

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 note 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%	87.3%	76.3%	80%
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 31 December of each year, if not specified otherwise. Please note 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	Ratio (W/M)
Executive level (base salary only)	68.17	67.68	-0.7%
Executive level (base salary + other cash incentives)	89.04	85.19	-4.5%
Management level (base salary only)	33.37	34.48	3.2%
Management level (base salary + other cash incentives)	34.72	38.00	8.6%
Non-Management level (base salary only)	21.01	21.33	1.5%

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

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Employee level (euro/hours)	Average Women Salary 2024	Average Men Salary 2024	Ratio (W/M)
Executive level (base salary only)	64.66	68.58	5.7%
Executive level (base salary + other cash incentives)	91.82	99.67	7.9%
Management level (base salary only)	30.93	32.42	4.6%
Management level (base salary + other cash incentives)	32.77	36.71	10.7
Non-Management level (base salary only)	20.21	20.69	2.3%

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 note 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 note 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 note 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

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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

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*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



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

Outgoing Turnover By Nationality



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	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

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	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

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

Training Hours Of Training Delivered By Subject And Type



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	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



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	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

