

6.2 Italgas for the future of people



SDG



GRI

2-7, 401, 402, 403, 404, 405, 406, 416.

People are our most valuable asset, which is why Italgas is actively committed, on a day-to-day basis, to improving the quality of life of its citizens, through the provision of a safe and reliable service, including for its employees and collaborators, through the promotion of rigorous policies for health, safety and wellbeing, protecting human rights, and valuing and supporting diversity, inclusion and equal opportunities.

Italgas works continuously to increase the Country’s energy security and help reduce energy dependence from abroad. We continue to develop digital skills within the Group and to promote and disseminate them within the territories in which we operate.



People is the pillar that holds the others of our Plan - Planet and Partners - together. That's why we invest in technical knowledge transfer and skills acquisition



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Specific material topics

- Security of networks, assets and people
- Network cybersecurity
- Corporate identity (founding corporate values, historical legacy)
- Service quality and customer satisfaction
- Protection, inclusion, enhancement and welfare of Human Resources
- Respect for human rights
- Network development

Transversal material topics

- Compliance, transparency and anti-corruption
- Responsible governance and risk management
- Economic value generation and ESG finance

Medium-to-long-term impacts of our activities

<ul style="list-style-type: none"> – Contribution to the energy and digital literacy of the Country – Development of a corporate culture that is healthy and inclusive, based on respect for human rights and designed to ensure the wellbeing of the workers – Development of a culture oriented towards the promotion of equal opportunities and women’s empowerment 	 <p style="font-size: 1.2em; font-weight: bold; margin: 0;">Human capital</p>
<ul style="list-style-type: none"> – Energy security of the Country – Contribution to the energy and digital literacy of the Country 	 <p style="font-size: 1.2em; font-weight: bold; margin: 0;">Intellectual capital</p>
<ul style="list-style-type: none"> – Safe and efficient access to energy for all – Decarbonisation of the country in line with EU targets – Contribution to the energy and digital literacy of the Country 	 <p style="font-size: 1.2em; font-weight: bold; margin: 0;">Relationship capital</p>
<ul style="list-style-type: none"> – Safe and efficient access to energy for all – Energy security of the Country 	 <p style="font-size: 1.2em; font-weight: bold; margin: 0;">Financial capital</p>
<ul style="list-style-type: none"> – Safe and efficient access to energy for all – Energy security of the Country 	 <p style="font-size: 1.2em; font-weight: bold; margin: 0;">Manufactured capital</p>
<ul style="list-style-type: none"> – Decarbonisation of the Country in line with EU targets 	 <p style="font-size: 1.2em; font-weight: bold; margin: 0;">Natural capital</p>



We improve the quality of life and ensure the safety of employees, citizens and the national energy system

Actions	Target ¹⁰⁵	2022 Performance
Providing the citizens with high quality, dependable and safe services	<ul style="list-style-type: none"> – 90% compliance within 10-days and 100% compliance within 20-day time limit to complete procedures within Italgas' remit, from request for a quotation to activation of the supply to the end-customer by 2028¹⁰⁶ – More than 100% of the networks undergoing annual inspections under the gas dispersion search programme (target value for each year and 200% by 2028¹⁰⁷ – 98% of interventions with Emergency Response arrival at site within 60 minutes (target value for each year)¹⁰⁸ 	<p>16% e 80% of 10-day compliance and of 20-day compliance</p> <p>104% of networks subjected to annual planned inspection for gas leaks</p> <p>99.4% of interventions carried out on site, with emergency intervention performed within 60 minutes</p>
Promoting the health, safety and well-being of employees and collaborators	<ul style="list-style-type: none"> – Maintain the work-related accident rate¹⁰⁹ of employees and contractor workers below 2 (target value for each year) – >90% of employees benefiting from corporate welfare services by 2028 – >85% net promoter score for employee engagement (degree of satisfaction with working for the Group) by 2028 	<p>1.76 employee and contractor accident frequency index</p> <p>68% employees using corporate welfare services</p> <p>71% net promoter score for employee engagement</p>
Promoting the diversification of national energy supply	<ul style="list-style-type: none"> – 400 biomethane production plants, built by third parties, connected to the distribution network by 2028 – 200 tons of green hydrogen produced and distributed in the Group's P2G pilot plant in Sardinia by 2028, demonstrating the validity of the solution for industrial and residential transport and use 	<p>The first biomethane plant whose connection to the Italgas distribution network was completed in December 2022, guarantees maximum daily production of 10,000 m³ for a maximum annual total of 2.5 million m³.</p> <p>Reference is made to the information given in the section on "The integration of green gases in the networks"</p>

105. The targets refer to the scope of Group companies consolidated on a line-by-line basis as at 2021, thus not including any changes as a result of ATEM tenders, M&A transactions and DEPA Infrastructure.

106. Target applies solely to interventions to be performed by the distributor that do not call for network extensions

107. ARERA Target: the distributor company is required to comply with

the service obligations undertaken in terms of inspection frequency, corresponding to 100% in the 3 mobile years for high and medium pressure networks and 100% in the 4 mobile years for low pressure networks

108. ARERA targets: > 90 %

109. Number of accidents recorded/million hours worked



We develop the skills of the future

Actions	Target	2022 Performance
Promoting the dissemination of digital skills for the energy sector outside the organization	<ul style="list-style-type: none"> – 18,000 persons engaged in external training activities dedicated to energy transition by 2028 	<p>4,600 people</p> <p>involved in external training activities</p>
Developing digital skills and repositioning skills towards higher value-added activities	<ul style="list-style-type: none"> – 48 hours of training per year per employee, with a focus on digital training, by 2028 – Creation of an Academy that can promote upskilling and long-life learning by 2023 	<p>35 hours</p> <p>training per employee per year</p> <p>The Academy is operational and will start delivering courses in 2023</p>



We valorise diversity and support equal opportunities and inclusion

Actions	Target	2022 Performance
Promoting female leadership and ensuring a workplace that offers equal opportunities, also in terms of remuneration	<ul style="list-style-type: none"> – 27% of women in managerial roles by 2028 – Annual implementation of projects and involvement of the employees on diversity and inclusion issues 	<p>24.7%</p> <p>women in positions of responsibility</p> <p>The Diversity and Inclusion project continued in 2022. More details are given in Section 6.2.3, in the paragraph on "Diversity"</p>
Investing in the future of women, also by supporting the dissemination of STEM skills among the female population	<ul style="list-style-type: none"> – Organisation of annual recruiting activities dedicated to women who have undertaken a STEM education pathway 	<p>A recruiting project dedicated to women who have undertaken training in STEM subjects was implemented, raising awareness about digital transformation initiatives and combating gender stereotypes.</p>
Monitoring respect for human rights	<ul style="list-style-type: none"> – Annual due diligence audits on respect for human rights, applied to the Group's operational activities and suppliers 	<p>The annual review of the due diligence process on the protection of human rights was carried out.</p>

6.2.1 Improving the quality of life and ensuring the safety of citizens

For Italgas, quality of service goes well beyond simple business objectives: continuity, security, accessibility, emergency intervention and comprehensive efficiency of the system are a real assumption of responsibility in regard to the territories served and the end customers. In this context, the Group pays special attention to strengthening the relationship with the sales company, aiming to standardise processes and update the tools and procedures that allow access to services. The operating and commercial activities are carried out with increasingly sophisticated computer systems that allow for a rapid flow of information in contract management. These systems are regularly updated also according to the regulations issued by the Italian Regulatory Authority for Energy, Networks and Environment (ARERA)¹¹⁰, which regulates the services provided by the Italgas Group companies.

Network security

The security of the service provided to end customers is the main cornerstone of Italgas' business and mission: starting from the careful choice of routes for its infrastructures, to use of increasingly innovative and suitable materials, to the construction of networks and lastly through specific network operation and maintenance plans, thanks to which the quality and performance expected along the lines of continuous technological and performance improvement can be maintained over time.

In order to improve the quality and security performance of the service, as well as to increase the efficiency of the distribution system, Italgas continues to invest significantly in the digitisation of its network and process infrastructures, with unique technology and artificial intelligence.

Systematic site control

In order to carry out a systematic and real-time control of the various operational phases involved in the implementation of a network or a simple utility connection, Italgas has conceived and developed in its Digital Factory the innovative WorkOnSite application that, supported by artificial intelligence systems, makes it possible to:

- acquire, at each operative phase (e.g. site preparation, excavation, installation of pipes, re-burial, etc.) the pertinent photographic findings, sending them in real time to a site control centre monitored by technicians who have been specifically trained on the control,
- validate or otherwise the consistency and conformity of each photograph, through artificial intelligence systems, with current legislative provisions and the tender specifications (e.g. site safety conditions, depth of installation of pipes, type/quality of re-burial, correct positioning of the signalling tape, etc.);
- establish a permanent repository of quality and conformity of all works realised.

The WorkOnSite application is used by all contractors.

Multi-ducts for optic fibre and Rfid (Radio Frequency Identification) markers

The new natural gas distribution networks have been equipped with multi-ducts and related accessories prepared for the insertion of optic fibre cables for the mass transmission of data recorded by the Digital Reduction Units, by the network and smart meters installed at the re-delivery points to users and by the sensors installed at the terminal points of the network. The multi-ducts are positioned at the same time as the pipes and within the same excavation. The new distribution networks are also equipped with Rfid markers (markers with passive, battery-free antennae containing an electronic chip, which can be identified by means of common radio-frequency locators), which are also placed inside the excavation in order to allow the traceability and localisation of the pipelines directly from the road surface without the need for invasive underground work and consequent interference with the road network.

110. Regulatory Authority for Energy (RAE) in Greece.

Network monitoring

Every year, the Italgas Group carries out extensive monitoring of its infrastructure to ensure the efficiency and safety of its networks.

With regard to the verification of “electrical protection” conditions of the underground steel pipes, the cathodic protection remote monitoring system was again used by Italgas Reti in 2022 at 12,863 significant points on the network. Approximately 29,600 cathodic protection measurements were also carried out, with a qualified operator, on non-remote controlled points.

An additional preventive control on the reliability of the distribution system, an important source of information for the choice of interventions to be carried out, was the search for gas leaks into the atmosphere. In 2022, in compliance with the provisions of the Authority Resolution no. 569/2019/R/gas, the entire managed network was subjected to planned research into leaks, recording quality standards that were significantly higher than those established by the Authority. To carry out this activity, the Group has for many years now been extensively adopting the leak detection methodology based on Picarro Inc.’s CRDS (Cavity Ring-Down Spectroscopy) method. In addition to identifying leaks on aerial parts, which are normally impossible to access using the traditional method, this technology also performs much better at detecting leaks on underground parts of distribution plants, including utility derivations. The accuracy and solidity of the instrumental method are guaranteed by the possibility of:

- localising, classifying and precisely quantifying both the most significant and influential gas emission sources (super emitters) and the smaller ones;
- quantifying the expected benefits/improvements, in view of targeted grid maintenance initiatives;
- prioritising grid renewal interventions with a view to reducing the effects of gas leaks and ensuring an appropriate cost/benefits balance.

At the gas delivery points - city gate - measurement and odourisation takes place (with systems equipped with innovative automatic injection systems that can dispense just the right quantity of odouriser, according to the volumes of gas distributed) and the transit gas pressure is reduced, set to be transported through to the re-delivery points at the individual end customers’ premises (domestic or industrial consumers) where the gas is once again measured. In 2022, a further 115 gas chromatographs were installed, making for a total of 272 operative instruments on the network. These tools enable the continuous monitoring of the odourisation level at reduction plants considered to be significant. In addition, in compliance with ARERA provisions, 11,504 checks were carried out on the degree of odourisation at significant points on the network, corresponding to more than three times the annual requirement laid down by standards, using gas chromatographic laboratory analysis (ACCREDIA certificate).

At 31 December 2022, Italgas Reti SpA and Toscana Energia managed respectively 808 and 71 Reduction and Measurement Collection Plants (IPRM); all the IPRMs managed are equipped with a remote control system to guarantee prompt intervention both in the event of an anomaly and of limits or interruptions to the regional service, as well as a continuous smart metering system that measures the gas entering the network.

To reduce the gas pressure before delivering to individual end customers, Italgas Reti S.p.A. operates 952 Intermediate Reduction Plants (IRIs), 9915 Final Reduction Units (GRFs) and 7106 Industrial Reduction Units (GRIs) at the end customers gas re-delivery point. Added to these are the 222 IRIs, 963 GRFs and 685 GRIs operated by Toscana Energia.

The technical-commercial operations carried out at end customers’ premises are done so in accordance with specific quality standards established by ARERA, which regard services such as quotations, works execution, the activation and deactivation of supply, respect of appointments, arrival times in situ for emergency reports and, finally, compliance with all technical standards relative to the installation and maintenance of plants making up the distribution and metering network.

Standard GRI 416-1 Assessment of the health and safety impacts of product and service categories

Quality standards established by ARERA ¹¹¹ (ARERA obligation 569/19 subsection 14.2) - Italgas Reti	u.m.	Target ARERA	2020	2021	2022 ¹¹²
High and medium pressure network inspected	%	33% (100% in three mobile years)	95.2	98.3	99.5
Low pressure network inspected	%	25% (100% in four mobile years)	95.5	98.2	99.9
Respect for maximum arrival time at the place of the call for emergency intervention	%	>90	99.3	99.5	99.7

Quality standards established by ARERA – Italgas Reti	u.m.	2020	2021	2022
Respect for maximum time set for the performance of services subject to specific standards	%	98.4	98.6	97.2
Respect for punctuality in appointments made with customers	%	98.9	99.0	99.5

Quality standards established by ARERA (ARERA obligation 569/19 subsection 14.2) - Toscana Energia	u.m.	Target ARERA	2020	2021	2022
High and medium pressure network inspected	%	33% (100% in three mobile years)	91.6	95.8	96.2
Low pressure network inspected	%	25% (100% in four mobile years)	94.2	98.0	98.8
Respect for maximum arrival time at the place of the call for emergency intervention	%	>90	98.0	98.0	98.9

Quality standards established by ARERA - Toscana Energia	u.m.	2020	2021	2022
Respect for maximum time set for the performance of services subject to specific standards	%	99.2	99.7	99.8
Respect for punctuality in appointments made with customers	%	99.6	99.7	99.8

Quality standard established by ARERA (ARERA obligation 569/19 subsection 14.11) - Medea	u.m.	Target ARERA	2020	2021	2022
High, medium and low pressure network inspected – Other Gases	%	25% (100% in four mobile years)	47.9	59.7	76.8
High and medium pressure network inspected - Natural gas ¹¹³	%	33% (100% in three mobile years)	-	100	99.1
Low pressure network inspected - Natural gas ⁹⁰ ¹¹³	%	25% (100% in four mobile years)	-	100	100
Respect for maximum arrival time at the place of the call for emergency intervention	%	>90	99.0	99.5	99.8

111. In accordance with Annex A to Resolution 569/2019 (RQDG), the distributor is required to comply with service obligations relating to the frequency of network inspection, equal respectively to 100% in the 3 mobile years for high and medium pressure networks and 100% in the 4 mobile years for low pressure networks (subsection 14.2, letters a) and b) of the RQDG).

112. The amount represents the best estimate at the closing date of the document and is subject to adjustment upon declaration to the Authority

113. Data for 2020 are not available as the first natural gas network was activated in early 2021.

Citizen and customer support services in Italy

The operative management of quality aspects is hinged on the management systems certified according to ISO 9001 standards and implemented at the level of each individual company. In support of service safety and quality, Italgas has also activated two freephone numbers in Italy to be contacted as necessary by citizens and customers:

Gas emergency intervention freephone number - 800 900 999

The service is operative 24 hours a day, 7 days a week. There is one Freephone Number for the whole of Italy for all the Municipalities where the distribution companies of the Italgas Group operate and is shown separately on the gas bill of the sales companies, on the websites of Italgas and the Group companies and in the telephone directories of the municipalities served. The service is subject to control by the Italian Regulatory Authority for Energy, Networks and Environment (ARERA). Anyone contacting the Emergency Intervention service is put in direct contact with an operator of the Integrated Supervision Centre and not transferred to another number. Upon receipt of a report, operators provide initial indications on how to deal with gas shortages, flow irregularities, leaks. At the same time, the technical emergency intervention units are activated in order to conduct the necessary checks and appropriate activities aimed at protecting citizens, securing the installations and restoring normal service conditions as quickly as possible. Both the call and the technical intervention are free of charge.

Contact Center freephone number – 800 915 150

There is a single freephone number used for the whole of national territory, for all municipalities in which Italgas Reti operates and it is highlighted on the Italgas website. The service is not subject to any obligations imposed by the Italian Regulatory Authority for Energy, Networks and Environment (ARERA). The Contact Centre provides information on a variety of technical and commercial activities initially via IVR (Interactive Voice Response) which allows, depending on the nature of the information requested, a transfer to an operator. The freephone number 800 915 150 is active on weekdays from 8 a.m. to 8 p.m. and the service is operated using in-house resources based in Italy. Requests from telephone and e-mail channels are handled through the Salesforce and Genesys applications. In addition, Help Online and social media channels are available to customers.

In particular, operators offer answers and support on:

- scheduled replacement of malfunctioning meters and displays providing information, appointment management, inefficiency reports and complaints to the relevant departments;
- information on metrology verification, quotations and 40/14 plant safety documentation;
- problems and support with registration on the portal.

The Italgas Contact Centre service also handles requests for information from the areas served by the company Medea S.p.A.

Online help

In order to provide end customers with an immediate and direct access to information on the Group and on activities relating to gas distribution, Italgas has made the "Help Online" web portal (faq.italgas.it) available: a self-search tool consisting of more than 100 digital pages of browsable support, accessible from the Italgas website or directly from the main search engines to quickly find answers to frequently asked questions or, if the answer is not satisfactory, the possibility of forwarding a request directly to the relevant services.

Help Online also includes pages on the topics of decommissioning, activation and reactivation, forms 40/14 on plant safety, and a description of the "ClickToGas" digital estimation service. In 2022, the portal was enhanced with new content to provide an even broader user support service.

Customer portal

In 2022, the "MyItalgas" customer portal further evolved to become a unique touch point dedicated to end customers, and offers an even more effective service and experience through its digital channel. In addition to the functions already present, i.e. those of consulting utility data (re-delivery point, meter serial number, etc.), verification of readings and consumptions, monitoring of cases and appointments, requests for quotations for works, submission of requests for information or complaints, the function was also integrated into MyItalgas, allowing for the management of document assessment for reactivations, which could previously be managed only through the Accertatemi Online portal.

In addition to MyItalgas, the MyMedea and MyToscanaEnergia customer portals are active, and the service has also been extended to users served by the company Metano S. Angelo Lodigiano, through the launch of the MySantangelo portal. Updates and integration of information to support the user in the various portals continued throughout 2022.

ClickToGas

As of 2021, Italgas has introduced a digital inspection method to improve the end-customer experience, to accelerate the time it takes to issue estimates and, at the same time, to make the entire process more sustainable. Thanks to some additional information, requested on-line on the customer portals when entering the estimate for the construction works or works to modify or remove the supply system, the customer can inspect the site with the Italgas technician digitally, scheduling a virtual appointment or, if the characteristics of the request allow, perform a self site inspection, which can be managed independently.

ClickToGas As A Service includes the following set of services:

- **ClickToGas Selfy:** The service to receive an estimate faster thanks to a digital inspection. Depending on

the details of the user's request, the digital inspection can take place in either Self or Virtual mode.

Self inspection: this is the digital inspection that can be managed completely autonomously by the customer by uploading photos and detailed information on the facility.

Virtual Inspection: this is the digital inspection for consulting with our technician via video call, without the need to wait for an on-site appointment.

- **ClickToGas Doc:** The service for uploading and signing the necessary work documents online. The user will be able to monitor their own activity and check the outcome of the verification.
- **ClickToGas All-In-One:** Introduced in 2022, the service allows gas connection and activation in a single appointment. The user can request the ClickToGas All-In-One service from the Sales Company for estimates for new, modification or restoration of the installation.

ClickToGas and use of the Virtual or Self site inspection not only guarantee a quicker, more effective estimation service but also, in 2021 and 2022, helped reduce staff movements on the territory to further protect the safety of end customers, employees and suppliers. Each use of ClickToGas services corresponds to an average of 45 car kilometres saved by Italgas technicians when carrying out the inspection and 5.7 kg of CO₂ is saved for each digital estimate carried out.

With the aim of contributing to increasingly greener cities, in 2022 Italgas launched the **Click To Be Green** a sustainability initiative dedicated to safeguarding the environment.

Based on the use of ClickToGas services and the related CO₂ savings, Italgas will create cyclical projects of social value, such as interventions in Urban Public Green Areas, planting as many new trees on public land as necessary to guarantee a CO₂ absorption equal to the amount saved thanks to ClickToGas services. Through an Eco Counter, the user can monitor the environmental benefits of digital estimates. Thanks to the use of ClickToGas, 65,465 kg of CO₂ were saved in 2022, corresponding to 11,286 ClickToGas Digital Services used.

Consumer Associations

For several years now, Italgas has been cooperating and dialoguing in a structured and continuous manner with the world of consumer associations, on the basis of an equal relationship and mutual trust. The programme, officially launched with the signing of a Memorandum of Understanding in 2018, sees the stable involvement of around 20 Consumer Associations recognised by the CNCU (Italy National Council of Consumers and Users) and aims, on the one hand, to improve the relationship with the end user and the quality of the service provided by Italgas; on the other hand, it aims to increase consumer awareness of the quality of natural gas and how it should be used.

During the first implementation period, the protocol focused on the programme for replacing traditional gas meters with smart meters, in order to better understand the contribution: greater operative efficiency, supply of reliable, timely data on consumption to the sales companies, thereby limiting incorrect billing or based on estimated readings. At the same time, the smart meter provides the customer with a tool to encourage responsible consumption.

The targeted cooperation between associations and company has also made it possible to handle user reports of any disservices more quickly and, ultimately, through a comparison with the requests made by the association, to study and implement interventions specifically aiming to limit the number of inefficiencies that are likely to give rise to complaints.

Thanks to the Protocol signed, Italgas and the associations worked together during specific territorial campaigns like, for example, the transformation to methane of the networks previously isolated and managed with LPG or particularly important unforeseen events, in order to facilitate the conversion, limiting, through due information, potential negative fallout impacting the consumer.

In 2022, the collaboration focused on several topics: the subject of Sardinia's methanisation was once again addressed, continuing to highlight the advantages – both economic and environmental – of using natural gas instead of other fuels that have a greater impact on the environment, and organising inspections at the main operational

installations, such as the storage tanks upstream of the distribution networks. The commercial plans to encourage new connections in the region were also shared.

During the course of the year, Italgas organised a meeting at its Turin headquarters with some national and local Consumer Association managers, during which the Company's commitment to digitisation in support of the introduction of renewable gas into the networks was illustrated through a dedicated visit, as well as the commitment to digitising archive and archaeological heritage through the Heritage Lab, and Italgas' most recent installations aimed at guaranteeing the supervision and security of the managed networks, such as the Integrated Supervision Centre.

Transparent relations and collaboration with sales companies

In Italy, natural gas consumers are already today free to choose their supplier on the free market. Also, with the end of the "protected market", scheduled to become effective in January 2024, consumers using this service will also have to switch to the free market and choose their own supplier.

To this end, the distribution companies are obliged to grant access to their networks for all those so requesting. More specifically, with Resolution no. 138/04, the Authority issued orders to promote the development of competition in the sale of natural gas and, at the same time, to ensure, in respect of consumer rights, the correct transmission of information between distributors and sellers.

With the objective of improving dialogue between the parties and fostering increasingly constructive debate and exchange, Italgas continues to pursue its training and information programme dedicated entirely to the sales companies.

Dialogue and constant collaboration with sales companies are also a priority for the Greek companies recently acquired by Italgas. Among these, DEPA Infrastructure organises meetings, online meetings, and webinars throughout different periods of the year on topics related to the services that it offers. This includes relevant and impactful regulatory changes for the industry, as well as addressing how to use new and recently released information tools that may affect the activities of sales companies, and the joint management of end customers.

DEPA Infrastructure also has digital platforms for sales companies enabling the input of services and requests on behalf of end customers. Support channels include dedicated web portals for end customers that allow them to make service requests, monitor the status of their requests, upload documentation, make payments, etc. For EDA Attikis, there are also physical service points where customers can go to receive support for their queries.

Gas2Be

In line with Italgas' broader digitisation process, the Gas2Be communication portal, designed and created in Italgas' Digital Factory, has been online since February 2021. This innovative platform aims to optimise and support the partnership with the sales companies ever more quickly, with simple, user-friendly processes in a bid to continue the digitisation of Italgas' processes and improve the services offered.

Sales Support

As regards the systems in place to collect sales companies reports and complaints, Italgas has enriched the "Sales Support" function with new sections through which to obtain data and information. With the new "DIY" section, "Sales Support" provides quick assistance with requests for information with no need to make an actual, formal report. It also makes available a series of "Self Tools", which can immediately provide the data requested, including more than 160 "FAQs", through which full information can be found to answer customers' questions. In addition, Italgas has improved the formal process for creating a report by making it simple and intuitive, enabling a timely and digital response to vendor requests, guaranteeing the certification of the data provided and greater efficiency, thanks also to the new "Complex Complaints" feature through which sales companies can request virtual meetings dedicated to resolving complex cases. In 2022, Italgas digitally handled more than 25 thousand reports made by the sales companies through "Sales Support".

Customer Satisfaction Survey

The listening activities intended for sales companies include, in November 2022, Italgas' proposal for the third year of its Customer Satisfaction Survey, used to collect valuable feedback to continue to improve the partnership. The on-line survey measured the degree of satisfaction of the sales companies through 52 questions divided up into 9 areas relating to the main businesses and processes; more than 120 users of the same sales companies took part. The results of the survey highlight a considerable improvement in general satisfaction levels: in fact, there is a 7% increase compared to the 2021 edition and a 20% increase compared to the first edition in 2020.

Starting from the results obtained, Italgas undertakes to organise focus groups in the current year, as it did in 2022, to listen and implement improvements, with a view to assuring even greater collaboration, engagement and improvement in the quality of service.

6.2.2 Guaranteeing health and safety in the workplace

Italgas Group's commitment towards health and safety is formalised in the Italgas Group "Health, Safety, Environment, Quality and Energy Policy (HSEQE)", developed on the basis of company policies and in line with the Code of Ethics, aimed at enhancing and protecting human resources, essential values for the Company.

Some of the explicit commitments on which the Policy is based concern activities such as:

- to design, implement, manage and dispose of facilities, constructions and assets, to protect worker health and safety, the environment, energy savings, while aligning with the best technologies available and sustainable economically;
- to conduct and manage activities in order to prevent incidents, accidents and occupational diseases;
- to ensure the information, training, and awareness of personnel for an active and responsible participation in the implementation of the principles and the achievement of the objectives;


The safety awareness and discussion meetings, in which the contractors are also involved, represent some of the actions implemented by the Company to achieve its goals of minimising the number of accidents for both its employees and contractors.

During the year, various initiatives were implemented with the priority objective of strengthening the company's "commitment" to safety. This included, for example, meetings between management and employees, where organisational and operational aspects were examined with a particular focus on safety. During the year, recurring activities are also carried out on safety issues and, in particular, issues regarding the prevention of accidents attributable to the activities of operational staff. These include, for example, the "Italgas Safety Trophy", an initiative aimed at awarding recognition to all staff, categorised by homogeneous groups, who have distinguished themselves in achieving a result considered to be of the highest importance: the absence of accidents. Among the other reporting elements defined by the Trophy rules, are a number of additional parameters that are also considered, in addition to accident events, such as near-miss reports, non-conformities detected and remedied during the management system and/or site audits, information meetings, etc.

With regard to aspects related to the containment of Sars COV-2, since the start of the pandemic, all Group staff have received periodic briefings on the prevention measures adopted, as well as shared protocols to limit the spread of the virus in the workplace.

With reference to 2022, compared with the previous year, for employees, an increase is recorded in incidents that occurred at work. We have gone from 4 events in 2021 to 9 in 2022, aligning with the trend seen in the last five years (8 events in 2018 – 6 in 2019 – 7 in 2020). The majority of the events that occurred in 2022 were attributable to situations that occurred at work during vehicle journeys (6 events out of a total of 9), of which as many as 4 were road traffic accident, caused by the behaviour of external parties. All events were subjected to systemic analyses in order to define further corrective actions that were promptly activated to avoid the recurrence of similar accidents. The frequency index (FI), calculated using only employee accidents that occurred at work, is therefore up from 0.61 in 2021 to 1.47 in 2022.

The number of contractor accidents, 9 in 2022, is in line with recent years (in the last three years there have been 8 accidents per year). The Frequency Index of 2.20, on the other hand, shows an increase compared to the values of the previous three years, mainly due to the decrease in the number of hours worked.

 Italy				
Standard GRI 403-9 Work-related injuries Employees* - Italy	u.m.	2020	2021	2022
Workplace accidents (LTI) ¹¹⁴	no.	7	4	9
of which with serious consequences (absence of more than 6 months)	no.	0	0	0
Fatalities	no.	0	0	0
Employee accident rates **				
Frequency Rate (LTIFR) ¹¹⁵	-	1.07	0.61	1.47
Accident frequency rate with serious consequences	-	0	0	0
Fatality index	-	0	0	0
Severity index	-	0.01	0.01	0.05


*The data on accidents include events that led to absence from work for more than one day.


** The injury indices have been calculated as follows:

Fatality index: number of fatalities / million hours worked

Severity index: days absence due to injury / thousand hours worked

Frequency index: number of injuries recorded / million hours worked

 Italy				
Standard GRI 403-9 Work-related injuries Non-employed workers (contractors ¹¹⁶)* - Italy	u.m.	2020	2021	2022
Workplace accidents (LTI)	no.	8	8	9
of which with serious consequences (absence of more than 6 months)	no.	0	0	0
Fatalities	no.	0	0	0
Accident indices (contractors) **				
Frequency Index (LTIFR)	-	1.94	1.71	2.20
Accident frequency rate with serious consequences	-	0	0	0
Fatality index	-	0	0	0
Severity index	-	0.10	0.07	0.11

 Italy				
Employee + contractor accident frequency index - Italy				
	-	1.41	1.07	1.76
Near misses	no.	5	9	18

*The data on accidents include events that led to absence from work for more than one day.

** The injury indices have been calculated as follows:

Fatality index: number of fatalities / million hours worked

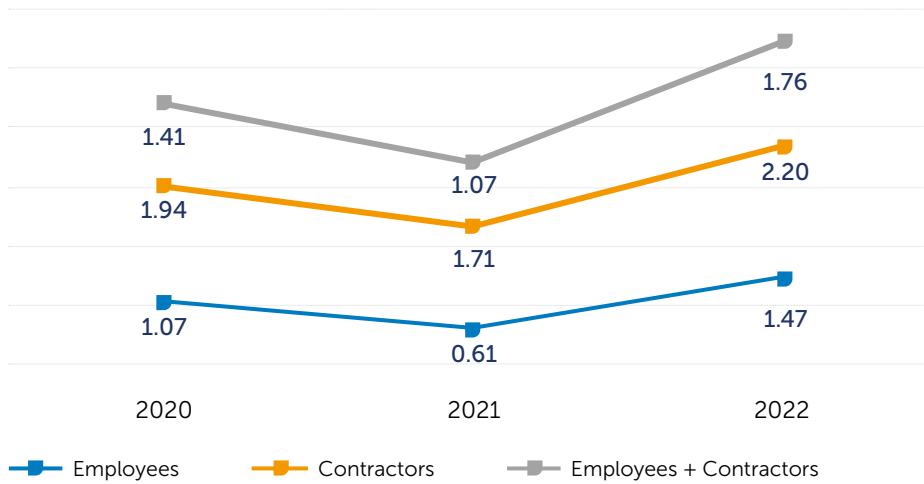
Severity index: days absence due to injury / thousand hours worked

Frequency index: number of injuries recorded / million hours worked

114. LTI: Lost Time Injury

115. LTIFR: Lost Time Injury Frequency Rate

116. Workers of companies with a service or work contract with Italgas (e.g. construction companies, cleaning companies, etc.).



Finally, at the newly acquired Greek companies DEDA, EDA Thess and EDA Attikis, in the last four months of 2022 (consolidation period in the Italgas Group), 4 accidents occurred to employees, resulting in an LTIFR of 11.92 and a severity index of 0.06. The combined employee and contractor Frequency Index aggregated for Greek companies in the same period was 5.91.

6.2.3 Developing and promoting future skills, valuing diversity and supporting equal opportunities and inclusion

Attention to people and skills

Italgas HR management supports personal development and the Group's industrial growth, based on three strategic pillars:

- strengthening engagement and encouraging innovation and organisational changes;
- improving inclusion and sustainability of doing business;
- increasing efficiency through digitisation processes.

With the awareness that the main challenges presented by digital transformation involve people, the Group has planned to continue investing in upskilling and reskilling activities as part of its 2022-2028 Sustainable Value Creation Plan, reaching a target, at the end of the Plan, of 48 hours of training per year per employee, with a specific focus on digital learning. Furthermore, with the Italgas Academy, the Group will ensure continuous managerial and cultural growth, conveying a single corporate purpose among the various businesses and managers.

Italgas strongly reaffirms its commitment to Diversity & Inclusion in order to improve the inclusion of its people, promote equal opportunities, appreciate the value of diversity and promote the uniqueness of individuals.

To this end, a change management programme was launched dedicated to Diversity & Inclusion through widespread awareness-raising initiatives, which in 2022 culminated in the identification of over 40 Diversity & Inclusion Ambassadors, key figures of change who are engaged in specific work areas such as Age & Culture, Disability and Gender. In line with the Code of Ethics, Italgas considers diversity a corporate asset: it respects the dignity of every individual and guarantees equal opportunities in all aspects of the employment relationship, preventing any form of discrimination deriving from differences in sex, age, health, ethnicity, nationality, political or religious opinions.

The targets Italgas has set itself for 2028 are challenging: increase in gender representation, with specific reference to managerial positions (27% of women in positions of responsibility by 2028).

Put people at the centre


Italgas has always considered its people as its most valuable assets and has defined a series of actions within the 2022-2028 Strategic Plan, aimed at their development and growth. In addition, the insourcing of the Group's main core activities is envisaged, in line with the approach taken in recent years, and the inclusion of new resources aged under 30.


In compliance with Italy national legislation, the national collective labour agreement for gas and water and the trade union agreements established on a corporate level, the whole of the company population can benefit from flexible working solutions, such as part-time, study permits for certain types of workers (such as working students) or smart working solutions.

Finally, it should be noted that the data and information reported in this chapter refer to the Italy scope and, where available, to the Greek scope. Therefore, given the short period of consolidation of the Greek companies, the detailed analyses refer to the Italy scope.


Personnel


As at 31 December 2022, the Italgas Group had 3,677 employees in Italy (compared to 3,904 in 2021) and 561 in Greece.

 Italy										
Employees (headcount) GRI 2-7	u.m.	2020			2021			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Part time	no.	7	37	44	7	36	43	5	33	38
Temporary	no.	0	0	0	0	0	0	0	0	0
Permanent	no.	7	37	44	7	36	43	5	33	38
Apprenticeships	no.	0	0	0	0	0	0	0	0	0
Full time	no.	3,378	563	3,941	3,257	604	3,861	3,019	620	3,639
Temporary	no.	1	0	1	0	1	1	4	1	5
Permanent	no.	3,187	504	3,691	3,049	537	3,586	2,832	566	3,398
Apprenticeships	no.	190	59	249	208	66	274	183	53	236
Total	no.	3,385	600	3,985	3,264	640	3,904	3,024	653	3,677


 Greece				
Employees (headcount) GRI 2-7	u.m.	2022		
		Men	Women	Total
Part time	no.	0	0	0
Temporary	no.	0	0	0
Permanent	no.	0	0	0
Apprenticeships	no.	0	0	0
Full time	no.	379	182	561
Temporary	no.	9	3	12
Permanent	no.	370	179	549
Apprenticeships	no.	0	0	0
Total	no.	379	182	561

Specifically, in Italy, 93% of the company population is hired on permanent contracts, while apprenticeship contracts account for the remaining 7%. In Greece, on the other hand, 98% of the company population consists of permanent contracts and 2% consists of temporary contracts.

 Italy				
	u.m.	2020	2021	2022
Temporary contract	%	0	0	0
Permanent contract	%	94	93	93
Apprenticeship (direct employees)	%	6	7	7


 Italy										
Employees (headcount) GRI 2-7	u.m.	2020			2021			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Temporary contract	no.	1	0	1	0	1	1	4	1	5
North Italy	no.	1	0	1	0	1	1	2	1	3
Central Italy	no.	0	0	0	0	0	0	2	0	2
South Italy and islands	no.	0	0	0	0	0	0	0	0	0
Permanent contract*	no.	3,194	541	3,735	3,056	573	3,629	2,837	599	3,436
North Italy	no.	1,170	272	1,442	1,127	303	1,430	1,123	347	1,470
Central Italy	no.	1,055	146	1,201	997	147	1,144	986	152	1,138
South Italy and islands	no.	969	123	1,092	932	123	1,055	728	100	828
Apprenticeship (direct employees)	no.	190	59	249	208	66	274	183	53	236
North Italy	no.	49	27	76	57	26	83	54	20	74
Central Italy	no.	86	13	99	94	13	107	84	15	99
South Italy and islands	no.	55	19	74	57	27	84	45	18	63
Total	no.	3,385	600	3,985	3,264	640	3,904	3,024	653	3,677


*Permanent contracts also include part-time contracts.

 Greece		
	u.m.	2022
Temporary contract	%	2
Permanent contract	%	98
Apprenticeship	%	0


Employees (headcount) GRI 2-7	u.m.	2022		
		Uomo	Donna	Totale
Temporary contract	no.	9	3	12
Permanent contract*	no.	370	179	549
Apprenticeship	no.	0	0	0
Total	no.	379	182	561

*Including part time.


 Italy										
Employees by average seniority	u.m.	2020			2021			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Average age of employees (age)	no.	51	48	50.5	50	47	49.5	49	45	48
Average seniority of service (years)	no.	25	21	24.5	24	19	23.2	22	16	21

 Greece					
Employees by average seniority	u.m.	2022			
		Men	Women	Total	Total
Average age of employees (age)	no.	47	44	46	46
Average seniority of service (years)	no.	15	13	15	15


During 2022, 342 people joined the group companies in Italy, of whom 327 were hired from the market, 10 were hired through the incorporation of Janagas and 5 returned from voluntary leave.

 Italy										
New recruits* GRI 401-1	u.m.	2020			2021			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
North Italy	no.	41	26	67	68	50	118	117	58	175
under 30 years	no.	30	16	46	29	22	51	57	21	78
between 30 and 50 years	no.	9	10	19	38	27	65	59	34	93
over 50 years	no.	2	0	2	1	1	2	1	3	4
Central Italy	no.	40	12	52	45	10	55	68	17	85
under 30 years	no.	36	9	45	40	8	48	50	12	62
between 30 and 50 years	no.	4	3	7	5	2	7	17	5	22
over 50 years	no.	0	0	0	0	0	0	1	0	1
South Italy and islands	no.	21	19	40	30	14	44	53	14	67
under 30 years	no.	17	13	30	20	8	28	40	7	47
between 30 and 50 years	no.	3	6	9	10	6	16	13	7	20
over 50 years	no.	1	0	1	0	0	0	0	0	0
Total	no.	102	57	159	143	74	217	238	89	327
under 30 years	no.	83	38	121	89	38	127	147	40	187
between 30 and 50 years	no.	16	19	35	53	35	88	89	46	135
over 50 years	no.	3	0	3	1	1	2	2	3	5


*Only market entries are considered.

 Greece				
New recruits* GRI 401-1	u.m.	2022		
		Men	Women	Total
under 30 years	no.	1	0	1
between 30 and 50 years	no.	1	3	4
over 50 years	no.	0	0	0
Total	no.	2	3	5


* Only market entries are considered.

 Italy									
Inbound turnover rate* GRI 401-1	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
North Italy	3%	9%	4%	6%	15%	8%	10%	16%	11%
under 30 years	25%	38%	29%	24%	51%	31%	38%	42%	39%
between 30 and 50 years	3%	9%	4%	11%	19%	14%	16%	19%	17%
over 50 years	0%	0%	0%	0%	1%	0%	0%	2%	1%
Central Italy	4%	8%	4%	4%	6%	4%	6%	10%	7%
under 30 years	24%	60%	28%	26%	47%	28%	29%	60%	32%
between 30 and 50 years	2%	6%	3%	2%	4%	2%	7%	11%	7%
over 50 years	0%	0%	0%	0%	0%	0%	0%	0%	0%
South Italy and islands	2%	13%	3%	3%	9%	4%	7%	12%	8%
under 30 years	20%	62%	29%	22%	35%	25%	37%	39%	37%
between 30 and 50 years	2%	15%	5%	6%	14%	8%	8%	16%	10%
over 50 years	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	3%	10%	4%	4%	12%	6%	8%	14%	9%
under 30 years	24%	49%	28%	25%	46%	28%	34%	45%	36%
between 30 and 50 years	2%	9%	4%	7%	15%	9%	11%	17%	13%
over 50 years	0%	0%	0%	0%	0%	0%	0%	1%	0%


*Calculated as: new recruits/employees as at 31.12 every year for each cluster.

 Greece				
Inbound turnover rate* GRI 401-1	u.m.	2022		
		Men	Women	Total
under 30 years	%	20	0	8
between 30 and 50 years	%	0	2	1
over 50 years	%	0	0	0
Total	%	1	2	9

*Calculated as: new recruits/employees as at 31.12 every year for each cluster.


 Italy				
New hires by level*	u.m.	2020	2021	2022
Executives	no.	4	5	4
Managers	no.	11	13	16
Office Workers	no.	82	146	221
Field Workers	no.	62	53	86
Total	no.	159	217	327


*Only market entries are considered

 Greece		
New hires by level*	u.m.	2022
Executives	no.	0
Managers	no.	0
Office Workers	no.	5
Field Workers	no.	0
Total	no.	5


*Only market entries are considered


The increase continues in the absolute value of the number of university graduates, while those who have completed secondary school or other schooling levels, declines.

 Italy										
Employees by level of education	u.m.	2020			2021			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
University graduates	no.	405	255	660	455	308	763	528	359	887
Secondary school graduates	no.	1,727	268	1,995	1,671	263	1,934	1,560	247	1,807
Other (below secondary school diploma)	no.	1,253	77	1,330	1,138	69	1,207	936	47	983
Total	no.	3,385	600	3,985	3,264	640	3,904	3,024	653	3,677


 Greece				
Employees by level of education	u.m.	2022		
		Men	Women	Total
University graduates	no.	73	46	119
Secondary school graduates	no.	132	88	220
Other (below secondary school diploma)	no.	174	48	222
Total	no.	379	182	561

In 2022, 57% of new hires in Italy were resources aged under 30 years old: this figure is consistent with the trend recorded in the three-year period 2020-2022 and shows constant growth.

 Italy				
% employees by age bracket out of total employees	u.m.	2020	2021	2022
Under 30 years	%	10.7	11.4	14.2
Between 30 and 50 years	%	22.4	24.8	28.9
Over 50 years	%	66.9	63.8	56.9

 Greece		
% employees by age bracket out of total employees	u.m.	2022
Under 30 years	%	2
Between 30 and 50 years	%	73
Over 50 years	%	25

On the other hand, 335 people left the Group, of whom 308 resigned either through retirement or voluntarily, and the remaining 27 for other reasons (such as dismissal, fatalities, due to the end of a temporary contract, etc.).


 Italy										
Outgoing workers* GRI 401-1	u.m.	2020			2021			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
North Italy	no.	78	21	99	96	18	114	142	36	178
under 30 years	no.	3	3	6	2	6	8	13	4	17
between 30 and 50 years	no.	3	2	5	9	2	11	35	10	45
over 50 years	no.	72	16	88	85	10	95	94	22	116
Central Italy	no.	98	8	106	93	10	103	82	8	90
under 30 years	no.	1	0	1	3	2	5	6	2	8
between 30 and 50 years	no.	2	0	2	2	0	2	3	3	6
over 50 years	no.	95	8	103	88	8	96	73	3	76
South Italy and islands	no.	62	6	68	74	7	81	60	7	67
under 30 years	no.	0	1	1	1	1	2	2	3	5
between 30 and 50 years	no.	1	1	2	2	0	2	2	0	2
over 50 years	no.	61	4	65	71	6	77	56	4	60
Total	no.	238	35	273	263	35	298	284	51	335
under 30 years	no.	4	4	8	6	9	15	21	9	30
between 30 and 50 years	no.	6	3	9	13	2	15	40	13	53
over 50 years	no.	228	28	256	244	24	268	223	29	252

*Termination by mutual agreement and other outgoings.


 Greece				
Outgoing workers* GRI 401-1	u.m.	2022		
		Men	Women	Total
under 30 years	n.	5	2	7
between 30 and 50 years	n.	11	7	18
over 50 years	n.	0	0	0
Total	n.	16	9	25

* Termination by mutual agreement and other outgoings.



The Group's turnover has remained largely stable over the years; the slight increase recorded is mainly related to the company's demographic curve leading to a higher number of retirements in recent years.


 Italy									
Outgoing turnover rate* GRI 401-1	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
North Italy	6%	7%	7%	8%	5%	8%	12%	10%	12%
under 30 years	3%	7%	4%	2%	14%	5%	9%	8%	8%
between 30 and 50 years	1%	2%	1%	3%	1%	2%	10%	5%	8%
over 50 years	9%	11%	9%	12%	7%	11%	14%	16%	15%
Central Italy	9%	5%	8%	9%	6%	8%	8%	5%	7%
under 30 years	1%	0%	1%	2%	12%	3%	3%	10%	4%
between 30 and 50 years	1%	0%	1%	1%	0%	1%	1%	6%	2%
over 50 years	12%	9%	12%	12%	9%	12%	11%	3%	10%
South Italy and islands	6%	4%	6%	7%	5%	7%	8%	6%	8%
under 30 years	0%	5%	1%	1%	4%	2%	2%	17%	4%
between 30 and 50 years	1%	3%	1%	1%	0%	1%	1%	0%	1%
over 50 years	8%	5%	7%	10%	7%	9%	11%	7%	11%
Total	7%	6%	7%	8%	5%	8%	9%	8%	9%
under 30 years	1%	5%	2%	2%	11%	3%	5%	10%	6%
between 30 and 50 years	1%	1%	1%	2%	1%	2%	5%	5%	5%
over 50 years	10%	9%	10%	11%	7%	11%	12%	10%	12%

*Calculated as: leavers/employees as at 31.12 every year for each cluster.


 Greece				
Outgoing turnover rate* GRI 401-1	u.m.	2022		
		Men	Women	Total
under 30 years	%	100	29	64
between 30 and 50 years	%	4	5	4.5
over 50 years	%	0	0	0
Total	%	4	5	4.5

* Calculated as: leavers/employees as at 31.12 every year for each cluster.

		u.m.	2020	2021	2022
Voluntary outgoing turnover rate	 Italy	%	0.35	0.74	2.10
Voluntary outgoing turnover rate	 Greece	%	-	-	0.35

 Italy					
Turnover rate*		u.m.	2020	2021	2022
GRI 401-1					
Men		%	9.9	12.4	16.6
Women		%	15.6	17	21.4
North		%	10.8	15.3	23.4
Centre		%	11.9	12.1	14.4
South		%	9.2	11	12.2
Total		%	10.7	13.2	17.4

*Calculated as the number of incoming workers plus the number of outgoing workers on the average workforce * 100 for each cluster.

 Greece			
Turnover rate*		u.m.	2022
GRI 401-1			
Men		%	4.8
Women		%	6.6
Total		%	5.4

* Calculated as (incoming + outgoing) / average workforce * 100 for each cluster

Training and Development

In the year of Italgas' 185th anniversary, the Company's Leadership Team has decided to adopt a new identity system (Purpose, Vision, Mission, Leadership Model) that builds upon the substance of the storytelling values that inspire and guide the behaviour of all the Group's people, towards the profound transformation that the Company is undergoing in order to play an increasingly central role in the energy transition towards the Net-Zero objective and for the creation of sustainable value for all its stakeholders.

The project led to the joint construction, together with the Company's first and second lines, of the Italgas Group's Purpose, Vision, Mission and Leadership Model.

The Leadership Model is the basis on which the new Performance Management system (**IGrid Performance Evaluation**) has been built in 2022 and on which the Training Academy (**IG Academy**), to be launched in 2023, has been structured.

The Communication Plan for all Change Management initiatives began in 2022, starting with "Leave your mark", the programme open to the entire population aimed at contributing to the new Italgas identity (Purpose, Vision and Mission).

Development programmes

The management development plan's logic and pillars are the management of performance through the continuous feedback culture, the development of staff potential through an assessment and empowerment programme and the consequent development and career plans.

For graduates who had recently joined the Training and Development Programme (formerly Italgas School, now **WeGrow**), it combines classroom-based training activities over several modules with activities for developing potential. 620 training hours were delivered in 2022.

During 2022, the **WeLead** programme continued, aimed at supporting newly appointed managers in taking on their roles and acquiring key skills, techniques and tools for managing and developing their teams and the business, with a focus on delegation, feedback and the development of emotional intelligence. More than 1,100 training hours were delivered in 2022; the course will continue in 2023 for all new managers.

The mapping of the managerial potential among first-line managers (13 people) continued during 2022, including for the purpose of updating Succession Planning, and individual Coaching courses for managers and middle managers who acquired roles of greater responsibility during the year.

Training programmes

Training at Italgas aims to empower employees to achieve the strategic business objectives. In 2022 this objective was achieved by relaunching the technical/

specialised training in 2 different areas: distinctive corporate skills on the one hand, and the new skills required to guide the digital and sustainable transformation on the other.

As for historical and distinctive skills at Italgas, a call to action was launched in July 2022 to relaunch and create the new internal teaching body. In 2023, its objective will be to redesign the historical courses using the hybrid methods tested in recent years. More than 500 Italgas Reti employees, experts on the 10 identified topics, were involved in the call to action, and the 44 teachers who make up the new in-house faculty were chosen through a selection process. A training/empowering course for trainers called "WeTrain" was designed for these teachers.

In 2022, a total of over 129,700 hours of training were provided and every employee on average received over 35 hours of training.

IGrid

IGrid-Performance Evaluation is the Italgas Group's evaluation tool based on the Italgas' Leadership Model and the Performance expressed during the year, it replaces the 9Box Mapping, used from 2018 to 2021. IGrid represents a process for line managers and HR managers to share their observations on people and is the compass by which to guide development, role growth, total reward and resource management actions.

The IGrid process is managed entirely through the MYHR platform: the management system, customised in the Italgas Digital Factory by an HR/line manager team, released in June 2022.

In 2022, managers, middle managers and employees of all Group companies (approximately 2,400 people) were assessed;

In addition to training and sharing the new management process with the entire population through webinars attended by about 1,700 employees, for a total of almost 2,000, training hours, all Group managers (about 330) were involved in the IGrid Training Workshops, dedicated to managerial development in the area of evaluation, annual performance feedback and training on the use of the new platform, totalling 40 classes and more than 1,900 training hours.

Developing the skills of the future

In line with the digital upskilling objectives of the entire company population, the training campaign continued with over 30,000 hours of training, delivered through a wide training offer accessible from our multimedia platform MyLearning, with various topics of digital literacy, digital transformation and cybersecurity and with specific subjects such as the Internet of Things, business tools, digital & customer mindset, big data & blockchain, etc.

Moreover, to foster the knowledge transfer and professional updates on technical systems and the deployment activities of the Digital Factory,


digital training was delivered using train-the-trainer procedures and in-depth sessions through shadowing on new digital systems, with the help of expert employees. In line with the digital transformation initiatives contained in the strategic plan and by virtue of the growing importance of information and data management, in addition to defining adequate security policies, training on cyber risk, data protection and classification and information security has been extended to all personnel, through a series of interactive courses and specific awareness-raising campaigns.


Smart Rotation


With a view to strengthening the exchange of skills within the Group, optimising resources and fostering the development of in-house talent and

professionalism, in 2022 the in-house Job Posting project continued, allowing employees to view vacancies within the Group.


	u.m.	2020	2021	2022
Percentage of new positions held by in-house candidates- Italy	%	90.6	87.6	80.8
Percentage of new positions held by in-house candidates - Greece	%	-	-	0


 Italy				
Training	u.m.	2020	2021	2022
Total hours of training provided	hours	75,948	112,379	129,700
of which women	hours	11,899	17,571	20,687
of which men	hours	64,049	94,808	109,013


 Greece			
Training ¹¹⁷		u.m.	2022
Total hours of training provided		hours	2,695.50
of which women		hours	734
of which men		hours	1,961.50

 Italy				
Breakdown of training hours delivered by subject and type	u.m.	2020	2021	2022
Training on HSEQ topics	hours	19,040	41,921	43,037
<i>Attendances</i>	no	4,038	6,715	8,910
Training on the Code of Ethics - Model 231 - Anti-corruption – Antitrust	hours	3,849	1,950	4,131
<i>Attendances</i>	no	2,914	1,686	4,329
Managerial training	hours	16,071	14,908	20,941
<i>Attendances</i>	no	6,418	5,959	8,079
Technical/specialised training	hours	16,852	28,768	28,436
<i>Attendances</i>	no	2,423	3,252	3,760
Training on digitisation topics	hours	20,137	24,832	33,155
<i>Attendances</i>	no	1,7122	18,449	59,119

117. The figures shown are pro-rata values for the September-December consolidation period of total annual training

 Greece		
Breakdown of training hours delivered by subject and type ¹¹⁸	u.m.	2022
Training on HSEQ topics	hours	940
Attendances	no	207
Training on the Code of Ethics - Model 231 - Anti-corruption - Antitrust	hours	33
Attendances	no	27
Managerial training	hours	64.50
Attendances	no	4
Technical/specialised training	hours	1,001
Attendances	no	64
Training on digitisation topics	hours	657
Attendances	no	232

 Italy										
Standard GRI 404-1	u.m.	2020			2021			2022		
Average hours of training per year per employee*		Men	Women	Total	Men	Women	Total	Men	Women	Total
Total employees	hours/no.	19	20	19	29	28	29	36	32	35
Executives	hours/no.	26	30	26	24	28	25	30	29	30
Managers	hours/no.	26	21	25	27	27	27	36	44	38
Office Workers	hours/no.	20	20	20	25	27	26	34	30	33
Field Workers	hours/no.	16	5	16	34	56	34	39	64	39

 Greece					
Standard GRI 404-1	u.m.	2022			
Average hours of training per year per employee ¹¹⁸		Uomo	Donna	Totale	
Total employees	hours/no.	5	4	5	
Executives	hours/no.	3	4	3	
Managers	hours/no.	9	13	10	
Office Workers	hours/no.	4	3	4	
Field Workers	hours/no.	5	4	5	

In addition to this, please note the following training initiatives delivered in 2022:

- **Language courses:** with over 6,000 hours provided, the training programme to develop and consolidate English language skills continued.
- **Area conventions:** again in 2022, great emphasis was placed on management sharing corporate goals and challenges through area conventions. Over the years, these have become important moments for discussion for the leadership team and the entire Italgas population; in 2022 around 10,000 hours were delivered.
- **Supply chain engagement:** Italgas also continued to organise various initiatives in 2022 for the engagement of the entire supply chain. "HSE Partners Lab" and "Communication management in emergency situations" are two examples of activities

118. The figures shown are pro-rata values for the September-December consolidation period of total annual training

that aimed to raise awareness amongst partners on paying closer attention to improve prevention, increase safety levels, reduce the environmental impacts, stimulate a more efficient use of resources and, at the same time, increase communication skills and awareness in the various situations, so as to be able to offer a better service to the community.

- **Training course on Safe and Environmentally Sustainable Driving:** with a view to constant attention to the issues of Safety and Sustainability, the preventive, defensive and environmentally sustainable safe driving course on circuits continued. About 400 participants were involved in these initiatives for over 2,600 hours, with the aim of achieving the best driving safety standards and optimising vehicle management in terms of consumption and maintenance costs.
- **Training course on Picarro:** in support of the Scheduled Search for Leaks, various training initiatives were organised on the technology, use of Surveyor vehicles and portable backpack analysers. There were about 170 participants for a total of about 650 hours. Thanks to the training, it was possible to extend the service for Scheduled Search for Leaks beyond company and national borders by involving other companies in the sector such as UnaReti, Reti Distribuzione, Floene (Portugal) and DEPA Infrastructure (Greece).
- **Training course on plants:** with around 8,000 hours and over 400 people involved, the training and qualification process of personnel involved in the surveillance of the natural gas distribution plants also continued in 2022, in application of UNI - E01129160;
- **Training course on emergency assistance:** in 2022, in addition to delivering around 2,000 hours of internal training on technical/procedural topics of emergency assistance, the content and methods were redesigned to make the theoretical and practical training even more engaging and effective;

In 2022, around 130,000 hours of total training were delivered, corresponding to around 35 hours per capita. The average hours of training, 35 hours, have clearly increased on the previous year (+25%).

Even in economic terms, the average investment in external costs for each person, equal to around € 350 in 2022, was much higher than 2021 (+60%).

Compensation system

Italgas is committed to ensuring a remuneration policy that is in line with national and international best practices, that supports and encourages business development, is consistent with the Strategic Plan and responds to the Company's values and culture.

In particular, in order to attract, motivate and retain the best talents, Italgas promotes employee commitment and performance through the definition and implementation of compensation policies, that are very much focused on meritocracy and differentiat-

People Analytics

In continuity with 2021 HR Analytics activities, the Digital HR team was expanded in 2022 with the creation of an *ad hoc* People Analytics Unit. The unit intends to provide quantitative methods and tools to support better talent management, continuous improvement of HR processes and employee experience.

During 2022, an advanced reporting system for managers and HR was developed that provides analytical information on employees (e.g. key demographic trends, analysis of the distribution of annual performance appraisal results, monitoring of training hours, etc.) and with definition of a roadmap for development of predictive algorithms to improve HR process management.

ed according to performance and professional and managerial abilities, by considering:

- the responsibilities assigned;
- the results achieved;
- the quality of the professional contribution;
- the leadership model and values;
- people's development potential.

The Italgas Group Remuneration Policy is described in full in the annual Report on the Remuneration Policy and Compensation Paid, the latest approved version of which, in 2022, was much appreciated by stakeholders and shareholders with 97.5% voting in favour of the first section on the 2022 policy and 97.9% voting in favour of the second section, on the compensation paid in 2021.

Italgas adopts a structured process of analysis and recurring reviews, typically on an annual basis, of employees' fixed remuneration in order to recognise merit and the growth of individuals, establishing remuneration policies with the aim of ensuring consistency and balance within the organisational structure. All this is borne out by a balanced pay ratio, with the ratio of fixed remuneration paid in 2022 to the CEO and the average fixed remuneration of Italgas employees in 2022 being 1:21, a ratio that remains substantially constant compared to the previous year.

Moreover, in order to ensure the implementation of the Strategic Plan and the achievement of business objectives, Italgas provides Management with incentive systems with a short- and medium-to-long-term time horizon and which are both monetary instruments and shares. In addition, assignment is envisaged, for all middle managers, of an individual target card, to which 50% of the corporate premium is linked, in a bid to further strengthen the focus on results and assign increasing importance to merit.

In 2022, performance assessment involved 60 executives (11 of whom were women) and 385 non-executives (93 of whom were women), coming to a total of 445 people, divided among the various Italgas Group companies as follows:

- Italgas S.p.A. (31.7%): 134 people, 31 of whom were executives (8 of whom was woman) and 103 of which were non-executives (37 of whom were women);
- Italgas Reti (8.3%): 217 people, 14 of whom were executives (1 of whom was woman) and 203 of which were non-executives (36 of whom were women);
- Medea (12.9%): 8 people, 1 of whom was a female executive;
- Toscana Energia (7.0%): 26 people, 5 of whom were executives;
- Geoside (21.2%): 18 people, 3 of whom were executives (1 of whom was woman) and 15 of which were non-executives (6 of whom were women);
- Italgas Acqua (20.0%): 4 people, 1 of whom were executives;

- Bludigit (38.8%): 38 people, 5 of whom were executives and 6 women.

For further details, please refer to the Report on the 2022 Remuneration Policy and the 2021 Compensation Paid and the 2023 Remuneration Policy and 2022 Compensation Paid.

Relations with trade unions

In 2022, relations between the Italgas Group and the Trade Unions (TUs) saw the involvement and participation of structures at national, local and company levels. During the year, relations with the trade unions were particularly intense and focused on the start of relations with the newly elected Group Trade Union Representatives (RSU), as well as on the signing of a new Group Industrial Relations Protocol (agreement of 8 April 2022), which provided, among other changes, for the establishment of an RSU Coordination Committee (CCRSU), made up of 26 RSU members and 6 members of the regional departments, in order to assign, to this new body, the management of transversal issues of national interest at trade union level. The Joint Institution (IPA) for Training was also established to jointly govern the topic of financed and non-financed training.

Following the national and CCRSU meeting, in particular, significant agreements were reached on the following issues: structural smart working (monthly model of 10 days/month for clerical staff and weekly model of 1 day/week for technicians), starting for work from home and out-of-office service for operating staff, employment, final calculation of the Results Bonus for 2021 and setting productivity and profitability targets for 2022, with reiteration of the agreement on the productivity of middle management, already shared in 2021.

During 2022, in Italy, a total of 109 meetings were held with Trade Unions, of which 37 were held at national/CCRSU level and 72 were held at local level (data already inclusive of the meetings – 9 in all – held in Toscana Energia). These meetings were joined by a further 6 meetings in the context of the Training IPA. Furthermore, during the last four months of 2022, Italgas participated in five meetings with trade unions in Greece.

The figure confirms the constant involvement of representatives at all levels.

At the end of 2022, the total number of Group employees in Italy was 3,677 and the total number of employees registered with a trade union was 1,563 (including Toscana Energia); therefore, the percentage of employees registered with a trade union organisation was 42.51% (including Toscana Energia). At the end of 2022, in Greece, 488 out of a total of 561 employees were members of trade unions (87%).

Legal disputes with employees and former employees of the Italgas Group in 2022 remained substantially in line with the trend of previous years, albeit with a slight decrease.

 Italy				
Employee disputes	u.m.	2020	2021	2022
Disputes started during the year	no.	35	19	20
Disputes closed during the year	no.	16	36	27
Total disputes pending as at 31/12 (employees and former employees)	no.	41	24	17

 Greece		
Employee disputes ¹¹⁹	u.m.	2022
Disputes open from September 2022	no.	2
Disputes closed from September 2022	no.	0
Total disputes pending as at 31/12 (employees and former employees)	no.	5

In Italy, a total of 20 new appeals were brought during 2022, while 27 cases were closed. At 31 December 2022, a total of 17 court cases were pending, two of which were brought by groups of workers and both related to claims for holiday pay. In Greece, 2 litigations were opened during the last 4 months of 2022, with a total of 5 litigations pending at the end of the year.

In general, legal action brought against the Group companies (Italgas, Italgas Reti, Bludigit, Medea and Toscana Energia) mainly referred to the following situations: difference between professional category and related remuneration, economic claims of various types, work-related illness, challenge of disciplinary measures inflicted, including dismissals.

Finally, it should be noted that no incidents of discrimination occurred during 2022.

Employee experience

ChangeBot

During 2022, Italgas promoted a ChangeBot, a creative challenge in collaboration with Microsoft Italy and Fondazione Mondo digitale.

ChangeBot is a Creathot (creative hackathon) involving 24 female STEM and non-STEM students organised into six teams. The teams tried their hand at designing a chatbot free of gender bias and stereotypes with the support of industry experts and managers from the companies involved in the project.

At the end of the collaboration, the groups presented their projects to the panel of judges with an elevator pitch. The winning team was offered an internship at Italgas.

119. The figures shown refer to September-December values

Digital transformation in HR processes

The development of the pandemic with its variants and the conclusion of the “emergency smart working” mode led Italgas to redefine its working methods by introducing flexible forms of work that simultaneously have contributed to improving the work life balance of employees. Being able to rely on digital solutions and ecosystems, tailored to the

employee and working patterns, has proven over the years to be a key factor in ensuring organisational resilience. In operation since 2018, the Digital Factory has continued to work in 2022, effectively adapting the Agile model to the hybrid on-site and online working method imposed by the new ways of working.

Gas Data Champion

In order to support the operational Departments in the management of data generated with the digitisation of assets, the staff of the so-called Gas Data Translators was created and trained to promoting a “data-driven” culture, increasing the ability to analyse data with a view to continuous improvement, while also providing support for innovation and sustainability projects.

Technician 2.0

With the aim of following up on the major transformation and innovation in progress in terms of the work tools and processes of our business, the need has arisen for a continuous reflection on the core activities and competences of the Group and in which Operations & Maintenance should invest and strive to continue to be a point of reference within the sector.

Employee journey

During 2022, the digital room continued in the Digital Factory with a twofold objective:

- to make the employee experience on the digital channels made available to them easy and innovative;
- to adopt best-in-class tools to identify, involve and enhance the best talents.

Among the new services developed, were:

- Knowledge transfer portal (Italshare): portal to collect and manage the technical know-how of the Group’s staff;
- Learning portal (MyLearning): the Company’s Learning Management System has been redesigned;
- Performance management portal (I-Grid): system for managing performance, digital peer feedback and feedback;
- Administrative back-office processes portal (HR4U): employee portal to handle requests made to HR and optimise the administrative back-office processes;
- People analytics dashboard: dashboards integrated into the HR management system that enable real-time monitoring of staff data as well as forecasting algorithms developed in the people field.

Welfare

The Welfare Plan, dedicated to all Group employees, stems precisely from the initiatives taken in a bid to **improve the quality of life of its people**, helping them strike a fair balance between their personal and working lives, creating a lively, active community.

The Welfare Programme is structured into a series of services and initiatives designed to meet the different needs and demands of the population in terms of family management, income support, health and physical well-being, free time and dealing with the day-to-day issues as they arise. The services are available for use by all employees in Italy on permanent contracts, including part-time workers.

In April 2022, in continuity with previous years, a survey was given out to all Group employees (in both Italy and Greece), aimed at analysing needs and requirements, with the goal of outlining an increasingly cutting-edge, comprehensive and inclusive Welfare Plan in which nearly 1,400 colleagues participated and contributed.

On the basis of the main evidence that emerged, **new initiatives** have been identified, which started being implemented in 2022, including but not limited to:

- **IG Awards, IG Out of Office, IG I-Care**: programmes aimed at spreading the culture of kindness, outdoor workouts and free check-ups at the Group’s main sites.
- **Mindfulness course and informative webinars to raise awareness** on specific topics (psychophysical well-being, mental health, nutrition)
- **Fuel Bonus**: the possibility of spending the welfare credit - resulting from the conversion of the bonus – in fuel vouchers was introduced within the limits set by the 2022 Energy Decree.
- **New Smart Working agreement**: the new Smart Working (or SW) model was defined, introducing positive changes in terms of the well-being of the Group’s people, the quality of our performance and the value of our relationships. As a sign of the Group’s commitment to responding to the specific needs of all colleagues, the possibility was introduced of requesting up to 40 additional days per year – which can be taken on a continuous or staggered basis – for those experiencing particularly challenging family and personal conditions: pregnancy, parenthood,

adoption or fostering, delicate subjects, returning after a period of illness, gender-based violence, caring for children with learning disorders or for relatives suffering from serious or long-term illnesses.

In addition to the new services introduced during the year, the **Welfare Plan continued in line** with previous years, offering income and leisure support services (e.g. microcredit, dedicated agreements, supplementary pension), family support services (e.g. reimbursement of nursery schools, summer camps, agreements with assistance for caregivers), health and well-being support services (e.g. LILT cancer prevention protocol, anti-flu campaign), mobility support services and the flexible benefit plan for conversion of the Participation Bonus.

Welfare Days were also organised, days organised at the Group's main sites and webinars open to all employees, dedicated to explaining the current welfare programme, an opportunity for obtaining answers to requests for clarification and dedicated analyses. The initiatives put in place during 2022 have generated strong support, involvement and enthusiasm from all the Group's people: more than 3,500 employees registered on the portal as at 31.12.2022 and over 9,000 requests for services were made by users (+35% compared to 2021).

In 2022, the number of active users (corporate population that has used at least one service) is 68% of the total corporate population, a 3% increase compared to 2021.

Italy										
Standard GRI 401-3	u.m.	2020			2021			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Parental leave*										
Total open positions	no.	225	53	278	229	73	302	212	60	272
Positions opened during the year	no.	17	15	32	41	21	62	15	10	25
Positions closed during the year	no.	208	38	246	188	52	240	197	50	247
for return	no.	202	36	238	179	49	228	175	44	219
for contract end	no.	6	2	8	9	3	12	22	6	28


* The data for parental leave refer to Italian Law 53/2000.

Top Employer

In January 2023, the Italgas Group is among the companies certified Top Employers Italy 2023. Top Employers certification is the official recognition of the company's excellences in **HR strategies and policies** and their implementation to help ensure the well-being of people, improve the workplace and the world of work. It is issued to companies that achieve and satisfy the high standards demanded by the **HR Best Practices Survey**, covering **6 HR macro-areas**, which examines and analyses 20 different topics in-depth and the respective best practices, including People Strategy, Work Environment, Talent Acquisition, Learning, Well-being, Diversity & Inclusion and many others.

Climate survey


With a view to listening and engaging its people, and in continuity with previous years, during 2022 Italgas carried out the climate survey "La tua voce conta" (Your voice matters), dedicated to all Group employees (in Italy and Greece), who were thus able to express their opinion on various themed areas: listening, training, workload, inclusion and diversity, remuneration and recognition, performance, innovation, health and safety and much more besides. The survey recorded an 86% participation rate, in line with last year's participation and higher than the reference benchmark.

 Greece				
Standard GRI 401-3 Parental leave	u.m.	2022		
		Men	Women	Total
Total open positions	no.	0	3	3
Positions opened during the year	no.	0	3	3
Positions closed during the year	no.	4	0	4
for return	no.	4	0	4
for contract end	no.	0	0	0

Diversity

In 2022, the presence of women in companies also improved significantly in terms of women in positions of responsibility¹¹⁷. In particular, in Italy 24.7% of Group managers are women, a clear rise on the previous year (22% in 2021), whilst in all, a total of 17.8% of the company workforce are women (16.4% in 2021), also taking into account the traditional male presence in the technical operative areas of the company. In Greece, the aforesaid percentages were 25.9% and 32.4% respectively.


 Italy				
% women of all employees, by professional category ¹¹⁸	u.m.	2020	2021	2022
Executives	%	13.8	17.2	19.7
Managers	%	17.2	19.7	22.6
Office Workers	%	24.4	26.0	27.1
Field Workers	%	0.3	0.4	0.7
Total	%	15.1	16.4	17.8

 Greece		
% women of all employees, by professional category	u.m.	2022
Executives	%	12.5
Managers	%	29.2
Office Workers	%	47.9
Field Workers	%	0.7
Total	%	32.44

117. "Head of operating unit" position.


118. Positions of responsibility are included in the categories of "Manager" and "Office worker".


 Italy			
Diversity Indicators - Italy	2021	2022	Notes
% women of total workforce	16.4	17.8	% total workforce
% women in positions of responsibility	22.2	24.7	% of all positions of responsibility
% women in junior positions of responsibility	23.1	25.7	% of all positions of junior responsibility (first level)
% women in top management positions	17.2	19.7	% of all top management positions (two levels from CEO)
% women in positions of responsibility in revenue-generating departments	18.0	20.8	% of this type of position
% women in STEM positions	35.8	35.9	% of this type of position

 Greece		
Diversity Indicators - Greece	2022	Notes
% women of total workforce	32.4	% total workforce
% of all positions of responsibility	25.9	% of all positions of responsibility
% women in junior positions of responsibility	29.2	% of all positions of junior responsibility (first level)
% women in top management positions	12.5	% of all top management positions (two levels from CEO)
% women in positions of responsibility in revenue-generating departments	25.1	% of this type of position
% women in STEM positions	29.4	% of this type of position

Breakdown of the workforce by nationality ¹²⁰		
2020 - Nationality	% of total workforce	% managerial positions
Italian	99.2	99.7
Greek	0.0	0.0
Swiss	0.2	0.0
Other nationalities	0.6	0.3
2021 - Nationality	% of total workforce	% managerial positions
Italian	99.2	99.7
Greek	0.0	0.0
Swiss	0.2	0.0
Other nationalities	0.6	0.3
2022 - Nationality	% of total workforce	% managerial positions
Italian	86.0	82.1
Greek	13.1	17.6
Swiss	0.2	0.7
Other nationalities	0.7	0.3

120. The figures also consider the employee breakdown of the Greek companies as of 2022, the year they were acquired.

 Italy										
Standard GRI 405-1		2020			2021			2022		
Diversity amongst employees (headcount)	u.m.	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	no.	50	8	58	53	11	64	49	12	61
under 30 years	no.	0	0	0	0	0	0	0	0	0
between 30 and 50 years	no.	16	6	22	23	8	31	24	7	31
over 50 years	no.	34	2	36	30	3	33	25	5	30
Managers	no.	250	52	302	248	61	309	240	70	310
under 30 years	no.	1	0	1	0	0	0	0	0	0
between 30 and 50 years	no.	73	23	96	87	33	120	89	42	131
over 50 years	no.	176	29	205	161	28	189	151	28	179
Office Workers	no.	1,659	536	2,195	1,599	563	2,162	1,514	563	2,077
under 30 years	no.	153	76	229	147	80	227	184	83	267
between 30 and 50 years	no.	355	171	526	386	194	580	458	223	681
over 50 years	no.	1,151	289	1,440	1,066	289	1,355	872	257	1,129
Field workers	no.	1,426	4	1,430	1,364	5	1,369	1,221	8	1,229
under 30 years	no.	195	2	197	216	3	219	249	5	254
between 30 and 50 years	no.	247	1	248	238	0	238	217	1	218
over 50 years	no.	984	1	985	910	2	912	755	2	757
Total	no.	3,385	600	3,985	3,264	640	3,904	3,024	653	3,677

 Greece				
Standard GRI 405-1		2022		
Diversity amongst employees (headcount)	u.m.	Men	Women	Total
Executives	no.	14	2	16
under 30 years	no.	0	0	0
between 30 and 50 years	no.	6	0	6
over 50 years	no.	8	2	10
Managers	no.	46	19	65
under 30 years	no.	0	0	0
between 30 and 50 years	no.	20	11	31
over 50 years	no.	26	8	34
Office Workers	no.	175	160	335
under 30 years	no.	4	7	11
between 30 and 50 years	no.	114	126	240
over 50 years	no.	57	27	84
Field workers	no.	144	1	145
under 30 years	no.	1	0	1
between 30 and 50 years	no.	116	1	117
over 50 years	no.	27	0	27
Total	no.	379	182	561

The 2022 activities were based on an engagement approach and on co-constructing courses alongside all Group people. Therefore, starting in February 2022 a community of 42 D&I Ambassadors was created to implement numerous activities with the aim of developing and including all types of diversity. The Ambassadors are divided into five working groups, which prepare proposals based on three main working streams: Age & Culture (territorial, background and generational differences), Gender and Disability.

The following events were held with a view to Ambassador growth:

- Meeting with a famous Paralympic athlete, who shared some crucial considerations with the group on her personal and professional journey;
- Discussion about gender equality in the world of work and sport: several colleagues met with an Italian ski champion, who shared her development as a top-level athlete and as a woman;
- Volunteering with an international no-profit organisation committed to ending world hunger.

Initiatives implemented on the proposal of the D&I Ambassadors include:

- Adoption of fonts suitable for visually impaired people when using Outlook.
- Two surveys, in December 2022, the first on people development within their cultural and generational diversity (more than 1700 participants) and the second, for managers, dedicated to the topic of disability (120 participants);
- Welnspire Project.

The first edition of Welnspire kicked off in 2022, the Group's Mentoring and Reverse Mentoring course, aimed at fostering the development and growth of people, in a logic of exchange between different experiences. The Welnspire course involved 15 pairs of Mentors and Mentees, made up of people belonging to different situations at organisational level (different Companies, Departments, etc.).


The following collaborations also continued:

- Valore D, with Italgas as Supporting Partner – the leading association of businesses in Italy which, for over 10 years, has been promoting gender balance and an inclusive culture within our country. The association offers the possibility, grasped by Italgas, to have manager colleagues participate in intercompany mentorship programmes, strategic skills development courses for exercising inclusive leadership and programmes for female executives (C-Level course).
- STEM By Women, an association of businesses, organisations and people that promotes and encourages women's careers and studies in the STEM (Science, Technology, Engineering and Mathematics) area. In 2022, Italgas sponsored a new Master's degree developed by the association, in collaboration with the Turin Polytechnic, to create a new professional figure with a humanities university education and specialisation in Artificial Intelligence.

In addition, the Group participated in the new edition of "Grow Data Girls", a project that aims to promote, support and improve the personal and professional growth of the female students at the LUISS Business School, paying particularly close attention to inclusion in the world of work and promotion of the professional career.


Lastly, it should be noted that in the second half of 2022, preparatory work for Gender Certification according to the new UNI/PdR 125:2022 standard was started for the first Group company, Italgas S.p.A.


 Italy				
GRI 405-2 - Ratio of basic salary and remuneration of women to men				
Ratio of remuneration ¹²¹	u.m.	2020	2021	2022
Executives	%	80.5	88.6	94.6
Managers	%	91.2	91.3	93.6
Office Workers	%	91.3	92.5	92.0
Field Workers	%	74.0	71.1	67.0
Ratio of basic salary ¹²²	u.m.	2020	2021	2022
Executives	%	91.6	96.1	110.4
Managers	%	93.8	95.6	96.4
Office Workers	%	97.2	97.7	98.4
Field Workers	%	75.7	73.6	73.3


 Greece		
Ratio of remuneration	u.m.	2022
Executives	%	117.7
Managers	%	96
Office Workers	%	93.2
Field Workers	%	101.5
Ratio of basic salary	u.m.	2022
Executives	%	119
Managers	%	88.3
Office Workers	%	95.6
Field Workers	%	83.4


121. Ratio of the average fixed + variable remuneration and the total amount paid to employees between women and men.

122. Ratio of average fixed remuneration between women and men

 Italy										
Employees belonging to protected categories	u.m.	2020			2021			2022		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees belonging to protected categories	no.	148	32	180	145	34	179	125	33	158

 Greece				
Employees belonging to protected categories	u.m.	2022		
		Men	Women	Total
Employees belonging to protected categories	no.	0	0	0

 Italy				
% employees pertaining to protected categories out of total employees	u.m.	2020	2021	2022
Employees belonging to protected categories	%	4.5	4.6	4.3

 Greece		
% employees pertaining to protected categories out of total employees	u.m.	2022
Employees belonging to protected categories	%	0

Accessibility of the applications developed

In 2022, the focus was kept on the degree of accessibility of the applications developed by Italgas, considering all phases of the process.

DeSI is a shared tool for creating usable, accessible and brand-consistent digital interfaces.

In compliance with the Stanca Act, Law no. 4. of 9 January 2004, containing provisions to facilitate access to digital tools for people with disabilities, Italgas issued its Declaration of Accessibility, in November 2022, in which it declared its state of compliance with the Act on its institutional website, FAQ Help Online portal, MyItalgas Customer Portal and Carriere.it Portal:

- Italgas website: <https://www.italgas.it/accessibilita/>
- HelpOnline website: <https://www.italgas.it/accessibilita-help-online/>
- MyItalgas Customer website: <https://faq.italgas.it/s/>
- Carriere.it: https://carriere.italgas.it/content/Accessibilita/?locale=it_IT

The Italgas Group has made feedback mechanisms available for users to use to notify cases of non-compliance and to request information and content that falls outside the scope of the Directive. For this purpose, any reports can be sent by mail to accessibilita@italgas.it.

Respect for human rights

The Italgas' Code of Ethics, the Supplier Code of Ethics and the Human Rights Policy outline the reference principles and actions taken to protect human rights in the performance of the Group's activities and, in general, in any context in which Italgas people and business partners operate. These principles are in line with the OECD Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights and Core Conventions of the ILO – International Labour Organisation. The Policy for the Prevention of Discrimination and Protection of the Dignity of Group Personnel and the Diversity and Inclusion Policy reinforce the Group's commitments to the protection of Human Rights.

Specifically, Italgas' policies include the Group's commitment to combating the phenomena of forced or child labour, human trafficking and discrimination, as well as a commitment to pursuing workers' rights, including the right to freedom of association, collective bargaining and fair remuneration.

Italgas and its investee companies have adopted Organisation, Management and Control Models (Models 231), aimed at preventing the perpetration of offences, as well as Internal Control and Risk Management systems that guarantee compliance with minimum safeguards. In this context, the Italgas Group has developed a due diligence process to identify and assess potential human rights impacts and risks. The process provides for the identification of such risks within the Group's operations and business relationships.

The risk assessment activity includes:

- the as-is analysis for the identification of processes and activities most at risk;
- the self-assessment relating to the aforementioned risks and the control system;
- the identification and improvement plan in relation to any risks identified.

All suppliers are also required to guarantee respect for human and labour rights through the acceptance of Group policies, including those concerning, for example, human rights, health and safety, and environmental protection.

