

# Eni and the people-centred transition

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



## Workers

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

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

and support programs to help stakeholders through the transition

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

### CREATE

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

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

Such reorganizations imply:

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

### FOCUS

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





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

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

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

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

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

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

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

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

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

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

In particular, the company deals with:

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

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

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

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



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

#### FOCUS

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

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

best talents who can contribute to the transition.

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

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

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

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





## ENGAGE

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

### FOCUS

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

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

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

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

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

Main examples of industrial relations agreements / protocols:

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

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

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

## INCLUDE

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

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

### **A more flexible way of working.**

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

side Italy, which are progressively implementing it.

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

## FOCUS

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

## UPSKILL/RESKILL

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

## FOCUS

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

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



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

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

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

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

## FOCUS

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

### PROTECT

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

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

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

### ADVOCATE

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

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

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