# 2025 Employee Development Programs

# Key objectives

Italgas has established a structured and inclusive system for employee skills development, grounded in its Leadership Model. Central to this framework is the IGAcademy, which delivers targeted training programs designed to foster excellence, innovation, and leadership across the organization. These programs are accessible to all employees—both full-time and part-time, independently from their type of contract —across the Group and are specifically designed to equip them with the capabilities needed to thrive in a rapidly changing and increasingly digital work environment. In a contest of profound change, due also to the acquisition of 2i Rete Gas, such programmes have been essential in the creation of a common knowledge base and shared values.

In addition to traditional learning methods, in 2025 Italgas has continued to make use of a wide range of initiatives aimed at attracting new talent, enhancing employee retention, and supporting internal career development. These efforts are particularly relevant given the Group's specialized operations, technological evolution, and recent acquisitions.

A key pillar of the development strategy is the company's strong focus on digital and AI transformation. Through extensive training in areas such as digital literacy, cybersecurity, IoT, and data analytics, Italgas ensures that its workforce remains agile and future-ready. This digital upskilling is not only essential to maintaining operational excellence but also to enabling employees to actively contribute to the company's innovation agenda.

The development programs are designed, among other things, to **deliver positive business impact** via:

- Strengthen participants' technical and leadership competencies.
- Enhance their ability to contribute to business growth.
- Foster cross-functional relationships and internal networking, which in turn simplify collaboration across departments and increase the effectiveness of actions
- Accelerate succession planning and managerial transitions by preparing employees for future roles.
- Improve team performance

Overall, these initiatives have led to measurable improvements in individual and team performance, reinforcing Italgas' commitment to investing in its people as a driver of long-term success.

# Coaching and Mentorship at Italgas

## COACHING

Customized coaching programs are offered to selected executives and middle managers particularly those in the process of assuming new roles with increased or new responsibilities. These programs adopt an empowerment-oriented approach, combining support for improving effectiveness in real-world scenarios with a cross-functional pathway for personal and professional development.

## MENTORSHIP

Italgas' internal mentoring program encourages the sharing of skills across generations and professional backgrounds. The programme involves mentor-mentee pairs from all Group companies, fostering the exchange of experiences and the creation of strong relationships.

Some employees of all genders have taken part in development paths, mentorship programs, and initiatives also aimed at C-level roles. The offering is renewed each year, rotating to include different participants and ensuring broad access to opportunities. Among the most impactful initiatives, a women's empowerment program was also delivered, consisting of six modules and led by experienced coaches and mentors, with the goal of enhancing skills, leadership, and self-awareness. These courses are delivered by Valore D, an association to which Italgas renews its membership annually, reaffirming its commitment to inclusive growth and gender equality.

# Networking at Italgas (1/2)

Italgas promotes cross-functional learning and peer-to-peer knowledge sharing through dedicated internal communities.

**AMBASSADORS** Sustainability Ambassadors, Diversity & Inclusion Ambassadors, IG Creators act as internal facilitators of culture and innovation. These employee-led networks foster a bottom-up approach to transformation by raising awareness, sharing expertise, and promoting concrete initiatives across the Group. Such networks create opportunities for learning outside formal roles, enhance collaboration across functions and geographies, and contribute to the diffusion of key strategic priorities within the company.

**DIGITAL FACTORY** Italgas fosters internal communities and cross-functional collaboration through initiatives like the Digital Factory, where multidisciplinary teams composed of people selected across the entire organization work in Agile mode to develop innovative solutions and address specific issues with clear deliverables and milestones. In 2024 and 2025 the Digital Factory launched several new projects.

**WETRAIN** internal training initiative launched by Italgas to develop a team of employee-trainers specialized in key technical areas of gas distribution. The program aims to strengthen internal expertise and promote knowledge sharing, supporting the company's Strategic Plan through the development of a dedicated internal teaching staff. The program allows for the dissemination of some core technical competences present in the Group, to consolidate/expand the skills of the rest of the corporate and to create a community that can leverage on continuous support with colleagues that are fully aware of the day-to-day challenges of the operations, avoiding loss of knowledge. This is particularly important given the peculiar technical nature of gas distribution, the high level of digitization of Italgas, the presence of the group across the whole Italian territory and the relatively high age of the population. External teachers might not have this on-field expertise. In 2025 the faculty provided 66.000 hours of training (cumulative participants' hours). Considering the days of lessons and the average daily cost of an external teacher, the savings estimated using internal teachers are about 1,4€M.

WeTrain involved more than 100 internal trainers in workshops dedicated to facilitation techniques.

# Networking at Italgas (2/2)

**CDP Higher Education Programs** Participation in the CDP Academy's Higher Education programs represents a unique opportunity for talent development within a broader national network of leading Italian companies. Through immersive sessions focused on sustainability, innovation, and strategic leadership, these programs enable participants to engage in peer-to-peer exchange, share best practices, and work on real-world challenges collaboratively. The strength of the CDP network lies not only in the prestige of its institutions—such as SDA Bocconi, IESE, and Headspring—but also in its ability to foster lasting professional relationships across sectors. These learning ecosystems reinforce the value of social learning and inter-organizational dialogue, creating a collective intelligence that extends well beyond the classroom and supports sustainable leadership across Italy's business landscape. Italgas employees were part of the programme in also in 2025.

**Microsoft Copilot 365 Internal Community** The Microsoft Copilot 365 internal community was launched in 2024 and further strengthened in 2025 to foster cross-functional collaboration and accelerate digital fluency through hands-on experimentation and social learning. By connecting colleagues from different business units, this initiative supports the organic spread of AI capabilities and strengthens a culture of innovation, agility, and continuous improvement. Leveraging the power of collaborative learning, the community enables employees to exchange insights, test practical use cases, and co-create solutions in real time—transforming digital upskilling into a participatory, dynamic experience. The initiative demonstrates how internal networking and shared knowledge can act as catalysts for scalable change, empowering teams to embed new technologies into daily workflows more effectively and sustainably.

# Digital Transition Programme

At Italgas, training is considered an essential tool for promoting the adoption and integration of innovative technologies, particularly those related to the digitization and Artificial Intelligence, supporting the Company's digital transformation process and the achievements of its objectives. For this reason, Italgas is committed to spreading digital and energy-related skills, supporting employees and external stakeholders to manage the changes brought about by the digital transformation of the Group and the fast evolution of technologies.

The Strategic Plan includes specific targets in terms of hours of training dedicated to innovation and digitization, which include specific training on digital transition programmes and upskilling and reskilling initiatives. In 2024, about 30,000 training hours were provided for "digitisation topics" and 28,000 hours in 2025. This includes specific upskilling and reskilling initiatives, allowing employees to effectively navigate and anticipate the changes brought by the digital transformation of the gas network management.

One example has been the Microsoft Copilot 365 Internal Community. The Microsoft Copilot 365 internal community was launched in 2024 and continued in 2025 to foster cross-functional collaboration and accelerate digital fluency through hands-on experimentation and social learning. By connecting colleagues from different business units, this initiative supports the organic spread of AI capabilities and strengthens a culture of innovation, agility, and continuous improvement. Leveraging the power of collaborative learning, the community enables employees to exchange insights, test practical use cases, and co-create solutions in real time—transforming digital upskilling into a participatory, dynamic experience. The initiative demonstrates how internal networking and shared knowledge can act as catalysts for scalable change, empowering teams to embed new technologies into daily workflows more effectively and sustainably

# Leadership Development Program active in 2025

**WeBecome:** A development-oriented Development Center, including skills and potential assessment, followed by feedback sessions with HR and direct managers, and the creation of a self-development plan.

**WeGrow:** A program for developing potential and managerial skills through a self-empowerment approach, designed to help people open new opportunities and explore their talents. ì

**WeLead:** A program for newly appointed managers, focused on acquiring technical skills and key tools for managing and developing their teams and business, with a focus on delegation, feedback, and emotional intelligence.

**Inspire & Influence / Initiative & Decision-Making:** Development programs for People Managers, designed with a hands-on and experiential approach to enhance their ability to inspire, engage, and make effective decisions in complex contexts.

**ElevaTeam** development team programs, focused on change management and empowerment.

**IGrow** A program for young talents with the goal of developing future managerial roles through job rotation and cross-functional skill development. Participants are selected through an Assessment Center based on the Italgas Leadership Model, engaged in job rotation across strategic business areas, and enrolled in a self-empowerment program to strengthen their managerial skills

**2Gether and Italgas Way:** Integration pathways for new Group companies

# Cultural education in Italgas

Italgas promotes cultural education through its Diversity & Inclusion initiatives, aiming to increase awareness, understanding, and respect for different cultural backgrounds, practices, and perspectives.

The company has been actively working on corporate culture for many years, with a strong focus on inclusion, diversity, and gender equality. A key role is played by the DE&I Ambassadors, who are organized into thematic working groups and help promote the Group's values and principles across the organization.

In 2025, 27 DE&I Ambassadors were involved and integrated into the existing Culture group. In 2025 the programme was extended to Greece, with 9 ambassadors in total across the group. Training sessions were organized both in person and remotely to promote a more structured and conscious approach to cultural diversity.

Internal awareness programs were also developed to facilitate the integration of the new Greek company that joined the Italgas Group, as previously mentioned. These training activities were conducted by experienced mentors and coaches, ensuring a high-quality and personalized learning experience tailored to the needs of the teams involved.

More recently, colleagues from the water sector have also joined the program, contributing to a broader exchange of perspectives and fostering a more inclusive and cross-sectoral culture within the Group.

Two companies within the Group, including the holding company, have obtained UNI/PdR 125:2022 certification—an Italian standard that recognizes commitment to gender equality in the workplace.

Italgas is also committed to opposing gender-based violence and increasing awareness around LGBTQ+ and disability issues, through targeted initiatives and ongoing education aimed at building a respectful and safe working environment for all.