in 2021 made it possible to block more than 30 million malicious e-mails, more than 1,300 phishing campaigns, and more than 66 million attacks (including automated ones) on applications exposed to the Internet.

### STRENGTHENING OF SECURITY STRUCTURES

strengthening of technological security and governance for the Corporate areas, foreign subsidiaries and industrial sites through the implementation of specific technological enforcement programmes.

### CONTINUITY OF SERVICES

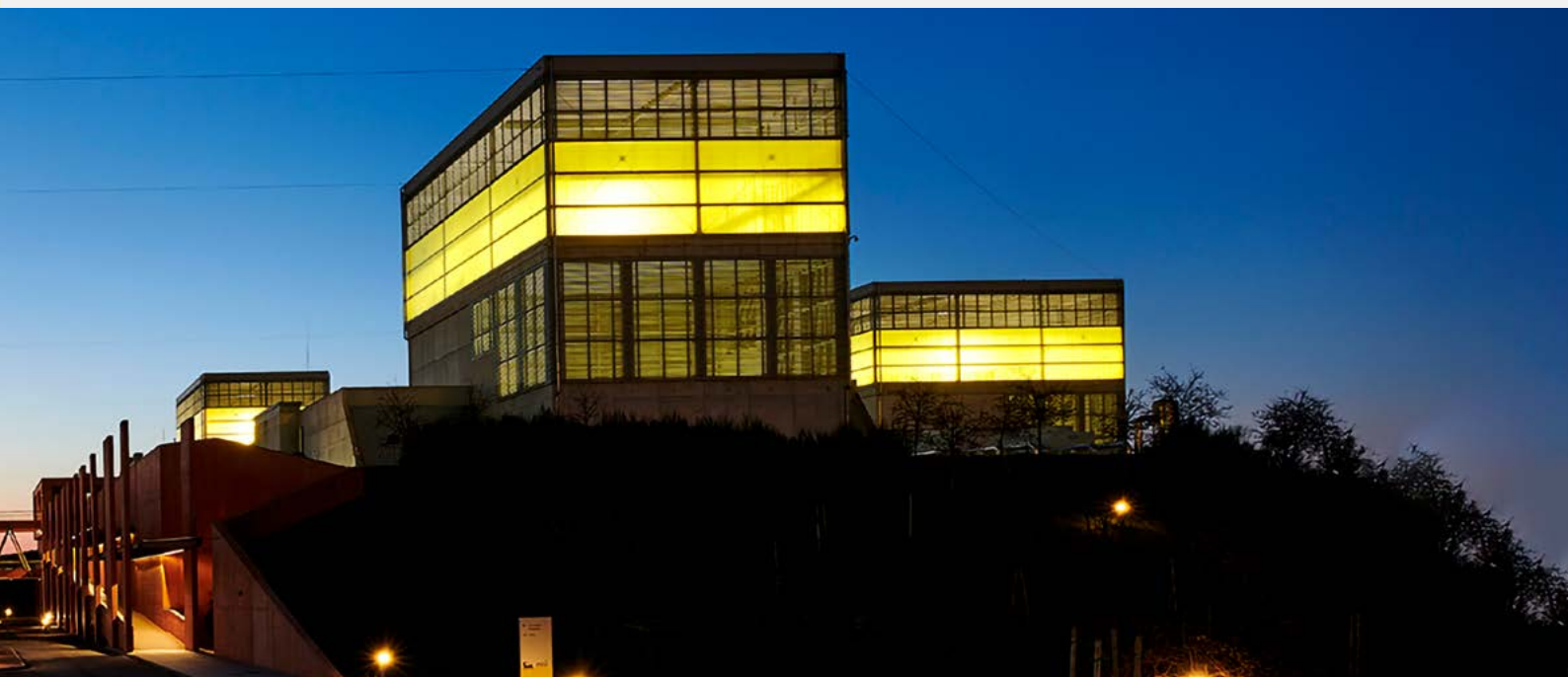
actions to further strengthen the continuity of Corporate IT services and improve monitoring of central systems management.

### CONTROL MEASURES AGAINST THIRD PARTIES

implementation of control measures aimed at identifying, mitigating and monitoring the cyber security risk potentially carried by Eni's Third Parties, including cloud service providers.

### COUNTERMEASURES TO MITIGATE CYBER RISK

updating of the set of countermeasures to mitigate cyber risk, in line with recent sector-specific regulatory requirements.





# Carbon neutrality by 2050

Eni's business model envisages a decarbonisation path towards carbon neutrality by 2050 based on an approach focused on emissions generated throughout the life cycle of energy products and on a set of actions that will lead to the total decarbonisation of processes and products by 2050. This path, based mainly on existing technologies, will allow Eni to totally reduce its carbon footprint, both in terms of net emissions and net carbon intensity.



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Climate governance	39
Risk management	39
Eni's strategy	40
Metrics and targets	41



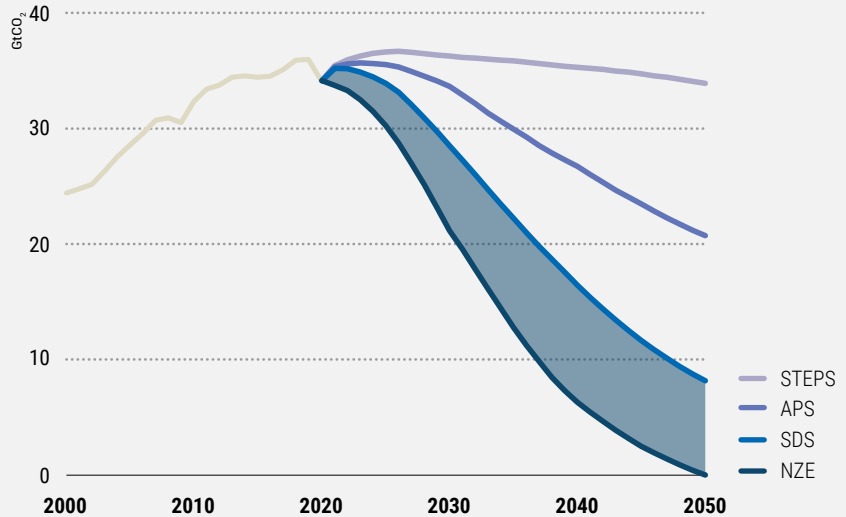


# REFERENCE CONTEXT: CHALLENGES AND OPPORTUNITIES

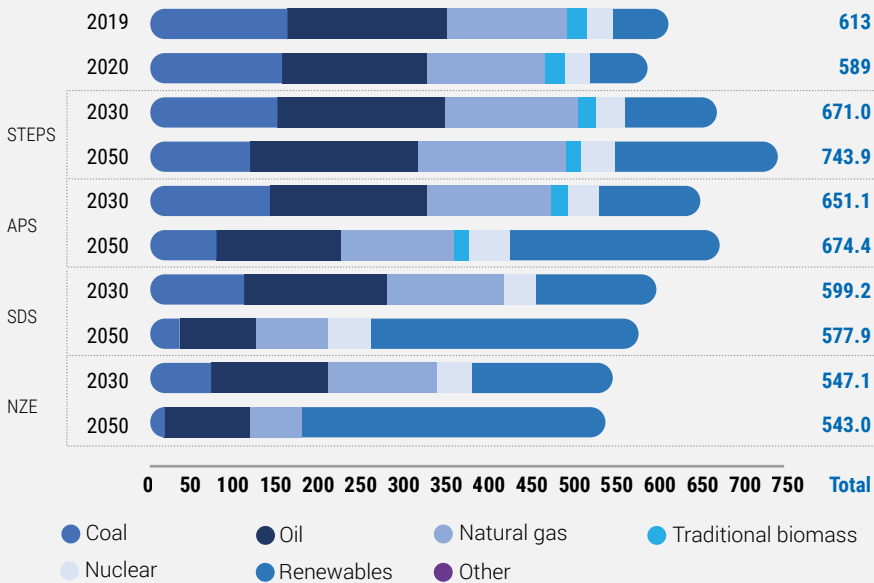
## Reduction in CO<sub>2</sub> in WEO-2021 scenarios

The International Energy Agency (IEA) considers the following scenarios: I) Stated Policies Scenario (STEPS) which includes all policies implemented and planned by Governments; II) Announced Pledges Scenario (APS) which analyses the implications in terms of emissions and energy demand if all net zero targets are actually met on time; III) (SDS –Sustainable Development Scenario; IV) NZE2050 – Net zero). The last two are backcasting scenarios which, by pursuing the main energy objectives of sustainable development (including full access to energy and limiting the temperature increase to well below 2°C), identify in reverse all the actions needed to achieve them.

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



## Primary energy demand by fuel and scenario 2019, 2020, 2030 and 2050 (EJ)



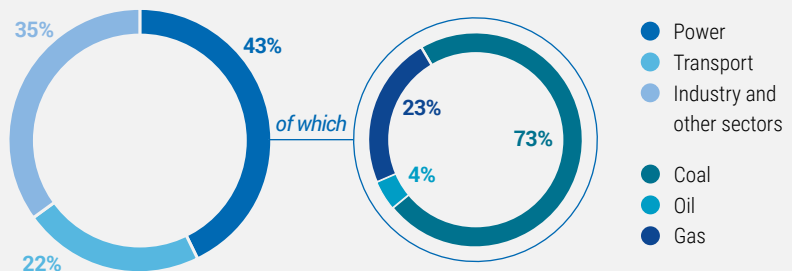
The Net Zero by 2050 path, developed for the first time in 2021, is betting on some of the levers of decarbonisation such as electrification, efficiency and a radical change in consumer behaviour, requiring an immediate change in the energy paradigm. At a technological level, by 2050, solutions will also have to be used that are still at the prototype or demonstration stage and not yet widely deployed. Global energy demand by 2040 is expected to decrease compared to today (-9% vs. 2020, -13% vs. 2019), despite the projected doubling of the global economy and population growth of 2 billion. In the NZE scenario, challenging climate targets lead oil demand to fall dramatically.

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

## Energy-related global CO<sub>2</sub> emissions

In 2020, global CO<sub>2</sub> emissions from the energy sector amounted to 31.6 Gton, a decrease of 5.5% compared to 2019 mainly due to the pandemic. 43% of emissions are attributable to the power sector, where coal is responsible for more than 70% of emissions, although it only generates 35% of global electricity.

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





# Carbon neutrality by 2050



## WHY IS IT IMPORTANT TO ENI?

Achieving carbon neutrality by 2050 to combat the climate emergency is our duty as Eni men and women. We must do this in the right way, ensuring that we pursue integrated sustainability, not just environmental but also economic and social sustainability, and we must ensure energy security, both during the transition path and in the final energy model.

Thanks to our know-how and our technologies, all our businesses are moving in this direction, through the decarbonisation of all our processes and products, seeking synergies and complementarity between the different businesses and the different solutions, renewables, low carbon, circular processes and new energy carriers.

| GIUSEPPE RICCI - CHIEF OPERATING OFFICER ENERGY EVOLUTION |

### 2021 PROGRESS

- ▶ -25% upstream GHG emission intensity index vs. 2014;
- ▶ -31% volume of hydrocarbons sent to process flaring vs. 2014;
- ▶ -92% upstream fugitive methane emissions vs. 2014 (Target reached in 2019)

### SHORT-TERM TARGETS TO 2025

- ▶ -43% upstream GHG emission intensity index vs. 2014;
- ▶ Zero routine flaring;
- ▶ -80% upstream fugitive methane emissions vs. 2014

### 2022 PROGRESS

### SHORT-TERM TARGETS (2025)

### LONG-TERM TARGETS

**BY 2030****BY 2035****BY 2040****BY 2050**

#### NET CARBON FOOTPRINT (SCOPE 1+2)

UPS: -26% vs. 2018

UPS: -65% vs. 2018  
Eni: -40% vs. 2018

UPS NET ZERO

ENI NET ZERO

#### NET GHG LIFECYCLE EMISSIONS (SCOPE 1+2+3)

-10% vs. 2018

-35% vs. 2018

-55% vs. 2018

-80% vs. 2018

NET ZERO

#### NET CARBON INTENSITY (SCOPE 1+2+3)

-2% vs. 2018

-15% vs. 2018

-50% vs. 2018

NET ZERO

## POLICY

Eni's responsible engagement on climate change within business association; Policy "Sustainability"; Eni's position on biomass; Strategic plan 2022-2025; Eni Code of Ethics.

## MANAGEMENT AND ORGANISATION MODELS

Energy management systems coordinated with the ISO 50001 standard, included in the HSE regulatory system, to improve energy performance; already implemented in all the main Mid-Downstream sites and currently being extended to the whole of Eni; Organisation of research and technological development aimed at the creation and application of low carbon footprint technologies, in full integration with renewable sources, the use of biomass and the enhancement of waste materials in reference to their possible application in the process of redefining the energy mix, as well as the development of technologies for the use of new forms of energy or energy carriers with reduced or zero carbon footprint.

### FOR MORE INFORMATION:

[Eni for 2021 - Carbon neutrality by 2050](#)[Eni for 2021 - Sustainability performance \(pp. 10-14\)](#)[eni.com](https://www.eni.com)[Eni's position on biomass](#)[Eni's responsible engagement on climate change in business associations](#)[CDP Climate change questionnaire](#)[Methodology for the assessment of GHG emissions along the value chains of Eni products](#)



## CLIMATE GOVERNANCE

Eni's decarbonisation strategy is part of a structured system of Corporate Governance, where the BoD and the CEO play a central role in managing key climate change issues. Upon the CEO's proposal, the BoD examines and approves the Strategic Plan, which sets out strategies and targets, including those related to climate change and energy transition. Since 2014, the BoD has been supported in performing its duties by the Sustainability and Scenarios Committee (SSC), with whom it examines, on a periodic basis, integration between strategy, future scenarios and the medium/long-term sustainability of the business. During 2021, the HSC discussed climate change issues in depth at all its meetings. Since 2019, the BoD has examined and approved Eni's short and medium to long-term plan, aiming to guarantee the sustainability of its business portfolio in a time frame up to 2050, in line with what is provided for in the Four-Year Strategic Plan. Immediately after the appointment of the Board of Directors and the Board of Statutory Auditors, a board induction programme was implemented for directors and

statutory auditors, which covered, among other topics, issues related to the decarbonisation process and the environmental and social sustainability of Eni's activities. The economic and financial exposure of Eni to the risks deriving from the introduction of new carbon pricing mechanisms is examined by the Board both in the phase leading up to authorisation of each investment and in the following half-year monitoring of the entire project portfolio. The BoD is also informed annually on the results of the impairment test carried out on the main Cash Generating Units in the E&P sector, calculated with the introduction of a carbon tax in line with the IEA Sustainable Development Scenario (SDS). Since 2021, the IEA's Net Zero Emissions (NZE) scenario has been included in the scenarios for portfolio evaluations. Finally, the BoD is informed on a quarterly basis on the results of the risk assessment and monitoring activities related to Eni's top risks, including climate change. The strategic commitment to carbon footprint reduction is one of the Company's essential goals and is therefore also reflected in the Variable Incentive Plans for the

CEO and company management.

[For more information: Eni Report on remuneration policy and remuneration paid 2022.](#)

Issues related to climate change, energy transition and to the medium-long term plan are managed through dedicated structures reporting to the CFO with the aim of overseeing the process of defining Eni's climate strategy and the related portfolio of initiatives, in line with the commitment to decarbonise all products and processes by 2050.

## RISK MANAGEMENT

Risks related to climate change are analysed, assessed and managed by considering the aspects identified in the Task force on Climate-related Financial Disclosures (TCFD) recommendations, which refer both to the risks related to energy transition (market scenario, regulatory and technological evolution, reputation issues) and to physical risk (acute and chronic) associated with climate change. The analysis is carried out using an integrated and cross-cutting approach that involves specialist departments and business lines and considers the related risks and opportunities.

Climate change is one of Eni's top strategic risks

### CLIMATE CHANGE RISKS, ACCORDING TO THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)





## ENI'S STRATEGY



Aware of the ongoing climate emergency, Eni wants to be a leader of the energy sector's transition with a long-term strategy towards carbon neutrality in 2050, in line with scenarios compatible with keeping global warming within the 1.5°C threshold at the end of the century. In 2022, Eni relaunched its strategy, with a distinctive approach that leverages proprietary and breakthrough technologies, new business models and close collaboration with stakeholders.

The industrial transformation plan towards net zero winds its way through the distinct and synergistic paths of the two General Management divisions, Natural Resources, to optimize

the upstream portfolio value enhancing its sustainability through progressive decarbonization and Energy Evolution, committed in expanding bio, renewable and circular economy businesses.

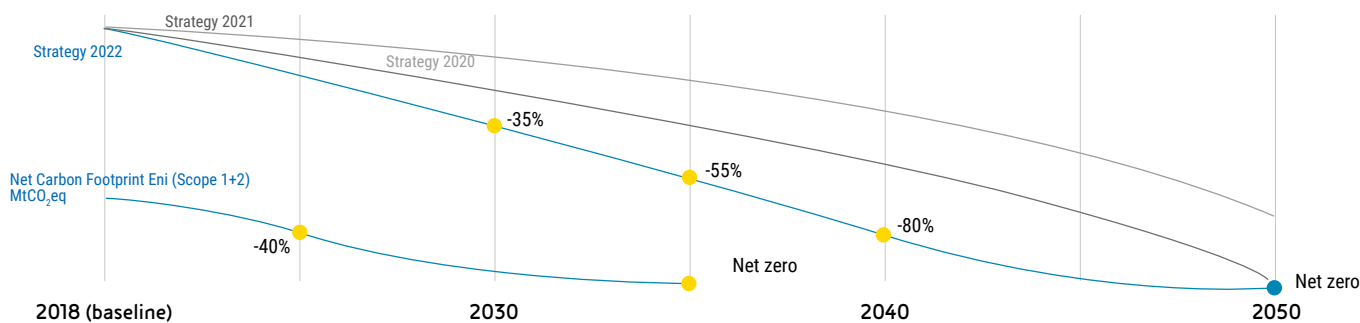
For the next four-year period 2022-25, Eni has planned investments in decarbonisation, circular economy, renewables and retail portfolio development for around €9.7 billion, including supporting scientific and technological research activities.

The evolution towards a fully decarbonised product portfolio will be supported by a progressive increase in the share of investments dedicated to the expansion of renewable generation capacity, the growth of biofuels and green chemistry, the scaling up of new

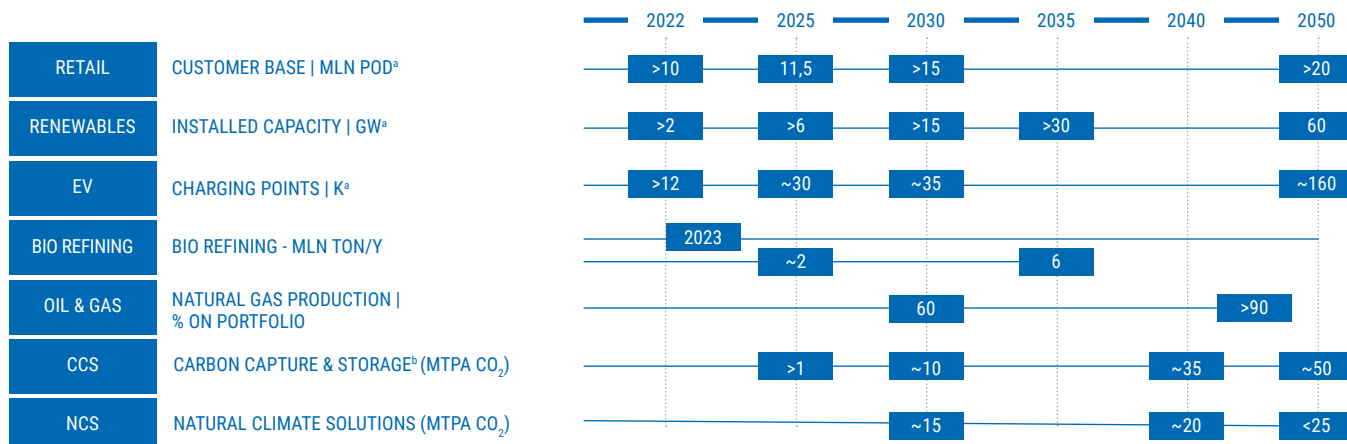
energy solutions and carbon capture and storage (CCS) services as well as energy efficiency initiatives and decarbonisation of legacy assets, reaching about 30% of total investments in 2025, about 60% in 2030 and more than 80% in 2040.

The investment plans and decisions are aligned with Eni's decarbonization strategy towards Net Zero by 2050. The share of expenditure dedicated to Oil & Gas activities will be gradually reduced, continuing to select the main investment projects based on their emission profile and in line with the pre-established targets for reducing emissions with the progressive phase-out of investments in activities or products with high carbon intensity.

### NET GHG LIFECYCLE EMISSIONS (SCOPE 1+2+3) MtCO<sub>2</sub>eq



### MAIN BUSINESS TARGETS



a) Plenitude 100%

b) Including CCUS services for third parties



### METRICS AND TARGETS

Eni has historically been committed to reducing its direct GHG emissions and was among the first in the industry to define, starting in 2015, a series of objectives aimed at improving the performances related to GHG emissions from operated assets, with specific indicators that illustrate the progress achieved to date in terms

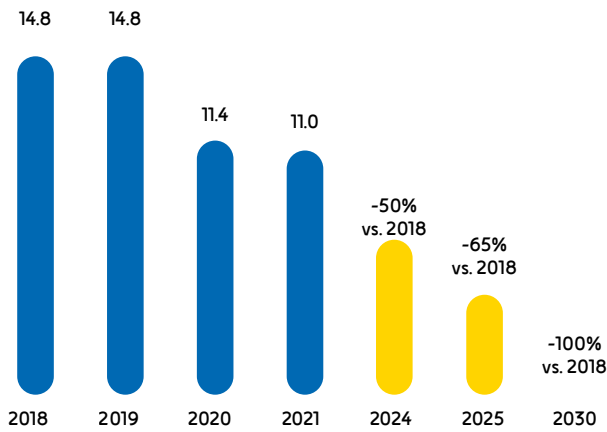
of reducing GHG emissions into the atmosphere. In addition to these, in 2020 new targets were defined, accounted for on an equity basis. These indicators refer to a distinctive GHG accounting methodology that considers all energy products managed by Eni's various businesses, including purchases from third parties, and all the emissions they generate

along the entire supply chain (Scope 1+2+3), according to a well-to-wheel approach. The resulting indicators therefore trace Eni's path towards carbon neutrality both in absolute terms (Net GHG Lifecycle Emissions) and in terms of intensity (Net Carbon Intensity).

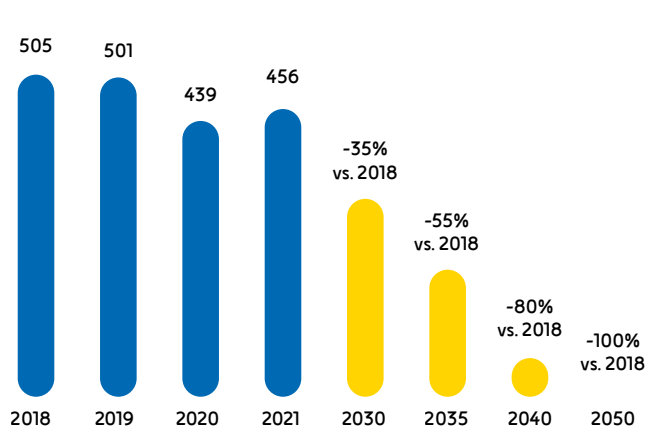
The performance of the KPIs related to medium-long term targets is shown below<sup>1</sup>.

➔ To find out more about the results achieved in 2021, see [Eni for 2021 – Carbon neutrality by 2050](#)

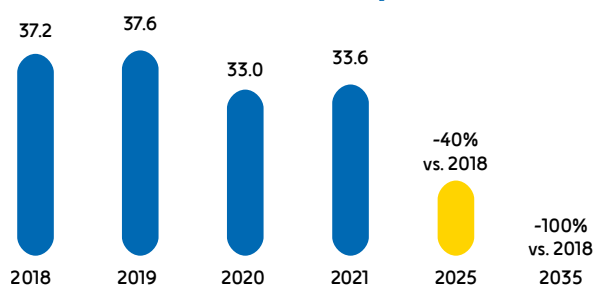
#### NET CARBON FOOTPRINT UPS (MtCO<sub>2</sub>eq)



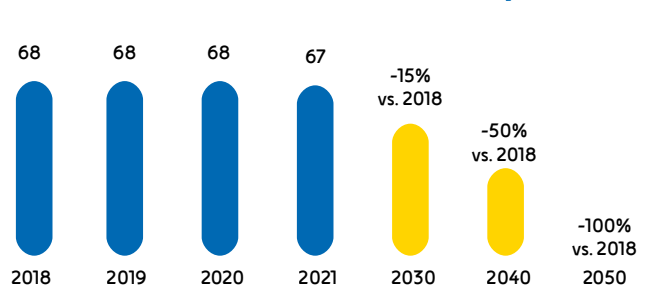
#### NET GHG LIFECYCLE EMISSIONS (MtCO<sub>2</sub>eq)



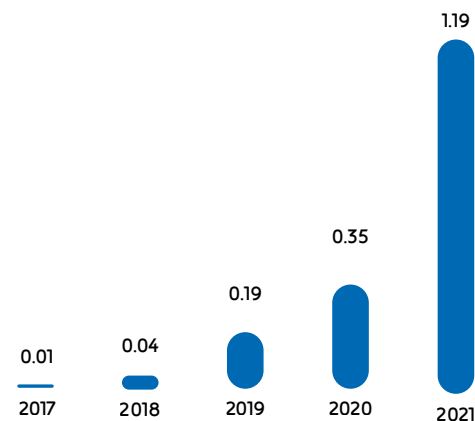
#### NET CARBON FOOTPRINT ENI (MtCO<sub>2</sub>eq)



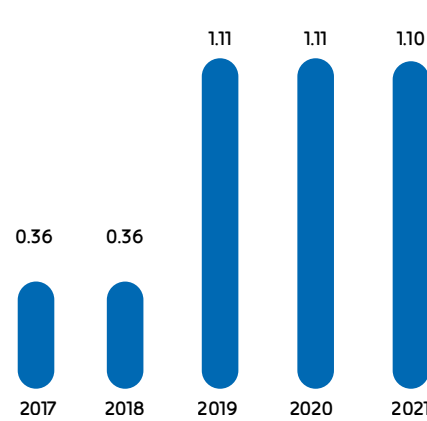
#### NET CARBON INTENSITY (Scope 1, 2 and 3) (gCO<sub>2</sub>eq/MJ)



#### INSTALLED CAPACITY IN RENEWABLES (GW)



#### CAPACITY OF BIOREFINERIES (million tonnes/year)



<sup>1</sup> Indicators accounted for on an equity basis.





# Operational excellence



Eni's business is constantly focused on operational excellence. This translates into an ongoing commitment to valuing people, safeguarding both the health and safety of people and asset integrity, protecting the environment, integrity and respect for human rights, resilience and diversification of activities and ensuring sound financial discipline. These elements allow the company to seize the opportunities related to the possible evolutions of the energy market and to continue on the path of transformation.

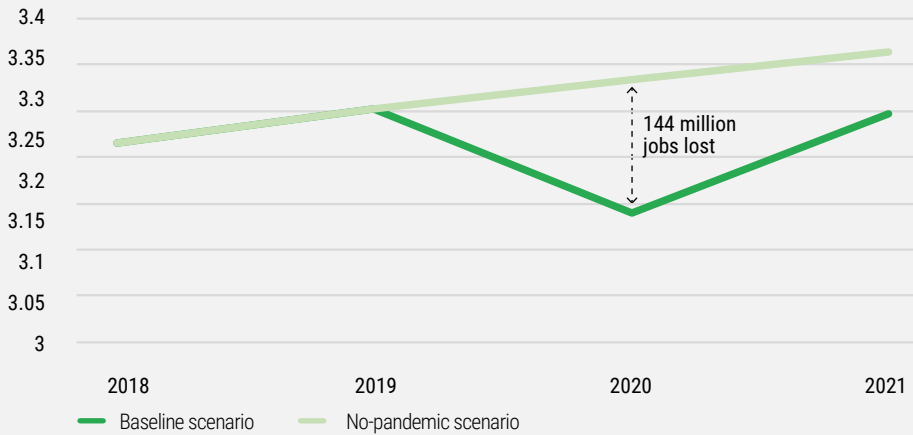
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Each of us	44
Health	52
Safety	56
Environment	62
Human rights	68
Transparency, anti-corruption and tax strategy	74
Suppliers and customers	78



## SCENARIO ELEMENTS: CHALLENGES AND OPPORTUNITIES

### Global employment loss related to 'No pandemic' scenario, 2018-2021 (Employment: billions of people)



World employment is estimated to have decreased by 114 million in 2020 compared to 2019. However, this estimate underestimates the full impact, which can be measured by looking at the difference in 2020 compared to the level of employment that was predicted in the absence of the pandemic. Applying this 'no pandemic' scenario, the estimated loss of global employment in 2020 is considerably higher, amounting to 144 million jobs.

Source: ILO Monitor: COVID-19 and the world of work. Seventh edition - Updated estimates and analysis"

### Development of EU plastics policies, 2019-2025

**2019** EU: Joint Initiative on Circular Economy (JICE) partnership agrees to invest 10 billion in the circular economy by 2023. EU: Green Deal.

**2020** EU27: 50% municipal waste recovery from chemical Strategy for Sustainability.

**2021** EU27: 100% single-use plastic ban  
EU27: EUR 800 per tonne plastic waste levy  
EU27: Horizon Europe innovation funding for clusters (2021-2027)  
EU27: European Maritime and Fisheries Fund invests EUR 6,1 billion sustainable fisheries and marine litter prevention (2021-2027).

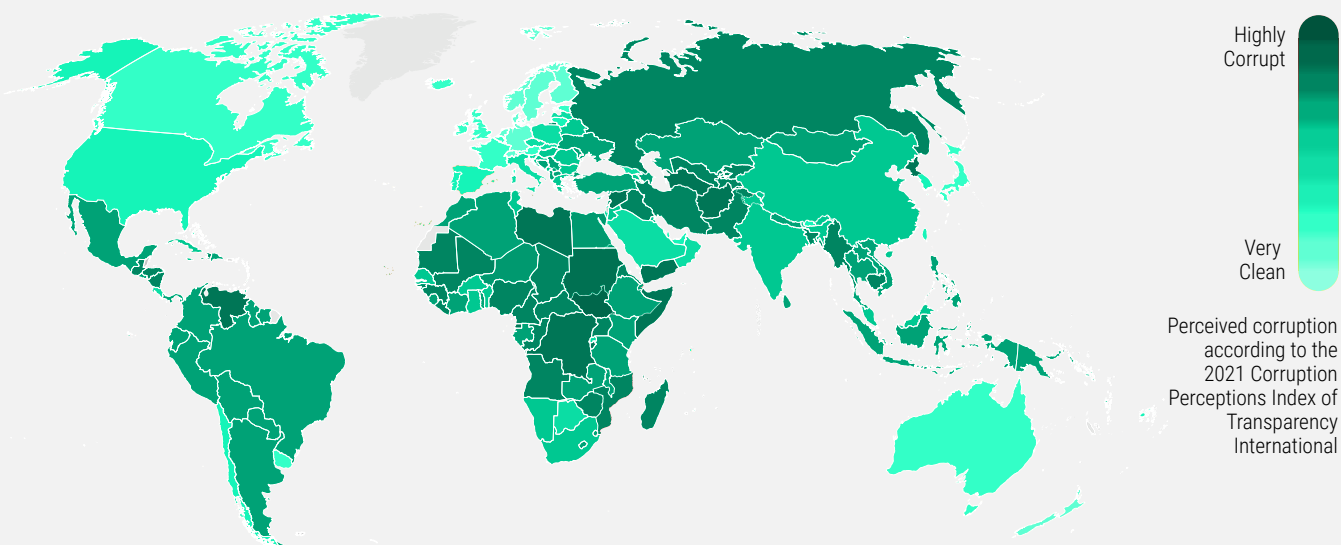
**2023** Spain: EUR 450 per tonne tax if less than 30% recycled plastic in materials.

**2025** Plastics Recyclers Europe: 10 million tonnes use of recyclates in plastic products by 2025  
EU: 55% municipal waste recovery  
EU: 77% plastic bottle collection  
EU: 25% r-PET content in bottles  
EU: EU Circular Plastics Alliance 10 million tonnes recycled plastic targets. As of 17 March 2021, there are 272 signatories to the EU Circular Plastics Alliance including private and public sector institutions.

The EU is an example of a jurisdiction where the demand for virgin plastics is plummeting towards further decline by 2025, as a result of important policy levers put in place by the EU and Member States to reduce the impact of plastic waste and to encourage its already increasing use as a secondary raw material, while reducing the negative environmental and biodiversity factors caused by its dispersion and poor end-of-life management.

Source: EU Commission

### 2021 Corruption Perceptions Index



This year, the global average for perceived corruption remains unchanged for the tenth consecutive year, at only 43 points out of a possible 100. Despite multiple commitments, 131 Countries have not made significant progress against corruption in the last decade. Two-thirds of Countries have a score below 50, indicating that they have serious corruption problems, while 27 Countries have the lowest score ever.

Source: <https://www.transparency.org/en/cpi/2021>



# Each of us



## WHY IS IT IMPORTANT TO ENI?

The enhancement of human capital is at the core of our way of doing things, as is the focus on values, culture and identity. The energy transition requires a cultural change. We are working on defining new competences and renewing the ones we already have, encouraging the adoption of new behaviours and faster and more sustainable processes in the different areas of the company.

| LUCA DE SANTIS - HEAD OF HUMAN RESOURCES AND ORGANISATION AT ENI |

### 2021 PROGRESS

### SHORT-TERM TARGETS (2022)

### MEDIUM-TERM TARGETS (2023-2025)

### LONG-TERM TARGETS (2030 AND BEYOND)

#### TURNOVER

Turnover of 0.7, 2019-21 figure.

Valuing internal resources and selecting strategic skills to support the energy transition process

Strengthening new structures with a turnover above 1.

#### TRAINING AND DEVELOPMENT

1,037,325 training hours delivered in 2021 (67% distance learning)

Training to accompany the evolution of the business with various initiatives including: the 'New Code of Ethics' with 18,000 employees trained and the completion of specialized human rights training for approximately 2,000 resources.

Updating skills in line with strategic directions and business and technological developments.

Upgrading skills in order to achieve completion of the strategic transformation.

#### GENDER DIVERSITY

2021 women's turnover: 0.51 (vs. male turnover 0.39)

Commitment to keeping turnover of female staff higher than that of male staff.

Enhancement of female employment in all professional fields.

Increase in female employment by at least 3 percentage points by 2030.

#### WORK-LIFE BALANCE

Revision of organisational arrangements for welfare initiatives to support families and strengthening of preventive health initiatives

Increase in the number of usable smart working days; identification of new welfare services for emerging needs

Enhancement of initiatives aimed at the well-being of people and support to care givers

Monitoring and listening to social, family and individual needs and designing coherent initiatives.

#### POLICIES AND OTHER REGULATORY TOOLS

"Our People" and "The Integrity in Our Operations" policies; Eni's statement on Respect for Human Rights; Eni Policy Against Violence and Harassment at Work; Eni Code of Ethics.

#### ORGANISATIONAL AND MANAGEMENT MODELS

HR management and planning process to align skills to technical-professional needs; Tools for management and development; Innovative tools for HR Management; Support and development of competencies in line with company strategies (focused on energy transition and digital transformation, also using faculties/academies); Training quality management system in accordance with the ISO 9001:2015 standard; Knowledge management system for knowhow sharing; System for managing industrial relations at the national and international level; Welfare system for work-life balance and enhancement of services to employees and their families.

#### FOR MORE INFORMATION:

[eni.com](https://www.eni.com)

[Eni for 2021 - Sustainability performance \(pp. 15-27\)](#)

[Code of Ethics](#)

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

[Eni policy against violence and harassment at work](#)



### EMPLOYMENT CHALLENGES

The path undertaken by Eni for the profound transformation of its business activities implies both profound involvement of people working at and with the company and a significant evolution of professional skills through initiatives to enrich or reorient the set of competencies needed to face the new business challenges. In 2021, the mapping of skills continued in order to enhance professional skills, also with a view to energy transition, with the involvement of a further 1,500 people. These activities have been integrated with performance appraisal and feedback processes to guide resources towards

updating their skills and to engage all employees in developing the priority behaviours and skills for transformation. In line with the PNRR (National Post-Pandemic Recovery and Resilience Plan), 2021 saw the signing of the Expansion Contract, signed within the framework of the "INSIEME" protocol, to share information on the energy transition path, update and renew professional skills in view of the new business challenges, and to allow for the turnover of skills through an early exit plan accompanied by the hiring of young people in key areas such as the circular economy, sustainability, HSE, renewables, biotech, digital, research and new

tech development, production, maintenance and asset integrity. The expansion contract also includes a major upskilling and reskilling programme (see page 51). In 2021, employment at global level grew by 1,113 people compared to 2020, +3.6%, with a decrease in Italy and growth abroad, also through the acquisition of new companies active in the renewable energy, circular economy and biomethane sectors. Despite the interruptions to the energy market, in 2021 Eni hired 1,305 resources, including 967 with permanent contracts, and continued to pursue its diversity objectives, with an increase in female personnel of 1.6 percentage points compared to 2020.

31,888

Eni people at the end of 2021

#### EMPLOYEES (number)



967

Resources hired on a permanent basis in 2021

26.2%

Women in total population +1.6 p.p. vs. 2020

#### FOCUS ON

### HUMAN FOCUS INTRODUCED IN 2021

**CONTEXT:** The challenge of the energy transaction requires the commitment and involvement of all Eni people, who must develop new personal skills as well as a new self-awareness and "sense" of team and community development.

**PROJECT:** Human Focus, Eni's new Capabilities and Personal Behaviours model, was introduced in 2021. It identifies the capabilities that will make each employee an accelerator for change and a driving force in Eni's evolution towards becoming an energy company, including: openness to new things, as a stimulus to the desire and courage to learn and innovate; the ability to read complexity, critically analysing problems; the ability to act proactively and seize opportunities; the ability to re-invent oneself and make decisions in the face of uncertainty; the ability to develop a climate of mutual trust; the need to take responsibility and feel part of corporate responsibility, working on self-awareness.

**APPLICATION:** Human focus is applied in all management and development processes and enables an assessment of behaviour and capabilities, consolidating strengths and working on areas for improvement. The implementation process was supported and complemented by (i) a widespread internal communication and training campaign; (ii) an alignment of assessment methodologies; (iii) the use of digital tools dedicated to training to develop personal skills and encourage the most effective behaviours.



A company policy on violence and harassment in the workplace was also issued in 2021, in implementation of ILO Convention No. 190

## DIVERSITY AND INCLUSION: THE CULTURE OF PLURALITY

Eni's approach to Diversity & Inclusion is based not only on the fundamental principles of non-discrimination and equal opportunities but on the active commitment to creating a working environment where personal and cultural diversity is considered a source of mutual enrichment and an indispensable element of business sustainability. Eni ensures that all its people are treated fairly regardless of any differences in gender, religion, nationality, political opinion, sexual orientation, social status, physical abilities, medical conditions, family circumstances and age and any other irrelevant aspects. These principles are affirmed in the body of regulations and corporate governance (Code of Ethics, "Our People" Policy, Eni's statement on respect for human rights, the Framework Agreement on Industrial Relations, Remuneration Report), as well as in the Mission that inspires values. A company policy on violence and harassment in the workplace was also issued in 2021 to implement ILO Convention No. 190. D&I governance in Eni requires each unit to ensure, within the scope of its direct responsibilities,

the achievement of activities and objectives with an inclusive approach and operating methods. To this end, a Diversity & Inclusion unit was set up in 2021 to develop the company's strategy, through a structured approach to identifying the company's objectives on the subject and defining a portfolio of initiatives to achieve them. This is also supported by a series of objectives and targets extended to the entire company population and linked to managerial remuneration (MBO). The priorities for action identified are as follows:

- **LEADERSHIP:** actions aimed at management and focused on increasing awareness of diversity and the ability to value it;
- **ENGAGEMENT:** actions aimed at consolidating individual commitment and making people responsible for valuing inclusion;
- **LISTENING:** definition of a system for continuously listening to Eni people and external stakeholders to monitor their needs and the ability of the planned initiatives to meet them, thus guiding the development and implementation of the plan;
- **COMMUNICATION:** definition of an integrated internal and external communication strategy which,

with a data-driven approach, enhances the effectiveness of the actions implemented and becomes a tool for engagement;

- **FOCUS ON SPECIFIC ASPECTS:** actions aimed at enhancing specific uniqueness targets (Gender, Age, Sexual orientation, Disability, Interculturality).

## WOMEN'S EMPOWERMENT

Eni pays particular attention to the promotion of initiatives to attract female talents at a national and international level, and to the development of managerial and professional growth paths for the women in the Company. This commitment is pursued not only through awareness-raising and "active" monitoring of the presence of women throughout the internal development pipeline, but also through the support for female role modelling as a lever for intergenerational alliance. There are about 150 Role Models at Eni, who testify, both externally and internally, to the concrete possibility of female professional achievement in areas still considered typically male. Key initiatives continued in 2021 include:

- **InspirinGirls:** an initiative started four years ago, involving about 7,000 junior high school boys

## #ENIFORINCLUSION, VALUING OUR UNIQUENESS

One of the key points of Eni's D&I strategy concerns the need for an internal and external communication plan that creates and makes visible a culture of inclusion, developing authentic, pervasive and widespread communication. A new annual communication stream entitled #EniForInclusion was therefore designed and launched in November 2021, in conjunction with a number of very valuable international days focusing on specific D&I targets with a aim of raising awareness.

**Violence against women:** Eni says STOP to violence against women with the campaign #IoConLei, with a video testimony from Eni's Chair and a photo contest launched by the CEO and involving the Top Management. A collective approach united with the international voice of Orange The World, the UN campaign to say STOP violence against women and all forms of discrimination.

**Disability:** a communication initiative to raise awareness of the issue and to demonstrate the company's support, acceptance and protection of staff with disabilities. In addition to the company doctor, Eni provides its employees with a social assistance service that connects Eni people in vulnerable and socially disadvantaged conditions with institutional resources and support organisations operating in various areas, and a listening and psychological support service, which is free, confidential and available 24 hours a day.

**Human rights:** video testimony of the Chief Executive of the Institute for Human Rights and Business (IHRB) and a report from a colleague from Eni Mexico on a concrete project on the topic.

**Sexual Orientation:** Eni's participation in Parks - Liberi e Uguali in 2021 was also made official as part of the internal communication initiative #Eni for inclusion with a live webinar in which the Executive Director of Parks spoke on the issue of corporate inclusion. The awareness-raising activities for Eni's people on the issue were also characterized by the preparation of contents dedicated to the prejudices (bias) of affective and sexual orientation within the D&I Matters format.





and girls, to help them overcome prejudices and become aware of their talents, also through the international social campaign #ThisLittleGirlsMe, so that girls all over the world can learn about the stories of thousands of women and feel free to choose any profession;

- **Fondazione Mondo Digitale (Digital World Foundation):** initiatives carried out in high schools to help young people discover professional areas and profiles in technology and artificial intelligence;
- **Think About Tomorrow:** an event in high schools aimed at helping young people make an informed educational and professional choice beyond gender stereotypes, stimulating girls' interest in STEM studies and raising awareness of gender equality issues among the male audience;
- **Women in Technical Roles:** an event taking place at universities in collaboration with Milan Polytechnic with a focus on gender equality;
- **Participation in the work of the intercompany STEM Committee<sup>2</sup>** promoted by Valore D with the aim of proposing an action plan to complement implementation of the Manifesto for Women's

Employment, which Eni's CEO signed in 2016. More than 2,000 female colleagues in Italy with a STEM qualification and/or working in a STEM role were involved in the #ValoreD4STEM survey, a survey to get to know female professionals in the sector, to understand their motivational levers, expectations, context and difficulties, and to collect the necessary evidence to better address the cross-company action plan;

- **Participation in specific initiatives:** Eni is also active within the framework of the Italian G20 Presidency in various activities aimed at women's empowerment: the CEO's membership of G20 Empower, an alliance to support the growth of women in leadership roles, corporate representation in two task forces, and the participation of the Chairman in the Women's Forum.

In addition, in 2021 Eni also signed the **United Nations Women Empowerment Principles (WEP)** to reaffirm its commitment to promoting gender equality and female empowerment in the workplace, in business practices and in society, as outlined in the 2030 Agenda for Sustainable Development and in

the 17 SDGs. Jointly established by the UN Global Compact and UN Women, WEPs are based on international labor and human rights standards and the recognition of the key role of businesses in promoting gender equality and empowering women. In line with this approach, Eni is committed to integrating the gender perspective in its internal and external processes, as well as in its local development projects, also through the implementation of assessments, to ensure that all activities and initiatives are truly inclusive.

Confirming the initiatives taken, in 2021 the number of female personnel increased by 1.6 percentage points vs. 2020 and the percentage of women in positions of responsibility increased to 27.34% (+0.7 p.p. vs. 2020), with women accounting for 26.22% of total employment. As confirmation of this trend, in recent years Eni has paid particular attention to growth processes and development paths for female staff, which has led to the average % of promotions for female staff being higher than the % of women in the company (31% average promotions vs. 24.4% female staff). At Eni, 33% of those reporting directly to the CEO are women.

27.3%

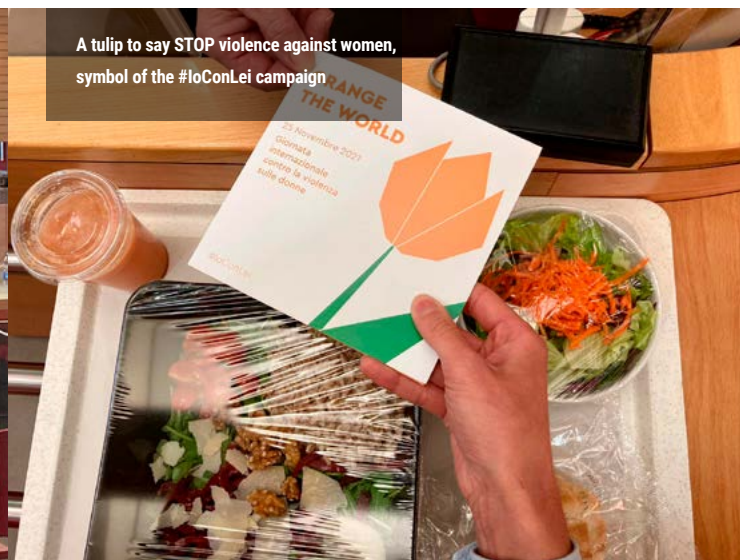
Women in positions of responsibility (+ 0.7 p.p. vs. 2020)

33%

Women reporting directly to the CEO



#IoConLei #OnHerSide



A tulip to say STOP violence against women, symbol of the #IoConLei campaign

<sup>2</sup> The acronym STEM (science, technology, engineering and mathematics) is a term used to refer to science and technology disciplines and related courses of study.



20.6%

Non-Italians in positions of responsibility +2 p.p. vs. 2020

18.3%

Local senior managers & middle managers abroad -1.1 p.p. vs. 2020

**INTERNATIONALITY**

Eni's strong international presence is characterised by solid alliances with host Countries aimed at creating value, also through knowledge transfer, while respecting local cultures.

The average presence of local staff abroad has remained substantially constant at around 84% over the last three years, confirming Eni's attention to local content through the involvement of local communities in operational activities in each Country. Use of expatriate personnel is limited to cases of specific expertise and competencies difficult to find in the Country in question,

and cross-business professional exchange is also promoted through geographical mobility. Consolidation over the years of processes such as onboarding of new recruits, coaching, training and sharing of skills and best practices with local personnel ensured the continuity of operating activities in 2021.

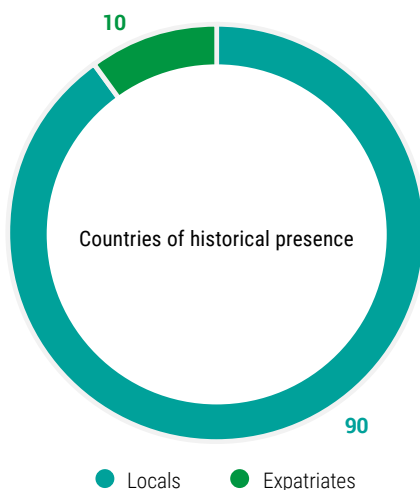
In recent years, around 20% of resources in positions of responsibility are non-Italian, with an increase compared to 2020 (+2 p.p.), also due to professional development paths that include periods of activity in Eni's offices in Italy or in Countries other than the Country of origin. In 2021 the proportion of

local senior and middle managers abroad decreased slightly (1 p.p.) due to new acquisitions<sup>3</sup> in the chemicals sector with a high percentage of operational resources. In the upstream sector, which accounts for about 50% of non-Italian employees, it can be seen that the percentage of local employees out of the entire workforce is higher in Eni's Countries of historical presence (90%) (e.g. Nigeria, Congo, Egypt, Libya and Kazakhstan) compared to more recent ones (e.g. Mexico, United Arab Emirates and Myanmar), where the transfer of know-how is still in progress.

**LOCAL ENI PEOPLE IN THE UPSTREAM SECTOR**

90%

Local employees in Eni's Countries of historical presence



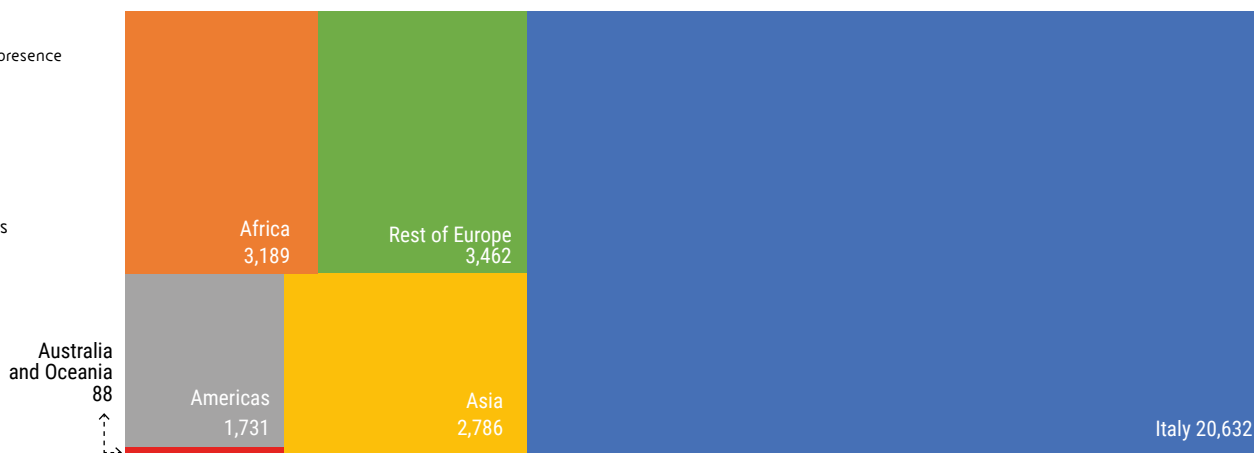
69

Countries of presence

108

Nationalities

**EMPLOYEES BY GEOGRAPHICAL AREA IN 2021**



<sup>3</sup> Net of acquisitions, the percentage compared to 2020 is up by more than 1 p.p. to 20.2%.



## REMUNERATION

Remuneration policies for Eni's employees are defined according to a global integrated model and promote salary progression based exclusively on meritocratic criteria based on role related skills, performance achieved and local remuneration market benchmarks. In order to verify implementation of these policies, Eni has been monitoring on an annual basis the remuneration gap between women and men since 2011, finding a substantial alignment of remuneration. In calculating the pay ratio, Eni uses a methodology which

compares salaries at the same level of role and seniority, according to the UN principle of "equal pay for equal work", which shows for the Italian and global population a substantial alignment between the salaries of women and men. This alignment is however confirmed in overall terms even when determining the pay ratio not at the same role level ("raw pay ratio", equal to 100% for fixed remuneration and 97% for total remuneration).

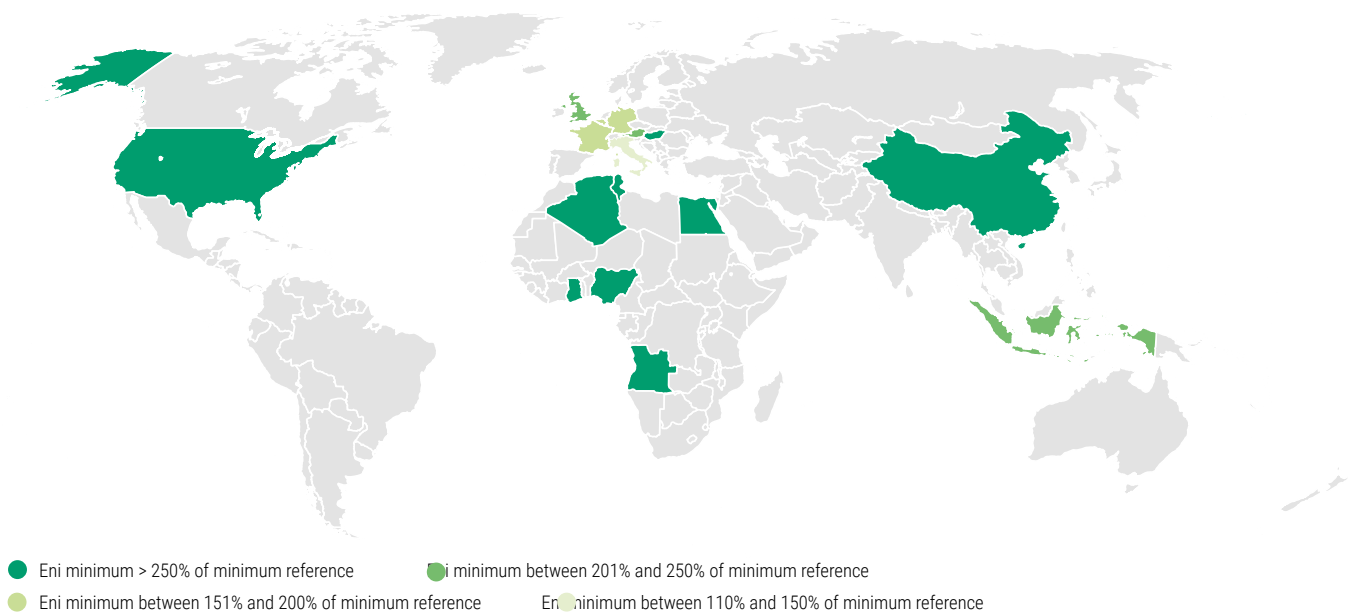
In the various Countries in which Eni operates, Eni guarantees fair and competitive remuneration policies with respect to roles and

professional skills, providing salaries that ensure a decent standard of living, above mere subsistence levels and/or legal or contractual minimums in force, as well as minimum remuneration levels found on the local market. For this purpose, Eni provides its business lines, for each Country, with policy salary references that are significantly higher than the 1st decile of the local salary market, as well as the legal/contractual minimums and annually checks the salaries of local staff in the main Countries where it operates, compared to the legal and market minimums.

### GENDER PAY RATIO BY ROLE LEVEL AND SENIORITY



### RATIO BETWEEN ENI MINIMUM WAGE AND LAW MINIMUM WAGE (middle manager - senior staff - employee)





## WELFARE

The 2021 health emergency situation has had an impact on all personal services, making it necessary both to review the way

in which consolidated initiatives are organised with a view to maximum safety and compliance with regulations, and to identify areas of innovation for the

design of new services capable of responding to the emerging needs arising from family and social complexity and new ways of working.

## MAIN WELFARE INITIATIVES

### FAMILY AND WORK-LIFE BALANCE

- ▶ Extension of Smart Working to about 90% of office staff and to all workers in conditions of fragility, evaluated by the competent doctor. Extension of Smart Working typologies in support of welfare.
- ▶ Application in offices of daily and multi-period flexible hours and paid leave for events such as bereavement, serious family infirmities, marriages and civil unions, study permits and professional training courses.
- ▶ Managed childcare services and summer camps by implementing all actions aimed at mitigating the risk of infection and protecting the safety of children, families and personnel.
- ▶ Vocational school guidance for employees' children, information programmes to support parents in dealing with critical elements and caregiver services have been kept in place. More than 3,200 people signed up for the proposed initiatives.

### PARENTING

- ▶ Recognition in all Countries of presence of 10 working days paid 100% to fathers, as well as minimum maternity leave of 14 weeks with payment of at least 2/3 of the salary received in the previous period, in accordance with the standards set by the ILO Convention.
- ▶ Right of access to Smart Working, up to 12 days a month, for the child's first three years of age for parents working in the main offices.

### HEALTH PREVENTION CAMPAIGNS AND WELL-BEING

- ▶ Confirmed the gradual extension of prevention programmes and the addition to the medical protocol of cardiovascular investigations, and launched a new initiative for the promotion of sporting activity.

## EMERGENCY SMART WORKING AND NEW SMART WORKING

With the continuation of the health emergency, the company continued to adopt emergency Smart Working, supported by the continuous evolution of information and collaboration technologies for all workers with compatible tasks, trying to encourage maximum rotation, within the framework of the maximum % presence established in relation to the degree of health

criticality. On October 28, 2021, the new agreement for Smart Working in Italy was signed with the trade unions, followed by the signing of individual agreements with workers, effective after the end of the state of emergency. The new Smart Working scheme provides for the possibility of working outside the workplace for 8 days a month, further increased, in order to facilitate the reconciliation of work and family responsibilities during important phases of life such as parenthood, including

periods of school closure, disability or serious illness of oneself or family members and, particularly, maternity during which each pregnant woman has the right to work entirely remotely. With the New Smart Working, Eni intends to enhance and consolidate benefits such as better time management (the right to disconnect has also been regulated), work by objectives, work-life balance and personal engagement, support for people in special situations in their lives, and the reduction of CO<sub>2</sub> emissions.

# SMART WORKING TIPS

## Consigli per il NOSTRO LAVORO

SMART Working, Working Smart.





**TRAINING**

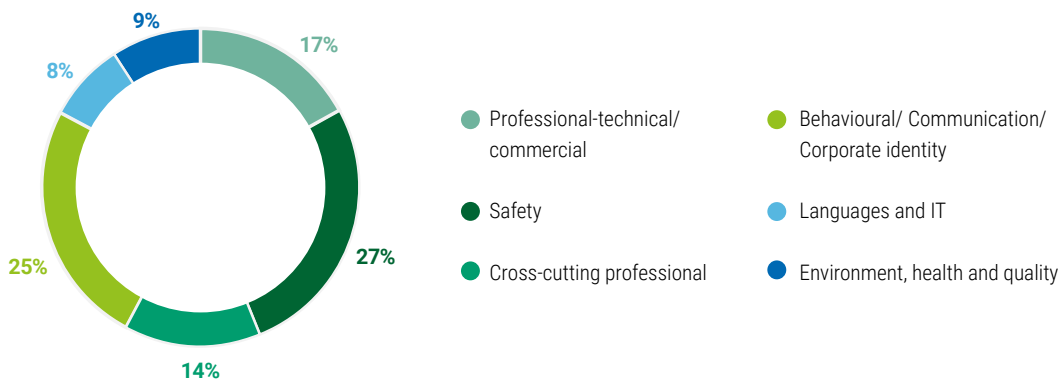


In 2021 training continued mainly with "distance" learning as the main delivery tool to manage the pandemic emergency; in addition, work continued to disseminate existing and newly designed training courses with a greater focus on Energy Transition, Circular Economy, CCUS (Carbon dioxide Capture & Utilization or Storage), Forestry, Renewable Energies and Process Digitalisation, together with Change Management initiatives. To support

the transformation process and meet the consequent need for skills evolution, in 2021 a requalification process began through upskilling and reskilling initiatives aimed at enriching the existing skill set with new skills required by business evolution, strategic directions, or challenges posed by technological evolution and the labour market in general, also through the new behavioural and leadership model (Human Focus). Many of these paths were presented in the Expansion

Contract at the Ministry of Labour. In addition, two new training courses have been developed, one on leadership for managers and one open to all to increase the level of awareness of one's own behavioural and leadership style, so that the latter is increasingly consistent with the challenges dictated by the energy transition, the volatility of the context, the commitment to the development of new skills and the need to work in an increasingly smart, integrated and inclusive manner.

**MAIN TRAINING COURSES OFFERED BY ENI** (training hours by type)



€27.4 million

Investments in training in 2021

67%

Total hours of distance learning

**Technical Commercial Professional:** technical training courses dedicated to professional families and specific BU areas (e.g. refineries), commercial projects and training on energy transition.

**Safety:** compulsory distance learning courses for workers were again key in 2021, including smart working and the new course on operational safety management.

**Cross-cutting professional:** cross-cutting initiatives on compliance issues, professional courses required by business units and training on new approaches to work.

**Behavioural/communication/corporate identity:** there was a significant increase in the number of behavioural courses in the area of corporate identity for new recruits and new managers, in the areas of human rights/sustainability and cyber security, and above all in leadership courses.

**Language and IT:** initiatives to disseminate new computer and language skills.

**Environment, health, quality and HSEQ behaviour:** initiatives to enhance professional skills in the field of environmental regulations, health pathways and HSE behavioural pathways.

**FOCUS ON**

**NEW APPROACH TO WORK**

May 2021 saw the birth of Eni's new digital environment that allows each person, through an interactive and dynamic path of knowledge and learning, to actively participate in the cultural change that the company is experiencing. MyChange represents an important opportunity to achieve a sustainable future together, working towards a common goal, where the reference points are the Eni Mission and the Sustainable Development Goals, through a personal path of awareness and upskilling with specific content in the areas of Human Focus, D&I, Sustainability and Energy Transition. It is a conscious change management programme in which, depending on our role, we will be able to contribute to change through our newly acquired skills.





# Health



## WHY IS IT IMPORTANT TO ENI?

Eni considers Health a fundamental human right and its protection is at the core of our business models. Eni's health management system, which is integrated into all operations, aims to promote and protect the health of our people, workers, families and host communities, taking into account existing regulations and the constantly evolving context, from energy transition to process digitalisation and post COVID-19 recovery.

| FILIPPO UBERTI - ENI HEALTH MANAGER |

### 2021 PROGRESS

## DIGITALISATION OF HEALTH PROCESSES AND SERVICES

Identification and testing of new technological solutions to improve the air quality of indoor environments with technologically improved sensors (e.g. generic hydrocarbons, CO<sub>2</sub>, particulate matter).

### SHORT-TERM TARGETS (2022)

Pilot project for indoor monitoring of the healthiness of work environments involving several Business Units in Italy and abroad; testing of solutions for sanitation, for indoor air quality and in the field of wearable bio-vital parameter sensors.

### MEDIUM-TERM TARGETS (2023-2025)

Technological experiments aimed at integrating new 4.0 technologies into healthcare processes to increase efficiency and improve the health condition of workers.

### LONG-TERM TARGETS (2030 AND BEYOND)

Potential adoption of a continuous monitoring system for indoor air quality in workplaces and completion of digitalisation of health operating processes.

## INVESTMENTS IN HEALTH ACTIVITIES

€70 million invested in health activities in 2021.

€79 million investments in health activities in 2022.

€183 million investments in health activities over the period 2023-2025.

Continuation of health promotion for all Eni's people and local communities.

## POLICIES AND OTHER REGULATORY TOOLS

"The integrity in Our Operations" Policy, Eni's Statement on Respect for human rights; Eni Code of Ethics.

## ORGANISATIONAL AND MANAGEMENT MODELS

Health system based on an operational platform of qualified health providers and collaborations with national and international Institutions, university and governmental research centres; Occupational medicine for the protection of the health and safety of workers, in relation to the workplace, to occupational risk factors and to the way in which work is carried out; System of assistance and health promotion for the provision of health services consistent with the results of the analysis of needs and epidemiological, operational and legislative contexts; Health emergency preparedness and response, including epidemic and pandemic response plans; Initiatives aimed at maintaining, protecting and/or improving the health status of communities and activities related to health impact assessments; Health promotion and communication for the provision of health services consistent with the results of the analysis of needs and epidemiological, operational and legislative contexts.

### FOR MORE INFORMATION:





## ENI'S HEALTH INITIATIVES

The extreme variability of working contexts requires constant updating of the health risk matrices of the Countries where Eni operates, based on international indicators and also following to exceptional events such as epidemic/pandemic outbreaks with significant impacts on Country risk. This variability makes it particularly challenging to ensure health at every stage of the business cycle, which is why

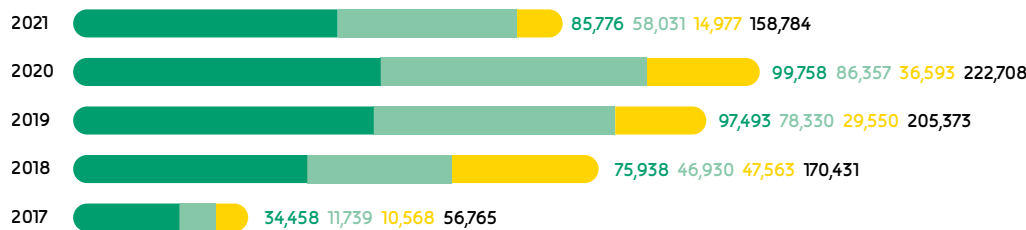
Eni has developed an operational platform to ensure specific services for its people. In 2021, all the companies continued to implement health management systems with the objective of promoting and maintaining people's health and well-being and ensuring adequate risk management in the workplace. In 2021, 379,481 health services were supported by Eni, including occupational medicine and health care services; the flu vaccination campaign was implemented and

initiatives for early diagnosis of chronic diseases continued for Eni's employees in Italy. In addition to preventing, promoting and protecting the health of workers and communities, in 2021 specific initiatives were developed to address the three priority challenges: the COVID-19 health emergency and its short- and long-term effects on people's well-being, the impact on health of the energy transition and the role of companies in ensuring the resilience of the social health system.

### ENI'S HEALTH MANAGEMENT STRATEGY: HEALTH OPERATIONAL PLATFORM

<b>MEDICAL ASSISTANCE</b>	Increasing access to health care for all Eni people, reinforcing community-based interventions and emergency shelters in support of situations of fragility created or aggravated by the pandemic.
<b>CULTURE OF HEALTH</b>	Disseminating a culture of health by implementing initiatives for workers, their families and communities identified as a results of the assessment of risks and evaluation of health impacts.
<b>GLOBAL HEALTH</b>	Promoting the health status of populations in Countries of presence as a prerequisite for socio-economic development through the implementation of specific programmes ( <a href="#">For more information, see page 102</a> ) and assessing the health impacts of industrial activity.
<b>OCCUPATIONAL MEDICINE</b>	Implementing identified occupational health activities, while also considering risks inherent in new projects, industrial processes and the findings of industrial hygiene activities.
<b>PROCESS DIGITALISATION</b>	Promoting the digitalisation of health processes and services through the use of mobile information and communication technologies.

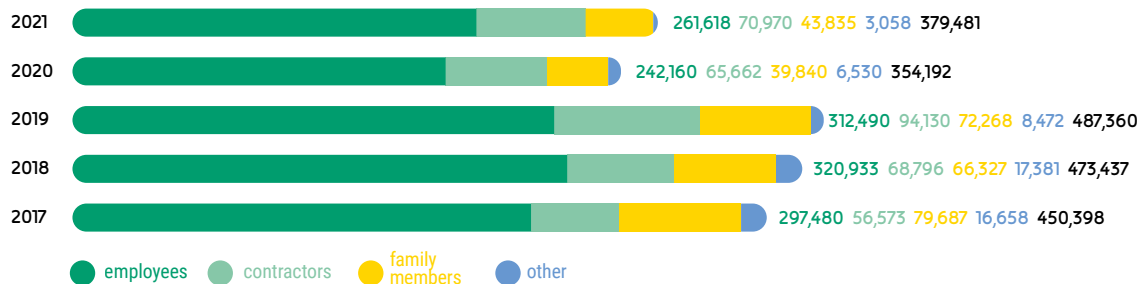
#### NUMBER OF REGISTRATIONS TO HEALTH PROMOTION INITIATIVES



158,784

Number of registrations to health promotion initiatives in 2021

#### NUMBER OF HEALTH SERVICES PROVIDED



379,481

Health services supported by Eni in 2021

10

Health Impact Assessments in 2021

● employees ● contractors ● family members ● other



## COMMITMENTS AND INITIATIVES TO COUNTERING WITH THE HEALTH EMERGENCY

Eni has taken a range of measures to support those in the front line managing the emergency and local health facilities, also leveraging on the experience gained in dealing with epidemic events around the world, through: (i) epidemiological updates and new guidelines from international bodies, (ii) hygiene measures for prevention and containment of epidemics/pandemics, (iii) clinical and care flow management best practices, vaccination and recommendations for travel medicine and (iv) support in defining technical specifications for services related to

emergency response. Work continued on supporting and promoting the psychological wellbeing of employees, as well as in-depth studies on various health issues, especially the coronavirus, new habits to adopt, and necessary precautionary measures. During 2021, the "Medical Emergency Response Plan" (MERP) for all Eni's subsidiaries with specific operational and management details was updated several times in compliance with Country laws and "Pandemic Preparedness Response Plans" were activated with specific response actions.

Eni has also worked in synergy with governments, institutions and local and international NGOs with the aim of preventing and countering

the spread of the pandemic and minimizing its impact on local communities, both in Italy and abroad, and improving the resilience of the most vulnerable communities. To this end Eni has activated numerous health and social activities with an economic commitment of approximately €23 million, including interventions for employees (approximately €20 million) and COVID-19 initiatives for local communities (approximately €3.1 million). Eni has also made its supercomputing infrastructures and molecular modelling skills available to Coronavirus research, making available the contribution of excellent tools and resources in the fight against the global emergency.

€23 million

Eni's economic commitment to address the emergency

## HEALTH EMERGENCY RESPONSE ACTIONS FOR ENI'S WORKERS

### PREVENTION MEASURES

Based on the indications of the Crisis Unit, each employer took the following measures: (i) communication, information and training; (ii) hygiene and prevention; (iii) management and use of PPE (Personal Protective Equipment); (iv) sanitation of work environments; (v) reorganisation of work arrangements and agile working; (vi) access to workplaces and aggregation areas; (vii) management of suspected and confirmed cases; (viii) health surveillance and protection of fragile workers; (ix) maintenance of essential services and business continuity plan.

### MONITORING OF PRODUCTION ACTIVITIES

Identification of priorities for monitoring production activities.

### PERSONNEL MANAGEMENT

Reduction of expatriated personnel and their family and review of rotation and shift change arrangements.

### QUARANTINE PROCEDURES

Arrangements for quarantine in dedicated quarters.

### PPE PROCUREMENT

Supporting the procurement of personal protective equipment (PPE) required for emergency management.

### TRAVEL MEDICINE

Adaptation of travel medicine procedures by assessing additional restrictions in relation to the level of risk.

### AWARENESS CAMPAIGNS

Definition, where Eni-managed health facilities are present, of appropriate safe clinical pathways for suspected cases.

### HEALTH SURVEILLANCE

Adaptation of health surveillance activities both in Italy and abroad, giving priority to people present at the workplace.

### MANAGEMENT OF VULNERABLE WORKERS

Definition of guidelines for the management of fragile workers, with respect to pre-existing conditions, in accordance with progressively issued regulations, local legislation and international best practices.

### PSYCHOLOGICAL SUPPORT

Activation of a remote psychological support service in Italy and abroad for all Eni personnel in Italy and their families.

### MEDICAL EVACUATION

An international transport service with medical support for staff with serious health conditions is guaranteed.



## THE ENERGY TRANSITION AND THE ROLE OF COMPANIES IN ENSURING THE RESILIENCE OF THE SOCIAL HEALTH SYSTEM



According to the WHO, the two major crises threatening health systems and people's health are: climate change and pandemics. In order to respond

to these two emergencies, it is necessary to work towards a transformation of the energy sector while benefiting human, natural and environmental health and contributing to the strengthening and resilience of social health systems. In this regard, Eni has promoted the activation of a scientific pool of experts at Fondazione Eni Enrico

Mattei - FEEM, the FEEM Health Committee, 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 emergency preparedness and response and the provision of welfare services.

### In a scenario characterised by energy transition, how can people's health continue to be safeguarded?

The energy transition requires a specific focus on three levels: on the health of workers, on the health of the population and on the environment. As far as workers are concerned, their health and well-being must be safeguarded, protecting them from the potential risks associated with the construction of plants, their operation and maintenance activities. Furthermore, workers, as well as the population, must be assured that in the climate change mitigation process towards a cleaner and more sustainable ecosystem, new energy sources do not release emissions that, even to a small extent, have a negative impact on their health. And this requires, for each type of renewable energy plant, a careful analysis of all factors that can generate potential criticalities. This same carefulness helps to protect the environment, in fact one of the greatest allies of human health.

### In a scenario characterized by energy transition, what is the challenge for medical research?

In a nutshell, it can be said that health

and disease are the result of the interaction between the characteristics of the individual genome and the environment. The genetic revolution, in particular the latest sequencing techniques, has made it possible to decrypt inter-individual genetic variability, including the biological basis of much resistance and disease susceptibility. The environment affects the life of every person, both directly and indirectly, by modulating the function of the genome. There is no doubt that, at this stage of the energy transition, the research from which significant medical answers are expected is epigenetics, i.e. understanding the mechanisms and effects of the interaction between the environment and the genome. It is expected that an ideal ecosystem generated by renewable energies will not perform any noticeable disruptive effect on genes and therefore will not adversely affect health.

### Professor, what is the contribution of a medical geneticist in the Scientific Committee at FEEM?

The most critical effects of the environment on human health are its potential teratogenicity, i.e. the induction of defects during prenatal

development by chemical, physical or biological agents, and its mutagenicity, i.e. the modification of the genome at embryonic or somatic level by physical and chemical processes. There is a potential overlap between the two effects, in the sense that some agents may act as both teratogens and mutagens, depending on the timing of their interaction with the organism. The study of these effects is of interest to medical genetics, as well as to other specialities, such as public health, occupational medicine and oncology. Specifically, as a geneticist within the Committee, my role is to ensure that agents with a potential teratogenic or mutagenic effect are not produced during the development, implementation and release of renewable energies. In this activity we are guided by an established scientific literature that has defined classes of physical agents and chemicals, including substances that replace the bases of DNA or interact or insert themselves within them, that need to be monitored.

## INTERVIEW



Interview with  
**Professor  
Bruno Dallapiccola**  
*Scientific Director of the Bambino Gesù Children's Hospital in Rome, IRCCS and head of the Genetic and Rare Diseases Research Area.  
He is a member of the Board of Health and the National Bioethics Committee (CNB).  
Member of the FEEM Health Committee.*





# Safety



## WHY IS IT IMPORTANT TO ENI?

HSE results are achieved with the input of all and are an essential contribution to business results. We must be strong in our professionalism and aware that we can do more together than we can alone. We must work to make our HSE management systems more effective and efficient (...) and we must also look ahead and work together on new challenges.

| GIOVANNI MILANI - HEAD OF HSEQ AT ENI |

### 2021 PROGRESS

#### ACCIDENT RATES

TRIR = 0.34; LTIF = 0.23; FATALITY INDEX = 0

### SHORT-TERM TARGETS (2022)

- Maintenance of TRIR < 0.40; 0 fatal accidents
- Extension of digital safety initiatives to contracting companies and digitalisation of HSE processes
- Focus on behavioural safety and the Human Factor

### MEDIUM-TERM TARGETS (2023-2025)

### LONG-TERM TARGETS (2030 AND BEYOND)

#### CONSOLIDATION OF THE SAFETY CULTURE

Application of the Human Factor (THEME) management and analysis methodology in 5 Italian sites; more than 15,000 hours of training delivered on the "HSE Behavioural" strand; communication of Process Safety Fundamentals to 14,000 employees and 10,000 contractors.

Application of THEME methodology to 5 additional operational sites. Involvement of operational personnel in training and awareness-raising initiatives on behavioural safety and operational safety management. 4,000 resources trained in 'operational safety management'.

Raising awareness of HSE aspects and strengthening the ability to act safely by monitoring risk variables and knowledge of possible errors in perception and assessment.

Increasing focus on behaviour, enhancing the sense of responsibility towards oneself and others, in order to transform people's role from generating mistakes and suffering the consequences to forming the active barrier that prevents them.

#### OCCUPATIONAL SAFETY, PROCESS SAFETY AND ASSET INTEGRITY

Launch of a Steering Committee in the digital safety field for the development of digital safety technologies; Use of the HSEni app in 75 operational sites; Development of the safety pre-sense application and launch of the digitalisation of the risk analysis tool (HSE Digital Risk Assessment).

Extension of digital safety initiatives (Smart Safety, HSEni App) to contracting companies and digitalisation of HSE processes; Assessment of process safety risks related to new energy supply chains, review and updating of company technical standards.

Application of digital technologies with predictive capabilities, to intercept potentially dangerous situations and introduce preventive measures at operational sites.

Extension of digitalisation to all HSE tools and processes through technologies that make company processes safer, more efficient and faster.

#### POLICIES AND OTHER REGULATORY TOOLS

"The integrity in Our Operations" Policy, Eni's Statement on Respect for human rights; Eni Code of Ethics.

#### ORGANISATIONAL AND MANAGEMENT MODELS

Integrated environment, health and workers' safety management system certified in accordance with the ISO 45001 standard; Process safety management system; Emergency preparedness and response with plans that prioritise the protection of people and the environment; Product safety management system; Methodologies for analysis and management of the Human Factor in incident prevention.

FOR MORE INFORMATION:

[eni.com](https://www.eni.com)

[Eni for 2021 - Sustainability performance \(pp. 28-29\)](#)

[Code of Ethics](#)



## INJURY RATES AND INTERVENTION ACTIONS

In 2021, Eni has once again confirmed its commitment to zero incidents through the consolidation of the Severity Incident Rate (SIR), an internal index that measures the level of severity of incidents, and its inclusion in the short-term remuneration of the CEO and senior managers with strategic responsibilities. [For more information: Report on remuneration policy and remuneration paid 2021.](#)

In 2021, the Total Recordable Injury Rate (TRIR) of the workforce fell by 4% compared to 2020, with a rise in the employee index and a decrease in the contractor index. The ratio for injuries at work with serious consequences is null, since there were no events falling into this category (i.e. no injuries with more than 180 days of absence or

with consequences such as total or partial permanent disability). In addition, no fatal accidents were recorded. The identification and analysis of the causes of the events made it possible to implement immediate actions to prevent a recurrence:

- Identification of basic operations for the safe execution of routine plant activities and preparation of the relevant operating procedures/instructions to be made available to all plant operators, followed by training and checks on learning;
- Training of managers to improve resource management and teamwork;
- Training, with checks on learning, on the correct way to carry out work and on the work permit;
- Coaching or leadership courses to reinforce safety messages and the application of 'stop work authority';

- Updating of specific operating instructions for the use of equipment and application of checklists to check the condition of equipment;
- Intensification of checks on work permits.

In order to further reduce accidents Eni has committed to:

- Enhance the capacity to analyse the data recorded in the HSE databases in order to take preventive and corrective action on potential accident risk situations;
- Apply human factor methodologies on operational sites to analyse behavioural safety issues and identify intervention strategies which act on human barriers;
- Introducing new, increasingly digitally intensive technologies to increase the level of safety for our operators.

Severity Incident Rate (SIR) in the short-term incentive plan of the CEO

**TOTAL RECORDABLE INJURY RATE (TRIR)** (injuries recordable/hours worked)x 1.000.000



0.34

TRIR of the workforce in 2021

-4%

TRIR vs. 2020



## FOCUS ON

## THE HUMAN FACTOR IN HSE

On February 23rd, Eni organised the web seminar "The Human Factor in HSE", which was attended by about 600 people, from both central and operational functions, from all over the world to listen to the speeches of both external and internal guests, specialists in the field of behavioural analysis and human reliability.

As well as exploring the Human Factor in greater depth, the seminar was held to share Eni's complete and unequivocal vision of safety, which transforms humans from the people that generate errors and suffer the consequences to the active barrier that prevents them. Contributing to the day were Erik Hollnagel, from the Swedish University of Jönköping, an international expert in the field of organisational resilience engineering, as well as specialists in the field of behavioural analysis and human reliability and Eni colleagues.



Process safety events more than halved vs. 2017

## PROCESS SAFETY

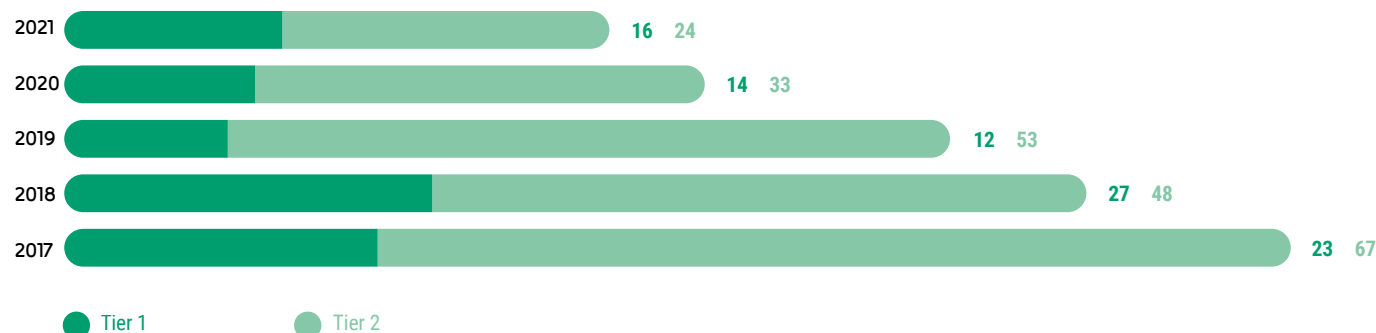
Fundamental to Eni is its commitment to process safety, with the aim of safeguarding people's safety, the environment, assets and the company's reputation. To this end, Eni has developed and implemented a Process Safety Management System, monitored through dedicated audits, with the aim of preventing and mitigating, through the application of high management and technical standards, the risks associated with uncontrolled releases of

hazardous substances that could evolve into major accidents. The application of the Process Safety Management System results in the correct and safe management of assets throughout their life cycle, from design to construction, from operation to decommissioning, from maintenance to change management. Since 2016, an overall improvement in Process Safety performance has been recorded, signalled by the downward trend in Tier 1 and Tier 2 events<sup>4</sup>, both in absolute numbers

and normalising the number of incidents for the hours worked in "process" activities<sup>5</sup> (PSER). Focusing on the last 5 years, Tier 1 events decreased from 23 to 16 (-30%), Tier 2 events from 67 to 24 (-64%). Generally speaking, in recent years, there has been a downward trend in the total number of Tier 1 and Tier 2 events, and this trend has been confirmed by the relative ratios. This indicates an improvement across Eni's main business areas (exploration & production, refining, chemicals).

For more information: [Eni for 2021 – Sustainability performance \(pp. 28-29\)](#)

## PROCESS SAFETY EVENTS (number)



<sup>4</sup> Levels ("tier") 1 and 2 indicate the severity of the consequences of the accidental event (from the most serious to the least serious) in terms of quantities of dangerous substances released and damage caused to people or assets.

<sup>5</sup> Including operational hours, excluding administrative hours.





**FOCUS ON**

**PROCESS SAFETY FUNDAMENTALS**

**INITIATIVE AND OBJECTIVE**

Process Safety Fundamentals (PSF) represent one of the most important safety initiatives in recent years at Eni, as activities must always be conducted through safe operations even in the current global emergency. In this context, the implementation of PSFs helped to maintain a focus on all aspects of safety related to operating activities, defining Plant Operating Principles to minimise the risk of process accidents.

PSFs aim to provide the frontline workforce with a tool to improve the safety of operations and spread the culture of process safety and asset integrity. The initiative involved more than 24,000 people with over 450 sessions attended by Eni People, Contractors and First Parties on the topic of Process Safety and Asset Integrity.

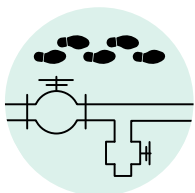
**EXPERIENCE IN LIBYA - "TOGETHER FOR IMPROVING PROCESS SAFETY"**

Of all the Upstream PSF initiatives developed and implemented, the Eni - National Oil Company (NOC) 'Together for improving Process Safety' initiative is a unique case in which the sharing of safety ideas has been extended to all Libyan oil and gas companies. Two workshops were held in early 2021, in Ras Lanuf and Tripoli, and almost 100 employees from 15 NOC operating companies, holding managerial and technical roles in the area of production, maintenance, HSE and development, attended the two face-to-face training events, where all ten PSFs were explained in depth. Thanks to the material shared, further sessions were organised at operational sites in Libya.

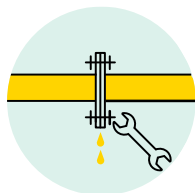
The success of this project confirmed once again how being at the forefront of HSE technical knowledge is a key factor in achieving real involvement of First Parties and bringing added value to the development of Countries, especially at this complex economic and historical juncture.



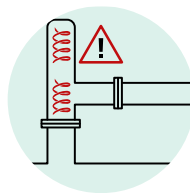
**PROCESS SAFETY FUNDAMENTALS**



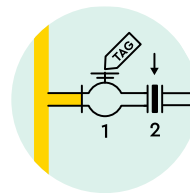
VERIFY PROCESS LINE-UP CONDITION BEFORE START-UP



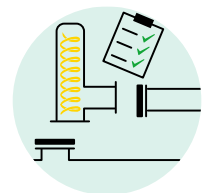
VERIFY CONNECTIONS TIGHTNESS BEFORE RETURNING TO SERVICE



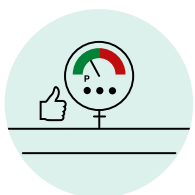
REPORT & TAKE INTERIM MITIGATION MEASURES FOR IMPAIRED SECES



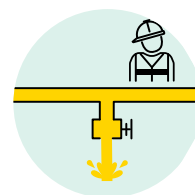
PROVIDE SAFE ISOLATION BEFORE STARTING A MAINTENANCE JOB



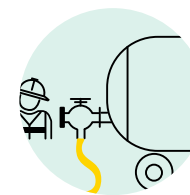
OPERATE OVERRIDE AND BYPASS OF SAFEGUARDS ONLY WITH AUTHORISATION



STAY WITHIN SAFE OPERATING LIMITS



MONITOR OPEN DRAINING OPERATIONS



CONTROL LOADING & UNLOADING OPERATIONS OF HAZARDOUS FLUIDS



EMPTY AND DEPRESSURIZE PROCESS EQUIPMENT BEFORE OPENING



REPORT & MANAGE ANY LOSS OF CONTAINMENT ON SITE



More than 4,600 exercises run in 2021

## EMERGENCY PREPAREDNESS AND RESPONSE

Emergency preparedness is regularly tested during exercises where the ability to respond in line with dedicated plans is assessed, including the timely alerting of the chain of command and resources necessary to deal with the event. Despite the continuing pandemic period, operational sites maintained a high level of emergency preparedness by carrying out more than 4,600 exercises. Coordinated exercises in 2021 covered:

- for the Gaeta-Pomezia oil pipeline (GTR&M), a spill following a break-in with implementation of security measures, containment/closure of the leak and management of the environmental emergency;
- for the Porto Torres industrial site (Versalis), a breach in a line connecting the tank farm to the production plant resulting in a leak and subsequent fire. The authorities assumed that the fire event was deliberately amplified in terms of timing and consequences, with injuries and poisoning;

- for Eni's subsidiary in Algeria (UPS), an uncontrolled release from the well with subsequent ignition accompanied by an explosion.

With regard to emergencies that occurred in 2021, mention must be made of the fire at the Livorno refinery, which was put out in less than an hour, thanks in part to the training developed by personnel in emergency management. The intervention of the refinery's internal teams was timely and was promptly supported by the provincial fire brigade, which extinguished the flames that had developed in the area of the lubricant plants, parts of which were shut down for routine maintenance. The speed and effectiveness of the management of all the safety measures made it possible to contain the event and ensure the safety of people, as confirmed also by the Regional Environmental Agency, which verified the absence of impacts on the external environment with regard to the water matrix and the air quality recorded by the control units closest to the refinery, which did not show any variations compared to the average data recorded during this period of the year.

## INDUSTRIAL HYGIENE AND PRODUCT SAFETY

In line with the strategy implemented in previous years, Eni has developed and promoted initiatives aimed at the effective management of risk factors in the workplace, including through the implementation of specific reference standards and in particular the development of projects with a cross-cutting HSE impact aimed at:

- i) evaluation of the microclimate in outdoor work;
- ii) the feasibility of recovering materials covered by radiation protection aspects from a circular economy perspective.

In addition, a structured training/information programme was successfully launched to raise awareness of radiation protection risks among organisational roles. Also in 2021, Eni has ensured the participation of experts in working groups with national/international bodies aimed at preparing reference guidelines on the subject in order to anticipate and optimise any impacts on activities.

### FOCUS ON

## MEMORANDUM OF UNDERSTANDING: ENI AND CIVIL PROTECTION

On November 3rd, 2021, Eni's CEO, Claudio Descalzi, and the Head of the Civil Protection Department, Fabrizio Curcio, signed a four-year Memorandum of Understanding with the aim of establishing optimal and efficient coordination in emergencies, ensuring ever greater effectiveness in actions aimed at protecting the community, along the entire energy value cycle, from production to transport and distribution and in all those actions in which the use of company resources is required to protect the community.



Claudio Descalzi, CEO of Eni and Fabrizio Curcio, Head of the Civil Protection Department, signed a Memorandum of Understanding in 2021.





### ASSET INTEGRITY

Eni applies the Asset Integrity process to all its plants, which ensures that they are correctly designed and built properly with the most appropriate materials, carefully operated and decommissioned, managing residual risk in the best possible

way, guaranteeing maximum reliability and above all safety for people and the environment. The Asset Integrity Management System therefore is employed from the initial design stage (Design Integrity), to procurement, construction, installation and testing (Technical

Integrity) through to operating and decommissioning (Operating Integrity). During 2021, Eni continued the organisation of initiatives to further promote the Asset Integrity culture with a cross and widespread approach, also including the new energy transition supply chains.

Asset integrity ensures the safeguarding of people, the environment and operational continuity



### FOCUS ON




### ENI'S APPROACH TO PLANT CHANGE MANAGEMENT

In order to guarantee the highest standards of Asset Integrity and plant safety, in 2021 Eni launched the implementation of a general and integrated Management of Change (MoC) IT tool.

In particular, the objectives of this IT tool are to:

- enable traceability of all changes to assets/procedures/organisation affecting a system, facility or item of equipment;
- identify roles and responsibilities for the correct execution of activities;
- ensure the proper implementation of the change, implementing all necessary actions to ensure that no unintended risks emerge as a result, that appropriate risk mitigation is implemented and that operational and HSE aspects are not compromised.

The tool has been developed to integrate with the Lifecycle Information (LCI) management system for the data, documents and models produced during asset design and construction and updated during the operational phaser, to ensure that the most up-to-date documentation is available for the plant being modified. The objective of optimising the Management of Change was also achieved through the rationalization and optimization of internal workflows. It is expected that the tool, currently in use on one production site, will later be extended to all operating plants.

 <b>PHYSICAL CHANGE</b>	 <b>DEFERRAL</b>	 <b>PROCEDURE ORGANIZATIONAL CHANGE</b>
<b>DATA ANALYSIS</b> In this section users can use «basic» and «advanced» search functions to view, filter and verify all requests. It is also possible to retrieve reporting information.		
<b>TOOL ADMINISTRATION</b> In this section it is possible for authorized users to manage the configuration of Users and Assets. Furthermore to manage the changes and system logs of each request.		



# Environment



## WHY IS IT IMPORTANT TO ENI?

Carrying out its industrial initiatives while respecting the environment that hosts them is part of the culture of Eni, which has always been committed to studying and protecting ecosystems and biodiversity and to a rational and efficient use of natural resources, involving local communities and suppliers. Moreover, respect for the environment cannot be separated from the reduction of climate-changing emissions, a challenge that Eni has taken up and is addressing by pursuing a detailed decarbonisation plan for its activities and products and by participating in the main international initiatives and partnerships active in this area.

| ROBERTO DALL'OMO - HEAD OF HSEQ NATURAL RESOURCES |

2021 PROGRESS	SHORT-TERM TARGETS (2022)	MEDIUM-TERM TARGETS (2023-2025)	LONG-TERM TARGETS (2030 AND BEYOND)
<b>WATER</b> 9.1 Mm <sup>3</sup> of water from TAF reused in the production cycle or re-injected: 58% of produced water re-injected for production or disposal purposes. Publication of <i>Eni's positioning on Water</i>	Identification of targets for reduction of high-quality freshwater withdrawals in water stressed areas	Increase, foreseen in the 4Y Plan, in the share of reclaimed water from the current 9.1Mm <sup>3</sup> to 12 Mm <sup>3</sup> by 2025; increase, foreseen in the 4Y Plan, in the share of re-injected produced water to 67% of the total by 2025.	Commitment to achieve an efficient, collective and sustainable management of water resources at the river basin level.
<b>OIL SPILLS</b> barrels spilled by oils spills 2021 -35% vs. 2020	Start of e-VPMS installation on the Clough Creek-Tebidaba pipeline (52 km) in Nigeria. Installation of additional sensors on the Kwale- Akri (17 km) and Ogbainbiri - Tebidaba (32 km) pipelines to remove background noise and improve system functionality.	Implementation of improvement actions for the asset integrity of upstream (including replacement of obsolete lines), downstream and retail facilities.	Exploration of new technologies and tools to increase prevention, mitigation and response capabilities to oil spill events.
<b>WASTE</b> waste generated by production activities +19% vs. 2020	Development of new technologies for waste recovery and implementation on an industrial scale		

## POLICIES AND OTHER REGULATORY TOOLS

Policies: "Sustainability", "The integrity in our operations", "Eni biodiversity and ecosystem services"; "Eni's commitment not to conduct exploration and development activities within the boundaries of Natural Sites included in the UNESCO World Heritage List"; "Eni's position on water"; Eni Code of Ethics.

## ORGANISATIONAL AND MANAGEMENT MODELS

Integrated environment, health and safety management system: certified in accordance with the ISO 14001:2015 environmental management standard; Application of the ESHIA (Environmental Social & Health Impact Assessment) process to all projects; Technical meetings for analysing and sharing experiences on specific environmental and energy issues; Sustainable Procurement Programme (JUST), to involve the whole supply chain; Site-specific circularity analysis; International Environmental Legislative Analysis; Working groups for defining the strategic positioning and objectives of Eni for the protection of water resources and biodiversity; Development of a single integrated methodology for environmental analysis, impact/risk assessment for the environment and organisation, including type 231, applicable in Italy and abroad; application of Environmental Golden Rules.

FOR MORE INFORMATION:

- [eni.com](http://eni.com)
- [Eni for 2021 - Sustainability performance \(pp. 29-34\)](#)
- [Code of Ethics](#)
- [CDP Water Security Questionnaire 2021](#)
- ["Eni's commitment not to conduct exploration and development activities within the boundaries of Natural Sites included in the UNESCO World Heritage List"](#)
- [Eni's policy on biodiversity and ecosystem services](#)

### ENVIRONMENTAL CULTURE

Protection of the environment, based on the principles of precautions, protection, information and participation, is an essential component of how Eni operates. Particular attention is paid to the efficient use of natural resources, like water; reducing operational oil spills; managing waste; and to the safeguarding of protected areas, important for biodiversity and ecosystem services. For Eni, environmental culture is an important lever and for this reason in 2021 it involved its own people through various initiatives to raise awareness among both internal personnel and contractors on the correct management of environmental aspects, including a dedicated internal communication campaign. Eni has also addressed its **awareness campaign** to its suppliers, whose activities must reflect Eni's values, commitments and standards. In 2021 about 2,000 people participated in the "Together for the environment" training course and about 300 people were updated on environmental risks; the new Eni methodology for integrated risk assessment common to the entire company was also presented

via webinars in Italy and abroad. In addition, the **Environmental Golden Rules** were developed and issued in 2021, to promote virtuous behaviours of employees and suppliers, and the campaign started for their promotion among all Eni people, as well as suppliers. During the year, the dissemination of environmental culture led to the signature of **15 Environment and Safety Pacts** involving several suppliers who have committed to implement tangible improvement actions that can be measured through the Safety and Environment Performance Index.

### EFFICIENT USE OF WATER

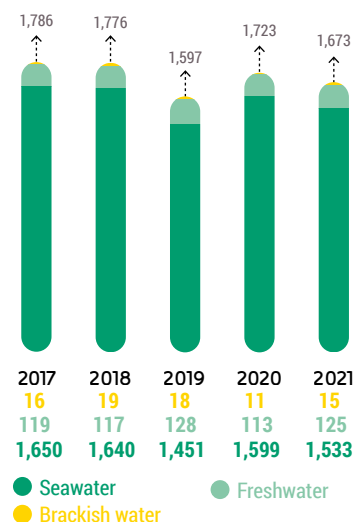
With a view to the sustainable management of water resources, initiatives were implemented at Eni sites in 2021 aimed at reducing fresh water withdrawals and replacing it, in both civil and industrial uses, with water from secondary sources such as rainwater, reclaimed groundwater or treated wastewater. In addition, the Upstream sector continues to develop projects aimed at both the re-injection of produced water and its treatment and reuse for industrial purposes, with the aim of reducing the impact on local

communities and ecosystems, especially in waterstressed areas. In particular, desalination plants have been installed or upgraded in Egypt, and projects are underway for the re-injection and exploitation for IOR<sup>6</sup> purposes of produced water in Egypt and Angola. In addition, a water resilience study of the Ravenna industrial park, an area classified as water stressed, was concluded for the optimisation of the industrial water cycle. Eni constantly monitors water risk, especially in the water-stressed areas in which it operates, in order to effectively implement mitigation actions of water saving, reuse and circularity of water resources to achieve an increase in the water efficiency and resilience of sites, also actively involving suppliers during the qualification process. As a result of joining the CEO Water Mandate in 2019, the water resource used has been mapped in all Upstream sites and actions identified to optimise its use. Finally, in accordance with its principles of transparency, in 2021 Eni also gave a public response to the CDP Water Security questionnaire, confirming the A- score obtained the previous year.

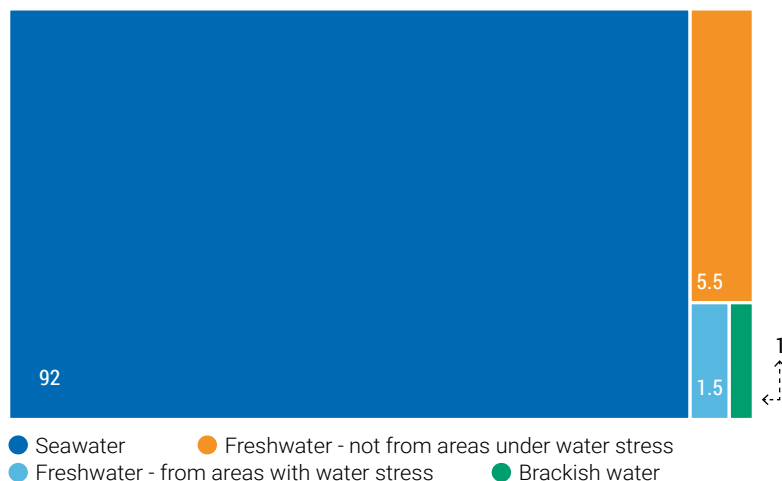
91%

Share of freshwater reused, stable vs. 2020

TOTAL WATER WITHDRAWALS (million m<sup>3</sup>)



WATER WITHDRAWALS BY SOURCE (%)



6 Improved Oil Recovery, secondary recovery method of hydrocarbons applied to stimulate the process of extraction of non-recoverable hydrocarbons by conventional mechanism.





## FOCUS ON

## REDUCING FRESHWATER WITHDRAWALS BY THIRD PARTIES IN EGYPT, IN THE ABU MADI - MEDITERRANEAN FIELD

During 2021, careful work was carried out to **revamp the water network to reduce water losses in the system**. The revamping of the network, which included the replacement of pipes and associated testing, was ultimately aimed at reducing the withdrawal of fresh water supplied by third parties. The impact of the intervention, in terms of water saving, is already visible a few months after the completion of the civil works, completed in June 2021: a reduction in freshwater withdrawals estimated at about 190m<sup>3</sup>/day at the end of 2021 vs. 2019. During the months of April, May and June 2021, work was completed on the **drilling of two littoral wells to reduce withdrawals of fresh water supplied by third parties** and to meet the needs of the operating site. The completion and testing phase was completed in December 2021 and the low salinity water from these wells was found to be compatible for use in the fire fighting system. Both wells were therefore connected to the network to feed the fire-fighting system, thus saving an estimated 2,000m<sup>3</sup>/month in freshwater withdrawals from the first days of January 2022.



Revamping of the water network in Egypt.

### Adherence in 2020 to the 4 principles of "Together with Nature" through the application of nature-based solutions

## BIODIVERSITY

The management of biodiversity and ecosystem services (BES) is a key component of Eni's environmental strategies and operating practices, also in view of the multiple environmental contexts of business activities, characterised by different ecological sensitivities and regulatory regimes. As specified in the BES Policy Eni ensures that the interrelations between environmental aspects such as biodiversity, ecosystemic services, climate change, management of water resources and social issues of sustainable development of local communities, are identified and managed correctly. Eni, in collaboration with international scientific partners (for example with Fauna and Flora International, UN Environment World Conservation Monitoring Centre e Wildlife Conservation Society), assesses the risks arising from the complexity of each project, the value of the natural environment and the local social context. Through the application of the Mitigation

Hierarchy, it prioritises preventive mitigation measures, monitoring their effectiveness and adapting the management approach based on observed results, with the aim of avoiding the net loss of biodiversity. Consultation and collaboration with communities, indigenous peoples and other local stakeholders is an inclusive and transparent process that takes place from the early stages of a project and continues throughout its life cycle, and it helps to understand their expectations and concerns, determine how ecosystem services and biodiversity are used, and to identify management options that take into account their needs. From 2019 Eni has committed not to conduct exploration and development activities within the boundaries of Natural Sites in the UNESCO World Heritage List (as of May 31, 2019). This commitment confirms Eni's long-standing policy and reaffirms both its approach to the preservation of the natural environment in every area with high biodiversity value and the promotion

of good management practices in the joint ventures where Eni is not an operator. In 2020, Eni adhered to the "Together with Nature" principles, undertaking efforts guided by the recognition of the close link between climate change and biodiversity loss, to minimise risks and maximise efforts to protect and conserve existing ecosystems through the application of Nature-based Solutions, based on rigorous ecological principles. In 2021, in order to identify where Eni's activities fall, even partially, within protected areas or priority sites for biodiversity conservation, Eni updated its biodiversity risk exposure assessment for concessions under development or exploitation in the upstream sector and operating sites of the other business lines, extending the analysis for the first time to plants in the renewables sector, to the newly acquired biomethane plants of EniBioCH<sub>4</sub>in and to Sergaz sites in the Global Gas & LNG sector (as well as the R&M, Versalis and EniPower sites).





## CIRCULAR ECONOMY

Eni has progressively adopted a business model that enabled to apply circular principles to existing supply chains and to add value to new supply chains and sustainable products. Circular principles are embedded in all Eni's processes: upstream, with the re-use of offshore platforms; in procurement, with "Ope-es", the digital platform focused on the circularity of industrial supply chains; downstream, through the production of biofuels and, in the coming years, of biomethane obtained from waste and residues as well as vegetable oils from sustainable crops, and new

technologies for the exploiting waste (e.g. FORSU); in its businesses such as Versalis, with its circular products (e.g. Versalis Revive® and Balance™) and the Hoop® project; and as EniRewind in soil recovery, reclamation and Waste to Fuel. Eni supports the growth of sustainable enterprises in Italy with its Joule business school, a laboratory for innovation, and research into new business ideas. It was with Joule's contribution that in December 2021 Eni, in collaboration with Confindustria, organised the "Eni Circular Bootcamp" on circular economy issues at its Castel Gandolfo headquarters. Added to this is the creation of partnerships

and agreements throughout the supply chain. Internationally, Eni is a pioneer in the application of the circularity concept with the conversion of the Venice Refinery in 2014 and the Gela Refinery in 2019 into biorefineries, allowing the reuse and enhancement of assets, reducing the environmental impact and safeguarding jobs. Eni's objective today is to become increasingly circular in its processes, products and in the creation of new opportunities for a positive impact on the environment, through a cultural transformation that affects every person, whether an Eni employee or not, who lives on this planet.

For more information on Eni's strategy on the circular economy [➤ eni.com](https://www.eni.com) [➤ Eni joule](https://www.eni.com/en/joule)

### FOCUS ON

## RECYCLING POLYMERS

Eni, through its chemicals company Versalis, is very active in the development of advanced mechanical, physical and chemical recycling technologies. Versalis relies on internal research and innovation and on collaboration with associations, consortia or other technological and supply chain partners. An example of plastic products with an increasing rate of recycled content, with higher quality and again recyclable, is the Versalis Revive® range containing up to 75% post-consumer recycled material; in 2021, a new Versalis Revive® PS grade was used for the first time to make the inner layer of a polystyrene food tray. Versalis has acquired the technology and facilities of Ecoplastic on an exclusive basis<sup>7</sup> to expand its range of sustainable products. An agreement has been signed with AGR<sup>8</sup> to develop new products and applications with recycled rubber from end-of-life tyres. Versalis is active in the development of technologies for the chemical recycling of plastics: in particular, it has launched the Hoop® project through a joint development agreement with the company Servizi di Ricerche e Sviluppo (S.R.S.), owner of a type of pyrolysis technology<sup>9</sup>. This technology will be developed to transform mixed plastic waste, which is currently not mechanically recyclable, into a raw material for making new plastics and rubbers with the same characteristics as virgin products, for use in high-value applications such as food contact and pharmaceuticals.

## SINGLE-USE PLASTICS

Packaging is one of the main application markets for plastics. However, packaging, when designed for single use, can quickly generate waste which, if not properly managed and treated, may end being dispersed into the environment. In 2020, Versalis joined the Circular Plastics Alliance (CPA), signing voluntary commitments including on single-use packaging to contribute to the ambitious European target of using 10 million tonnes of recycled plastic in new products by 2025. Versalis has also committed to using 50% of polyethylene packaging containing up to 50% recycled and further recyclable and/or reusable material by the same year. Versalis is also contributing to the redesign of packaging with the Clearflex® branded product range which, with its reduced thickness, allows a saving of material maintaining the same level of performance. In some cases, single-use is essential in order to comply with hygiene and safety criteria, for example in pandemics, or with the use of disposable cups in vending machines. In this regard, Versalis and Eni have adopted a virtuous example of recovery and optimisation of flows for the recovery of polystyrene cups and pallets with RiVending, an Italian initiative of Corepla, Confida and Unionplast, set up at their headquarters in San Donato Milanese. These objects can be mechanically recycled into new thermal insulation material for buildings. In addition to this, RiVending works as an initiative to involve all staff in order to encourage virtuous daily behaviours.

➤ [For more information: versalis.eni.com](https://www.versalis.eni.com); [eni.com](https://www.eni.com)

7 A company of the De Berg group specializing in the recovery, recycling and processing of styrenic polymers (polystyrene plastic).

8 Italian Research and Development Company, owner of a technology for the devulcanization of used elastomers, i.e. a technology for the treatment and recovery of waste rubber.

9 Process of chemical decomposition of a substance.



# -35%

vs. 2020 barrels spilled in oil spills in 2021

## OIL SPILL MANAGEMENT

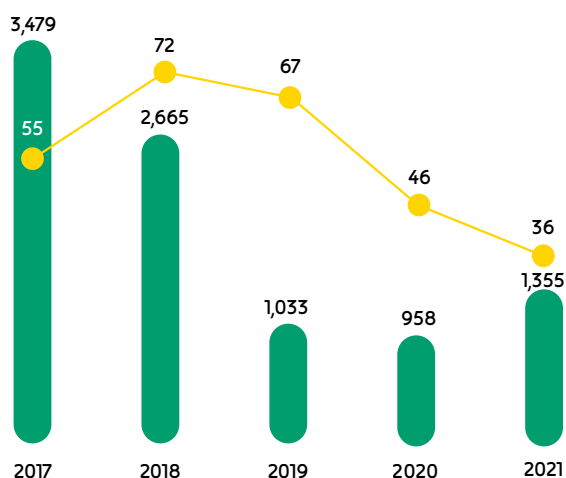
With regard to the risks associated with both operational and from sabotage oil spills, Eni has continued to focus on every aspect of emergency management. In particular, in the area of prevention, planning and design of the e-vpms® technology has been completed and installation has begun<sup>10</sup> on the crude oil line from the Genoa Pegli pumping station to the Sannazzaro refinery. In addition, feasibility studies have been developed for monitoring the transfer lines from the port terminals of Venice and Ortona to downstream storage facilities. As part of emergency preparedness, the development of a methodology for assessing (and subsequently mitigating) risks triggered by natural events, such as landslides, floods and seismic events has been initiated, with the aim of identifying sections at greater risk and prioritising any defence measures. With regard to the piloting of various technologies,

Eni continued its work, achieving new objectives in various projects: (i) the laboratory trial phase of the "Myco Remediation"<sup>11</sup> project was concluded and, at the end of 2021, a field pilot project was started at a site in Central Asia (ii) sensitivity maps were validated by comparison with data derived from field tests, and activities were launched to verify the reliability of high-definition satellite imagery for environmental soil monitoring (Ecosesam project<sup>12</sup>); (iii) feasibility studies were developed, both onshore and offshore, for monitoring with e-vpms® technology (Carbon Capture and Storage-CCS projects). In addition, the following field activities were also launched to monitor the integrity of assets in order to prevent and contain potential impacts on environmental matrices (Tanks Integrity & Soil Contamination Monitoring technologies): (i) following tests on the pipeline network at the

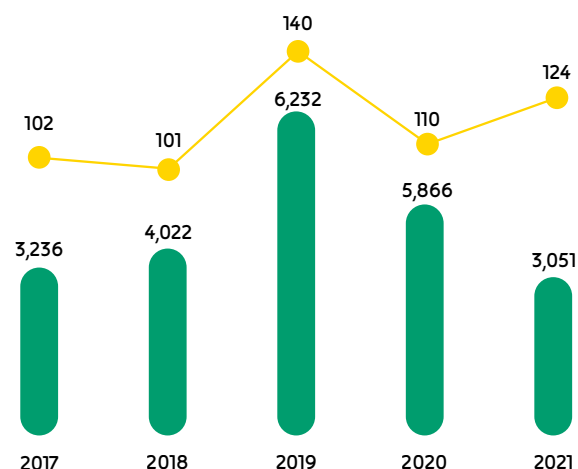
Rho depot, operational application of Eni's Vibracoustic Pipeline Monitoring System technology to the transfer pipeline from Rho to Malpensa, aimed at identifying possible thinning of the pipes; (ii) tests using Acoustic Emission technology (e-siam) for corrosion and leakage monitoring at product/diesel/water storage depots in Rho, Volpiano and Voltaggio; (iii) RADAR technology tests for remote monitoring of vibration and tank displacement at the Rho and Volpiano sites.

Spilled barrels following operational oil spills increased by 41% compared to 2020 due to a spill of almost 900 barrels at the Gela Refinery, due to an error during oil transfer operations from tanks to ships, with a 51% recovery rate. With regard to sabotage events, in 2021 there was an increase in events (+13% compared to 2020), but almost half of the barrels spilled (-48% compared to the previous year).

### OPERATIONAL OIL SPILL\*



### OIL SPILLS DUE TO SABOTAGE (INCLUDING THEFT)\*



● Volume — Number

\* Spill data (>1 barrel) both in terms of numbers and volumes spilled are subject to updates over the years due to possible completion of investigations after publication of this document.

10 e-VPMS® is a technology for detecting vibro-acoustic variations in the structure of pipelines and in the fluid transported by the same, aimed at identifying potential spills in progress.

11 Removal of hydrocarbons by combined action of fungi and bacteria.

12 Development of sensitivity maps using satellite imagery from the European Space Agency (ESA), also useful to help plan an appropriate response to oil spills.



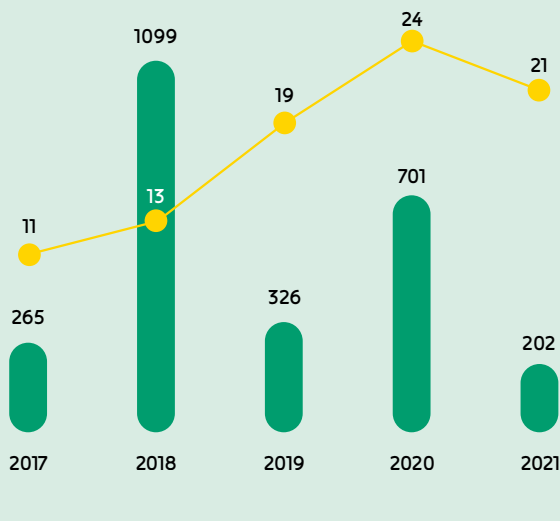
FOCUS ON

OIL SPILLS IN NIGERIA

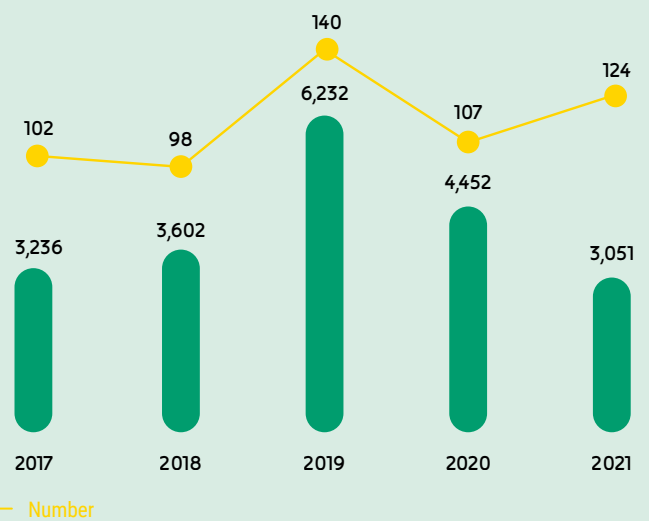
In recent years, Eni's facilities in Nigeria (wells, flow lines and pipelines covering approximately 3,000 km) have been the target of illegal activities resulting in significant losses; however, Eni has developed a strategy to prevent and contain such events and their potential impacts. Eni's strategy is mainly based on the early identification of leaks, damage or break-ins near or on the pipelines in order to promptly intervene to reduce or solve spills through, for example, the installation of e-vpms® technology. Eni has also implemented other initiatives to prevent and manage pipeline leaks such as (i) increasing surveillance in areas particularly prone to sabotage, (ii) aiming to complete the installation of e-vpms® technology also on the Clough Creek-Tebidaba pipeline (52 km) during 2022, with a slight delay compared to what was initially planned due to the pandemic, and (iii) increasing technical maintenance activities aimed at intercepting malfunctions or damage. In both 2020 and 2021, there was a reduction in volumes spilled due to sabotage (-29% and -31% respectively), probably due to both the easing of social tensions that had characterised the post-election period in 2019 and increased surveillance activities. In addition, in 2021 the improved accessibility of spillage areas allowed for faster and more effective response actions. With regard to operational oil spills, in 2021 the data show a significant reduction in barrels spilled compared to previous years (-71%), thanks to the initiatives implemented by Eni to prevent events, including a progressive replacement of the most damaged pipeline sections. With regard to the increase in barrels lost in operational spills in 2020, the figures were affected by an operational spill of 300 barrels, almost all recovered, caused by a malfunction during the transfer of crude oil at the Brass terminal. At the same time, 83% of sabotage oil spills and 63% of operational oil spills were recovered in 2021, broadly in line with the volumes recovered in 2020.



OPERATIONAL OIL SPILLS\*



OIL SPILLS DUE TO SABOTAGE (INCLUDING THEFT)\*



\* Spill data (>1 barrel) both in terms of numbers and volumes spilled are subject to updates over the years due to possible completion of investigations after publication of this document.



# Human rights



## WHY IS IT IMPORTANT TO ENI?

Respect for human rights is an integral part of Eni's culture, based on the dignity of every human being and on companies' responsibility to contribute to the well-being of individuals and of local communities. This approach, a prerequisite for a fair energy transition, is rooted in Eni's business model and it is guided by the Top Management, which diffuses it in the corporate culture. The effort starts from relations with employees and contractors and extends to those with local communities, governments, suppliers and commercial partners, as well as to security activities and workers' rights. This commitment is also confirmed by the adherence to the 10 principles of the Global Compact and by Eni's recognition among the Lead companies of the initiative.

| GUIDO BRUSCO - CHIEF OPERATING OFFICER NATURAL RESOURCES |

### 2021 PROGRESS

### SHORT-TERM TARGETS (2022)

### MEDIUM-TERM TARGETS (2023-2025)

### LONG-TERM TARGETS (2030 AND BEYOND)

## HUMAN RIGHTS MANAGEMENT MODEL

Specific analysis (e.g. HRIA and HRRAs and precise measurements) conducted on 100% of the projects considered to be at greatest risk; application of the risk-based model to decommissioning activities.

Maintain 100% follow-up on projects considered to be at highest risk; Extension to other business units; dissemination and updating of new due diligence models.

Extension of the model to the business areas; periodic review of the general management system.

Model in place in all Eni business units.

## MANAGEMENT REMUNERATION LINKED TO HUMAN RIGHTS

Objectives assigned to all managers reporting to the CEO.

Continued widespread assignment of specific MBOs on human rights to Eni management at all levels and to subsidiaries.

## TRAINING

23,893 hours of human rights training provided during the year.

Completion of three-year training programme on business and human rights.

Continuation of human rights training campaign on the 4 specialist modules. Updating of training modules.

## POLICIES AND OTHER REGULATORY TOOLS

"Sustainability"; "Our People"; "Whistleblowing reports received, including anonymously, by Eni SpA and its subsidiaries in Italy and abroad" policies; Eni statement on Respect for Human Rights; Supplier Code of Conduct; "Alaska Indigenous Peoples" policy; "Eni against Violence and Harassment at Work" policy; Eni Code of Ethics.

## ORGANISATIONAL AND MANAGEMENT MODELS

Human rights management process regulated by an internal instrument aligned with the UNGPs; Inter-functional activities on Business and human rights to further align processes with key international standards and best practices; Human Rights Impact Assessment and Human Rights Risk Analysis with a risk-based prioritisation model for industrial projects; Security management system aimed at ensuring respect for human rights in all Countries; Whistleblowing process; Three-year e-learning training plan on the main areas of interest on human rights.

### FOR MORE INFORMATION:

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

[Eni for - Human rights](#)

[Position on Conflict Minerals](#)

[Eni for 2021 - Sustainability performance \(pp. 35-36; 41\)](#)

[Slavery and human trafficking statement](#)

[Code of Ethics](#)



## HUMAN RIGHTS GOVERNANCE

Eni's approach to human rights is embedded in its mission and is carefully explained in Eni's Statement on Respect for human rights, approved by the Board in December 2018, which highlights the priority areas of engagement and which is subject to in-depth due diligence, according to an approach developed in coherence with the United Nations Guiding Principles on Business and Human Rights (UNGPs). This commitment is reiterated in the Code of Ethics, renewed in 2020, and supported by the commitments required

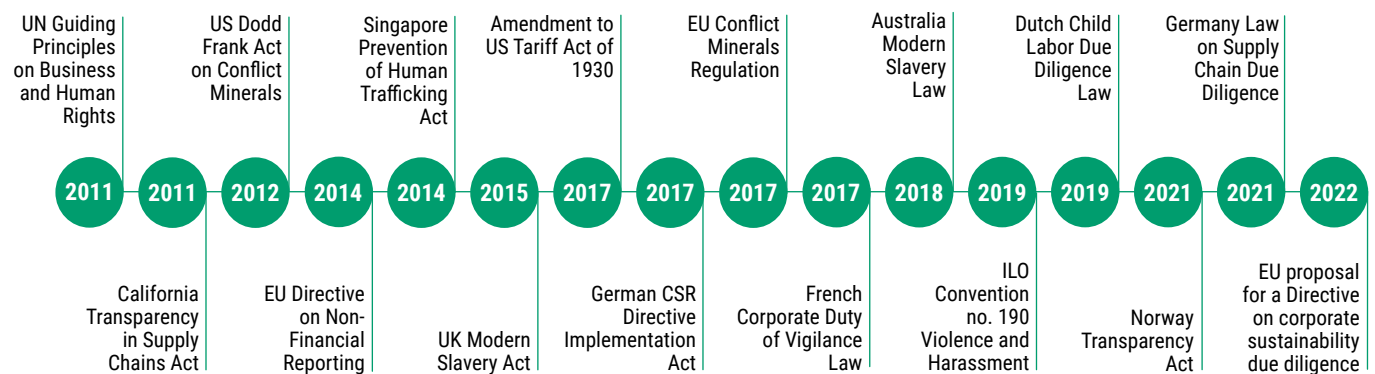
of suppliers to respect human rights in the Supplier Code of Conduct, also adopted in 2020. The Vision is based on the dignity of every human being and the responsibility of companies to contribute to the wellbeing of people and local communities, beyond obtaining a social licence to operate, as part of Eni's identity and its way of doing business. The path undertaken in recent years in disseminating and consolidating a culture of respect for human rights, based on the UNGPs, has led to the strengthening of human rights due diligence procedures, a process outlined in a specific

internal regulatory document adopted in 2020. This process is based on an approach of shared responsibility between several functions for managing the most important processes in human rights risk management: human resources, procurement, security, and sustainability. Another important step in Eni's journey is the unanimous approval by the Voluntary Principles Initiative (VPI) Plenary of Eni's entry as an "Engaged Corporate Participant". A detailed description of Eni's commitment and performance with respect to human rights can be found in "Eni for Human rights".

In 2018, Eni published its Statement on respect for human rights

Eni publishes a dedicated annual report, "Eni for Human rights"

### MAIN INTERNATIONAL REFERENCES IN THE FIELD OF HUMAN RIGHTS



### FOCUS ON

## ZERO TOLERANCE POLICY AGAINST VIOLENCE AND HARASSMENT AT WORK

"The issue of a policy reiterating our 'Zero Tolerance' towards harassment is only a first step. Let us strive to ensure that each of us applies it in our daily lives and is an active promoter of its principles and values. Let's talk about it with colleagues and friends, so that the culture of respect is spread as much as possible, inside and outside the workplace". Luca Franceschini - Integrated Compliance



In line with the Code of Ethics and our corporate culture, which promotes inclusion and respect for uniqueness, in December 2021 Eni issued a policy against violence and harassment in the workplace. The Zero Tolerance policy, in accordance with the principles of the Geneva Convention of the International Labour Organisation, defines a broad perimeter of types of harassment that allows us to identify misconduct and behaviour that should not be engaged in and should be reported. Eni wants to increasingly ensure a working environment free from violence and harassment of any form, where we can all feel protected and free to express ourselves.



# 100%

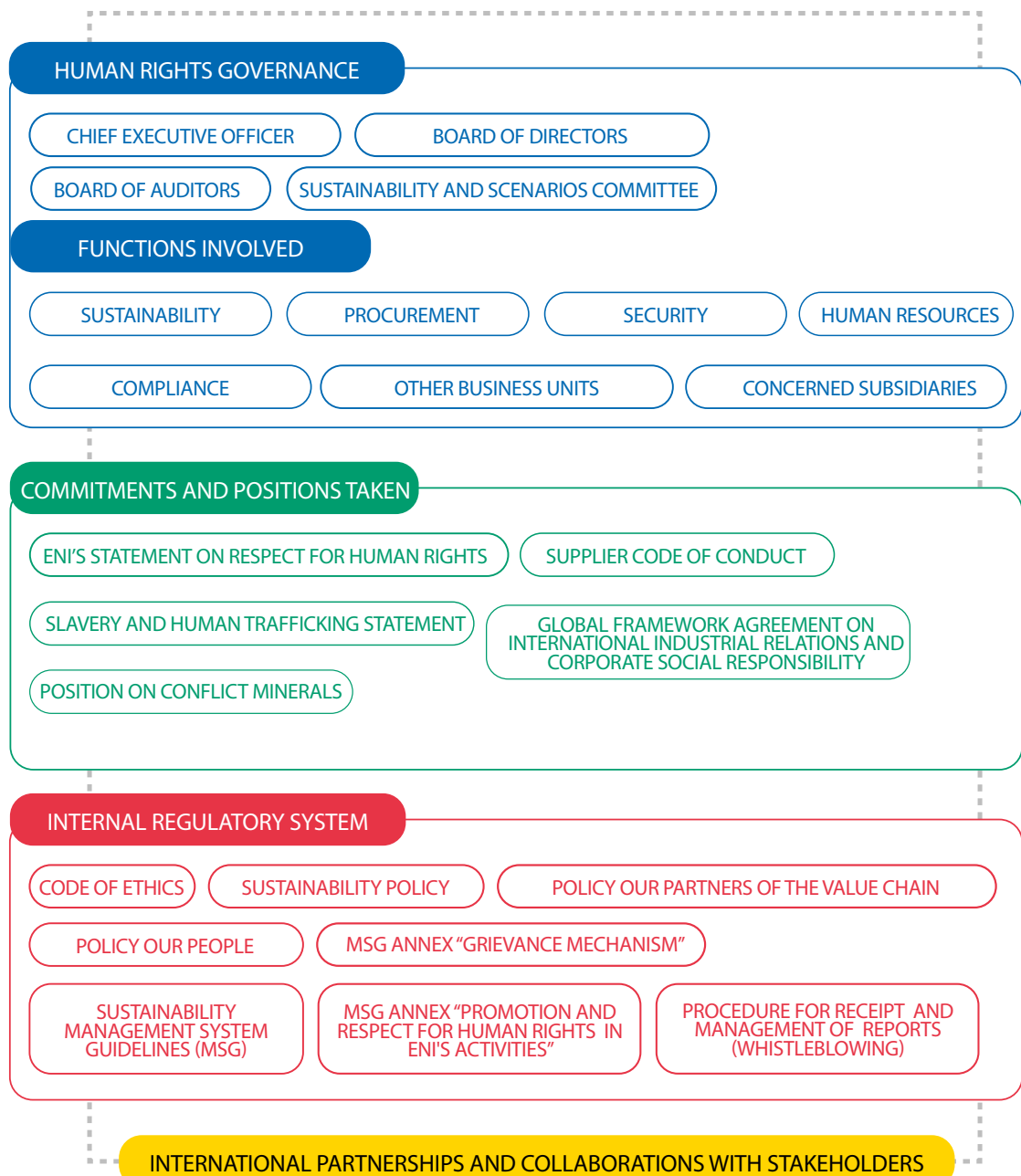
Managers reporting directly to the CEO to whom a human rights target was assigned

Human rights are one of the issues on which the Sustainability and Scenarios Committee (SSC) makes proposals and provides advice to the Board of Directors. In 2021, the SSC reviewed the year's activities, including the implementation of the human rights due diligence model based on priority areas of intervention relating to Eni's salient human rights issues and

analysed the Slavery and Human Trafficking Statement approved by the BoD in April 2021. Eni has adopted a specific procedure that provides the internal framework for the human rights management model, with the aim of defining roles and responsibilities. This procedure outlines the related due diligence process required by the UNGPs and defines the

main guidelines for preventing human rights violations for all corporate functions. In 2021, the process of providing management with incentives linked to human rights performance was further strengthened by assigning specific targets to all first reports to the CEO and more than 50 targets to other levels of management, including at subsidiary level.

## ENI'S HUMAN RIGHTS GOVERNANCE AND MANAGEMENT SYSTEM







## HUMAN RIGHTS TRAINING

In 2021, mandatory training continued for senior managers and middle managers (Italy) and equivalent roles (abroad) on the four specific modules of the course on human rights: (i) in the workplace; (ii) in the communities hosting Eni's activities; (iii) in security operations; (iv) in business relationships (with suppliers, contractors and other business partners). In addition to the specific course on human rights, other courses on sustainability and human rights issues are accessible to all employees, such as 'Sustainability in stakeholder, reporting and human rights', 'Sustainability and business integration' and courses on the SDGs. The overall utilization rate was 94%, slightly higher than last year.

23,893

Hours of human rights training

## KEY ISSUES

The commitment of Eni, the management model and actions on human rights focus on the issues considered most significant for the company – also as required by the UNGPs – in the light of the business activities carried out and the contexts in which the company operates. This set of themes, called salient human rights issues, was identified by a cross-functional group on human rights and business in 2017, with support from the Danish Institute for Human Rights, as part of a broader work study to analyse Eni's approach to human rights. The salient human rights issues identified by Eni are 13, grouped into 4 categories: (i) human rights in the workplace; (ii) human rights in business relationships (with suppliers, contractors and other business partners); (iii) human rights in security operations; (iv) human rights in communities hosting Eni's activities.

Since 2018, Eni has had a risk-based model which uses context elements (risks specific to the Countries in which Eni operates) and project

characteristics to classify upstream projects according to potential human rights risk and identify appropriate management measures through specific analyses. [For more information, see p. 80](#)

This model was then extended to other business areas such as traditional and bio refining, the marketing of mobility products and services and energy production from renewable sources, without changing the list of salient issues. In 2021 it was also extended to decommissioning activities.

## ACCESS TO REMEDIAL MEASURES

Eni is actively committed to reviewing and providing, or cooperating to provide, remedies for adverse human rights impacts that it may have caused or contributed to, and to making every effort to promote achievement of the same objective in cases where the impact is directly related to its operations, products or services. Eni has adopted two channels for reporting possible violations: the whistleblowing system, the process for managing reports, including anonymous ones, which can be used by employees or third parties,

[For more information see Eni for 2021 Sustainability performance \(p.38\)](#)

and the grievance mechanism, a channel dedicated to complaints from communities Eni prohibits, and is committed to preventing, retaliation against workers and other stakeholders for raising human rights concerns, and does not tolerate or contribute to threats, intimidation, retaliation or attacks against human rights defenders and stakeholders involved in connection with its operations. Furthermore, Eni does not in any way prevent access to judicial or extrajudicial state mechanisms and cooperates in good faith with such mechanisms.

Since 2018, Eni has had a risk-based model to classify upstream projects according to potential human rights risk and identify appropriate management measures

### HUMAN RIGHTS SALIENT ISSUES FOR ENI

#### Human rights in the workplace

- Discrimination and equal treatment
- Safe and healthy working conditions
- Freedom of association and collective bargaining

[Page 72](#)

#### Human rights and security

- Excessive use of force by public and private security forces
- Employee safety in high-risk environments

[Page 73](#)

#### Human rights in the supply chain

- Modern slavery
- Migrant workers
- Freedom of association and collective bargaining
- Safe and healthy working conditions
- Working conditions (wages and working hours)

[Page 78](#)

#### Human rights in communities

- Land rights
- Environmental impacts that affect livelihood, health or availability of water
- Decommissioning

[Page 97](#)



## HUMAN RIGHTS IN THE WORKPLACE



Respecting the rights of the people who work within Eni and for Eni is essential to build mutually satisfactory and long-lasting relations. Eni is aware that in some Countries where it operates there are relevant risks related to the violation of human rights. Therefore, Eni has adopted a structured framework of policies, management models, contractual clauses and programmes adopted by Eni's subsidiaries - in line with the commitments made by the parent company in the Code of Ethics and in Eni's Statement on Respect for Human Rights. This framework al-

lows for the effective prevention of these risks in the direct management of the workforce. For details of programmes and initiatives for people, see the chapter "Each of us". In 2020, an evaluation model was established for monitoring human rights in the workplace. It is a "risk-based" model aimed at segmenting Eni companies on the basis of specific quantitative and qualitative parameters that capture the specific characteristics and risks of the Country/operating context and are linked to the human resources management process, including the contrasting all forms of discrimination, gender equality, working conditions, free-

dom of association and collective bargaining. This approach identifies possible risk areas or improvements, requiring specific actions to be defined and monitored over time. During 2021, the model was extended to all subsidiaries of the upstream business, expanding the assessment of human rights monitoring in the workplace. A central role in building the relationship with workers and protecting their rights is also played by Eni's industrial relations model, which is based on agreements identifying how to share information with organisations representing workers, defined at a national and international level.

## MAIN AGREEMENTS AND INITIATIVES IN THE TRADE UNION FIELD

APRIL  
2021

Given the continuing pandemic situation linked to the spread of Sars Cov-2, Industrial Relations were based on constant dialogue with trade unions through the organisation of Covid Committees, at various levels of the company organisation, to implement suitable measures to protect the health and safety of workers and guarantee the operational continuity of assets. Within the framework of the **Insieme Protocol** - a model of industrial relations in support of energy transition - and in order to support its ongoing transformation, Eni signed the **Expansion Contract** at government level on April 1<sup>st</sup>, 2021, which, also through the adoption of an early retirement plan, has allowed and will support generational change in line with the energy transition path, also through the implementation of a training and professional requalification programme to allow the adaptation of skills and the development of all human capital.

OCTOBER  
2021

In line with the digital transformations underway, which also include the different ways of carrying out work, and in keeping with the technological and cultural evolution also induced by the pandemic, the **new Agreement on Smart Working** was signed on October 28, 2021. [For more information: page 50](#)

DECEMBER  
2021

At an international level, the industrial relations model continued with the constant updating of the pandemic situation in the various Countries of presence and the main business developments. In addition, on December 3, 2021, international industrial relations meetings were held at Eni's historical headquarters in Castel Gandolfo, namely the 24<sup>th</sup> meeting of the EWC of Eni employees, the European Observatory for Health, Safety and the Environment and the annual meeting provided for by the Global Framework Agreement on International Industrial Relations and Corporate Social Responsibility. At the centre of the debate, with the aim of working together to find answers to the major issues of sustainability, decarbonisation and workers' health and safety, was the issue of Diversity & Inclusion, and in particular the theme of valuing diversity as an element of enrichment of experiences in the social and work context. During the meeting, the **Agreement for integration into the GFA - Global Framework Agreement on International Industrial Relations and Corporate Social Responsibility** - of ILO Convention No.190 and ILO Recommendation No. 206 on eliminating violence and harassment in the world of work was also signed.



## HUMAN RIGHTS AND SECURITY

Security events can affect almost the entire spectrum of human rights, including economic, social and cultural rights, and can have

a significant negative or positive impact on freedom of expression and opportunities to participate in political processes. Eni is publicly committed to maintaining the safety and security of its activities within

an operational framework that ensures respect for human rights and fundamental freedoms and in compliance with the guidelines set out in the Voluntary Principles on Security & Human Rights.

98%

Security contracts containing clauses on human rights in 2021

## MAIN ACTIVITIES AND INITIATIVES IMPLEMENTED IN 2021

### "SECURITY AND HUMAN RIGHTS RISK BASED MODEL": REVIEW, UPDATE AND IMPLEMENTATION OF THE MODEL

The 'Security and Human Rights Risk Based Model' is a tool developed in 2020, aimed at identifying, analysing and prioritising the risk of negative impact on human rights in security activities and assessing, accordingly, the use of appropriate preventive or remedial measures. In 2021, a revision of the model was carried out with the division into two macro-components: Country context and Eni's presence in the Country. The implementation of the model, structured in this way, has led to the definition of a "Security & human rights Action Plan 2021", which provided for: (i) random review of the security contracts in place in the first 10 Countries resulting from the Risk-Based Model to verify the presence or absence in them of human rights clauses; (ii) verification of the allocation/use of Security goods and services made available to the Public and Private Security Forces operating in the first 10 Countries resulting from the model; (iii) implementation of a training and information workshop on Security & Human Rights in Mexico.

### SECURITY AND HUMAN RIGHTS TRAINING PROGRAMME

On 25 November 2021, a training workshop on Security & Human Rights was held in Mexico, with over 200 participants, both in person and remotely, including top management of the Armed Forces (Army Special Forces, Navy), the Mexican Police and representatives of other energy companies present in the Country, personnel from security companies operating at Eni sites, and members of civil society. The initiative is part of the training project launched in 2009 to promote corporate best practices that incorporate the international principles established by the United Nations in the Universal Declaration of Human Rights and referred to in the Voluntary Principles Initiative which underlie Eni's statement on respect for human rights in all the Countries in which the company operates. To date, 20 training courses have been carried out in 15 Countries around the world, with a total of more than 1,300 Security Forces trained on Security & Human Rights over the past 7 years.

## FOCUS ON

## ENI AND THE VOLUNTARY PRINCIPLES ON SECURITY & HUMAN RIGHTS

**CONTEXT:** The Voluntary Principles Initiative (VPI) is a multi-stakeholder initiative, established in 2000, dedicated to respect of human rights in the management of Security operations that involves governments, companies and NGOs. Eni manages its security operations in accordance with international principles, including the Voluntary Principles on Security & Human Rights promoted by the VPI, which Eni joined in 2020 as an "Engaged Corporate Participant". The VPI established a set of principles for the promotion and protection of human rights in security activities, bringing together governments, businesses and NGOs.

**ENI ACTIVITIES:** In line with its commitment, Eni has designed a coherent system of rules and instruments to assure that: (i) contractual terms comprise provisions on respect for human rights; (ii) security force providers are selected also on the basis of human rights criteria; (iii) security operators and supervisors receive adequate training on the respect for human rights; and (iv) the events considered most at risk are managed in accordance with international standards. Among the activities carried out by Eni in 2021 are: (i) the presentation of Eni's Security and Human Rights activities during the "Verification Presentation" event, held in May 2021; (ii) the preparation of the Annual Report, for VPI, describing the activities carried out during the year to implement the Voluntary Principles; (iii) the implementation of the Implementation Plan and forwarding to the Secretariat of progress reports on the relative activities.



# Transparency, anti-corruption and tax strategy



## WHY IS IT IMPORTANT TO ENI?

Eni repudiates all forms of corruption which, in addition to being illegal, is a major obstacle to sustainable development, distorts fair competition and destroys the reputation of companies. From the principles expressed in our Code of Ethics to the individual conduct of each person, we are committed to acting ethically and protecting the transparency of our operations by preventing and combating all forms of corruption, including through the application of our Anti-Corruption Compliance Programme and its comprehensive system of rules and controls.

| LUCA FRANCESCHINI - HEAD OF INTEGRATED COMPLIANCE AND BOARD SECRETARY |

### 2021 PROGRESS

### SHORT-TERM TARGETS (2022)

### MEDIUM-TERM TARGETS (2023-2025)

### LONG-TERM TARGETS (2030 AND BEYOND)

## ANTI-CORRUPTION COMPLIANCE PROGRAM

Updating of the Anti-Corruption MSG;  
Successful outcome of the surveillance audit required to maintain the ISO 37001:2016 "Anti-bribery management systems" certification.

Successful outcome of the recertification audit for ISO 37001:2016 "Anti-bribery management systems" certification.

Updating and continuous improvement of the Anti-Corruption Compliance Programme; Maintenance of ISO 37001:2016 "Anti-bribery management systems" certification.

## ANTI-CORRUPTION TRAINING

Implementation of the Anti-Corruption and Anti-Money Laundering module of the new e-learning "Code of Ethics, Anti-Corruption and Corporate Responsibility", aimed at the entire Eni population in Italy and abroad.

Delivery of the new online course "Code of Ethics, Anti-Corruption and Corporate Responsibility".

Training for all Eni employees with the new online course "Code of Ethics, Anti-Corruption and Corporate Responsibility".

## POLICIES AND OTHER REGULATORY TOOLS

"Anti-Corruption" Management System Guideline; "Whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad"; "Our Partners in the Value Chain" policy; Tax Strategy Guideline; Eni's position on Contracts Transparency; Eni Code of Ethics.

## ORGANISATIONAL AND MANAGEMENT MODELS

Model 231; Eni SpA Anti-Corruption Compliance Programme, certified in accordance with the ISO 37001:2016 standard; Anti-Corruption and Anti-Money Laundering Unit located in the "Integrated Compliance" function reporting directly to the CEO; Eni participation Extractive Industries Transparency Initiative (EITI) activities at a local and international level; Integrated Compliance Model.

### FOR MORE INFORMATION:

[Eni for 2021 - Sustainability performance \(pp.37-38\)](#)

[Code of Ethics](#)

[Country-by-Country report](#)

[eiti.org](http://eiti.org)

[Anti-Corruption MSG](#)



## TAX STRATEGY AND TRANSPARENCY

Eni's tax strategy, approved by the BoD, is based on the principles of transparency, honesty, fairness and

good faith set forth in its Code of Ethics and in the "OECD Guidelines for Multinational Enterprises" and has as its primary objective the timely and correct payment of taxes

in the various Countries in which it operates, aware of its significant contribution to the tax revenues of the states, supporting local economic and social development.

## TAX CONTROL FRAMEWORK

Eni has designed and implemented a **Tax Control Framework** involving three steps: (i) assessment of tax risk (Risk Assessment); (ii) identification and establishment of controls to monitor risks; (iii) verification of the effectiveness of controls and related information flows (Reporting). As part of its tax and litigation activities risk management, Eni adopts prior communication with the tax authorities and maintains relations based on transparency, dialogue and cooperation, participating, where appropriate, in projects of enhanced cooperation (Co-operative Compliance).

## EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE (EITI)

True to the commitment to better governance and greater transparency in the extraction sector, which is crucial to foster responsible use of resources and prevent corruption, Eni has adhered to the **Extractive Industries Transparency Initiative (EITI)** since 2005. In this context, Eni actively participates both at local level, through the Multi-Stakeholder Groups in the member Countries, and in the Board's initiatives at international level.

## COUNTRY-BY-COUNTRY REPORT

In accordance with Italian Law no. 208/2015, although not a regulatory requirement, Eni voluntarily publishes the **"Country-by-Country Report"** required by Action 13 of the "Base erosion and profit shifting BEPS" project, promoted by the OECD with the sponsorship of the G-20, whose objective is to have the profits of multinational companies declared in the jurisdictions where the economic activities that generate them are carried out, in proportion to the value generated. The publication of this report has been recognised as best practice by the EITI.

## ENI'S POSITION ON CONTRACTUAL TRANSPARENCY

Also in line with its support for the EITI, Eni has published a **public position on contract transparency in which** governments are encouraged to comply with the new requirement on contract publication and has expressed its support for the mechanisms and initiatives that will be launched by Countries to promote transparency in this area.

## EUROPEAN DIRECTIVE 2013/34 EU (ACCOUNTING DIRECTIVE)

Anticipating by two years the reporting requirements on transparency of payments to States in the exercise of extraction activities introduced by the **EU Directive 2013/34 EU (Accounting Directive)**, Eni had begun in 2015 to provide disclosure on a voluntary basis of a series of summary data on cash flows paid to States in which it conducts hydrocarbon exploration and production activities.

## ENI'S ANTI-CORRUPTION COMPLIANCE PROGRAM

In line with the zero-tolerance principle in the Code of Ethics, Eni has a system of rules, controls and organisational monitoring to prevent corrupt practices, which is also useful to prevent money laundering in the context of the non-financial activities of Eni SpA

and its Subsidiaries: the Anti-Corruption Compliance Program. This program, which was drawn up in accordance with the current anti-corruption provisions and international conventions, including the United Nations Convention against Corruption, the Foreign Corrupt Practices Act and the UK Bribery Act, is characterised by its

dynamism based on the evolution of the national and international regulations and best practices. At the internal regulatory level, the Anti-Corruption Compliance Program is represented by the Anti-Corruption MSG<sup>13</sup> and by further detailed instruments for identifying activities at risk and the control tools that Eni SpA makes available

<sup>13</sup> The latest version of the Anti-Corruption MSG (which updates and replaces the previous version of 2014) was (i) illustrated and submitted to the Eni SpA Control and Risk Committee for prior opinion and for information to the Board of Statutory Auditors and the Eni SpA Watch Structure; (ii) approved by the Eni SpA Board of Directors on June 24, 2021. The Anti-Corruption MSG was published on July 19, 2021 and is available on the website [www.eni.com](http://www.eni.com)



Eni SpA Anti-Corruption Compliance Program has been certified ISO 37001:2016 "Anti-bribery management systems" since 2017

to its staff to prevent and combat the risk of corruption and money laundering. Subsidiaries, in Italy and abroad, adopt, by resolution of their BoD, the anti-corruption regulatory instruments issued by Eni SpA. In addition, companies and entities where Eni holds a non-controlling interest are encouraged to comply with Eni's anti-corruption standards by adopting and maintaining an internal control system consistent with the requirements of relevant laws. The implementation of the Anti-Corruption Compliance Program has been guaranteed, since 2010, by a dedicated organisational structure which provides specialist anti-corruption and anti-money laundering assistance in relation to the activities of Eni SpA and its subsidiaries, with particular reference to the assessment of the reliability of potential counterparties at risk ("due diligence"), the management of any critical issues that emerge and the development of the relevant contractual safeguards. In particular, specific anti-corruption and anti-money laundering clauses are included in contracts with counterparties, which also provide for a commitment to view and abide by the principles contained in Eni's regulations. Eni's Control Bodies are informed of relevant activities within the Anti-Corruption Compliance Program and of the

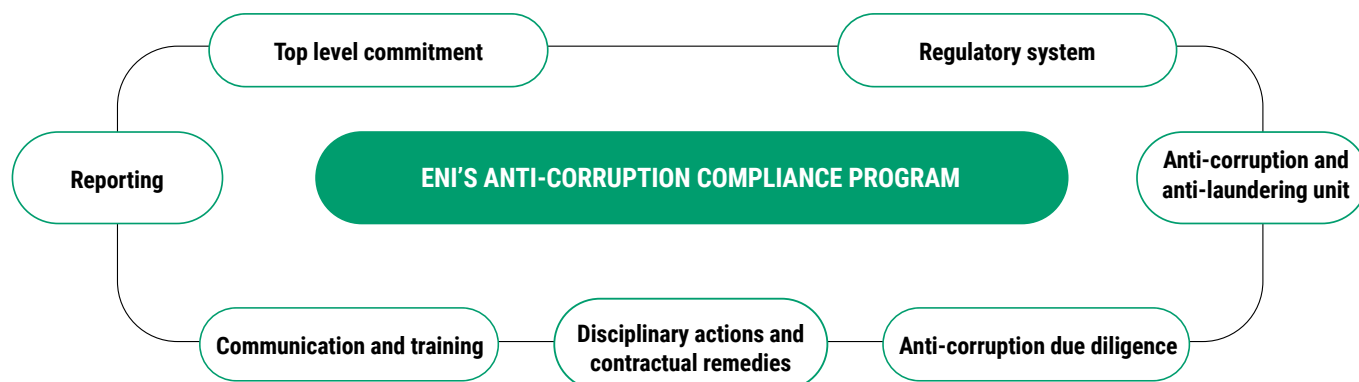
plan for subsequent periods, through an annual report and a half-yearly update.

### COMPLIANCE RISK ASSESSMENT AND MONITORING

Eni has defined and implemented a structured compliance risk assessment and monitoring process to: i) identify corruption risks in the context of its activities and update the control measures provided for in the Regulatory Instruments; ii) periodically analyse the trend in the risks identified, through specific controls. The risk areas identified include, for example: i) contracts with Third Parties at Risk of corruption and money laundering (such as business associates, joint venture partners, brokers, counterparties in real estate management operations, operators in the commercial network, suppliers, factoring companies, etc.); ii) transactions involving the purchase and sale of shareholdings, companies and company branches, mineral rights and securities, etc. and joint venture contracts; iii) non-profit initiatives, social projects and sponsorships; iv) the sale of goods and services (such as contracts with customers in the commercial process), trading and/or shipping operations; v) the selection, recruitment and

management of human resources; vi) gifts and hospitality; vii) relations with Relevant Persons. Compliance risk assessment activities and anti-corruption Compliance Monitoring interventions are planned annually according to a risk-based approach. During 2021, the anti-corruption Compliance Risk Assessments carried out concerned the entire Anti-Corruption scope and the activity at risk "Transactions for the purchase and sale of company shares, companies and company branches, mining rights and securities, etc. and joint venture contracts". In the light of the results of these interventions, the level of risk of the scope of corruption and the adequacy of the mitigation measures put in place, identified in the previous activities carried out, were confirmed and specific requirements regarding the assessed activity at risk were also defined. In 2021, the Compliance Monitoring interventions carried out in the Anti-Corruption field concerned the activities at risk: "Joint Ventures" and "Business Associates" ("Sales channels", "Consultants" and "Other Business Associates"). The results of the audits showed a trend in the level of risk of the activities in line with that recorded during the Compliance Risk Assessment and confirmed the effectiveness of the compliance model adopted.

#### ENI'S ANTI-CORRUPTION COMPLIANCE PROGRAM







## ANTI-CORRUPTION TRAINING

Another pillar of the Anti-Corruption Compliance Program is represented by the anti-corruption training activities, broken down into the following initiatives:

- e-learning courses aimed at the entire corporate population;
- general workshops, training sessions for resources at medium-high corruption risk;
- job specific training, training sessions generally administered together with the general workshops and intended for professional areas under specific risk of corruption.

To optimise the identification of the recipients of training initiatives, a methodology was defined for a systemic segmentation of Eni personnel on the basis of the level of corruption risk they are exposed to according to specific risk drivers such as Country, qualification, professional family. In addition, periodic information and updating activities continued

through the preparation of short information briefs on compliance, including any anti-corruption issues. Due to the emergency, the 2021 training events were carried out in distance mode with the continuation of regular information and update activities on compliance and anti-corruption issues. As part of anti-corruption training for its third parties, Eni has launched an online programme for employees of GreenStream BV<sup>14</sup> and for business associates of Eni G&P France SA. Eni's experience in anti-corruption matters also grows through participation in international events and working groups, including the Partnering Against Corruption Initiative, the O&G ABC Compliance Attorney Group (a discussion group on anti-corruption issues in the sector) and the of the B20 Italy Taskforce on Integrity and Compliance.

## WHISTLEBLOWING MANAGEMENT

Since 2006 Eni has had an

internal procedure, updated over time and most recently in 2020, aligned with national and international best practices as well as with the Italian law (L. 179/2017), in order to manage the process of receiving, analysing and processing whistleblowing reports received, even in confidential or anonymous form, by Eni SpA and its subsidiaries in Italy and abroad. This internal procedure allows employees and third parties, to report facts relating to the Internal Control and Risk Management System and concerning behaviors in violation of the Code of Ethics, any laws, regulations, provisions of authorities, internal regulations, Model 231 or Compliance Models for foreign subsidiaries, that may cause damage or prejudice to Eni, even if only to its public image. Dedicated and easily accessible channels have been set up and are available on eni.com.

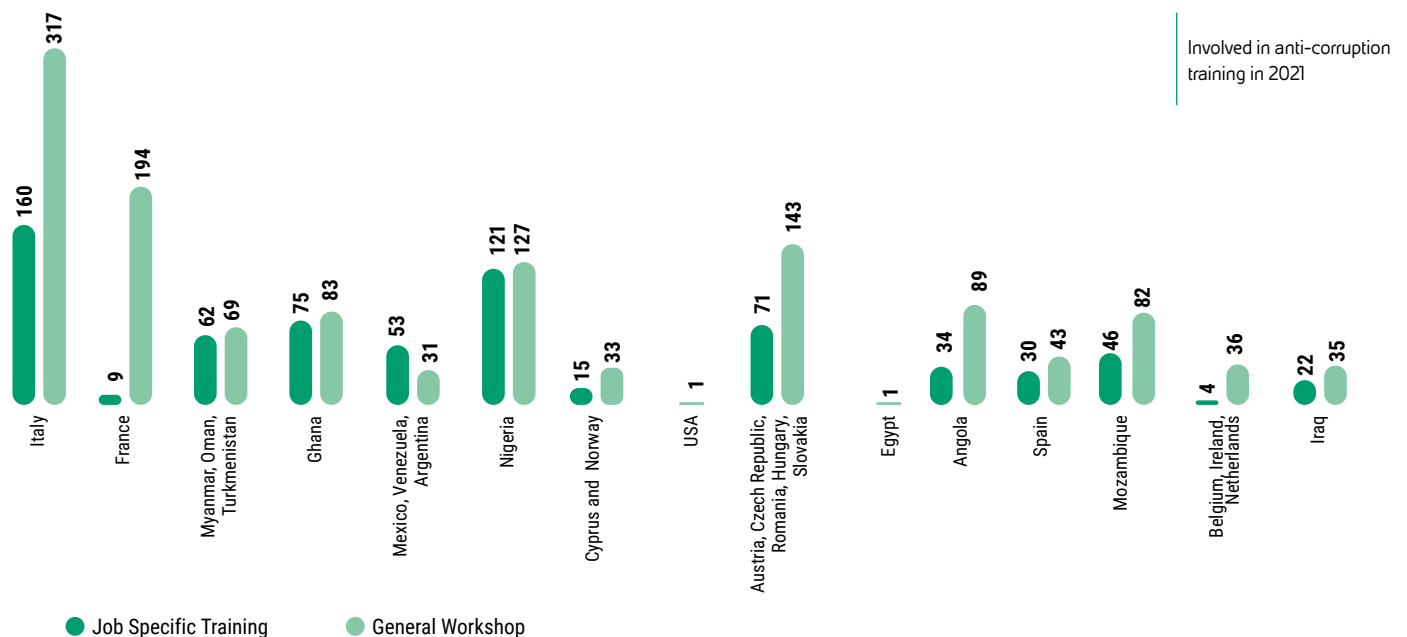
1,284

Participants in general workshops

702

Participants in job-specific training

COUNTRIES IN WHICH ENI ORGANISED ANTI-CORRUPTION TRAINING IN 2021 (number of participants)



26 Countries

Involved in anti-corruption training in 2021

14 Company 50% owned by Eni North Africa BV and 50% by the Libyan National Oil Corporation.



# Suppliers and customers



## WHY IS IT IMPORTANT TO ENI?

The supply chain plays a key role in Eni's Sustainable Transition strategy. This is why we have decided to involve our entire supply chain in Sustainable Programmes that aim at a fair transition path without leaving anyone behind. The aim is to make companies the protagonists of a transformation that will protect our environment, foster growth, adopt circular economy models and make development the engine of a sustainable future for all.

| COSTANTINO CHESSE - HEAD OF PROCUREMENT AT ENI |

2021 PROGRESS	SHORT-TERM TARGETS (2022)	MEDIUM-TERM TARGETS (2023-2025)	LONG-TERM TARGETS (2030 AND BEYOND)
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### SUPPLIERS

2,500 qualified Eni suppliers registered on Open-es; Approximately 1,000 suppliers invited to cybersecurity training and self-assessment initiatives; Application of sustainability requirements in all procurement procedures from April; Launch of the Sustainable Energy Basket Bond; Sustainability requirements in procurement procedures for approximately €2.5 billion.

Mapping of strategic suppliers and direct involvement in initiatives (workshops, Open-es, institutional events, webinars).

Assessment of the sustainable development path for all Eni's strategic suppliers by 2025.

Measurement of ESG impacts and definition of targets throughout the supply chain, through supplier engagement initiatives, including beyond the first tier, and promotion of specific development plans.

100% of suppliers qualified in the year assessed according to social criteria; 100% of the procurement professional family trained on the human rights model; Inclusion of strengthened human rights protection clauses in tender documentation and all contractual standards.

Awareness initiatives involving 100% of suppliers with high human rights risk.

100% of qualified suppliers assessed according to social criteria.

### CUSTOMERS

10 million customers reached in Europe in the retail market.

Customer base: > 10 million people

Customer base: > 11.5 million people by 2025

Customer base: > 15 million people by 2030 > 20 million people by 2050

### POLICIES AND OTHER REGULATORY TOOLS

Supplier Code of Conduct; Eni's position on Conflict Minerals; "Our Value Chain Partners" Policy; Eni Code of Ethics; Eni's Statement on Respect for Human Rights; Eni's Slavery and Human Trafficking Statement.

### ORGANISATIONAL AND MANAGEMENT MODELS

Sustainable Procurement process designed to check suppliers' compliance with Eni requirements for reliability, ethical conduct and integrity, economic, technical-operational, health, safety, environmental and human rights protection and Technological-Digital excellence; Sustainable Procurement Programme (JUST): a set of initiatives to involve the entire supply chain in measuring and managing the ESG performance of the Eni Supply Chain; Vendor Development: a unit dedicated to developing suppliers by defining growth and transformation paths along the lines of "Energy transition and sustainability", "Economic-financial soundness" and "Technological-digital excellence".

#### FOR MORE INFORMATION:

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

[Eni for - Human rights](#)

[Eni for 2021 - Sustainability performance \(pp. 41-43\)](#)

[Position on Conflict Minerals](#)

[Slavery and human trafficking statement](#)

[Code of Ethics](#)



## SUPPLIERS

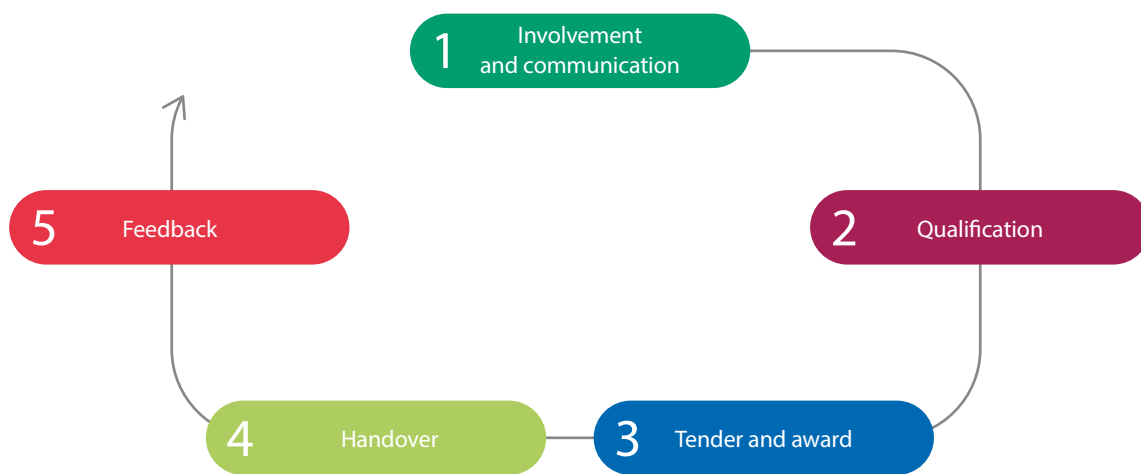
### Sustainable development of supply chains

Eni aims to foster a fair and inclusive energy transition and involve companies in the supply chain<sup>15</sup> in innovation and industrial transformation

initiatives in the economic, social and environmental fields. Companies working with Eni share the principles and values of the Code of Conduct and meet economic-financial, technical-organisational, reputational, health, safety and environmental

requirements, committing to overcome any gaps with improvement plans, followed by timely follow-up. Sustainability elements are an integral part of the whole procurement process, with the aim of sustainable development of supply chains.

### SUSTAINABLE PROCUREMENT PROCESS



- 1 Involvement and communication:** sharing objectives, support tools and best practices with the supply chain. Direct engagement of suppliers through communication campaigns and engagement initiatives (e.g. workshops, call for ideas).
- 2 Qualification:** the assessment is based on cross-cutting competencies, enriched in 2021 by cyber security competencies, and is based on the verification of: information available from open and specialized sources (info providers); declarations made by the supplier, including the compliance declaration; certifications (environmental, HSE) and performance indicators (accident indices). The process may also include conducting HSE and/or human rights audits or inspections at the suppliers' premises to verify the companies' competencies profile, with a focus on ESG aspects.
- 3 Tenders and Awards:** competitive process for selecting suppliers on the basis of objective and transparent evaluation criteria. Sustainability requirements are integrated into technical specifications and tender evaluations through the adoption of reward mechanisms.
- 4 Handover:** transmission to the contract owner of all information useful for monitoring the performance (operational, environmental, social, etc.) of the supplier.
- 5 Feedback:** definition of improvement actions or, in the case of nonconformity due to serious contractual breach and/or wrongdoing, of action on qualification status, according to a scale of increasing severity, decided by a multidisciplinary team.

<sup>15</sup> In 2019, Eni launched JUST, Join Us in a Sustainable Transition, the programme aimed at engaging and supporting suppliers in the energy transition journey.



In 2021, Eni undertook concrete initiatives to stimulate the competitiveness of supply chains, with the aim of promoting a fair and sustainable energy transition in the supply chain and supporting suppliers in improving their ESG performance, through:

- integration of supplier evaluation criteria, both in qualification and in tenders, with the evaluation of technological aspects, such as cyber security, and of sustainability, with reference both to environmental issues, such as energy efficiency, use of recycled materials, waste disposal methods, etc., and social and governance impacts, in order to promote gender equality in teams, employment levels, the preparation of a sustainability report, etc.;
- human rights model, inspired by the principles of the SA8000 international standards, with criteria that take into account country risk and the types of activities carried out by suppliers;
- training for companies with webinars dedicated to cyber risks, workshops with suppliers

on sustainability issues for the identification of development indicators and the definition of improvement plans, meetings with experts to discuss ESG issues (sustainability report, calculation of CO<sub>2</sub> emissions);

- creation of a digital platform, Open-es, which is open to and free of charge for all Eni suppliers and aims to measure and improve sustainability aspects;
- development, with Elite and Illimity Bank, of an innovative financial instrument, the Sustainable Energy Basket Bond, open to the energy sector to finance, through mini-bonds, projects and investments aimed at sustainable development, with a particular focus on environmental, social and economic objectives;
- stimulating for energy efficiency in plant, machinery and facilities through energy transition solutions and services (in cooperation with Plenitude);
- strengthening of contractual standards to include requirements for the protection of human rights and cyber security, integrate

sustainability incentives and ensuring health protection following the pandemic by monitoring the spread of the infection and its consequences.

In 2021, Eni continued to enhance local content, including through meetings with Regional Business Associations and sector events, in order to promote innovation, identify growth and diversification paths based on the training and development of human capital and enhance local areas of excellence through alliances and collaborations. The consolidation of know-how promoted by Eni for sustainable supply chain development is not only aimed at suppliers, but also at internal resources. In fact, in 2021 all the procurement resources in Italy were trained on the human rights model, on the new tools developed to support sustainability initiatives (e.g. Open-es platform) and on ESG issues (Green Taxonomy and the National Recovery and Resilience Plan - PNRR).

over **6,000**

suppliers assessed on social responsibility issues, in-depth reviews of 24 relevant suppliers, plus a further 11 human rights audits based on SA8000 principles

about **1,000**

suppliers invited to cyber-security training and self-assessment initiatives

over **350**

companies from a dozen different product sectors involved in the JUST Workshops

## FOCUS ON

### THE HUMAN RIGHTS RISK ANALYSIS MODEL



Companies that collaborate with Eni must share, by signing the Code of Conduct, principles of social responsibility which, inter alia, include the protection of human rights. Suppliers, candidates for the qualification and/or procurement procedures, are responsible for fulfilling specific requirements, consistent with the SA8000 international standards. In the procurement process, the assessment model and oversight of the respect for human rights, based on a risk-based assessment, classifies qualified suppliers according to the potential risk of human rights violations (child labour, forced labour and slavery, freedom of association, discrimination, disciplinary procedures and work hours and wages which guarantee a dignified life in line with the relevant regulations), with analysis of the Country context and specific product/activity risk level. High-risk activities are both industrial activities, such as maintenance, construction, assembly, logistics, and general goods and services, such as cleaning services, catering, security services and property management. The Countries with the highest number of suppliers at risk are Nigeria, Congo and Mozambique, for a total of 1,266 high-risk suppliers and 1,214 medium/high-risk suppliers. Based on the model, all suppliers are periodically subject to due diligence, tender evaluation, performance feedback and periodic updates with dedicated questionnaires, towards direct suppliers and sub-suppliers.

For more information: [Eni's Slavery and Human Trafficking Statement](#)



## OPEN-ES: AN OPEN COMMUNITY FOR THE SUSTAINABLE DEVELOPMENT GOALS



In order to achieve the objectives of sustainable development, it is essential that all the players in the productive ecosystem, from small and medium-sized enterprises to large industrial groups, financial institutions and sector associations, work together. For this very reason, at the beginning of 2021, a partnership between Eni, BCG, and Google Cloud gave rise to Open-es, a system initiative open to all companies and industrial sectors, which responds with concrete tools to the need to measure, improve, and share ESG performance. Through the digital platform, all companies have the opportunity to measure their sustainability performance according to standard metrics and share their ESG profile with their customers and/or financial institutions, compare themselves with industry benchmarks, access customised development plans to identify priority actions to be implemented, quickly and easily obtain an initial version of their sustainability report and identify services and solutions to improve their ESG performance. Among the companies that have decided to participate in this alliance are industrial companies, such as Snam, WeBuild, Saipem and Baker Hughes, which use Open-es to involve their suppliers, financial institutions, such as Illimity, which instead aim to involve their customers on the platform, and companies specialising in ESG field, such as Rina, KPMG, Techedge, Accenture and ESG European Institute, which contribute to the development of the initiative and the platform. The platform already has more than 3,000 companies from 75 Countries and 60 different sectors that have decided to use Open-es to share their data and improve their sustainability performance.

### COMMUNITY INTERVIEWS: WHAT IS THE VALUE OF OPEN-ES?

The main challenge posed by the energy transition is to define a system approach, which allows integration of the contributions of the different market players to achieve a common goal. For Eni, Open-es represents the concrete answer to this challenge, offering the market a practical tool to measure its performance and the improvements made and to share the results with its value chain according to a unique model, which allows the comparison and reporting of the results obtained along the entire chain. In order to stimulate suppliers' participation in the initiative, checks and evaluations on the disclosure made by suppliers will be integrated into procurement processes with increasing detail according to a prioritisation model based on the maturity level of the sector. By 2025, Eni aims to assess and give a rating to 100% of its strategic suppliers.

**| Rossano Francia, head of Vendor Management & Development of Eni SpA |**

When Eni suggested we become part of the Open-es community, it was a strong signal of belonging and responsibility for us. We were already aware and convinced of the direction we wanted to take, with a broad vision of development, not only economic, but also respecting social and environmental values, which are essential today, and we were trying to reach it within the framework of company processes, which were sometimes already too complex. Open-es was the answer: a tool that accompanies the company on a journey of discovery of every single value, however large or small, that can be transformed into an improvement action. Projects and results are shared on a daily basis, enabling participants to create synergies and comparisons for the same purpose. And the satisfaction is really great when the company feels that it is leading the change.

**| Luisa Casarin, administrative manager and sustainability project manager at Casa di Spedizioni CASARIN Srl |**

Sustainability for us also means developing an 'ethical supply chain', hence our participation in the Open-es project for the sustainable development of industrial supply chains. We are convinced that the transformation of the energy sector will only be possible through the cooperation of the actors and stakeholders in this sector: it is necessary that each member actively participates in the change. It is in this spirit that we have fully embraced the Eni Open-es project, which for us represents the logical evolution of our approach, and have invited more than 500 suppliers to participate in the project. Thanks to this valuable tool, we have the opportunity to measure the sustainability performance of our suppliers and compare it with that of other companies in the supply chain, assessing areas for targeted intervention and taking advantage of the support and training provided by the Open-es team on ESG issues.

**| Marcello Bariani, Head of Procurement and Logistics at Baker Hughes TPS |**



## CUSTOMERS

Eni's new strategy aims to guarantee its customers energy security and reduce emissions through a distinctive approach consisting of: proprietary technologies, new business models, alliances with stakeholders and offering customers a wide range of decarbonised energy products and services.

Plenitude, a wholly-owned subsidiary of Eni, is present on the market with a unique business model that integrates production from renewables, the sale of gas and electricity, energy services and an extensive network of charging points for electric vehicles. It currently supplies energy to 10 million customers in Europe in the retail market and has a portfolio

of around 1.1 GW of renewable capacity in operation with a target of over 6 GW installed by 2025 and over 15 GW by 2030. On July 1<sup>st</sup>, 2021, Plenitude upgraded its Articles of Association to make it a Benefit Corporation, becoming the first major company in the energy sector to do so and making a statutory commitment to have a positive impact on people, communities and the environment. As part of Eni's broader commitment to create value through transition, Plenitude is committed to spreading the culture of sustainable energy use, enhancing the use of renewable energy sources and educating people to make better use of energy.

For more information see [Eni for 2021 - Carbon neutrality by 2050 page \(pp. 23-26\)](#)

In the context outlined by the energy transition, the health emergency caused by COVID-19 has also led to a radical change in the habits of customers and, consequently, in the ways in which they interface with the Company, so a new innovative service model ("We Care") has been implemented; this is structured on the concept of customer centricity and through a simple, personalised and consistent architecture, it is possible to guarantee the effectiveness of interactions with customers. At the operational level, the model is implemented by means of portfolio management of customers (each call centre contact person develops a relationship with a specific group of customers), which makes it possible to maximise quality, responsiveness and user loyalty.

## CUSTOMER AND CONSUMER PROTECTION



Also in 2021, Plenitude has maintained its focus on providing people with a service that is strongly based on transparency and fairness, providing them with the information and tools they need to identify and defend themselves against any misconduct. The anti-fraud freephone hotline, activated in 2020, remained operational during 2021, with more than 15,305 calls received, of which 14,572 correspond to unfair commercial practices by unknown companies and 733 by known operators.

To help customers protect themselves against scams, the 'Spotlight' campaign was launched. Let's shed some light on energy", a web series to learn how to recognize the main energy-related scams and how to defend yourself: suspicious phone calls, strange messages on your mobile phone, dubious door-to-door agents and misleading advertising.

In addition to dealing directly with customers, Plenitude maintains direct contact with consumer associations, which are guaranteed the possibility of reporting service failures and product malfunctions reported to them by customers, through various protection mechanisms (e.g. the Filogiallo telephone channel) and on which the company is committed to implementing corrective and improvement measures, such as the Protocol on unsolicited activations, an agreement signed with the Associations belonging to the CNCU.<sup>16</sup> The aim is to reinforce consumer protection measures in the area of unsolicited electricity and gas activations and, more generally, in relation to conduct attributable to unfair commercial practices in the contract acquisition process.



<sup>16</sup> National Council of Consumers and Users (CNCU), the representative body of the of consumers' and users' associations at a national level was established by Law no. 281 of July 30, 1998, which became part of the Consumer Code (Legislative Decree no. 206/2005).





FOCUS ON

SPREADING THE CULTURE OF SUSTAINABLE ENERGY



In addition to tools and initiatives to protect consumers, awareness-raising and training activities aimed at sharing information, skills and experiences that stimulate informed and efficient energy consumption also play a central role in helping customers make the transition to sustainable energy use.

MAIN INITIATIVES CARRIED OUT BY ENI

**PROSUMER ROAD** - a workshop in stages, at Eni's operating sites in Ravenna, Taranto, Porto Marghera, San Donato, Crescentino, Mantua 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 academic world to contribute to the reflection 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 continually 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 pool 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 at an event attended by Eni's CEO and important representatives from the institutions, academia and business.

**THE "MATCH" PODCAST** created with K Magazine, to bring together young people from Generation Z and professionals from different fields to talk about the relationship between their sector (e.g. tourism, food, etc.) and sustainability. Three articles have also been published in collaboration with three Benefit Companies, with the aim of spreading the culture of the Benefit Company.

**VITAMIN E<sup>17</sup>** - initiative to disseminate information about the efficient use of energy resources and to raise awareness among customers about their energy consumption. They were published on the AGI website (for more information: Agi.it) short articles, videos and podcasts dedicated to "Smart Conversation" - a "sitcom"-style format dedicated to energy saving available on Facebook, Instagram and YouTube, where hypothetical conversations between electrical appliances and users are presented showing non-responsible energy behaviours and suggesting positive solutions to make homes more efficient thanks to Plenitude's offers: from photovoltaic, to thermal jackets, LED bulbs and smart home solutions.

Eni aims, finally to involve service station customers, informing them and supporting them in the use of products with a low environmental impact, in order to make them more aware of their own choices and consumption habits. In this regard, the new concept of Eni Mobility Points is fundamental for Eni to achieve its decarbonisation objectives, and works through the involvement of end customers. Inside Eni Stations, now distributed over more than 4,000 retail points throughout Italy and around 1,200 abroad, customers can find a wide range of services designed to improve the quality of their lives, simplifying and integrating the

performance of many daily activities (e.g. taking a break in one of the 600 Enicafés, collecting packages purchased online, paying postal bills or withdrawing cash in cooperation with Poste Italiane). Technology and digitalisation also play a fundamental role in the evolution of Eni Stations and with the support of apps (Enjoy or EniLive) refuelling will be increasingly automated, efficient and secure, through digital payments. Eni Multicards will be transformed into payment cards for products or services in Eni Stations.



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



# Alliances for development



The third guideline refers to alliances for development through the enhancement of the resources of the Countries where it operates, promoting access to electricity and promoting Local Development Programmes - LDPs) with a broad portfolio of initiatives in favour of communities. This distinctive approach, referred to as Dual Flag, is based on collaborations with other internationally recognized players in order to identify the needs of communities in line with the National Development Plans and the United Nations 2030 Agenda. Eni is also committed to creating job opportunities and transferring its know-how and expertise to its local partners.

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Eni as a local development actor	86
Access to energy	90
Partnerships for development	92
Local Development Programme – LDP	96
Instruments and methodologies for local development	106

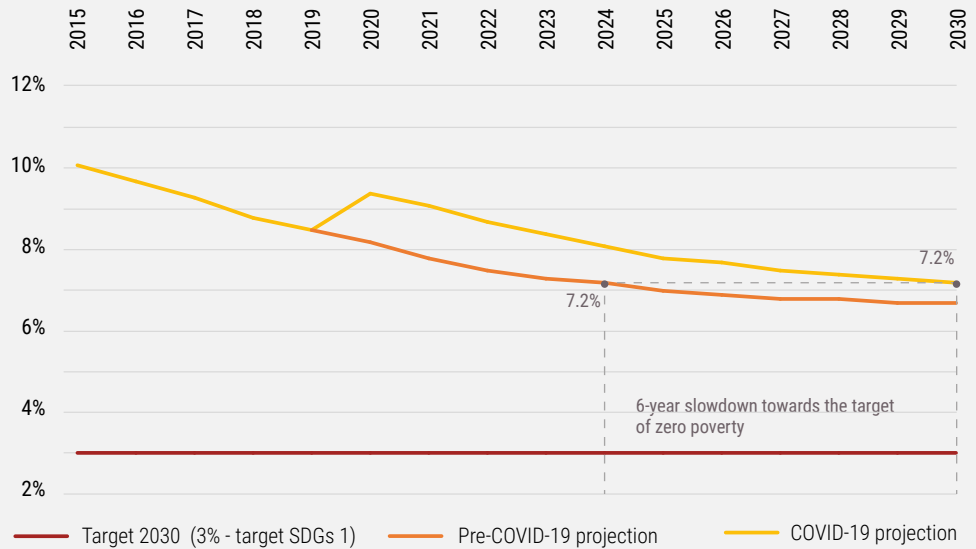


# SCENARIO ELEMENTS: CHALLENGES AND OPPORTUNITIES

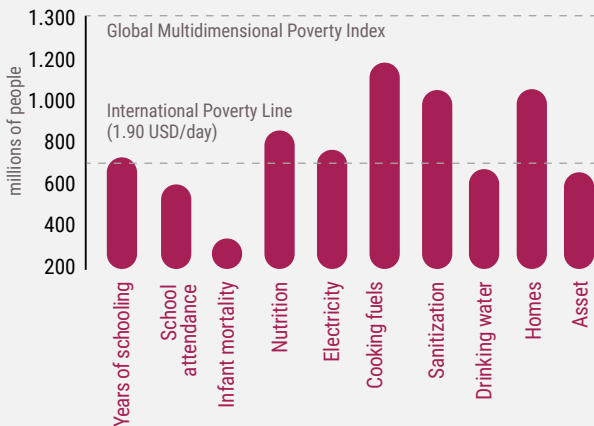
## Despite progress towards the eradication of poverty there is still work to be done

Before the COVID-19 pandemic, the World Bank estimated that the projected share of poor people in 2030 would be reduced to 6.7% (569 million people in extreme poverty), far from the 3% target (equivalent to 255 million people). With the pandemic, the picture is even gloomier: the scenario shows a 6-year slowdown in progress towards the goal of zero poverty.

Source: Mahler et al. (2021)



## Poor population deprived of each element of the Multidimensional Index of Global Poverty (MPI) compared to the International Poverty Line (IPL)



Compared to the IPL, which indicates the number of people whose income is less than 1.90 USD/day, the MPI defines poor people on the basis of the goods and services which they do not have access to (deprivations) and also allows these deprivations to be broken down, as can be seen in the graph which illustrates their distribution among the multidimensional poor globally.

Source: Citi GPS, Eliminating Poverty: The Importance of a Multidimensional Approach in Tackling SDG 1, February, 2022. Available at: <https://www.citivelocity.com/citigps/eliminating-poverty/>

## Unprecedented increase in learning poverty due to COVID-19 pandemic



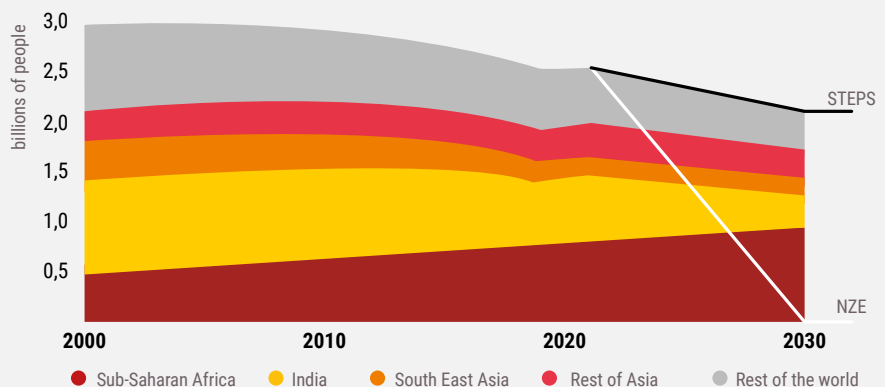
For every 100 children in low and middle-income Countries, it is estimated that 56 were living in learning poverty before the pandemic. After the pandemic, 70 may find themselves living in learning poverty, leaving only 30 children out of 100 out of this type of poverty.

Source: Azvedo (2020) Worst case scenario

## People without access to clean cooking

The IEA estimates that the number of people without access to clean cooking in 2020 is around 2.5 billion, equivalent to one third of the world's population, causing 2.5 million premature deaths each year. By 2030 - according to the IEA forecast - 2.1 billion people, almost half of them in Sub-Saharan Africa, will still be without such facilities.

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





# Eni as a local development actor



## WHY IS IT IMPORTANT TO ENI?

The Alliances for Development represent Eni's commitment 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 initiatives with a long-term perspective to promote access to energy, economic diversification, education, community health, access to water and sanitation, and land protection. These actions, defined within Local Development Programmes (LDPs) together with globally recognised local actors, are consistent with the Country's national or regional development strategies and with the United Nations' National Development Plans and Agenda 2030.

| ALBERTO PIATTI - HEAD OF SUSTAINABLE DEVELOPMENT |

2021 BASELINE	SHORT-TERM TARGETS (2022)	MEDIUM-TERM TARGETS (2022-2025)	LONG-TERM TARGETS (2030 AND BEYOND)
<b>LOCAL DEVELOPMENT PROJECTS*</b>			
Access to energy: 61,900 people accessing clean cooking technology.	Access to energy: +100,000 people accessing clean cooking technology.	Access to energy: +290,000 people accessing clean cooking technology.	Access to energy: Ensuring access to modern energy, in particular clean cooking, for local communities.
Education: 70,700 new students attending schools that were built or renovated with improved services by Eni.	Education: +23,000 new students attending schools that were built or renovated with improved services by Eni.	Education: +72,000 new students attending schools that were built or renovated with improved services by Eni.	Education: Ensuring access to quality and inclusive education for students from local communities.
Access to water services: 234,700 people reached.	Access to water services: +70,000 people reached.	Access to water services: +95,000 people reached.	Access to water services: promoting access to clean, safe water for local communities.
Economic diversification: 12,000 people receiving vocational training and support.	Economic diversification: +3,500 people receiving vocational training and support.	Economic diversification: +17,000 people receiving vocational training and support.	Economic diversification: Promoting vocational training and support activities to facilitate access to employment opportunities.
Community health: 645,000 people reached.	Community health: +100,000 people reached.	Community health: +296,000 people reached.	Community health: Continuation of health promotion in favour of local communities.
<b>INVESTMENTS IN LOCAL DEVELOPMENT</b>			
€105.3 million invested in 2021 in local development.	€117.2 million invested in local development.	€308.1 million invested in local development.	Contributing to the promotion of development interventions for local communities.

\*The baseline refers to the cumulative values between 2018 and 2021

## POLICIES AND OTHER REGULATORY TOOLS

"Sustainability" policy; Eni statement on Respect for Human Rights; Eni Code of Ethics; "Alaska Indigenous Peoples" policy.

## ORGANISATIONAL AND MANAGEMENT MODELS

Presence of sustainability contact persons at local level, to define development programs for local communities in line with national development plans, integrating business processes; Application of ESHIA process in all business projects: Stakeholder Management System Platform for managing and monitoring relations with stakeholders; System for identifying, mitigating and monitoring risks linked to relations with local stakeholders; Process for managing sustainability in the business cycle and design specifications according to international methodologies (e.g. Logical Framework).

FOR MORE INFORMATION:



## INTEGRATING SUSTAINABILITY INTO BUSINESS

In line with the Sustainable Development Goals (SDGs) and the main international standards, Eni aims to contribute to the development of host Countries. Knowledge of local needs is fundamental and necessary for defining priority areas of intervention for sustainability in the Countries where it operates. This knowledge is obtained through analyses of the socioeconomic context carried out throughout the business cycle, from initial entry to the decommissioning phase.

The definition of priority areas for intervention to contribute to the SDGs allows the identification of the objectives for the four-year strategic plan, including through the following principles:

1. knowledge of the Country's so-

cioeconomic, environmental and cultural contexts through the application of internationally recognized tools, also applied at sub-national level, such as the Global Multidimensional Poverty Index (MPI);

2. continuous and two-way relationship with directly and/or indirectly involved local stakeholders, which allows analysis of their requirements (and/or possible grievances), understanding of local needs and strengthens mutual trust;

3. analysis and mitigation of the potential impacts of the activities to identify critical issues, opportunities and risks from the socioeconomic and environmental standpoint, including respect for and promotion of human rights;

4. definition and implementation of Local Development Programmes (LDPs) consistent with the Country Development Plans, the 2030 Agenda, the Nationally Deter-

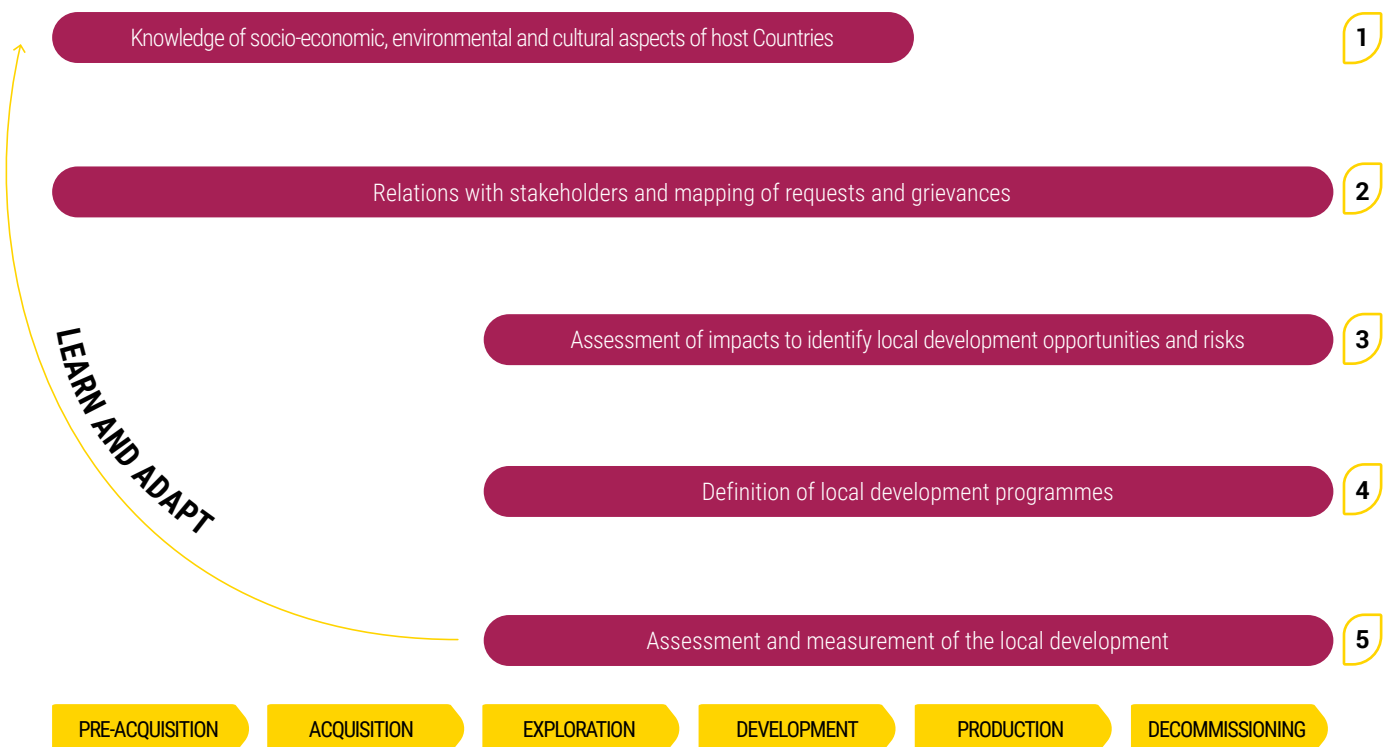
mined Contributions (NDCs) and local needs analysis;

5. assessment and measurement of local development generated ("learn and adapt") through the use of instruments and methodologies, not only shared at an international level and adopted by Eni, such as the logical framework approach, the results-based management approach and project cycle management, but also developed directly by Eni in collaboration with academic institutions such as the Eni impact tool and the Eni Local Content Evaluation.

Numerous collaborations with institutions, cooperation agencies and local stakeholders allow an approach which is essential for identifying the fundamental interventions needed to address communities' needs in line with the National Development Plans and the 2030 Agenda of the United Nations.

In line with National Development Plans and the UN 2030 Agenda, Eni adopts an approach designed to identify key interventions to address community needs in collaboration with institutions, cooperation agencies and local stakeholders

## TOOLS FOR INTEGRATING SUSTAINABILITY INTO THE BUSINESS







### UNDERSTANDING THE SOCIOECONOMIC CONTEXT

The implementation of a local development strategy for Eni is based on an in-depth analysis to gain a better understanding of the social, political and economic context of the Countries in which Eni operates. Also in relation to the degree of maturity of its presence in the Country, Eni has developed various types of analysis, which, in addition to supporting the company in the various business phases, make it possible to identify and meet the real needs of the communities involved as much as possible and constitute the starting point for the definition of local development projects. In the case of entry into a new Country, the analyses will aim both to highlight priorities in

terms of socioeconomic development and to identify in advance the role that Eni can play. As business activity evolves, analyses are more detailed, using information gathered in the field to include existing partnerships, the cooperation model and plans, as well as ongoing human rights activities. The data is then compared with other Countries in the same region, looking at sub-national data, gender, urban/rural disparities and possible discrimination, for example in terms of less access to basic goods and services among vulnerable groups. The Human Development Index (HDI) and its sub-components at national and regional level referring to health, education and income and available data on inequalities in income distribution are also

taken into account. Eni delves into available data on Hunger and Food Security, Education, Health, Access to Water and Sanitation, Access to Energy and Clean Cooking, and analyses also National Development Plans, which are essential for identifying potential synergies and collaborations. Finally, multi-dimensional poverty analysis at regional, national and sub-national levels plays a key role in validating research findings and testing hypotheses against local needs. This approach also makes it possible to supplement monetary poverty measures, which give a partial view of people's socioeconomic conditions, with non-monetary measures that provide information on actual access to essential goods and services.

#### FOCUS ON

### APPLICATION OF THE MULTIDIMENSIONAL POVERTY INDEX IN MEXICO

According to the Global Multi-dimensional Poverty Index (or Global MPI\*), in Mexico, the percentage of "Multi-dimensionally Poor" people (6.56%) is well above the share (1.7%) of people considered poor according to the internationally accepted monetary measure of extreme poverty (i.e., people living below the USD 1.90/day threshold), while it is in line with the share of people living below the USD 3.10/day poverty line (6.6%).

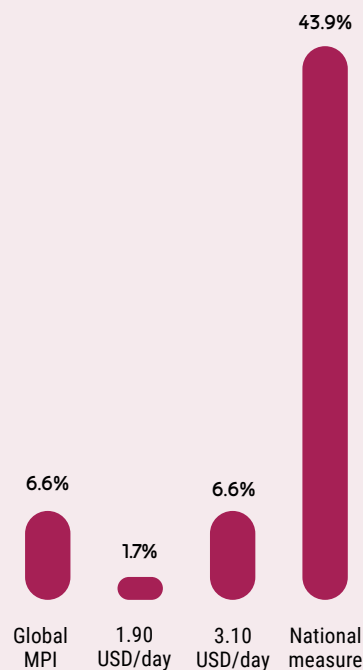
Mexico is among the Countries pioneering the adoption of a national multidimensional poverty measurement methodology with parameters adapted to the local context. Based on this methodology, 43.9% of the population was below the poverty line in 2021, a significantly higher share than is measured by the Global MPI. The difference between the two measures is due to the fact that the Global MPI was created to measure poverty in the poorest Countries, with thresholds for its definition set considering particularly critical contexts.

The information described is used in the formulation of Local Development Programmes, e.g. for the identification and prioritisation of needs and interventions.

For more information: [page 96](#)

\*The United Nations Human Development Programme (UNDP) and the Oxford Poverty and Human Development Initiative (OPHI) have developed the Global Multidimensional Poverty Index (MPI). The index measures progress towards achieving SDG 1 and compares acute multidimensional poverty for over 100 Countries across three areas: education, health and living standards. The areas are broken down into a set of ten overall indicators, each with a different weight, in order to show how many people are deprived in each indicator and how severe the level of deprivation is.

#### SHARE OF MULTIDimensionALLY POOR PEOPLE IN MEXICO





## INTEGRATING SDGs INTO PLANNING AND STRATEGIES

As part of the activities of the CFO Taskforce for the SDGs<sup>18</sup> which was created by the UN Global Compact to guide companies in aligning sustainability commitments with corporate finance strategies, creating a real impact for the achievement of the SDGs, during 2021 Eni calculated the alignment of its investments with the SDGs. This quantification, in line with the definitions contained in the CFO Taskforce's Blueprint for Principle 2 "Integrated SDG strategy and investments", showed that around 55% of total corporate investments in 2021 could be considered

SDG-aligned. This includes investments in decarbonisation, the circular economy, renewable energy and Foreign Direct Investment (FDI) in low-income Countries<sup>19</sup> as well as expenditure on project development for Natural Climate Solutions (NCS) and also includes relevant research and development activities (For more information, see: Eni for Carbon neutrality by 2050). In order to capture all categories of expenditure and investments with a direct link to the SDGs, expenditure on health protection and promotion, local development and training were also considered in the calculation of SDG-aligned investments.

## SDG ANALYSIS OF THE QUILUMA & MABOQUEIRO PROJECT

In line with Eni's mission, inspired by the UN's 2030 Agenda, the SDGs are gaining greater relevance within the industrial project development process. Starting in 2020, Eni has developed a methodology to assess the overall contribution of projects to the SDGs. In 2021, a pilot analysis was carried out on the Quiluma & Maboqueiro<sup>20</sup> project in Angola. The methodological approach was divided into two main steps: firstly, analysis of the project documentation to identify design elements related to the SDGs, both in terms of positive contribution and mitigation of negative effects on the different Objectives and Targets. The results showed a positive contribution of the project on several objectives. The second part of the analysis quantified these results by evaluating the contribution with respect to the Angolan national context. Based on the direct and indirect quantification of the economic and employment impact due to local taxes, local purchases, wages and the local workforce, the analysis led to an assessment of the project's contribution to Goals 1, 3, 4, 8. The contribution with respect to goal 7 was instead estimated on the basis of natural gas and butane to supply the local market through the Angola LNG consortium.

### FOCUS ON

## THE CONVERSION OF THE GELA REFINERY INTO A BIOREFINERY

The project for the conversion of the Gela refinery into a biorefinery was born in 2014 with the closure of the industrial structure and the start of the transformation process, created with the aim of supporting the Group's decarbonization process and diversification of its productions, but at the same time to continue to support an area in which it has been present for over 70 years and in which the Refinery represents a solid economic and social reference for the community. The Biorefinery has been designed to handle unconventional charges up to 100% of the processing capacity and is one of the few biorefineries in the world with high operational flexibility. The activities were launched in 2019 and in 2020 the site was fully operational. This industrial change has brought with it a series of measures that have had important repercussions on the Gelese area. Eni's activities in Gela have always had a profound link with the territory, from an employment point of view and, more generally, from an economic and social point of view. The transition from traditional refinery to bio refinery was accompanied, in fact, by discussions with the Italian Government, the Region, the Municipality of Gela, the trade unions, Confindustria and all the social partners, which led to the signing of the related 2014 protocol, following which other investments were activated in addition to the conversion of the refinery, including the exploitation of the Cassiopea field by Enimed, the demolition and reclamation of the areas inside the industrial perimeter by EniRewind. The transition to green refinery, managed using the "leave no one behind" paradigm, was based on the mitigation of the downsizing of employment through incentives for early retirement, the retraining of people and an incentive to change jobs for professional diversification, such as occurred for example with the establishment of the HSE Safety Competence Center or with the increase in EniRewind's activities. Local development projects are based on 2 main premises: making communities protagonists and identifying innovative opportunities together with local stakeholders on the basis of identified needs. In this sense, some training initiatives have already been launched in collaboration with academic entities aimed at training new skills for young people. The relationship with the territory together with the completion of the green transition in the industrial sector, represent the pillars for the development of a completed process of just transition in the area in the near future.

For more information: [eni.com](https://www.eni.com)

<sup>18</sup> Now CFO Coalitions for the SDGs.

<sup>19</sup> FDI: Foreign Direct Investments - are a specific target of SDG 10 (10.b) and a specific point (45) of the Addis Ababa Action Agenda on Financing for Development.

<sup>20</sup> The Quiluma & Maboqueiro Project involves the development of two shallow-water platforms for the extraction of gas and condensates, which are conveyed onshore to a new treatment plant. The gas produced is then delivered to the Angola LNG consortium, where it is liquefied and exported. Some of the gas and condensate produced is also intended for the local market.



## 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 efficient 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 infrastructure 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.

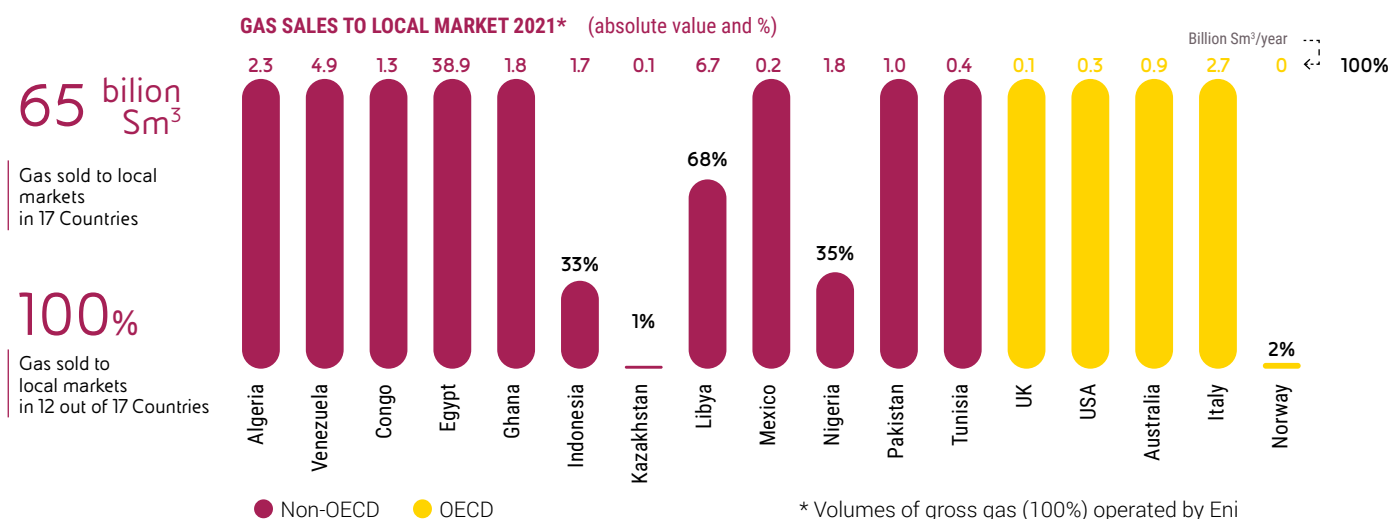
### CONSTRUCTION OF INFRASTRUCTURE FOR THE PRODUCTION AND TRANSPORT OF GAS



Eni invests in the construction of infrastructure for the production and transport of gas both for export, and for local consumption. In Egypt, for example, thanks to the discovery of the Zohr and Nooros fields, Eni's gas production in 2021 accounted for 56% of Egypt's entire production; about 60% of the gas is used for electricity generation, with Eni contributing 40%. In Libya, in 2021 Eni completed a series of initiatives in collaboration with the General Electricity Company of Libya (GECOL) and the National Oil Compa-

ny (NOC), to strengthen the electricity generation and transmission sectors, including the supply of spare parts for the maintenance of the Country's main power plants, which provide around 3 GW for the needs of around 2 million households, and the supply of almost all the gas needed to power the power plants.

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>, up from last year mainly in Egypt due to the return to pre-pandemic levels of demand. In particular, in 12 Countries it has allocated 100% of the gas produced to the domestic market.



### CONSTRUCTION OF THERMOELECTRIC POWER STATIONS

In Sub-Saharan Africa, Eni has invested in the construction of thermoelectric power plants through the exploitation of associated gas in order to diversify the energy mix by introducing natural gas. In Nigeria, the Okpai power plant, with an originally installed capacity of 480 MW, generated around 2,353 GWh in 2021, contributing around 6.4% of the total energy fed into the national transmission grid of the capacity available in the Country. Two

gas turbine generation trains were completed in 2019 and 2020, increasing Okpai's originally available total generation capacity by 320 MW to over 800 MW. Okpai is the largest electricity generation plant built in the Country by private operators. Also in Nigeria, since 2012, Eni has been supplying gas to third parties through the Ob-Ob plant, which, with a power station with an installed capacity of 150 MW, generates electricity for around 1 million beneficiaries. In Congo, the Centrale Electrique du Congo (CEC), created in 2010 in Pointe-Noire and expand-

ed in 2019 to reach a total installed capacity of 484 MW, contributes around 70% of the Country's total electricity generation. Its strategic positioning in industrial production centres is an advantage in terms of expanding capacity and marketing electricity directly to industrial customers, who thus have a reliable and competitive source of energy supply. Finally, in Iraq, to meet Basra's high energy demand, the national company and Eni expanded the Permanent Power Generation Plant project (which was originally intended to meet the electricity needs of



the Zubair plant), with the construction of a new line to connect to the Iraqi national grid, transferring 420 MW and reaching 2.4 million people. The PPG has a total capacity of 500 MW, with a possible extension to 750 MW. The initiative also promotes capacity building and job creation.

**OTHER ENERGY ACCESS INITIATIVES**



Eni runs several projects promoting the introduction of clean cooking systems with the aim of limiting health problems related to exposure to toxic fumes and reducing forest exploitation. In 2021,

these activities were carried out in Angola, Ghana and Mozambique raising awareness among local communities about the benefits of sustainable cooking systems, promoting local production of more efficient wood or charcoal stoves and disseminating good practices to encourage the start-up of local businesses.

In addition, Eni runs projects for access to energy from renewable sources in various Countries, such as in Kenya, in collaboration with AVSI, with the installation of solar systems (OPV technology - Organic Photovoltaic Panels in schools and other community facilities, or in

Angola, in collaboration with ADPP (the Ajuda de Desenvolvimento de Povo para Povo cooperation and development organisation), for the renovation of 4 health centres in the province of Luanda with the installation of photovoltaic energy production plants (total 21 KW) and for the training of medical and administrative personnel for maintenance and awareness-raising in local communities on the importance of the solar energy. Finally, in Indonesia, Eni has installed 74 solar-powered street lamps (totalling 3.7 KW) for the benefit of about 27,500 people living in six villages in East Kalimantan Province.



**FOCUS ON**

With the Promoting Energy Efficiency and Clean Cooking project, Eni has contributed to the replacement of 12,000 conventional stoves with improved ones.

**ENERGY EFFICIENCY AND SUSTAINABLE COOKING IN MOZAMBIQUE**



**CONTEXT:** in Mozambique, more than 80% of the population depends on wood and charcoal to meet daily household energy needs, and on average, households in urban areas spend about 20% of their total monthly income on energy consumption. The city of Pemba, capital of the province of Cabo Delgado, is one of the urban areas most affected by the use of biomass for domestic needs, and deforestation and the extensive use of wood and charcoal have a huge socioeconomic, health and environmental impact on the Country.

**PROJECT AND OBJECTIVES:** with the Promoting Energy Efficiency and Clean Cooking project, which started in 2018, Eni has contributed to the replacement, especially among the most vulnerable households, of 12,000 traditional stoves with improved ones, contributing to the reduction of CO<sub>2</sub> emissions, deforestation and respiratory diseases, creating jobs and opportunities for small businesses.

**RESULTS:** the first phase of the project, which ended in 2021, produced around 10,000 improved stoves, reaching a total of 10,000 households (50,000 people). At the end of 2021, the second phase of the project began, with the production and distribution of a further 10,000 stoves by the end of 2023.





# Partnerships for development

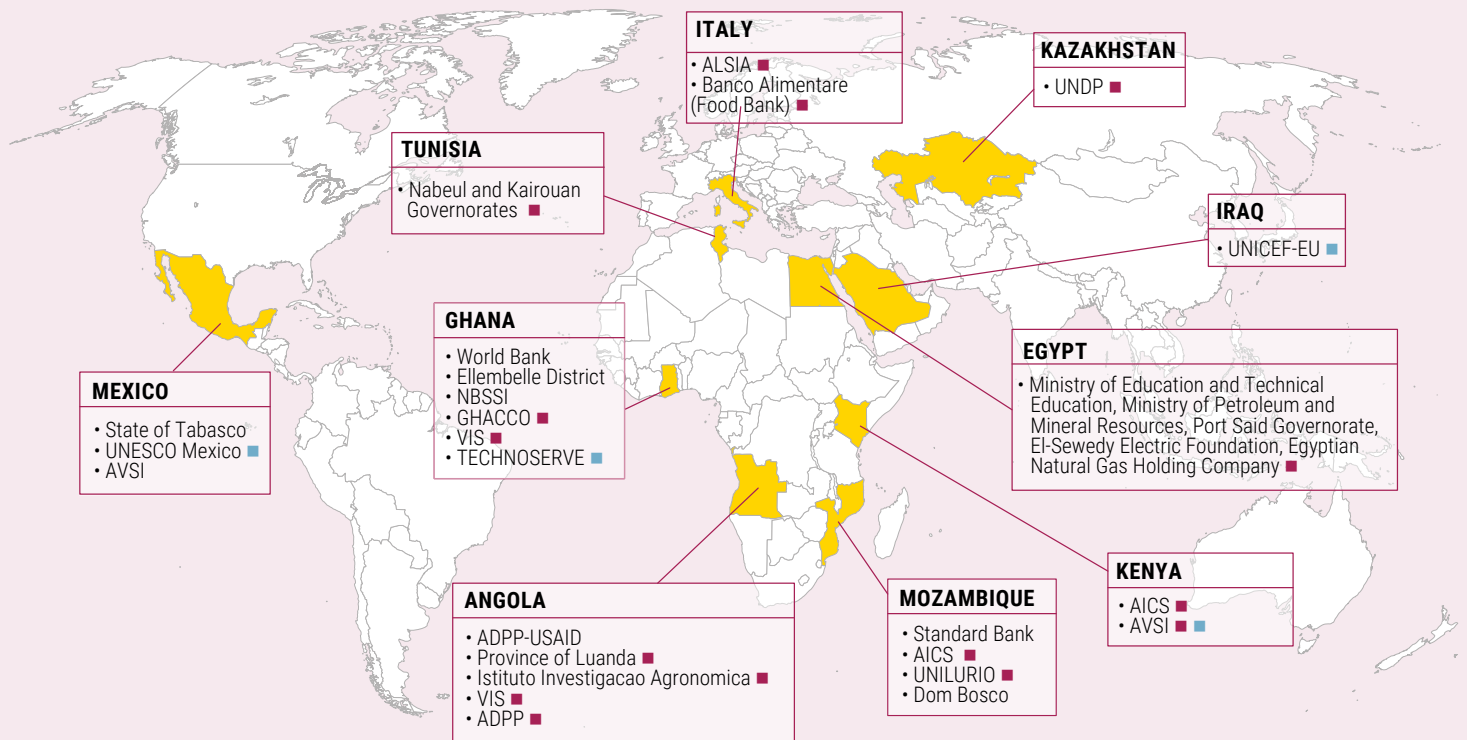


A key element of Eni's business model is its cooperative approach. After a careful analysis of the socioeconomic fragility of the Countries and areas hosting the activities - determined through methodologies aimed at identifying the degree of poverty and the lack of resources and primary goods - Eni undertakes development actions in collaboration with various actors in the territories. The resulting strategies are reinforced by the

launch of public-private partnerships with various bodies, from International Organisations to development banks, from national institutions to the private sector, from universities to research centres, from cooperation entities to civil society organisations. These strategic alliances offer Eni a unique opportunity to initiate projects that improve people's living conditions, extending their benefits and reach, strengthening and diver-

sifying know-how and skills. Through these partnerships, which are in line with the Paris Agreement, the National Development Plans and the United Nations Guiding Principles on Business and Human Rights (UNGPs), the pooled human and economic resources become a driving force to contribute to the achievement of the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda.

## ALLIANCES WITH COOPERATION ORGANISATIONS IN THE WORLD



■ 2021  
■ 2022

### GLOBAL ALLIANCES

4 Memorandum of Understanding (MoU)	1 Joint Declaration	4 Cooperation Agreement
UNDP	UNIDO	AMREF
CDP		AVSI
Carbon Sink		CUAMM
E4Impact		VIS





## AN ALLIANCE TO STRENGTHEN ENTREPRENEURSHIP IN AFRICA

### What does it mean in practice to disseminate entrepreneurial training and education on the African continent?

To educate, etymologically, means 'to draw out'. But to 'draw out' means that there is something (precious) inside! This is the knowledge that inspired us to start our action in Africa: respect and faith in the reserve of energy and creativity that exists in Africa. It is not an idyllic vision of Africa; it is a realistic vision, which allows us to break out of the clichés that humiliate it and lead to a relationship with the continent that is still guided by the logic of pure aid. In Africa there is an extraordinary vitality, a great desire for novelty and to do business. Recent international research tells us that Africa has the highest rate of entrepreneurship on the planet. Unfortunately, however, it is a subsistence entrepreneurship. This is our challenge: to transform subsistence entrepreneurship into innovative entrepreneurship. We select young entrepreneurs or potential entrepreneurs and help them to mature their business idea, introducing coherence between the various elements and pushing towards innovation, both technological and organisational. So a good number of entrepreneurs grow, go beyond local borders and become national or even export. We started with a strongly action-oriented Masters (MBA), not at all academic, and over time we have increased the variety of formulae used, to bring in different segments of the population. But there is one fundamental criterion that has guided our actions: that of partnership. We did not go to Africa to 'teach' on our own, we did not make the mistake of mechanically transporting American and European approaches to a radically different world. We have done everything by collaborating with local universities and institutions, designing content and format together, not using pre-packaged case studies but discussing the experiences of entrepreneurs in

the classroom, striking a good balance between workshop-based training and online lessons. As far as technology is concerned, we did not claim to adopt state-of-the-art solutions, but solutions that are sufficiently advanced for areas where they have not traditionally been present.

### The private sector has proved to be a strategic lever for entrepreneurial training. How do you imagine the future of the collaboration between Eni and E4Impact?

Our strength is the promotion of partnerships between Italian and local companies. Eni supported us in the creation of a business accelerator in Nairobi, which has become a reference model for a new method of Italian "cooperation" in Africa. It is no coincidence that its motto is "Where Kenyan innovators meet Italian excellence". Here Eni has made resources available to finance the companies we have trained. This is a key element. Education is not enough. Once the business model is in place, there are two main obstacles to growth: access to credit, and this is where Eni comes in, and access to markets, and this is where we try to operate with a dedicated team that also operates in Italy. The other major area of cooperation with Eni is the development of entrepreneurship near the Group's production sites. Eni's sustainability policies have as their cornerstone the enhancement of the territory in which they operate. And one of the most important methods of intervention is precisely the development of new businesses, both in the agrifood sector and in the vast and varied range of activities linked to Eni through its supply chain. We have a joint activity in Ghana in the pipeline, which I hope will be a pilot experiment for a type of collaboration to be replicated across the continent.

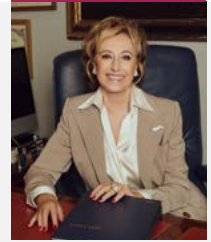
### Africa is a young continent with an average age of around 20 years. What are the most significant vocational levers to offer local employment opportunities to these young people?

Aiming, as we have done, at entrepreneurship means helping to turn ideas of all kinds into job creation, making the most of a wide range of skills. Always with a special focus on what meets the most immediate African needs: agri-food supply chains, circular and green economy solutions, renewable energy, health and education. All this is accompanied by a strong injection of digitalisation, which is increasingly decisive in every sector. This is where a new initiative comes in. We are setting up digital skills development centres where we can train many young people to successfully enter the job market.

### What is Italy's particular contribution to African development?

We may not be sufficiently aware of it, but Italy enjoys an extraordinary reputation on the African continent. There are many reasons for this: the responsible work of many of our companies, the extraordinary commitment of missionaries who have dedicated themselves tirelessly to the worlds of education and health, the esteem in which our technology is held due to its quality and reliability, our taste for beauty, the sense of brotherhood and respect that are associated with our Country. On the strength of this cultural esteem, I would say of this friendship between peoples, Italy's contribution can be extremely important. It is a contribution based on the logic of partnerships, which is developed in the areas of technology transfer, education and the intensification of trade at several levels. In this sense, the dramatic problems induced by climate change and the political crises that still run through the continent, problems such as climate migration and emigration to Italy and Europe, should not only be seen as threats. They can be factors in the acceleration of a partnership that must be increasingly intense. And let us not forget that Italy's contribution to African development is also a great, irreplaceable opportunity for Italian development.

## INTERVIEW



Interview with

**Letizia Moratti**

*Regional Councillor for Welfare and Vice President of the Lombardy Region. First woman Chair of Rai and Mayor of Milan. From 2001 to 2006 she was Minister for Education, Universities and Scientific Research. She is President of the E4Impact Foundation, an initiative of ALTIS - Alta Scuola Impresa e Società of the Università Cattolica del Sacro Cuore - which supports the start-up and growth of new businesses in Africa. The partnership with Eni began in 2020 with a business acceleration programme in Kenya and continued in 2022 with the signing of an agreement to collaborate on economic diversification, education and vocational training projects in Africa.*

➔ [Full interview on eni.com](#)



## FOCUS ON

## TOGETHER WITH UNIDO TO PROMOTE THE SUSTAINABLE INDUSTRIALISATION OF AFRICA

**IN JULY 2019, ENI AND UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO) SIGNED A JOINT DECLARATION, ESTABLISHING A MODEL OF PIONEERING PUBLIC-PRIVATE COOPERATION AIMED AT CONTRIBUTING TO THE ACHIEVEMENT OF THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS, PARTICULARLY IN AFRICA. THIS ALLIANCE HAS LED TO THE LAUNCH OF SEVERAL INITIATIVES.**

**CENTRE OF EXCELLENCE FOR RENEWABLE ENERGIES IN THE REPUBLIC OF CONGO**

Under an agreement (Accord de Valorisation du Gaz) with the local government, Eni has developed the Renewable Energy Research Centre in the city of Oyo (Cuvette Department). Thanks to its consolidated experience in the Global Network of Regional Sustainable Energy Centers ("GN-SEC")\*, UNIDO has developed a 5-year strategic plan aimed at supporting the Republic of Congo in taking charge of the Centre, ensuring its long-term sustainability. The UN agency's extensive network of industry relationships will also enable it to engage additional partners in the dialogue to assess potential synergies in the Centre's activities.

**AGRICULTURAL DEVELOPMENT IN MOZAMBIQUE**

The coordination between Eni and UNIDO made it possible to identify synergistic initiatives in the Country in order to improve selected agro-industrial supply chains to foster youth employment and income generation for local producers. The pursuit of these objectives also relies on the support of the Italian Agency for Development Cooperation (AICS) with which Eni has signed a Memorandum of Understanding.

**CAPE VERDE ENERGY TRANSITION PROJECT**

In order to promote the energy transition of the smaller islands, UNIDO supported Eni and the Politecnico di Torino in conducting a feasibility study for the application of onshore and offshore renewables in the islands of Sal and Santo Antão of the Cape Verde archipelago. This study also leverages on the application of Eni's proprietary ISWEC (Inertial Sea Wave Energy Converter) technology for the production of electricity from wave motion. The project aims to disseminate Eni's know-how on decarbonisation through the integration of renewable energies into the traditional energy mix of small islands.

**GLOBAL HYDROGEN PARTNERSHIP**

As part of the "Global partnership for hydrogen application in industry" launched by UNIDO in July 2021 Eni provides technical support, through its R&D function, to the expert panel set up to accelerate the global strategic dialogue on hydrogen in industry for developing Countries. The UNIDO programme aims to stimulate synergies by improving the exchange of knowledge on policies, technical guidelines and industry standards. The alliance also includes technical cooperation activities aimed at defining pilot projects and national guidelines for the development and application of hydrogen in industry in developing Countries.

**BUSINESS ACCELERATOR IN KENYA**

In 2020, Eni supported the E4impact business accelerator in Kenya in collaboration with the Italian Agency for Development Cooperation (AICS). The project supported the start-up of 40 companies, 40% of which were run by women. UNIDO confirmed its participation in the second phase of the project to enrich the training courses offered by the accelerator and promote youth employment.

\* Platform with the aim of accelerating energy and climate transformation in developing countries.



Centre of excellence for renewable energies in the Republic of Congo



ISWEC (Inertial Sea Wave Energy Converter) technology for the production of electricity from wave motion



## IN PARTNERSHIP WITH UNESCO TO PROMOTE LOCAL DEVELOPMENT IN MEXICO

**The Memorandum of Understanding (MoU) signed by UNESCO and Eni aims to promote local sustainable development through various areas of collaboration. How do you think public-private partnerships can create added value and contribute effectively to the achievement of the SDGs?**

The added value of the public-private sector helps to prioritise and generate initiatives linked to its implementation, to foster cross-sectoral alliances and, above all, to make citizens actors in social transformation.

The partnership with Eni is an example of joint and integrated work at the local level, enabling development work to be carried out more effectively.

The introduction of the 2030 Agenda for Sustainable Development recognizes the role that different members of the private sector, from micro enterprises and cooperatives to multinationals, will play in the implementation of the new Agenda. In this regard, UNESCO and Eni intend to work on disaster risk reduction with the Federal Government of Tabasco, contributing to SDGs 4, 6, 11, 13, 15 and 17 through the Convention for the Protection of the World Cultural and Natural Heritage and UNESCO's Man and the Biosphere programme.

**Education transforms lives and is at the heart of UNESCO's mission to build peace, eradicate poverty and promote sustainable development. What joint actions can effectively contribute to the achievement of SDGs 4 in Mexico?**

Mexico is a Country of mega-diversity with 41 Biosphere Reserves, 2 Geoparks, 3 cultural landscapes, 35 World Cultural Heritage sites, 11 entries in the Intangible Cultural Heritage register, 68 indigenous peoples and

364 language variants. UNESCO contributes to strengthening the capacity to safeguard this cultural and biological wealth.

UNESCO-designated sites are ideal spaces to implement our projects because they have a management perspective that is already closely linked to that of our organisation, which includes the 2030 Agenda.

With Eni's support and expertise, we are evaluating important projects to safeguard cultural and natural heritage, which will work through capacity building and generating spaces for dialogue between experts and communities.

**Do you think Eni's geoscientists with their expertise on the matter and the support of UNESCO can play a role in developing natural hazard resilience, and preparedness in the era of a changing climate?**

A successful disaster risk reduction strategy requires effective coordination mechanisms between the many stakeholders, as well as cross-discipline and multi-sectoral contributions. Undoubtedly, the contribution of the expertise of Eni's geoscientists will strengthen and enrich the new strategies for resilience to natural disasters. South-east Mexico suffered the effects of severe hurricanes (Delta, Eta, Iota): flooding, material and human losses. To mitigate the impacts of possible upcoming natural disasters in Tabasco, we developed a project on Water Safety and Integrated Risk Management with the Regional Centre for Water Safety (CERSHI), a specialised centre sponsored by UNESCO. Eni scientists will be able to contribute to capacity building and risk reduction not only in Tabasco but also in other disaster-prone regions.

**Geoparks function as outdoor classrooms and incubators for development and sustainable lifestyles, appreciation of cultural diversity and promotion of peace. How are local**

**communities involved in these educational activities?**

The slogan of UNESCO's Global Geoparks is 'Valuing Earth's Heritage, Supporting Local Communities'. These have adopted a bottom-up approach aimed at empowering communities to ensure the geological importance of an area, the conservation and promotion of science, education and culture, as well as using them as a resource for sustainable economic development, for example through the development of responsible tourism. Geoparks are an opportunity to promote and develop culture through community participation, as well as to actively involve local and indigenous peoples, preserving and celebrating their culture and their connection to their land, highlighting in particular the role of women. In this sense, one of the criteria for Geoparks is that local knowledge, practices and management systems, together with science, are included in local planning and management.

**Eni Mexico's area of influence in Tabasco is highly prone to severe flooding. Disaster risk reduction strategies are essential to promote sustainable development. What activities can we put in place to help reduce the vulnerability of these local communities?**

UNESCO provides a common working space for disaster risk reduction by creating synergies between the scientific community, policy makers and civil society.

To ensure that communities, including indigenous ones, are prepared to mitigate disaster risks, UNESCO has developed awareness-raising tools and educational materials and promoted the exchange of lessons learned and good practices. In collaboration with Eni, the most vulnerable and flood-affected communities will be identified to train local authorities and increase their capacity to effectively prevent, respond to and recover from the impacts of natural disasters.

### INTERVIEW



Interview with  
**Frédéric Vacheron**  
UNESCO representative  
in Mexico

➔ [Full interview on eni.com](#)





# Local Development Programme - LDP

The Local Development Programme (LDP) provides an integrated view of the various activities that Eni carries out in the Countries where its business projects are located. The Programme is divided into five action

lines: 1) stakeholder engagement; 2) human rights; 3) local content; 4) land management; 5) local development projects. The activities included therein, defined in coherence with the National Development Plans, contribute as a

whole to the achievement of the objectives set by the Country in relation to the 2030 Agenda and the Paris Agreement (Nationally Determined Contributions NDCs) to improve the well-being of local communities.

## LOCAL DEVELOPMENT PROGRAMME

### 1 HUMAN RIGHTS IN COMMUNITIES

Commitment to ensuring that its activities do not adversely affect the lives of people affected by its business activities, using a risk-based model to classify business projects.

### 2 LAND MANAGEMENT

Project development may require the acquisition and/or use of land and the subsequent relocation of people. It is therefore necessary to minimise the socio-economic impacts on their lives by limiting as far as possible the loss of assets or access to assets, which generates the loss of income or livelihood resources.

### 3 LOCAL CONTENT

Local Content, a tool that supports dialogue with local authorities and provides a useful assessment to guide investment decisions to promote local development, represents the added value brought to the Countries on three lines of action:

- transfer of skills and knowledge;
- activation of local economic sectors in the supply chain;
- interventions to foster growth and diversification of the local economy.

### 4 STAKEHOLDER ENGAGEMENT

Eni tracks and examines all requests received by its stakeholders in order to implement development initiatives, shared with local communities, and consistent with sustainable development.

Key elements in the process are openness to listening, mutual exchange, inclusion, understanding of stakeholders' points of view and expectations as well as sharing of choices and decisions.

### 5 LOCAL DEVELOPMENT PROJECTS IN 6 SECTORS OF INTERVENTION



#### ACCESS TO OFF-GRID ENERGY

Promoting local production and marketing of certified, quality cooking systems, by creating employment opportunities and local micro-entrepreneurship and replacing traditional cooking systems with more modern ones.



#### LIFE ON LAND

Restoration of the ecosystem with remediation activities focused on recovering the native vegetation.



#### ECONOMIC DIVERSIFICATION

Promoting food security, the development of entrepreneurial, agricultural, fishing and infrastructure activities, in a long-term perspective, favouring the creation of new job opportunities for people and businesses, the empowerment of women and young people.



#### ACCESS TO WATER AND SANITATION

Ensuring the availability and sustainable management of water and sanitation for the local population.



#### EDUCATION

Promoting equitable and inclusive access to quality education and learning opportunities.



#### COMMUNITY HEALTH

Promoting access to health and combating the spread of disease through prevention and treatment.



## HUMAN RIGHTS IN COMMUNITIES



Eni is engaged in preventing possible negative impacts on the human rights of individuals and host communities deriving from the implementation of industrial projects. For this purpose, in 2018 Eni adopted a risk-based model to classify the business projects of the upstream activities based on the potential risk to human rights, extended in 2020 to the evaluation of renewable energy projects. The highest risk projects are, therefore, specifically studied through "Human Rights Impact Assessments" (HRIA), which also include a preliminary analysis of the local human rights context and a subsequent engagement meeting with the main rightsholders. In 2021, another type

of analysis - the 'Human Rights Risk Analysis' - was also introduced for projects that present certain risks but for which there is no direct engagement with rightsholders. Such studies allow the identification of recommendations for the implementation of measures to prevent potential human rights impacts and to manage existing ones, also thanks to the adoption of a specific action plan. Using this prioritization model 100% of the exploration and upstream development projects as well as renewable energy projects were analysed and a medium-high risk profile was found for 6 projects, which will be subject to dedicated in-depth studies in two years. In particular, during the year, four studies were conducted on seismic survey projects: in Angola in the

Cabina-Centro block, in the United Arab Emirates in Sharjah, in Albania in the Dumre block and in Oman in Block 47. For all of them, the implementation of Action Plans is underway, also through the involvement of contractors for seismic survey activities. In addition, the implementation and monitoring of the actions planned for the studies conducted in 2018-2019 in Mozambique and Mexico continued, for which progress reports on the Action Plans are available on Eni's website. Finally, with reference to decommissioning activities, a project was launched in 2021 to define a risk-based model to identify projects with possible impacts on communities and put in place appropriate mitigation measures to protect the communities hosting Eni's activities.

Projects assessed by the risk-based model as having a higher risk on human rights are subject to a "Human Rights Impact Assessment" (HRIA)



Eni conducted a Human Rights Impact Assessment in 2019, with the support of the Danish Institute for Human Rights (Human Rights Impact Assessment) on the Area 1 development project in Mexico.





## INTERVIEW



Ergon Associates is a specialist consultancy working on business and human rights. It was established 16 years ago and has subsequently built up a wide base of clients working across a range of different sectors from development finance to energy, from retail to sport. **Steve Gibbons** is a founding Director of Ergon Associates and has over 20 years' experience working with businesses, international organisations, governments and others to support the promotion of labour and human rights.

➔ [Full interview on eni.com](#)

## PRESENT AND FUTURE ROLE OF BUSINESSES IN RESPECTING AND PROMOTING HUMAN RIGHTS IN COMMUNITIES

### 10 years after the adoption of the UN Guiding Principles on Business and Human Rights what has been the path done so far and what will be the role of companies in the next future? Are there new challenges?

There has been some significant progress in relation to the way in which companies understand their obligations and also the opportunities for them to both protect and promote human rights. While we have still some ways to go, there is increasing evidence that companies better know where they may impact on human rights and also better understand the actions they can take which will either reduce that impact or better support positive human rights impacts. Human rights impact assessments and other studies are important in this respect, and Eni have been at the forefront of developing such studies and being transparent about the outcomes. 10 years in, and in many ways the nature of the discussion on business and human rights is a long way away from where it was before the UNGPs were adopted. However, in other ways there are sectors and companies, many of them, who have really not progressed at all. With this in mind, an important factor in the future will be the way in which legislation requires companies to carry out both risk and impact assessments and, importantly, describe what they are going to do to either remediate negative impacts all prevent them. As a range of significant events is showing us, from the Russian invasion in Ukraine to the FIFA World Cup in Qatar later this year, there will be also changing expectations of companies in relation to how they do their business and where they do their business. This is going to have a particular impact on the issue of human rights and the expectations of business to 'know, show and tell' what their approach is to some complex political situations.

**What role can be played by companies in respecting and promoting the human rights of the hosting communities? What**

### are the strengths and the limits of a Human Rights Impact Assessment?

A human rights impact assessment can be a really strong tool if it is properly carried out. It allows the company to understand what it's doing, but it also should allow the company to understand either the limits of its responsibility or the opportunities for the company to support, collaborate or even lobby public organisations to carry out their duties under international human rights instruments. Understanding the needs, challenges and situation of the community which is both impacted by a project, but also provides services and workforce to the project is super important. As such, starting to understand that a human rights approach is nothing if it is not integrated into a full proper and transparent stakeholder engagement process is key.

### Do you think the EU proposal for a Directive on corporate sustainability due diligence will help to raise companies' commitment and guide their engagement on most relevant issues affecting their direct activities and those within their supply chain?

This proposal, and equally importantly the way that national law implements the Directive, will be a central issue for the coming years in business and human rights. While there are some companies, and I would put Eni in this group, who already have significant commitments to carry out human rights activities across its direct activities and also within its supply chain, there are many that do not. As such, we can see the limitations of a voluntary approach to business and human rights. This is particularly the case for those companies who are less in the public eye or subject to either sectoral or other external pressures. Legislation, particularly where it places real and clear duties on the leadership and directors of companies, can have a significant impact and leads to step change. One consequence of new laws will be a rising tide of both expectation and understanding. Companies will be able to better resource and implement human rights programmes, based on what their competitors and comparators doing, but also use the skills and knowledge which the labour

market and professional services firms will start to provide. As one of the few specialist consultancies in this area out there, it's fair to say that there are very few specialised agencies and consultancies at the moment and in the long term that can't be a good thing.

### How companies should approach the requests of the Directive proposal?

There is still some way to go before the directive is approved, and even then its provisions will still require specific implementation by national law. The key thing to understand about the proposal is that the central provisions are those that will lead to changes in company law and, in particular, the duties of company directors. With this in mind, from a purely legal perspective companies should start to engage that own legal teams and senior leadership to understand the kind of change that is coming down the track and start to plan for the increase in resources and effort that will be needed under the legislation. What it actually looks like is still a little bit unclear. However, some things are certain: companies will have to have a better understanding of the impact of the whole of their business, including but not limited to supply chains, on human rights; they will have a deeper understanding on how they can remedy any known breaches; they will need to be clear on what remedy and grievance mechanisms are in place and develop and integrate their overall programmes.

### Can respect and promotion of human rights play a crucial role in the just transition pathway?

Our view is that human rights are both central to just transition, but also an incredibly useful tool. Transition to a low carbon future can often be bound up, understandably, in technical concepts and language. Adding a human rights lens forces to look at what the social impacts of the change will be, both in terms of jobs, livelihoods and broader as yet unclear implications. Asking the simple question what transition means for people and how can we make sure that the positive elements for the planet of transition have minimal negative impacts for people is really important.



FOCUS ON

**AN EXAMPLE OF ENI'S COOPERATION WITH NON-JUDICIAL MECHANISMS: UPDATE**



**THE AGGAH COMMUNITY RESIDES IN THE STATE OF RIVERS IN NIGERIA, IN AN AREA THAT IS REGULARLY PRONE TO FLOODING, DUE TO SEASONAL RAINS AND FLOODING OF THE NIGER RIVER.**

In December 2017, an association called Egbema Voice of Freedom (EVF), in the Aggah community, issued a complaint before the Italian National Contact Point (NCP) for the OECD Guidelines. The application complained that Eni was not doing enough to mitigate the impact of its operations on the effects of the floods on the community. During the procedure, Eni provided objective elements – also with the support of photo and video documentation – to demonstrate that NAOC operations and infrastructures have no aggravating impact on the natural flooding of the area. The natural flooding affects a much wider area than the one of the community of Aggah, and it is a typical phenomenon of the Niger Delta region. While always reaffirming its position, Eni has chosen to comply with and participate in good faith in the procedure at the NCP and to actively contribute to its proper implementation. Following the signing of the Terms of Settlement (ToS), Eni in Nigeria (NAOC) and Egbema voice of Freedom (EVF) designated their respective contact persons who met several times in order to define the contents of the drainage interventions to be carried out in the community. The work is currently being completed. On March 4, 2021, the NCP, having heard the parties, published a follow-up report on its website with the following final considerations: “During conversations with the NCP, both parties recognised that there has been progress on the implementation of the ToS and confirmed their willingness to continue the dialogue to reap the benefits of the agreement reached. The NCP reiterates the enormous value of the agreement of the July 8, 2019 and welcomes the progress made up to now in its implementation. The NCP invites the Parties to continue to cooperate in good faith and with the utmost commitment for the implementation of the Terms of Settlement and to follow the final recommendations formulated by the Conciliator in the ToS.” On May 31, 2021, a joint NAOC-EVF visit agreed on minimal additional actions to finalise the project. An external consultant was contracted in September 2021 to carry out monitoring of the functioning of the drainage works in order to assess their effectiveness during the flooding season.

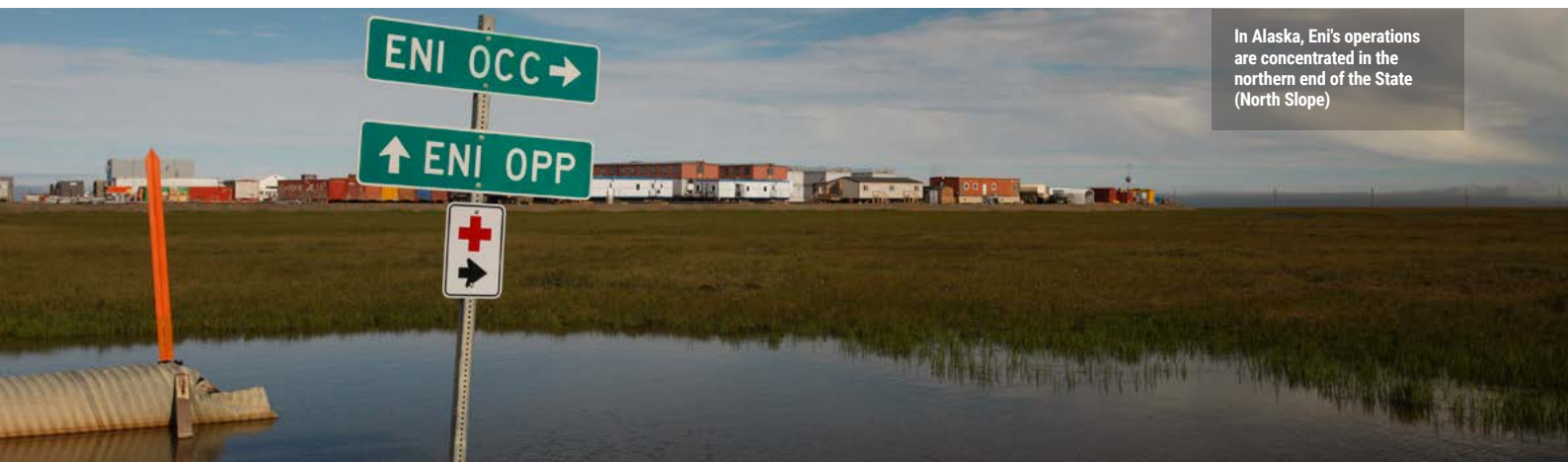
**THE RELATIONS WITH INDIGENOUS POPULATIONS**

Considering the industrial contexts in which it operates, Eni has direct contacts with indigenous populations and their representatives exclusively in Australia and Alaska. In these cases, the relationship is managed in compliance with international and local regulations that define how to involve and consult them. In Australia, Eni operates in the Northern Territory, near the

Wadeye community, and regularly engages local administrative bodies which protect the rights of Aboriginal populations, developing participatory projects concerning local development and environmental conservation. In Alaska, Eni's Oil & Gas operations are concentrated in the northern end of the State (North Slope), where native peoples live on subsistence-based lifestyles (hunting and fishing); Eni's key stakeholders include rep-

resentatives of the villages located close to Eni's operating activities, as well as cooperatives and corporations which supply goods and services to companies operating in the area, according to local regulations. For this reason, in 2020 Eni's company in the United States (Eni US Operating) adopted a specific policy on respecting the rights of indigenous peoples in the conduct of its activities and operations in the state of Alaska.

**Eni in 2020 has adopted a specific Policy on respecting the rights of indigenous peoples in the conduct of its activities and operations in the state of Alaska**



In Alaska, Eni's operations are concentrated in the northern end of the State (North Slope)



## FOCUS ON

## AN EXAMPLE OF LDP IN MEXICO

Eni has been present in Mexico since 2006, and in recent years the company has implemented various social initiatives to support the coastal towns of the municipality of Cardenas, in the state of Tabasco, near the project area in Block 1. The planning, implementation and monitoring of these initiatives, through the preparation of a Local Development Programme, were formalised by the signing, on May 4, 2019, of a Memorandum of Understanding (MoU) with the state of Tabasco, which provides for collaboration in five priority areas of intervention: safety, education, socio-economic development and employment, health and environmental sustainability.

## LOCAL DEVELOPMENT PROGRAMME IN MEXICO

- 1 HUMAN RIGHTS IN COMMUNITIES**

Eni conducted a Human Rights Impact Assessment on the Area 1 development project in 2019 with the support of the Danish Institute for Human Rights. On the basis of the results of the study - which found impacts on fishermen's rights, on the management of security activities and on the transparency of communication between the company and the community - a Human Rights Action Plan was launched, providing ad hoc measures to manage the critical issues identified. The Plan, concluded in 2021, saw the implementation of a number of activities, including: the implementation of a Community Grievance Mechanism; the conduct of social audits on contractors; the implementation of long-term local development projects in the areas of fisheries, economic diversification and community health; training activities for employees and contractors; and stakeholder engagement activities, involving, among others, the National Human Rights Commission (CNDH) and the Office of the United Nations High Commissioner for Human Rights (OHCHR).
- 2 LAND MANAGEMENT**

Offshore operations in the Block 1 area pose no risk of relocation of local communities. However, due to the installation of on-shore pipelines and the Onshore Receiving Facility (ORF), land acquisition and leasing activities were carried out and 73 contracts were signed with landowners between 2018 and 2021. In addition, the fishing activities of coastal communities are impacted by the operations and in this regard Eni has implemented specific measures to mitigate the impacts such as, for example, a local development project to support the sustainable development of the fishing sector in the area of influence of Block 1 in Cárdenas, Tabasco state, through support to the fishermen's federation for the purchase of new outboard engines, nets and other equipment and the introduction of a new methodology for oyster farming and to encourage the repopulation of the waters.
- 3 LOCAL CONTENT**

In support of the Local Content strategy, the Eni Local Content Evaluation (ELCE) Model was applied in 2019 to assess the socioeconomic value produced in Mexico by Eni for the entire lifecycle of the Area 1 project. The model has quantified the overall economic impact generated by the project, amounting to USD 20.9 billion, showing that the industries most activated at local level are *logistics* and *general services*. The jobs generated, directly by Eni and through the first tier of suppliers, are estimated to be equal to 16,940.
- 4 STAKEHOLDER ENGAGEMENT**

The main stakeholders identified for the Area 1 Development Project belong to the following categories: government institutions and supervisory bodies; civil society, including local and national organisations/NGOs/associations and academic institutions; local media; contractors, suppliers and business partners including Eni's business partners (e.g. PEMEX); trade unions and associations of Oil & Gas operators (AMEXHI); local communities.

Eni's stakeholder engagement activities, which involved the local community, in the State of Tabasco.







**5 LOCAL DEVELOPMENT PROJECTS**

The areas of intervention have been identified in line with the Eni Cooperation Model and are consistent with the different development objectives at national and sub-national level.

**ACCESS TO ENERGY'S AWARENESS**



**SDG7 AWARENESS**  
**TIMELINE: 2020-2021**

**OBJECTIVE:** to unite efforts to expand knowledge and ownership of the United Nations 2030 Agenda, particularly for SDG 7, including through the creation of a mural in one of the most visible and representative places in Mexico City (one of the most populous cities in the world): the Nonoalco Residential Complex in the Tlatelolco neighbourhood.



**RESULTS AND BENEFICIARIES:** Eni sponsored the creation of a mural, painted with a special paint effective in reducing pollutants, inspired by famous Mexican dancers, so that the concepts of SDG 7 can be related to Mexican culture. The mural is part of a larger project promoted by the United Nations - Proyecto 17 - which envisages the creation of other murals for each of the 17 SDGs in the Tlatelolco neighbourhood, which has 35,000 inhabitants.

**ECONOMIC DIVERSIFICATION**



**OYSTER FARMING**  
**TIMELINE: 2020-2021**

**OBJECTIVE:** to increase the production of oysters and market access, to contribute to increasing the income of oyster farmers in the Carmen - Pajonal - Machona lagoon system, which has 9 oyster farmers' cooperatives.

**RESULTS AND BENEFICIARIES:** a pilot project for oyster farming was launched in 2021, benefiting 9 cooperatives and their 420 members.



**EDUCATION**



**PROEDU**  
**TIMELINE: 2020-2024**

**OBJECTIVE:** to promote equitable and inclusive access to quality education for approximately 1,600 children between the ages of 6 and 14 who attend the 13 public schools in school area 46 of the municipality of Cardenas, Tabasco State. The project aims to improve the quality of school education and strengthen the teaching capacities of 60 teachers, as well as to assist families in the education and literacy process.

**RESULTS AND BENEFICIARIES:** 7 public primary schools renovated, benefiting 1,220 students; approximately 900 people reached by COVID-19 prevention campaigns with 270 families participating in awareness raising workshops and training activities for 56 teachers; 203 students involved in workshops.



**COMMUNITY HEALTH**



**COMBATING CHILD MALNUTRITION**  
**TIMELINE: 2020-ongoing**

**OBJECTIVE:** to improve child nutrition in children aged between 3 and 12 years in Tabasco state as well as the detection of comorbidity - i.e. the coexistence of several different diseases in the same individual - associated with poor dietary habits.

**RESULTS AND BENEFICIARIES:** 733 children participated in the programme, which includes weight and height measurements and various laboratory tests, including thyroid analysis and a complete blood test. This is followed by a dietary education and health monitoring programme for children.





€425.3

million

Planned investments in local development in the period 2022-2025

€105.3

million

2021 Investments in local development

### LOCAL DEVELOPMENT PROJECTS

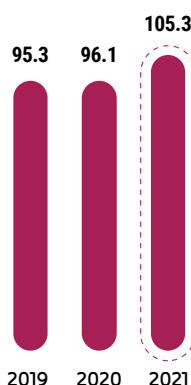
Eni defines and implements precise interventions to support the needs of local populations, in collaboration with local institutions and stakeholders in the contexts in which it operates, where essential rights such as access to water, food and education are enjoyed by only a small portion of the population, mainly due to limited access to resources and services. Within the framework of Local Development Programmes and in line with the Sustainable Development Goals, Eni implements projects to contribute to access to off-grid energy and clean cooking, access to water and sanitation, to promote proper nutrition and sup-

port the spread of health services and systems, as well as to improve the health status of local communities and vulnerable groups. In addition, Eni develops and implements agricultural, micro-credit and other economic diversification projects, promotes access to education and vocational training activities, and works for the protection and conservation of forests and land. Particular attention is paid to circular economy projects, such as the "Catrep" training and technical support centre in Congo, and programmes to promote the development of the entrepreneurship and the economic diversification in Mozambique, in collaboration with the Standard Bank business incubator. Currently,

in line with international standards, Eni is strengthening the integration of the gender perspective in the project cycle, ensuring its adoption in the technical assessment (pre-approval) phase. In this regard, the gender approach was included in the integrated project of Cabinda in Angola through the context analysis based on a gender perspective and reflected in the identification of activities and the formulation of associated results. The project is also aligned with the National Policy for Gender Equality and Equity.

For more information: [Eni for 2021 - Sustainability performance, page \(p. 39\)](#)

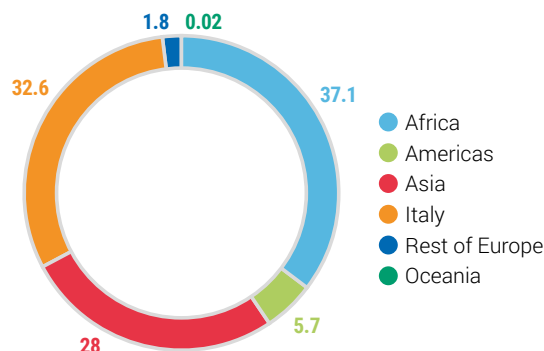
#### LOCAL DEVELOPMENT INVESTMENTS (€ million)



#### 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)



The CATREP (Centre d'Appui Technique et des Ressources Professionnelles) project is an initiative implemented in the Republic of Congo, in the Hinda district.





## LOCAL DEVELOPMENT IN ITALY

Eni operates in Italy with the aim of promoting value for the communities in the areas in which it is present, in collaboration with public and third sector entities, and most of the initiatives in 2021 are part of long-term agreements signed with local institutions (around 90% of expenditure in 2021). In particular, with regard to energy efficiency, it has promoted an improvement in the efficiency of public lighting systems (e.g. in Porto Torres and Ferrara Erbognone), the reduction of emissions through the installation of photovoltaic parks for its plants in Ravenna, and the supply of natural gas to the municipalities

affected by activities in Val d'Agri. For economic development, Eni has worked with local authorities to promote local start-ups, through the provision of workspaces and economic incentives and training support ("coLABoRA" programme in Ravenna or the "Joule" initiative: Eni's business school). In the agri-food sector, in Basilicata, an initiative promoted with Coldiretti has ensured the growth of more than 1,000 local companies and support for the improvement of agricultural logistics as well as a focus on biomonitoring in the dairy sector. The 'South Up!' project, in collaboration with Alsia (Lucan Agency for Development and Innovation in Agriculture), promoted innova-

tion and technology development. Eni also promotes various training initiatives: in Ravenna, to improve awareness of the issue of sustainability; in Basilicata, to promote innovative forms of school tourism; and in Gela, to reduce school dropouts through the digitalisation of educational offerings and where, in cooperation with the "Kore" University of Enna, Eni has supported local technical institutes in developing innovative educational courses. Finally, Eni pays constant attention to the issue of environmental sustainability, to promote the protection of the local area, as in Ravenna, and to support environmental monitoring at its operating sites in Basilicata, Sannazzaro and Taranto.

€32.6  
million  
invested in 2021  
in Italy

### FOCUS ON

## CASF (CENTRO AGRICOLO DI SPERIMENTAZIONE E FORMAZIONE - AGRICULTURAL RESEARCH AND TRAINING CENTRE) PROJECT

**IN BASILICATA, THE CONSTRUCTION OF THE CASF 'AGRICULTURAL EXPERIMENTATION AND TRAINING CENTRE' CONTINUED IN 2021, COVERING AN AREA OF APPROXIMATELY 25 HECTARES ON LAND ADJACENT TO THE VAL D'AGRI OIL UNIT IN VIGGIANO.**

**PROJECT AND OBJECTIVES:** During the year, the cultivation plan was completed, which saw the redevelopment of 15 hectares for agricultural use, the recovery of several historic vineyards and olive groves, and the planting of over 10,000 new fruit trees. In addition, the first training and experimentation activities were undertaken at the Centre. In the coming years, the network of collaborations with institutes, research centres, companies and people working in the sector will be extended, offering, on the one hand, educational courses and professional training activities, and on the other, experimental trials of crop varieties, the use of low-impact technologies, the cultivation of organic products and the development of innovative techniques in the name of sustainable agriculture, to the benefit of the agricultural sector in Basilicata and, more generally, in southern Italy.

**RESULTS:** The activities directly involved about 40 local resources, some of which were part of an agricultural cooperative in Viggiano, and sustainable agriculture projects were launched, in collaboration with research bodies and local stakeholders, including the implementation of energy crop trials on 3 hectares for the production of high value-added industrial oils. On the training front, a course for local agricultural workers and two educational visits were organised and a school-to-work programme was launched with a local technical school for the 2021/22 school year involving over 90 students.

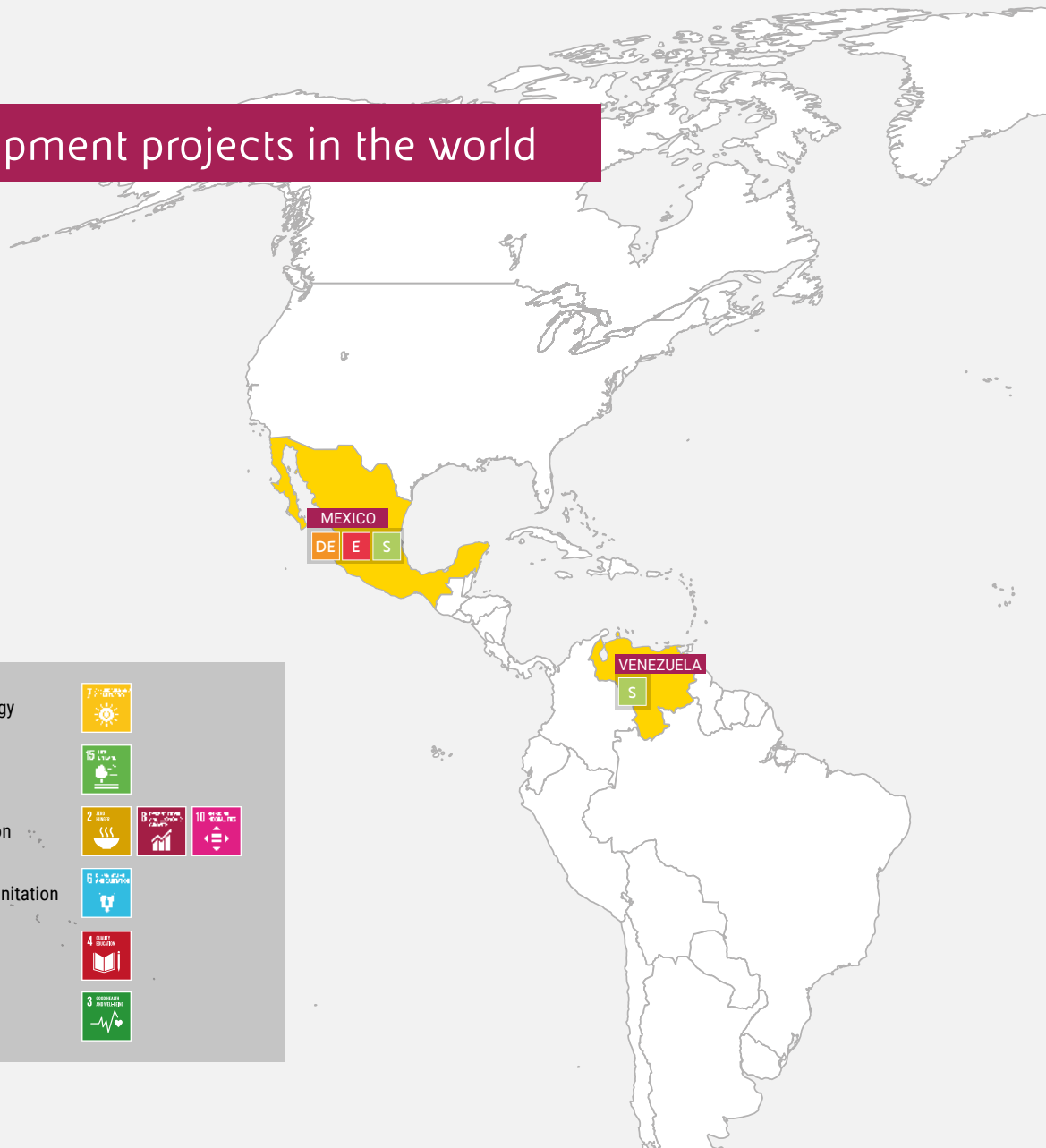


Cherry varietal collection plant built on the CASF's project land.





# Local development projects in the world



### SECTORS OF INTERVENTION

<b>AE</b>	Access to off-grid energy	
<b>TT</b>	Life on land	
<b>DE</b>	Economic diversification	
<b>AS</b>	Access to water and sanitation	
<b>E</b>	Education	
<b>S</b>	Community health	

### ACCESS TO OFF-GRID ENERGY

#### MOZAMBIQUE - CLEAN COOKING

**OBJECTIVE:** to help ensure access to clean and sustainable energy through the local production and distribution of 20,000 improved cooking systems compared to traditional ones.

**BENEFICIARIES AND RESULTS IN 2021:**

10,000 improved stoves produced and sold during the first phase of the project (2018-2021); 10,000 households reached by the initiative, of which 3,000 in 2021; approximately 50 people from the community involved in the activity, between production, logistics and sales; additional 10,000 stoves will be produced between 2021 and 2024 in the second phase of the project; credit generation potential of at least 162,000 a tCO<sub>2</sub>e until 2027, generated from the implementation of the project, whose execution phase is ending in 2024.

### ECONOMIC DIVERSIFICATION

#### ANGOLA - SOUTHWEST INTEGRATED PROJECT

**OBJECTIVE:** to improve access to energy, water, agricultural practices and health through education programmes, economic diversification and WASH (Water, Sanitation, Hygiene) initiatives.

**BENEFICIARIES AND RESULTS IN 2021:**

14,653 beneficiaries on WASH activities; 12 water access and distribution points constructed/repared; 8 water and sanitation point groups created; 70 schools involved in water and sanitation awareness; 1,225 farmers supported; 33 agricultural training schools created; 2 entrepreneurial groups created; 8 solar energy systems installed at schools and health centres; 10,313 beneficiaries for energy access activities; 123 community agents trained on preventive health issues; 11,162 beneficiaries of health initiatives.

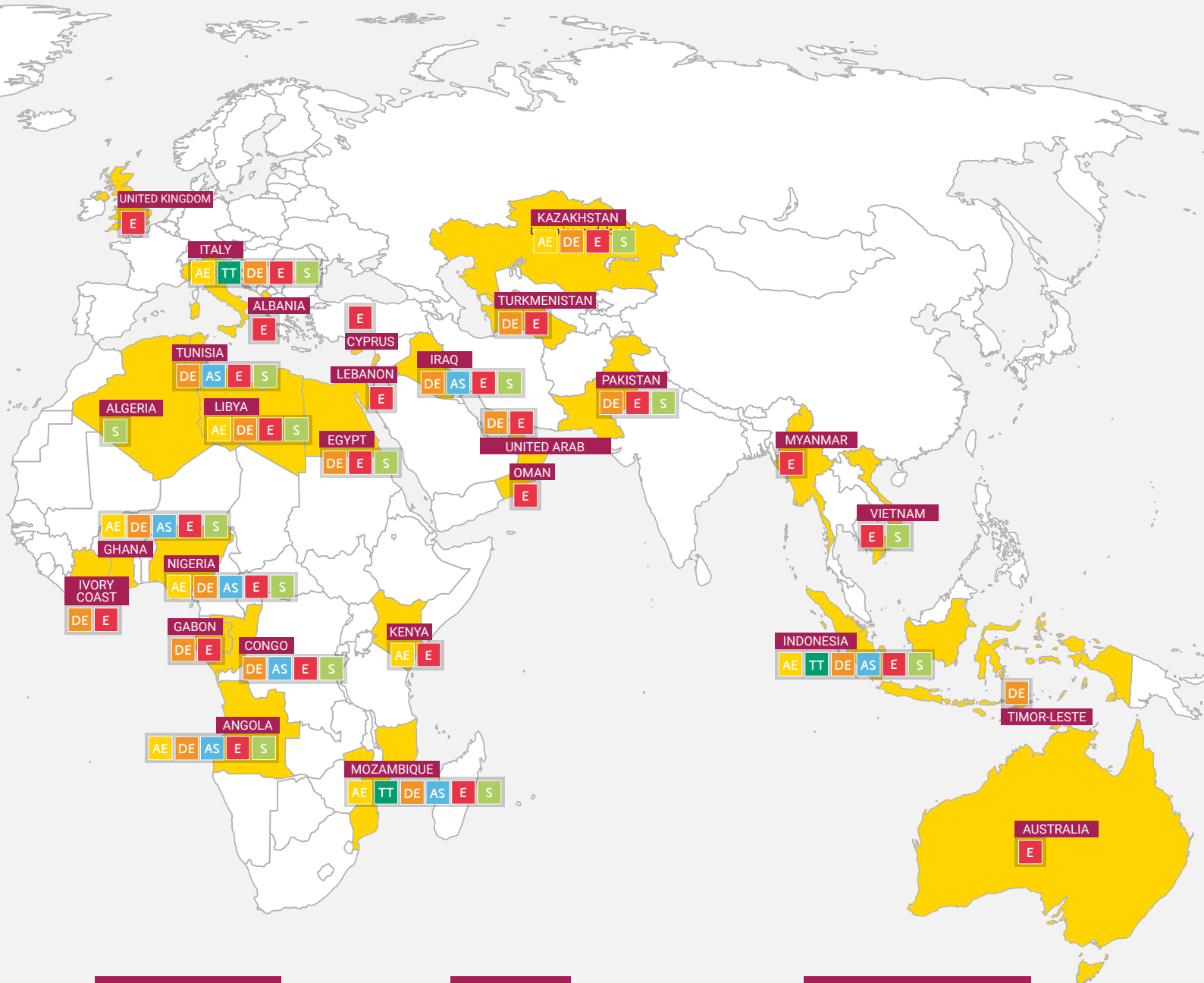
### LIFE ON LAND

#### INDONESIA-REFORESTATION & PRESERVATION

**OBJECTIVE:** to support the East Kalimantan local government and develop better management of the Muara Jawa sub-district waste disposal facility; improve household waste management and preserve the ecosystem of the coastal areas of Samboja sub-district.

**BENEFICIARIES AND RESULTS TO 2021:**

refurbishment of waste management facilities through the repair of the access road to the landfill and construction of a truck workshop (38,999 beneficiaries from eight villages); training and support for waste management through an initiative to promote neighbourhood cleanliness and the planting of 11,000 mangroves (8,840 beneficiaries from three villages).



**ACCESS TO WATER**

**IRAQ - WATER MANAGEMENT**

**OBJECTIVE:** to ensure the availability and sustainable management of potable water and sanitation for the population of the Basra Governorate of the Al Bardjazia area in the Zubair district and Al Buradieiah district in Basra city centre.

**BENEFICIARIES AND RESULTS IN 2021:** 2 new water treatment trains for the Shat Al Arab river under construction at the existing Al Baradhiya plant, with a capacity to produce 800m<sup>3</sup>/h of drinking water that, it is estimated, will benefit at least 50,500 Basra residents from mid-2022; completion/start-up of the Al Burjesia reverse osmosis plant to produce 400 m<sup>3</sup>/h of drinking water (Zubair district) that, it is estimated, will benefit around 38,400 people when fully operational.

**EDUCATION**

**EGYPT - ATS PROJECT**

**OBJECTIVE** to improve productive employment opportunities for young people in Port Said by enhancing their technical skills, and to meet the industry's need for skilled labour, in line with Egypt's economic growth.

**BENEFICIARIES AND RESULTS TO 2021:** work started on renovating and equipping the school (3 buildings, 2 sports fields, an outdoor area); 1,287 applications received for the first academic year; 264 students enrolled for the 2021/2022 academic year (214 boys, 50 girls); 4 specialisation camps; 20 companies involved in the development of the educational programmes and the dual system; 38 teaching and non-teaching staff members.

**COMMUNITY HEALTH**

**ANGOLA - INTERNATIONAL CAPACITY BUILDING PROJECT**

**OBJECTIVE:** to support the Angolan Ministry of Health in improving the provision of specialist medical services to 3 hospitals in Luanda with the collaboration of Italian institutes of excellence in the fields of training, research and health care.

**BENEFICIARIES AND RESULTS TO 2021** more than 170 doctors have participated in training courses; 28 patients have benefited from a cardiac surgical assessment at Josina Machel Maria Pia Hospital; set up of the COVID and infectious diseases treatment unit and upgrading of the educational training centre and a medical library at Hospital Divina Providência; installation of a telemedicine system for Hospital Divina Providência and David Bernardino Children's Hospital



# Instruments and methodologies for local development

The use of tools and methods, in line with internationally recognized standard principles/methodologies, is fundamental along the different business phases in order to:

- understand the reference context and define local development projects through tools for analysing the context [see page 88](#) and assessing any impacts on human rights [see page 97](#);
- map the relationship with stakeholders with the Stakeholder Management System [see page 28](#);
- monitor the progress of the projects and the results achieved through dedicated management tools (e.g. Logical Framework Approach, Monitoring, Evaluation and Learning);
- assess the impacts and quantify the benefits generated by Eni activities (e.g. Eni Local Content Evaluation and Eni Impact Tool).

## ELCE LOCAL CONTENT MODEL

Local Content represents the added value brought to the local economy, society and communities over the lifetime of a project or activity. Since 2016, Eni has been using ELCE Model ("Eni Local Content Evaluation"), validated by Politecnico di Milano; this approach provides a quantitative view of the local impacts of Eni's activities, both in economic and employment terms. The model can be applied for an ex-post evaluation, to evaluate operational activities or projects already implemented or as ex-ante evaluation in the first phases of the process, to analyse projects in the development phase. For Eni, a quantitative model for estimating Local Content is an important means of monitoring a topic that is part of the development process of an industrial project and is often included in the legislation of the Countries in which Eni operates. ELCE model has been

applying to an increasing number of geographical contexts and industrial sectors, in order to include new areas of growing interest which are in line with Eni's energy transition strategy. Examples are the Congo LNG liquefaction project and the Carbon Capture and Storage demonstration plant in Ravenna (CCS Demo Phase), which will be analysed during 2022. The table below gives a list of the projects analysed up to 2021.

In 2021, in order to capitalise the wide availability of data obtained through ELCE model, a simplified methodology for estimating local impacts has been developed. This approach can be used when analysed context is comparable in terms of project type and geographical scope to previous applications of the model and is able to provide more accurate results the larger the database is.

COUNTRY	PROJECT	PRODUCTION ACTIVITY	YEAR
ANGOLA	East and West Hub	Oil floating production unit	2017
	Quiluma and Maboqueiro	Onshore gas treatment plant with shallow water wells	2020-2021
EGYPT	Zohr	Onshore gas treatment plant with deepwater wells	2018
GHANA	OCTP	Oil floating production unit	2017
ITALY	Central-Northern District	Onshore gas treatment plant with shallow water wells	2017
	Southern District	Onshore oil field	2018
	CCS & CCS Demo phase	CO <sub>2</sub> Capture and Storage	2020-2021
MEXICO	Area 1	Oil floating production unit	2019
MOZAMBIQUE	Coral FLNG	Floating gas liquefaction plant	2019



## IDENTIFICATION OF STANDARD INDICATORS, APPLIED TO SOCIAL PROJECTS

To support the application of the Logical Framework Approach (LFA) and Results-Based Management (RBM) methodology to local development projects and to facilitate meaningful and evidence-based data collection, Eni has defined a set of standard indicators for short and medium-term

results. The standard indicators, identified in line with Eni's sustainability strategy and the Sustainable Development Goals, support the measurement of the efficiency and effectiveness of Eni's initiatives within the sectors in which it operates: Access to off-grid energy, Life on land, Economic diversification, Access to water and sanitation, Education and Community health. Moreover, the standard indicators take into

account cross-cutting issues such as gender and the protection and promotion of human rights. The collection of data relating to these indicators allows, on the one hand, an in-depth analysis of the results achieved by Eni through its numerous sustainability initiatives in terms of their impact on the socioeconomic growth of local communities and, on the other, the aggregation and consolidation of Eni's results on a global level.



Promotion of schooling project in Paquitequete, Mozambique



### FOCUS ON

## EXAMPLE OF STANDARD INDICATORS APPLIED TO THE EDUCATION SECTOR

SOME OF THE IDENTIFIED EDUCATION SECTOR STANDARD INDICATORS AND THEIR ALIGNMENT WITH THE RELEVANT SDGS ARE SHOWN BELOW.

### GOALS RELATED TO SDGs 4, FOR QUALITY EDUCATION:



- Ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes;
- Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university;
- Ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy;
- Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all;
- Increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing.

### SET OF STANDARD INDICATORS IDENTIFIED BY ENI TO MEASURE THE EFFICIENCY AND EFFECTIVENESS OF EDUCATION INITIATIVES (SDGs4)

- % of male and female achieving a sufficient level in reading and mathematics
- % of male and female students finishing the school year
- Number of male and female students attending master's, diploma or university programmes, receiving scholarships
- Number of men and women attending adult literacy courses
- Number of schools and/or educational facilities/institutions built or renovated
- Number of trained and/or equipped teachers and/or school staff



# Glossary

## CARBON NEUTRALITY BY 2050

<b>BIOMASS</b>	The biodegradable part of products, waste and residues from agriculture (including plant and animal substances), forestry and related industries, as well as the biodegradable part of industrial and municipal waste.
<b>SCOPE 1 GHG EMISSIONS</b>	Direct GHG emissions from the Company's operations from sources owned or controlled by the Company
<b>SCOPE 2 GHG EMISSIONS</b>	Indirect GHG emissions from the generation of electricity, steam and heat purchased from third parties and consumed by assets owned or controlled by the Company.
<b>SCOPE 3 GHG EMISSIONS</b>	indirect GHG emissions associated with the value chain of Eni products.
<b>FORESTRY</b>	Sustainable forestry consists of forest management practices that follow natural biological cycles.
<b>NET CARBON FOOTPRINT CCUS - CARBON DIOXIDE CAPTURE, UTILISATION &amp; STORAGE</b>	Scope 1 and 2 GHG emissions associated with Eni's operations, accounted for on an equity basis, net of carbon absorbed or captured ("carbon sinks"). The acronym CC(U)S - Carbon dioxide Capture (Utilisation) & Storage refers to the process of absorbing the carbon contained in CO <sub>2</sub> from the atmosphere. Once captured, the gas is either stored in secure locations ("storage") or used in the production of other substances ("utilisation").
<b>FLARING</b>	The practice of burning gas associated with the production of oil can occur either for safety reasons or where there is no available infrastructure for marketing the gas. In the latter case we speak of routine (or process) flaring.
<b>NATURAL CLIMATE SOLUTIONS</b>	Actions to promote the conservation and restoration of ecosystems and improve land management activities aimed at storing carbon and/or preventing GHG emissions.



## OPERATIONAL EXCELLENCE

<b>OIL SPILL</b>	Spillage of oil or petroleum derivative from refining or petroleum waste occurring due to accidents during normal operations ("operational oil spillage") or due to actions that hinder the operational activities of the business unit or subversive acts of organised groups ("oil spillage from acts of sabotage and terrorism").
<b>POLYMERS</b>	Macromolecules, i.e. molecules with a high molecular weight, consisting of a large number of the same or different molecular groups (or structural units), joined in a "chain" by repetition of the same type of bond.
<b>ASSET INTEGRITY</b>	The ability of an asset to operate effectively and accurately, while safeguarding the well-being of personnel and equipment throughout the life cycle of the asset, from its design phase to its decommissioning.
<b>TIER 1 AND TIER 2</b>	Tiers 1 and 2 indicate the severity of the consequences of an incident in terms of released quantities of dangerous substances and damage caused to people or assets. Tier 1: more serious event; Tier 2: less serious event.
<b>UNGPs</b>	The United Nations Guiding Principles (UNGPs), endorsed by the UN Human Rights Council in 2011, are the global standard of reference on corporate responsibility for human rights issues.
<b>WHISTLEBLOWING REPORTS</b>	Any communication received by Eni concerning the Internal Control and Risk Management System and concerning behaviours referable to Eni's people carried out in violation of the Code of Ethics, any laws, regulations, provisions of authorities, internal regulations, Model 231 or Compliance Models.



## ALLIANCES FOR DEVELOPMENT

<b>SDGs</b>	The Sustainable Development Goals (SDGs) are the plan to achieve a better and more sustainable future for all by 2030. Adopted by all UN member states in 2015, they address global challenges the world is battling, including those related to poverty, inequality, climate change, environmental degradation, peace and justice.
<b>ACCESS TO ON-GRID AND OFF-GRID ENERGY</b>	Access to electricity from the national grid (on-grid energy) or from autonomous power generation systems (off-grid energy).
<b>MOU - MEMORANDUM OF UNDERSTANDING</b>	Non-legally binding agreement setting out intentions to work together to achieve shared objectives between different partners.
<b>JOINT DECLARATION</b>	A communiqué which, at the end of a meeting between representatives of several states or organisations, is issued by mutual agreement to inform the press and public opinion of the issues discussed or commitments made.
<b>COOPERATION AGREEMENT</b>	A legally binding document setting out the terms of cooperation between several organisations on specific projects, defining responsibilities and means of funding.
<b>GRIEVANCE</b>	Complaint or claim made by an individual - or a group of individuals - resulting from actual or perceived impacts caused by the organisation's operational activities.
<b>VULNERABLE GROUPS</b>	Groups of individuals with a specific condition or characteristic (e.g. economic, physical, political, social) that could be more negatively impacted as a result of the organisation's activities compared to the general population.







# Independent Auditor's Report



## ***Limited Assurance report on Sustainability Reporting- Eni For 2021***

To the Board of Directors of Eni SpA

We have been engaged to undertake a limited assurance engagement on the Sustainability Report Eni For of Eni Group (hereinafter also the "Group") for the year ended 31 december 2021 (hereinafter also the "Report").

### ***Responsibilities of the Directors for the Sustainability Report***

The Directors of Eni SpA are responsible for the preparation of the Sustainability Report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued in 2016 and updated to 2020 by GRI - Global Reporting Initiative (the "GRI Standards"), as illustrated in the "Reporting Criteria" section of the Report.

The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of a Report that is free from material misstatement, whether due to fraud or error.

The Directors are also responsible for defining the sustainability performance targets of Eni Group, as well as for identifying its stakeholders and material topics to be reported on.

### ***Our Independence and Quality Control***

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 (ISQC Italia 1) and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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#### ***PricewaterhouseCoopers SpA***

Sede legale: **Milano** 20145 Piazza Tre Torri 2 Tel. 02 77851 Fax 02 7785240 Capitale Sociale Euro 6.890.000,00 i.v. C.F. e P.IVA e Reg. Imprese Milano Monza Brianza Lodi 12979880155 Iscritta al n° 119644 del Registro dei Revisori Legali - Altri Uffici: **Ancona** 60131 Via Sandro Totti 1 Tel. 071 2132311 - **Bari** 70122 Via Abate Gimma 72 Tel. 080 5640211 - **Bergamo** 24121 Largo Belotti 5 Tel. 035 229591 - **Bologna** 40126 Via Angelo Finelli 8 Tel. 051 6186211 - **Brescia** 25121 Viale Duca d'Aosta 28 Tel. 030 3697501 - **Catania** 95129 Corso Italia 302 Tel. 095 7532311 - **Firenze** 50121 Viale Gramsci 15 Tel. 055 2482811 - **Genova** 16121 Piazza Piccapietra 9 Tel. 010 29041 - **Napoli** 80121 Via dei Mille 16 Tel. 081 36181 - **Padova** 35138 Via Vicenza 4 Tel. 049 873481 - **Palermo** 90141 Via Marchese Ugo 60 Tel. 091 349737 - **Parma** 43121 Viale Tanara 20/A Tel. 0521 275911 - **Pescara** 65127 Piazza Ettore Troilo 8 Tel. 085 4545711 - **Roma** 00154 Largo Fochetti 29 Tel. 06 570251 - **Torino** 10122 Corso Palestro 10 Tel. 011 556771 - **Trento** 38122 Viale della Costituzione 33 Tel. 0461 237004 - **Treviso** 31100 Viale Felissent 90 Tel. 0422 666911 - **Trieste** 34125 Via Cesare Battisti 18 Tel. 040 3480781 - **Udine** 33100 Via Poscolle 43 Tel. 0432 25789 - **Varese** 21100 Via Albuzzi 43 Tel. 0332 285039 - **Verona** 37135 Via Francia 21/C Tel. 045 8263001 - **Vicenza** 36100 Piazza Pontelandolfo 9 Tel. 0444 393311

[www.pwc.com/it](http://www.pwc.com/it)



### ***Our Responsibilities***

Our responsibility is to express a conclusion, based on the procedures performed, on whether the Report complies with the requirements of the GRI Standards. We conducted our work in accordance with “International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements other than Audits or Reviews of Historical Information” (hereinafter also “ISAE 3000 Revised”) issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. That standard requires that we plan and perform procedures to obtain limited assurance about whether the Sustainability Report is free from material misstatement.

The work performed was less in scope than in a reasonable assurance engagement conducted in accordance with ISAE 3000 Revised and, consequently, we did not obtain assurance that we became aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the Report were based on our professional judgement and included inquiries, primarily of personnel of the Company responsible for the preparation of the information presented in the Report, inspection of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

- 1) we analysed the reasons for the existence of both a Non-financial Statement (required under articles 3, 4 and 7 of Legislative Decree No. 254/2016) and the Report, and the features distinguishing the two documents;
- 2) we analysed the process of definition of the material topics reported on in the Report, with reference to the method of their identification in terms of priority for the various categories of stakeholders and to the internal validation of the results of the process;
- 3) we compared the financial information reported in the “Governance and business ethics” section of the Sustainability Report with the information included in the Group’s annual consolidated financial statements;
- 4) we obtained an understanding of the processes underlying the generation, collection and management of significant qualitative and quantitative information included in the Report.

In detail, we inquired of and discussed with management personnel of Eni SpA and with personnel of Eni Congo SA, Eni US Operating Inc, Petrobel Belayim Petroleum CO, Versalis France SAS and we carried out limited analyses of documentary evidence, in order to obtain information about the processes and procedures supporting the collection, aggregation, processing and submission of non-financial information to the corporate function in charge of the preparation of the Report.

Furthermore, for significant information, taking into account the activities and characteristics of the Group:

- at parent company level
  - a) with reference to the qualitative information presented in the Report, we carried out interviews and obtained supporting documents to verify its consistency with available evidence;
  - b) with reference to quantitative information, we performed both analytical procedures and limited tests to verify, on a sample basis, the accuracy of data aggregation.
- for Eni SpA (Taranto Refinery), Eni Congo SA (Mboundi Site), Eni US Operating Inc (Green Canyon 254 Site), Petrobel Belayim Petroleum (Zohr Site) e Versalis France SAS (Dunkerque Installation), which we selected based on their activities, contribution to performance indicators at



a consolidated level and location, we carried out meetings and onsite visits during which we met the persons responsible and obtained documentary evidence, on a sample basis, about the correct application of the procedures and calculation methods applied for the indicators.

### **Conclusion**

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report Eni For of Eni Group for the year ended 31 December 2021 is not prepared, in all material respects, in accordance with the requirements of the GRI Standards as illustrated in the "Reporting criteria" section of the Report.

With reference to the annex "Statement on GHG accounting and reporting - year 2021" of the Sustainability Report - Eni For called "Carbon neutrality by 2050", which has been prepared with principles (suitable criteria) that differ from the GRI Standards, the audit activities envisaged by ISAE 3000 Revised were carried out using the limited assurance approach for the indicators GHG Lifecycle Emissions (Net GHG Lifecycle Emissions and Net Carbon Intensity), Net Zero Carbon Footprint Eni (Scope 1 e 2), Net Zero Carbon Footprint Upstream (Scope 1 and 2) on an equity basis and Scope 3 emissions, and reasonable assurance, in accordance with ISAE 3410, for the indicators Scope 1 emissions and Scope 2 emissions. On the basis of these activities, a special report was prepared and attached to the document "Carbon neutrality by 2050".

Milano, 11 maggio 2022

PricewaterhouseCoopers SpA

*Signed by*

Paolo Bersani  
(Partner)

*This report has been translated from the Italian original solely for the convenience of international readers. We have not performed any controls on the Sustainability Report – Eni For translation.*



# Eni's non-financial reporting

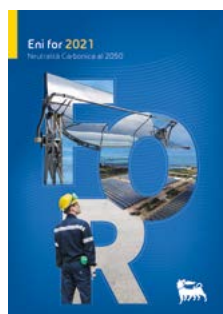
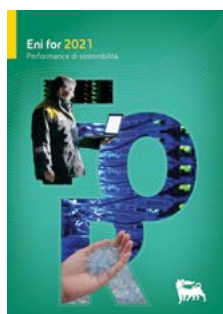
Through its non-financial reporting, Eni wants to proactively describe its role in the energy transition, sharing its values, corporate strategies, objectives and results achieved to date. For this reason, also aware of the increasing centrality of non-financial information, over the years Eni has developed a structured reporting system with the aim of satisfying the information needs of its

stakeholders in a complete and timely manner in terms of both variety and depth.

The **2021 Consolidated Disclosure of Non-Financial Information (NFI)**, prepared in accordance with the requirements of Legislative Decree 254/2016 (transposing European Directive 95/2014) and published in the Annual Report 2021, has the aim of concisely meeting the informa-

tion needs of Eni's stakeholders, further promoting the integration of financial and non-financial information. The NFI provides integrated reporting on the management model, policies applied, main risks and results related to environmental, social, personnel, human rights and anti-corruption issues.

For more information, see the [2021 Annual Report](#)



Your feedback is important to us. If you have any comments, suggestions or questions, please write an email to [sostenibilità@eni.com](mailto:sostenibilità@eni.com)

## Eni for 2021 – A just transition:

report that describes how, through the integrated business model, Eni creates long-term value, through the operational excellence model, alliances for local development and carbon neutrality by 2050.

**Eni For 2021 – Carbon neutrality by 2050:** in-depth analysis of governance, risk management activities, strategy

and main Eni metrics and targets on climate change.

**Eni for 2021 – Sustainability performance:** report, available only online, which provides an overview of non-financial performance indicators along the three pillars of Eni's business model.

**Other reports:** in the coming months, Eni will also publish Eni for Human

rights. A report which describes Eni's strategy on promoting and respecting human rights and shows the main activities and performance indicators. In addition to these documents, Eni publishes other local sustainability reports on an annual basis, which will be available in the course of 2022 on the website.

For more information: [eni.com](http://eni.com)

## REPORTING PRINCIPLES AND CRITERIA

Eni for 2021 is prepared in accordance with the "Sustainability Reporting Standards" of the Global Reporting Initiative (GRI Standards) with an "in accordance Core" level of adherence and taking into account the 10 principles of the Global Compact. Eni for 2021 - Carbon Neutrality by 2050 is prepared in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Moreover, in line with the commitment to promote a complete and comparable disclosure, the metrics related to the Sustainability Accounting Standards Board (SASB) standard and the "core" metrics defined by the World Economic Forum (WEF) in the White Paper "Measuring Stakeholder Capitalism - Towards Common Metrics and Consistent Reporting of Sustainable Value Creation" were published (the latter already included in the Non-Financial Information). Finally, as of this year, Eni publishes a table containing the indicators required by the EU Sustainable Finance Disclosure Regulation (SFDR). The reference tables related to the GRI standard, the TCFD recommendations, the SASB standard and the WEF metrics and those required by the SFDR are available in Eni for 2021 - Sustainability Performance and on the website [eni.com](http://eni.com). For more information: [Eni for 2021 - Sustainability performance \(pp. 49-64\)](#)

## EXTERNAL ASSURANCE

Eni for 2021 was also subjected to limited assurance this year by the same independent auditors who also audited the Consolidated Financial Statements and the NFI (p. 109). In addition, GHG Scope 1 and Scope 2 emissions are also subject to a reasonable assurance by the same external auditing company (PwC), with the aim of guaranteeing an even greater solidity of these data having strategic relevance for Eni. For more information: [Eni for 2021 - Carbon neutrality by 2050, \(pp. 52-55\)](#)



## Eni SpA

### Headquarters

Piazzale Enrico Mattei, 1 - Rome - Italy

Capital Stock as of December 31, 2021: € 4,005,358,876.00 fully paid

Tax identification number 00484960588

### Branches

Via Emilia, 1 - San Donato Milanese (Milan) - Italy

Piazza Ezio Vanoni, 1 - San Donato Milanese (Milan) - Italy

### Contacts

eni.com

+39-0659821

800940924

segreteria.societaria.azionisti@eni.com

### Investor Relations

Piazza Ezio Vanoni, 1 - 20097 San Donato Milanese (Milan)

Tel. +39-0252051651 - Fax +39-0252031929

e-mail: investor.relations@eni.com

### Layout and supervision

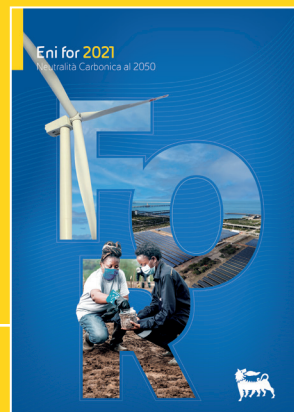
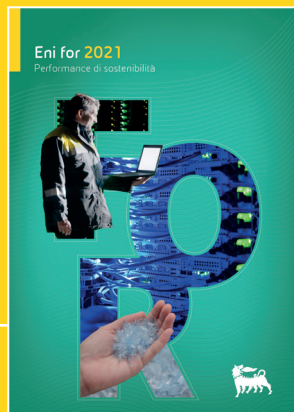
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### Printing

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Eni for 2021 - Sustainability report

