2025 Employee Data

Diversity Indicators Workforce Breakdown By Gender

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise.

	2021	2022	2023	2024	2025	Note
% women of total workforce	16.4%	19.7%	20.3%	20.5%	19.9%	% total workforce
% women in positions of responsibility	22.2%	24.9%	28.8%	28.8%	26.9%	% of all positions of responsibility
% women in junior positions of responsibility	23.1%	26.3%	30.2%	29.7%	27.9%	% of all positions of junior responsibility (first level)
% women in top management positions	17.2%	18.2%	21.8%	34.5%	34.3%	% of all top management positions (two levels from CEO)
% women in positions of responsibility in revenue-generating departments	18.0%	21.4%	24.9%	25.7%	22.6%	% of this type of position
% women in STEM positions	35.8%	34.3%	32.4%	35.7%	35.2%	% of this type of position

Diversity Indicators Workforce Breakdown By Nationality

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.
Italgas has no workforce based in the USA

%	Share in total workforce			Share in all management positions including junior, middle and senior management		
	2023	2024	2025	2023	2024	2025
Italian	84.8%	84.3%	88.0%	87.3%	76.3%	79.9%
Greek	14.2%	14.8%	11.3%	12.5%	23.5%	19.9%
Swiss	0.2%	0.2%	0.1%	0.0%	0.0%	0.0%
Other	0.8%	0.7%	0.6%	0.2%	0.2%	0.2%

Diversity Indicators

Share of employees – contractors or temporary staff as a % of employees

	U.o.m	2021	2022	2023	2024	2025
Share of employees Contractors or temporary staff as a % of employees	%	0%	0.4%	0.4%	1.8%	0.1%

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Remuneration data - Ratio of Basic Hourly Salary and Remuneration of Women to Men – Gender Pay Indicators

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

Employee level (euro/hours)	Average Women Salary 2025	Average Men Salary 2025
Executive level (base salary only)	68.17	67.68
Executive level (base salary + other cash incentives)	89.04	85.19
Management level (base salary only)	33.37	34.48
Management level (base salary + other cash incentives)	34.72	38.00
Non-Management level (base salary only)	21.01	21.33

Remuneration data - Ratio of Basic Hourly Salary and Remuneration of Women to Men – Gender Pay Indicators

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

Employee level (euro/hours)	Average Women Salary 2024	Average Men Salary 2024
Executive level (base salary only)	64.66	68.58
Executive level (base salary + other cash incentives)	91.82	99.67
Management level (base salary only)	30.93	32.42
Management level (base salary + other cash incentives)	32.77	36.71
Non-Management level (base salary only)	20.21	20.69

New Recruits By Age and Gender

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

	2022			2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total	240	92	332	277	107	384	215	48	263	207	54	261
under 30 years	*148*	*40*	*187*	*113*	*34*	*147*	*67*	*15*	*82*	*82*	*12*	*94*
between 30 and 50 years	*90*	*49*	*135*	*159*	*71*	*239*	*141*	*33*	*174*	*115*	*35*	*150*
over 50 years	*2*	*3*	*5*	*5*	*2*	*7*	*7*	*0*	*7*	*10*	*7*	*17*

New Recruits By Nationality

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

	n. employed 2022	% out of total employed 2022	n. employed 2023	% out of total employed 2023	n. employed 2024	% out of total employed 2024	n. employed 2025	% out of total employed 2025
Italian	323	97.3%	282	73.4%	200	76.05%	165	63.2%
Greek	5	1.5%	97	25.3%	54	20.5%	95	36.4%
Other European Countries	2	0.6%	2	0,5%	6	2.3%	1	0.4%
Extra European Countries	2	0.6%	3	0.8%	3	1.15%	0	0.0%
Total	**332**		**384**		**263**		**261**	

New Recruits By Management Level

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

	2021	2022	2023	2024	2025
Executives	5	4	4	3	2
Managers	13	16	25	18	9
Office Workers	146	226	277	115	123
Field Workers	53	86	78	127	127
Total	**217**	**332**	**384**	**263**	**261**

Hiring Percentage of New Positions Held by In-house Candidates

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

U.o.m.		2022	2023	2024	2025
Percentage of new positions held by in-house candidates – Total	%	80.8	76.3	86	98
Average hiring cost per person	Euro	2000	2280	2430	2411

Turnover Rate Voluntary Outgoing

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.
**Calculated as: voluntary leavers/employees as at 31.12*

	2021	2022	2023	2024	2025
Voluntary outgoing turnover rate*	0.74	1.93	2.4	2.9	1.95

Outgoing Turnover By Management Level

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	U.o.m.	2022	2023	2024	2025
Executives	%	9	5	10.8	18.6
Managers	%	8	9	5.6	7.6
Office workers	%	9	8	6.9	5.0
Manual workers	%	8	7	9.1	5.6
Total	**%**	**8**	**7.9**	**7.56**	**5.64**

Outgoing Turnover By Age and Gender

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

	U.o.m.	2023	2024	2025
Men	%	12	7.92	5.8
Women	%	8	6.18	5.1
under 30 years	%	*7*	*7.62*	*4.17*
between 30 and 50 years	%	*6*	*3.49*	*3.76*
over 50 years	%	*7*	*10.95*	*7.21*
Total	**%**	**7.9**	**7.56**	**5.64**

Outgoing Turnover By Nationality

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

	U.o.m.	2023	2024	2025
Italian	%	8%	7.9%	6.1%
Greek	%	7%	5.5%	2.8%
Other European Countries	%	0%	0%	0%
Extra European Countries	%	10%	0%	0%

Training Average Hours of Trainings per Years per Employee

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

	U.o.m.	2021	2022	2023	2024	2025
Total time as a company	hours	112,379	132,395	173,330	195,084	317,780
· ***women***	*hours*	*17,571*	*21,421*	*29,798*	*36,751*	*50,765*
· ***men***	*hours*	*94,808*	*110,974*	*145,533*	*158,333*	*267,015*
Average hours per employee	hours	29	34.26	40.34	45	50
Average days per employee	days	4	4.28	5.04	5,62	6.25

Training Hours Of Training By Age Range

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

	U.o.m.	2021	2022	2023	2024	2025
under 30 years	Hours/n.	62.8	55	67	68	73
between 30 and 50 years	Hours/n.	37.6	37	44	53	52
over 50 years	Hours/n.	19.3	28	30	33	45

Training Hours Of Training Delivered By Subject And Type

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.

	U.o.m.	2021	2022	2023	2024	2025
Training on HSEQE topics	hours	41,921	43,977	55,202	55,189	117,159
Training on the Code of Ethics - Model 231 - Anti-corruption - Antitrust	hours	1,950	4,164	5,286	3,339	5,967
Managerial training	hours	14,908	21,006	39,023	22,188	53,154
Technical/specialised training	hours	28,768	29,437	46,686	85,054	113,663
Training on digitisation topics	hours	24,832	33,812	27,133	29,313	27,837

Employees Well-Being

Data reflect 100% of revenues, 100% of consolidated operations and FTEs as at 31December of each year, if not specified otherwise. Please not that in 2025 Italgas closed the acquisition of 2i Rete Gas, which led to a significant increase in its workforce passing from 4,339 at the end of December 2024 to 6,343 employees at the end of December 2025.
The drop in data coverage partially reflect the acquisition of 2i Rete Gas in 2025, that resulted in a significant increase in the workforce. As employee engagement surveys were a new initiative for the former 2i Rete Gas workforce, the results and data coverage should also be viewed in the context of an organization becoming familiar with this type of feedback tool and participation process.

The questions were set on the following topics, also in consideration of the ongoing integration of the former 2i Rete Gas, (i) engagement levels – including people job's perceived level of satisfaction, individual purpose, confidence and commitment; (ii) people's perception in performing their activities in terms of stress, workloads, work-life balance and happiness; (iii) people's impression on the availability of the best instruments and training tools to perform their activities. Other topics covered were performance management and reward, diversity&inclusion and ethics, innovation and change, identity and values.

	U.o.m.	2021	2022	2023	2024	2025
Employees Net Promoter Score	%	79	71	72	70	73
Data Coverage (% of respondent)	%	87	86	88	87	85

Climate-Related Management Incentives

For CEO and Executives pls refer to the Corporate governance report

All employees (both blue collars and white collars, including middle managers) receive an annual bonus. In 2025 the bonus was calculated taking into account both objectives common to the entire Group (Ebitda, weighted 40%, and Healt&Safety Inspections, weighted 10%) and also two other objectives (weighted 25% each) typical of the specific Company within the Group the employees work for. For the employees of operating companies Italgas Reti, Toscana Energia, Medea - who make up the majority of the Group's workforce - one of the two specific objectives was related to the number of km of networks inspected. Such activity is hence finalized in checking the status of the network, find gas leaks and define action plans, with a direct impact on the Group Scope 1 emissions and Scope 1 emissions reduction targets.

For the employees of Geoside the ESCo of the Group, company's specific incentives are linked to the EBITDA of the ESCo that is directly linked to the sales of energy efficiency sustainable products.