


















Iren People

RELEVANT TOPICS

	Employment, development of human resources and welfare			
	Industrial relations			
	Occupational health and safety			
	Diversity and inclusion			
	Human rights			
	Internal and external communication			

IREN'S HUMAN CAPITAL

The growth and development of employees, especially in terms of diversity and inclusion and together with health and safety, are fundamental values for Iren Group: pillars that are transposed into the mission and vision of the Strategic Plan and in the actions of personnel.

These values were even more relevant in 2020 in the context of the Covid-19 emergency, which immediately affected the areas in which Iren operates.

On 21 February 2020, the Group instituted, and has since maintained, a **Crisis Unit** (consisting of: Manager of Personnel, Organisation and Information Systems, Head of Personnel, Head of Welfare and Safety in the Workplace and Coordinator of the Group's Occupational Health Physicians), which began working in close contact with all First-Level Managers to prevent and monitor the spread of the infection, guarantee the continuity of the services provided, and initiate an ongoing dialogue with all Group employees.

Activity for constant internal communication was immediately organised. The general measures to be complied with for preventive and precautionary purposes and specific additional company measures for protecting employees' health and operational continuity were disseminated to all employees – via the company intranet, e-mail and text messages.

In particular, **from the beginning of March 2020** with Italy's entry into lockdown, **smart working** options (which, following an initial experiment, involved around 1,000 employees by that date) were extended to the opportunity of working remotely, guaranteeing continuity of service and, at the same time, into a powerful means of containing the infection; within three weeks the number of people able to work remotely tripled, reaching 3,166 people by the end of the year.

Only employees dedicated to providing essential services and activities that are essential for business continuity were authorised **to attend work**, for whom suitable procedures and means of protection were defined for operating in person, especially in situations of greater risk (closed environments) or at essential points for the provision of the service (e.g. remote control rooms). Measures were also implemented to avoid situations of contact and crowds as much as possible. Examples of this are the encouragement, where possible, of the use of company cars to go directly to the worksite, or the staggered entry into service and a system of shifts for access to the canteen; access control and daily cleaning operations through disinfection have also been intensified. In addition to installing disinfectant dispensers, signs indicating the sanitation actions to be taken have been posted in company premises. An app has also been set up to allow each employee to report their physical presence to proceed immediately to the subsequent sanitisation of the premises.

For all employees, all **travel** was suspended, and **meetings** could only be held by tele- or videoconferencing, and all necessary IT and communication infrastructures were enhanced, enabling peaks of over 1,000 video or teleconferences per day to be supported.

To adapt the presence of personnel to situations of reduced or suspended activities without impacting wages, an agreement was

signed with the Trade Unions. Given the **Group's decision not to make use of social shock absorbers**, the agreement provided that planned absences could be justified not only with the usual justifications but also with "recuperative leave" and/or **solidarity holidays**, donated by Group employees and Companies to those who had exhausted their holiday entitlement. More than 2,130 days of solidarity holidays were donated by employees, in addition to the Group's commitment corresponding to the amount made available by workers.

In addition, at least one day of **distance training** was provided for each employee, thus transforming the health emergency into an opportunity for professional enrichment.

With the nationwide start of the so-called "phase 2" of the Coronavirus emergency, characterised by a gradual recommencement of production and commercial activities, starting on 4 May 2020, all employees who, for reasons of necessity, physically went to work were given a **protection kit** containing masks, wipes and disinfectant products. During this phase, the commercial help desks were reopened, with the return to headquarters (for one or more days a week) of the people who had been working remotely until that date.

As previously described, the Covid-19 health emergency accelerated some processes of change and the adoption of new working methods, in particular distance working, based on the one hand on trust and listening, and on the other on the assumption of responsibility by individuals. In this context, in addition to managing all the interventions to allow the adoption of new working methods and avoid the risk of reducing internal cohesion, a specific training intervention was implemented for the **development of new leadership**, a fundamental factor for adequately managing the situation that had come about.

In the socio-economic context generated by the Covid-19 pandemic, employment has taken on even greater social importance and is confirmed as a determining factor for the Group, which sees human resources as a fundamental capital for its growth. Maintaining adequate employment levels, skill coverage and development, occupational health and safety, together with the quality of employment, are essential for pursuing corporate strategies.

This is why Iren Group is actively committed to improving working conditions and the personal growth of its employees, encouraging a stimulating and constructive working environment: investments in training and development, careful career planning, targeted strategies to enhance talent, tailored benefits, personalised remuneration policies and an innovative corporate culture are some of the elements on which the Group has continued to focus. Moreover, the involvement and engagement of collaborators are considered essential to teamwork and to developing a corporate culture consistent with the Group's development prospects.

This approach is part of the process, launched in 2020, to **manage individual skills and knowledge** as part of a model that aims to maintain a high quality of human resources through policies for increased professionalism and guarantee of necessary involvement (see page 130).

In 2020, Iren Group was once again awarded the Top Employers Italia certification, destined for the best companies in the world in the field of human resources: those that offer excellent working conditions, that train and develop talents at all company levels and that constantly strive to improve and optimise their best practices in the field of human resources. A level of attention that is also confirmed by other awards (see page 26) obtained during the year: the Top Utility award in the Diversity category and recognition, in the online training category, by HR Mission, an initiative promoted by AIDP to recognise and enhance the creativity and innovation deployed by companies during the Covid-19 emergency.

People are a fundamental capital for the Group, as shown by its 2020 Top Employers certification

The Group also contributes to maintaining employment levels by promoting the development of businesses from which it commissions services and work, by requesting guarantees from them in terms of both personnel and safety policies through the application of some of its own standards. Moreover, the Group offers employees of supplier companies the possibility to use some of the services and attend training courses organised by the Group itself.

The Group contributes to the quality of employment of the local inhabitants and its suppliers through actions aimed at increasing professional skills and improving education level. While having no specific local recruitment policy, given the specific features of the Italian labour market, a high percentage of employees reside in the province where their place of work is located. Furthermore, considering the types of business, the geographical areas in which the Group operates, and the procedures adopted to ensure compliance with current legislation, no risk of child labour or forced labour exists for Iren Group.

IREN GROUP PERSONNEL

At 31 December 2020, the employees working for Iren Group totalled 8,465, up compared to the 8,102 employees at 31 December 2019.

The main personnel changes are due to:

- changes in the scope of consolidation during the year, mainly with the acquisition of I.Blu, for a total of 286 resources;
- the characteristics of the annual workforce trend of the company San Germano due to the launch/conclusion of contracted services, including those of a seasonal nature;
- continuation of the generational turnover plan.

99% of the Group's employees are employed on permanent or apprenticeship contracts

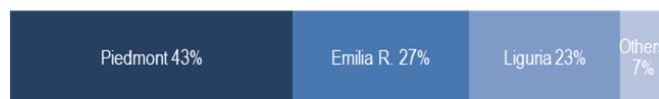
Personnel as at 31/12 by position (no.)	2020	2019	2018
Executives	92	94	93
Junior managers	305	314	296
White collars workers	3,618	3,495	3,304
Blue collars workers	4,450	4,199	3,349
TOTAL	8,465	8,102	7,042

About 99% of personnel are employed on permanent or, in the case of young people, apprenticeship contracts.

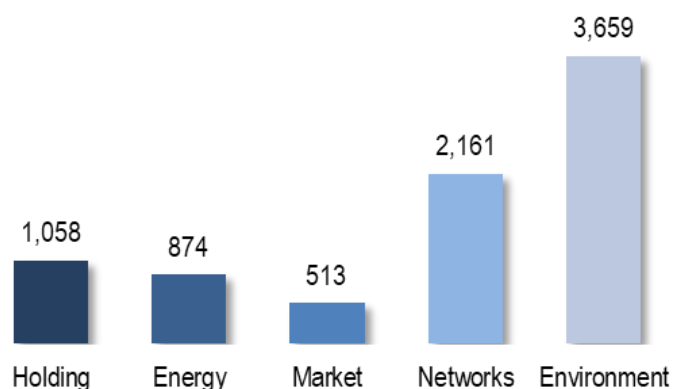
This figure confirms that the Group favours long-term working relationships with its personnel, also offering opportunities for internships to give young people, in particular, substantial professional experience. In 2020, 78 people were given internships and 17 students took part in School-Work programmes.

38% of the employees fall within the 30 and 50 age group, while the average age is 48.

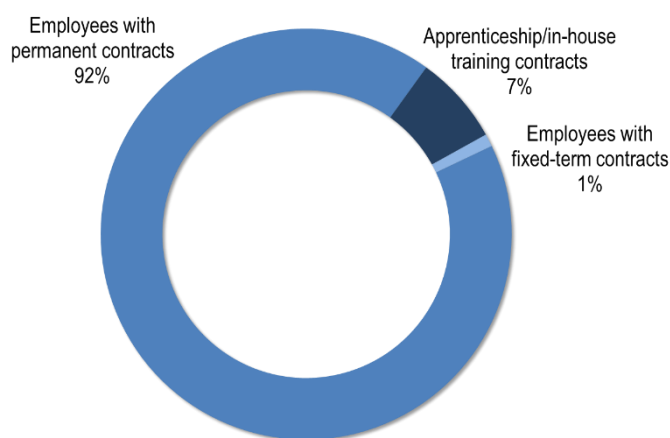
AVERAGE PERSONNEL BY AREA



AVERAGE PERSONNEL BY BUSINESS UNIT



PERSONNEL BY CONTRACT TYPE



The Group believes that maintaining long-term relations with its own employees, in combination with lifelong learning programmes, is an essential part of its corporate responsibility and is committed to avoiding any form of collective or unfair dismissal, always in compliance with legal and contractual provisions, in the case of

positive economic results or otherwise those in line with shareholders' expectations. The management of redundancies, should these occur, prioritises the incentivization of voluntary resignation for those eligible to access pension funds, and the reassignment of excess personnel to other activities within or promoted by the Group, with due retraining, and the use of the available social safety nets, promoting forms of internal solidarity and, where necessary, insourcing activities which had previously been outsourced. The Group is committed to protecting, in line with legal and contractual provisions, people belonging to protected categories and/or suffering from long-term illness, avoiding any form of discrimination in their regard.

NEW HIRES AND CONTRACT TERMINATIONS

There were 612 hires in 2020, despite the situation affected by the Covid-19 health emergency. The overall figure is influenced by the characteristics of the San Germano company, which makes extensive use of hiring under fixed-term contracts (196 in 2020 and 203 in 2019) to cope with the start-up of contracted services, including those of a seasonal nature. Excluding this Company, approximately 90% of new hires are on permanent or apprenticeship contracts. The remaining hires on fixed-term contracts are due to seasonal or replacement needs.

Hires by type of contract (no.)	2020	2019	2018
Permanent contract	177	202	84
Fixed-term contract	238	238	55
Apprenticeship contract	197	305	174
TOTAL	612	745	313

Hires by age (no.)	2020	2019	2018
under 30 years old	308	360	225
from 30 to 50 years old	199	296	79
over 50 years	105	89	9
TOTAL	612	745	313

Consistent with Group policies, among contracts subject to expiration, 100% of apprenticeship contracts were confirmed (except for one case of extension for maternity leave in 2020 and one case of voluntary resignation in 2019); fixed-term contracts were renewed within the limits of replacement needs and seasonal operations.

Employees with contracts expiring during the year (no.)	2020	2019	2018
Expiring Fixed-term/ apprenticeship contracts	176	341	67
of which confirmed on a permanent basis	132	132	52

The main reasons for terminations, excluding those due to resignations and the expiry of fixed-term contracts, included terminations linked to the demographic rebalancing plan, with incentives to leave. Almost all terminations due to the expiration of fixed-term contracts depend on the San Germano company (129 in 2020 and 174 in 2019).

The changes in resignations are mainly due to terminations due to the attainment of pension rights without incentive (37 in 2020 and 44 in

2019) and the peculiarities of the San Germano company (37 in 2019 and 2020). There were no collective redundancies and/or redundancies for economic reasons.

Outbound employees by reason (no.) and turnover	2020	2019	2018
Resignations	145	131	60
Voluntary termination/retirement	145	133	300
Death	12	14	11
Dismissals	22	26	29
Inability to work	5	15	19
Expiration of fixed-term contract	140	191	10
Transfer to other Group Companies ⁽¹⁾	0	4	8
TOTAL	469	514	437
TURNOVER ⁽²⁾	5.5%	6.3%	6.2%

⁽¹⁾ Agreed transfer to companies which are not part of the analysed perimeter.

⁽²⁾ Turnover was calculated as ratio of outbound employees to the number of total employees at 31/12.

The regulatory provisions provide for the possibility of encouraging the advancement of the pension with the so-called "quota 100" (Italian Legislative Decree 4/2019, converted with amendments by Law 26/2019) for those who have reached a minimum age of 62 and a minimum contribution period of 38 years. Under the agreement signed in 2019 with the trade unions in applying these regulatory provisions, 110 employees left in 2020.

Turnover decreased compared to 2019, although it remained consistent due to the generational turnover process for which numerous terminations were addressed, and workforce was restored through training internships preparatory to hiring.

Specific studies and simulations were carried out within the context of the Business Plan to assess the Group employees eligible to retire in the 2018-2030 period. Consequently, the Group is making preparations to handle employees that are eligible to retire during the current decade, accounting for possible organisational changes to work and the new skills needed.

Within the Group there are no specific pension plans, however, all legal and contractual obligations are respected.

HOURS WORKED AND HOURS OF ABSENCE

Over 95% of hours worked are normal working hours.

Hours worked (no.)	2020	2019	2018
Normal working hours	12,778,051	12,354,017	10,571,908
Overtime	617,038	781,767	627,554
TOTAL	13,395,089	13,135,784	11,199,462

Concerning hours worked, the flexible development of the working day, especially for the office workers who took advantage of smart working due to the health emergency, had an impact on both ordinary and extraordinary services.

The increase in cases of illness, caused by the spread of Covid-19, quarantines and absences of frail and immunocompromised individuals traced back to illness, resulted in an increase, compared to 2019, in sick leave – ratio between hours of absence due to illness and hours worked, which is equal to 5.7% (5.1% in 2019).

Hours of absence by type (%)	2020	2019	2018
Sick leave	60	57	54
Maternity leave	4	6	7
Accident	6	8	7
Strike	0	0	1
Trade union meetings and leave	4	5	5
Other absences (paid and unpaid)	26	24	26
TOTAL	100	100	100

The increase in absolute terms in the number of hours of absence also derives from the greater use of the types of absence provided for by emergency legislation for the care of children or disabled family members (e.g. extraordinary leave of 50%, leave under Law 104).

Also affected by pandemic-related absences is the increase in the absenteeism rate, which is 5.4% in 2020 (5.2% in 2019)¹.

REMUNERATION SYSTEM

The Group adopts national collective labour agreements for all its employees (the main national collective labour agreements applied include: “electricity sector employees”, “gas and water sector employees”, “environmental services employees”), which ensure contractual salaries are paid to all employees. Generally, workers with leasing contracts receive the same remuneration as provided for in contracts of Group employees. Furthermore, no differences in benefits for full-time employees, employees with fixed-term contracts or part-time employees exist.

Group employees receive national collective labour agreements and incentive tools in line with company values

The remuneration policy, within the context of defined budget guidelines, is always based on performance evaluation, taking into account, however, the remuneration package of the people holding the evaluated positions. In any case, any form of discrimination based on gender, age and/or health shall be avoided, and retraining initiatives are performed in the event that personnel are unfit for previous or similar responsibilities.

Variable remuneration linked to performance (for example, employees working on call) and the achievement of company and individual targets is added to fixed remuneration. In 2020, the ratio of the highest annual basic salary to the median basic salary of all other employees is 4, while the ratio of the increase in the Group’s highest basic salary to the median basic salary increase of all other employees is +0.93. The Group’s average basic salary by gender is

1.07 compared to the average local salary by gender (Source: Istat 31/12/2017).

BONUS SYSTEM

The remuneration and meritocratic policy of the Group aims to reward employees that achieve high levels of results in line with company values, the Group Job System (see page 130) and in accordance with adequate levels of quality and productivity. Personnel are required to be flexible in adapting to new working methods and to demonstrate remarkable professional commitment in terms of versatility.

Performance bonuses. Collective performance bonuses are provided to increase personnel involvement and encourage the achievement of Group objectives, established according to strategic and management objectives and aimed at enhancing the correlation between compensation and attained results. Several factors are taken into account to determine the compensation, which are connected to rewarding productivity, service levels and the achievement of specific profitability objectives. Once again for 2020, specific agreements were approved on the subject and bonuses may be paid in the form of one-off compensation or via welfare instruments to non-management personnel. Also, in 2020, part of the Performance Bonus was consolidated for the current workforce, allocating an additional contribution towards the supplementary pension fund for new hires.

Management by objectives system (MbO). In most Group Companies, all executives, junior managers and employees holding important positions are included in the incentive system (Pay for Results) under which individual targets are assigned that, when achieved, grant the payment of the amounts that were defined at the time when the targets were given. The “objective-based system” is based on the measurable indicators (economic-financial, operative, sustainability or relevant to strategic projects), in line with the Business Plan and the company mission.

One-off compensation. Across all Group Companies, a one-off incentive can be paid to employees that have achieved particularly positive results through remarkable work commitment, mainly through projects or innovative activities. The people to receive bonuses are identified after meticulous analysis of individual performance results, which is conducted by their various managers.

Regarding the year 2020, 54% of employees received a **formal assessment of the performance** achieved, a small percentage compared to previous years following the acquisition in 2019 of San Germano and in 2020 of I.Blu with the admission into the Group of 1,045 employees, to whom the evaluation system has not yet been extended. The percentage figure, net of these two Companies, is 61% and in line with the previous year, as the calculation criteria for the population has remained the same, in line with the policies defined. The performance assessment process involves the assignment of objectives, a mid-year assessment, an end-of-year assessment and, for certain employees (3,340 in 2020), the process is managed through a computer system.

¹ The absenteeism rate is calculated as the ratio of days of absence due to illness, accidents, strikes and certain other types of absence to working days in the year per

employee, excluding Saturdays, Sundays and public holidays, multiplied by the average number of employees.

The total amounts allocated to variable remuneration are shown in the table below.

Variable remuneration (thousands of Euro)	2020	2019	2018
Performance bonuses	9,581	9,626	12,232
MbO ⁽¹⁾	4,148	3,829	3,308
One-off compensation ⁽¹⁾	4,468	4,534	2,112

⁽¹⁾ Amounts allocated.

As part of the more complex standardisation of corporate agreements, it has also been envisaged that part of the performance bonus will be converted into a fixed remuneration component for people employed by the Group as at 31 March 2018. From 2019, this new logic motivates to reduce the total value of the performance bonus compared to the 2018 figure.

HUMAN RESOURCES MANAGEMENT

SELECTION SYSTEM

At Iren Group, the personnel search and selection process is based on the principles of equity and transparency, which are also declared in the Code of Ethics, and is structured in compliance with the Model 231 (Italian Legislative Decree 231). Candidates are recruited from outside the Group only after it has been verified that there are no potential internal candidates with profiles that are consistent with the position to be filled.

Applications for open positions can be made via the channels on which the active searches are published: the “IrenFutura” portal, the “jobs” page of the Group’s LinkedIn profile, specialist recruitment websites (Infojobs), social media pages and specialised channels using recruiting agencies appointed by Iren following specific tenders, on the basis of specific reference profiles (operational, technical, specialist and managerial). Applicants can select the advertisement that best meets their skills and interests or submit their application, without attaching it to a specific advertisement. Other candidates may be students at leading universities and schools in the areas where the Group operates, with which solid partnerships have been established. As regards high schools and technical institutes, the mutual acquaintance between the Group and the applicants can also occur through Pathways for Transversal Competencies and Orientation (PCTO, formerly School-Work programmes).

All candidates are assessed by professionals with experience in the sector, based on well-defined and transparent criteria, which are shared between the company departments involved, taking the Group’s system of roles and competences as a reference. Every CV is assessed on the basis of how well it matches the requirements of the vacant position. If the profile meets the requirements, it is included in the selection process; if it does not meet the requirements of the position to be filled, the CV may be taken into consideration for other relevant positions.

The selection processes may include various types of tests (technical, practical, etc.), as well as interviews, so as to gain in-depth knowledge of applicants and to guarantee fairness and transparency. The

standard selection process involves a number of pre-defined steps: identifying the most suitable profiles from the submitted CVs; initial interview to find out the candidate’s reasons for applying and discuss the experience indicated on the CV in more detail; second interview with representatives from the HR Department and organisational departments where the candidate is to be placed. At the end of the selection process, the applicants always receive feedback on the outcome of the interviews, even in the event of a negative outcome. In the event of a positive outcome, the new employee is integrated into the Company according to a process defined on the basis of the position to be covered.

The Group has joined the national Garanzia Giovani (Youth Guarantee) programme, activating the planned internships as the preferred search and contact tool with the world of work, and the Valore D (D Value) programme, committing itself, along with over 160 nationally important companies, to creating more equal conditions to promote diversity and employment for women.

In 2020, 397 selection processes were completed, with 315 people already placed during the year and 82 to be placed in early 2021. 52% of candidates were identified through recruiting agencies, while the remaining 48% came from paths managed directly by the Group (LinkedIn, Infojobs, Universities and Schools).

PERSONNEL DEVELOPMENT

The professional growth of human resources is essential for Iren Group to anticipate and successfully address the complexities and changes of the market, regulations and technologies. Iren invests to increase its in-house skills portfolio and enhance its human resources using specific policies, methods and tools. Its commitment to discovering, developing and promoting personnel skills is a fundamental part of the agreement between the Company and the individual.

In order to govern all the processes connected to personnel management and development in a unified and systematic way, faced with the dual necessity of addressing the new challenges of the future and preparing consistent policies, the Group has put in place its own **performance management model**, the Group *Job System*, which is subject to constant update and refinement. The *Job System* is a model to analyse and understand the professional skills present within the Group, transversally across the companies, businesses and departments in which they are found. Their main elements consist of professional areas, professional groups, the sub-groups, *standard jobs* and organisational roles. Essentially, this constitutes the logical infrastructure on which the main human resources management processes stand, including skills training and development. Specifically, each *standard job* within the *Job System* is weighed, in relation to the contribution that each role within the organisation provides in the creation of value, with a shared platform for internal comparison, as well as with the market. Management “bands” (groupings) are identified on the basis of the weight of the positions, which were then divided into sections, into which each of the roles present are characterised by the same complexities and responsibilities, managerial skills and management policies. The managerial skills that must be put into effect in order to achieve results in accordance with the means and values that characterise the Group, and which constitute supportive elements in evaluating individual performance, are defined alongside the band system adopted. The

expected professional knowledge and skills are also defined for each standard job, being those which are fundamental not only for the performance management system, but also for other personnel management processes (first and foremost, training and internal mobility).

In 2020, **skill-monitoring** activities continued, through the use of dedicated tools differentiated both by band and professional group. In particular, an extensive mapping project of the Group's specialist skills was carried out in collaboration with the various departments and business areas, which led to the identification and description of the theoretical knowledge and practical skills required for various roles and organisational levels.

Based on the defined skills model, a new skills evaluation system was then launched to improve the effectiveness of training and professional development actions. This work has resulted in the creation of a **catalogue of the Group's specialist skills**, which forms the basis of the skills assessment process, which was launched at the end of the year and will take place every two years.

In addition, the new *performance management* system was further consolidated – aimed at all Group resources – integrated with the individual incentive system (MbO), aimed at orienting performance and behaviour towards shared values and results.

The employability of personnel is pursued through ongoing education and training and change management programmes to support current and planned changes (also in the medium-long term), on which specific actions have been launched to support the implementation of the Business Plan, particularly on matters related to digital transformation, energy transition, multicircle economy and sustainability.

As part of the overall plan for the demographic rebalancing of the workforce, projects continued for the intergenerational transfer of knowledge and, more generally, for the management of the Group's different demographic populations.

PERSONNEL TRAINING

Training is an instrument of primary importance for the Group. It plays a fundamental role in the professional growth and development of individuals, in disseminating corporate strategies, values, and principles and, therefore, in the overall growth of the Company's value. It focuses on the maintenance and development of competencies, with particular reference to the "core" competencies of the various professional figures, promoting lifelong learning opportunities for all.

Training supports development and professional growth, and meets the needs of innovation and change

The training process is launched through a guided approach by identifying training needs, with a top-down approach through consultation with senior management regarding the strategic and organisational objectives to be achieved, and through meetings with the managers of the various departments with regard to the needs for the consolidation and development of skills, in line with the specific targets and the outcome of the skills assessment phase.

The training initiatives are managed through the use of a dedicated management application (Training Portal), which is updated continuously with employees' personal data and is connected to an *open-source* platform for the creation and distribution of *e-learning* courses. Participation is tracked and helps to enhance employees' training qualifications, which can be consulted by employees, their managers, the Personnel Department and the Prevention and Protection Service Manager. The Portal was enhanced during the year with new features, such as providing a multi-thematic catalogue of courses that can be freely used by all employees and the ability to sign for participation in courses using IT equipment (PCs, tablets and smartphones).

All the training provided is subject to an efficiency evaluation, through participants satisfaction and learning analysis and the monitoring of a set of indicators that provide useful details on improving the training provided; the evaluations will also be enriched by the results deriving from the project of skills surveys activated at the end of the year and which will be carried out every two years.

The training paradigm shift: from traditional classroom modes to virtual classrooms

Since the outbreak of the pandemic, also in order to support the continuity of ongoing projects, training in Iren Group has changed the paradigm, moving from traditional classroom training to the use of new methods that have allowed to reach and engage people, also in smart working, such as *virtual classrooms* and *webinars* that have integrated the already used asynchronous *e-learning*. Virtual classrooms have become the standard for training in support of strategic digital transformation projects (such as Iren Way, Market Transformation, Just Iren, WFM).

Simultaneously, the emergency highlighted the need to accompany training linked to specific professional aspects with opportunities for growth, including personal ones, as signs of attention and closeness to employees: values, emotions and trust were considered fundamental enablers to master this phase of uncertainty. Alongside the mandatory training, **free consultation training** was made available, accessible to all employees through their IT equipment (PCs, tablets and smartphones). The selected contents were clustered in 9 areas (Iren Group, Iren4Digital, smart working, managerial development, a demanding challenge, a challenge in safety, personal care, transversal skills, diversity & inclusion), within a library called "Online Training", published on the Intranet. Among the training supports, the series of digital literacy courses, the clips on communication, teamwork, project management, English language, and a selection of *webinars* on management development topics and the dimensions of the crisis, offered live to middle management, were made available. The Group also continued to invest in training plans through specific programmes to increase awareness of diversity topics and create an inclusive work environment.

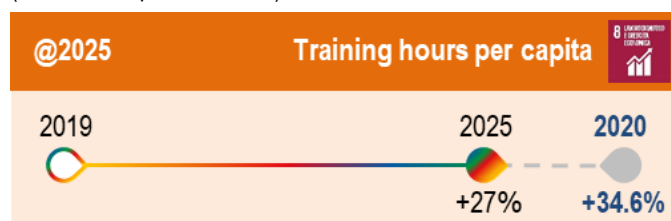
Employees were made aware of the importance of training using the various channels available and were thus able to enrich their curricula, an opportunity that was also mentioned in the trade union agreements signed in connection with the health crisis.

There was particular interest in the training initiatives on the subject of smart working – aimed at those who were already using it and those newly enabled as a result of the pandemic emergency – delivered via *live webinars* and asynchronous *e-learning* in order to reinforce the culture of agile working and work for results, and to provide tools for the correct approach to remote working, with modulated content for smart workers and their managers, which involved over 3,000 employees. The live sessions dedicated to the Business Plan, helpful to reassure employees about the “health” of the Company, were also highly appreciated.

Simultaneously, online courses continued to be held for specific groups of users (e.g., apprentices) on safety and regulatory requirements (e.g., for workers, Executives and Senior Managers, Italian Legislative Decree 231, GDPR).

The *e-learning* programmes were a significant step in the Group's strategic and digital transformation, representing an investment to foster professional development. It is worth mentioning the continuation of the path oriented towards the strengthening of digital skills within the “Iren4Digital” project, to which the “Digital Workplace” project was added in October 2020, which was accompanied by training and self-training moments on the use of Microsoft 365 and Teams applications, involving a pilot group of about 300 people, and which will be extended in subsequent stages to all Group employees during 2021. The process was supported by the constant involvement and training of the “TrasformAttori” figures, facilitators of change and digital transformation (about 200 employees).

In a year strongly influenced by the health emergency, at Group level, the total training hours provided to employees (including apprentices and workers with supply contracts) amounted to over 202,000, an apparent increase (+39% compared to 2019), with 7,287 employees participating in at least one training initiative (88.2% of the average number of employees) and a per capita average of 24.5 hours (+34.6% compared to 2019).



The growth in the number of training hours per capita, reflected in the actions taken by the Group to transform the health emergency into an opportunity for professional enrichment, has even exceeded the targets set in the Business Plan to 2025.

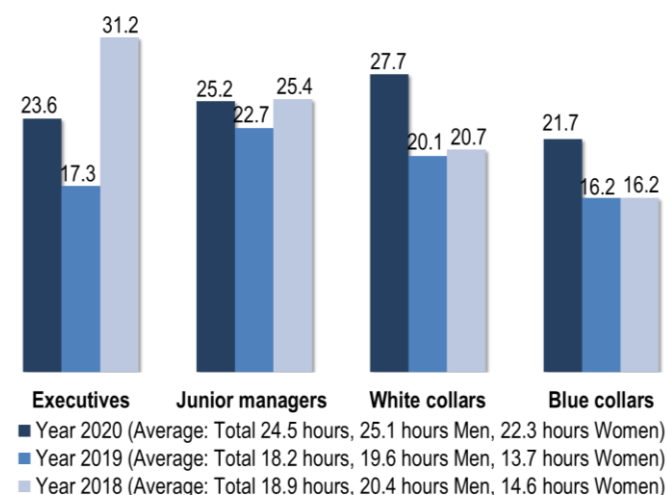
Employees involved in training activities (%) ⁽¹⁾	2020	2019	2018
Executives	100.0	100.0	100.0
Junior managers	100.0	100.0	100.0
White collars	100.0	95.9	100.0
Blue collars	73.0	75.0	79.7
TOTAL	88.2	85.4	94.8

⁽¹⁾ Ratio between number of people involved in at least one training event and the average annual number of employees.

The upward trend in the average number of hours per capita allocated to female personnel was exceptionally positive, rising to 22.3 hours

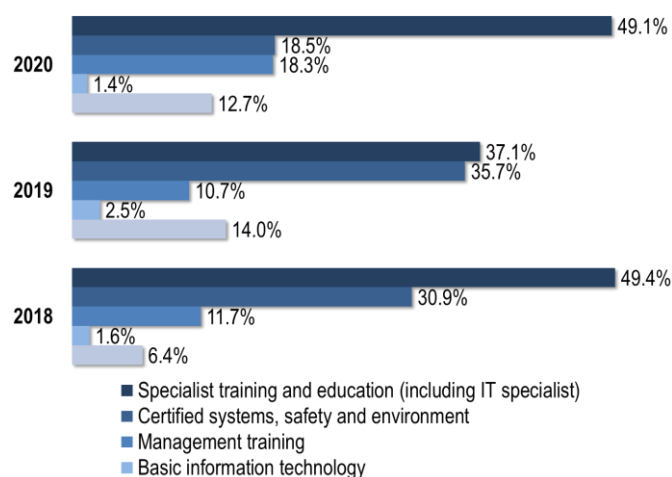
(+62% compared with the previous year), thanks to the Group's constant focus on strengthening the culture of diversity and inclusion.

TRAINING HOURS PER CAPITA BY POSITION AND GENDER



Training hours by position	2020	2019	2018
Executives	2,172	1,665	2,838
Junior managers	7,846	6,975	7,417
White collars	98,455	69,342	67,573
Blue collars	93,616	67,253	52,984
TOTAL	202,089	145,235	130,812

% DISTRIBUTION OF TRAINING HOURS BY TOPIC



In 2020, there was a significant increase in specialist training, including specialist IT, which, with a per capita average of 12 hours, represents, at over 49%, the highest incidence concerning the total number of hours provided. This includes *on-the-job* training and support for more than 600 apprentices, consolidated partnerships with specialised training institutions for the provision of technical refresher courses to maintain training credits for engineers, biologists, chemists and experts, with business schools and higher education institutions for participation in master's degrees and specialised courses, as well as with organisations specialising in professional training (e.g., for qualification to operate steam generators and for mandatory transversal training for apprentices).

Management training also increased as a percentage of the total number of hours, reaching 18.3% (+71% compared to 2019). Particularly noteworthy are the “Melagioco” project for leadership development aimed at executives and managers, activated after a skills assessment, the webinars and videoconferences also held during the period of the Covid-19 emergency on managerial/soft skills and scenario issues, as well as the mentoring, coaching, empowerment and leadership initiatives for women for Industry 4.0.

Internal training, characterised by the ad hoc design of content and carried out by both internal trainers and external consultants, continues to be a distinctive feature of the Group (around 73% of total hours), with 1,111 courses held in 3,226 sessions. The remaining 27% relates to external training and is purchased by catalogue with participation in inter-company initiatives.

The employee satisfaction rating with regard to training provided (79%), measured according to the feedback given by participants at the end of the courses, was positive, although slightly down compared to 2019, while the apprenticeship training satisfaction increased (88.4% compared to 87.4% in 2019).

Investment in training in 2020, net of internal personnel expense and excluding the costs relating to the Companies that joined the Group during the year, amounted to approximately 705,000 Euro, a decrease of 36% compared to the previous year, despite an increase in training hours of 39%, due to the particular use of online training activities, free initiatives made available by training companies during the lockdown period or selected from the web and initiatives carried out in-house and through internal teaching/training.

The Group has also made its expertise available to schools and universities in the areas in which it operates to create work orientation initiatives for students, advanced training courses and Pathways for Transversal Competencies and Orientation (formerly Italian School-Work programmes). Agreements have been entered into with universities, mainly located in the areas of reference, to set up collaborations for advanced training and the *recruitment* of new graduates and undergraduates. Also, partnerships have been launched with the leading Italian business schools, providing scholarships for participants in master's degrees and/or advanced training courses on topics of specific interest to the Group (e.g. energy management).

Although measures to deal with the Covid-19 emergency prevented many activities from being carried out for reasonably extended periods, during 2020, the Group has:

- held 15 webinars in collaboration with the affiliated Universities in which more than 1,200 students participated. Some were organised as part of career days, others were specific job orientation meetings, in which the students connected had the opportunity to learn more about the reality of Iren Group and its jobs, or in any case, improve their knowledge of the world of work and the skills sought by the Group;
- launched 25 curricular, 24 extracurricular and 19 internships in the framework of PCTO projects;
- launched scholarships for 2 postgraduate master's courses and welcomed 3 new work experience participants.

INTERNAL COMMUNICATION

Internal communication is an essential tool to accelerate the development of processes, assist and support organisational changes and business strategies, and develop a common corporate culture, directing efforts towards the achievement of corporate objectives, which become shared objectives, pursuable through each individual's contribution.

The role of internal communication was more central than ever in 2020 in order to cope with the crisis caused by the pandemic: communicating in a timely and effective manner and maintaining a high level of engagement in a social and work context that had suddenly changed were the priorities of the year. Information had to be provided promptly, extensively and clearly, so that each employee was aware of the protective measures and behaviours to be adopted to work safely.

A variety of tools were used: e-mails and text messages, to communicate the measures adopted and regulatory updates, and the company Intranet, where a section dedicated to the Covid-19 emergency was created, in which all internal communications, the manual for in-person activities and the consolidated text of Group provisions for working in safety were collected. It was necessary not only to make known but also to explain the Company's choices, reassure employees, highlighting the commitment and the actions taken to deal with the emergency and at the same time keep up the involvement. These were challenging objectives, pursued through video messages from top management, by publishing regular news bulletins, and by giving external visibility to the commitment of all the Group's resources to the continuity of essential services, thanks to the responsibility with which employees responded and the ability they demonstrated in reinventing their work to deal with the emergency.

The main tool for internal communication, information and sharing was confirmed as being the **corporate Intranet “Noi Iren”**. More than 6 million pages were consulted, and 250 news articles were published on the Intranet alone, to stay connected and update. It is now possible to view and interact with the Intranet via the company smartphone provided to all employees.

Noi Iren is the “common home”, a familiar place where being part of the Group, provides a gateway to information, documentation and company services.

Strategic (Business Plan, economic-financial results and sustainability data), organisational (notifications, staff structure, documentation of certified systems), regulatory (service orders, Model 231) and corporate (acquisitions, non-recurrent transactions) information is published on the Intranet. The Intranet also disseminates news from the Iren Informa magazine, ads on the internal notice board for the sale and exchange of items between personnel and cultural information, in sports, artistic, theatre and musical initiatives supported by the Group held in the various areas.

In 2020, the web magazine Iren Informa was the main tool to share the Group's resilience, with about 300 articles visible internally and externally. Never has teamwork, communication in support and synergy with the various corporate structures has been so fundamental as this year.

The forced and prolonged isolation required a cultural leap in terms of digital and smart working. The digitalisation of processes was accompanied by the construction of dedicated areas on the Intranet, where personnel could find helpful material and documentation. The evolution of training, from the prevailing classroom mode to the use of new ways of reaching people and making them feel involved, has made it necessary to create the Online Training area on the Intranet, populated with content accessible outside the Company through multiple devices. As for safety communication, 14 self-produced videos were produced with the dual objective of informing and involving employees, with actors illustrating the correct behaviour to adopt to protect themselves and their colleagues. The videos have been published on the Intranet and made available on company TVs located at the entrance and in the time-clock rooms of the various company premises.

Significant in the year was also the internal campaign on the occasion of Iren's tenth birthday, which introduced the transition to the new logo, announced on 1 July 2020; through videos and interviews published on the Intranet and the web, some stages of the Group's history were retraced.

The regular appointments to meet with people, both to share strategies and objectives during the presentation of the Business Plan and to consolidate corporate belonging in the case of year-end and family events, have been converted into streaming events.

The quality of interaction was undoubtedly affected, but the creation of digital events, recorded and available in the following days, made it possible to broaden participation to the entire company audience. More than 3,000 colleagues were able to connect for the Digital Christmas event, whose common thread was precisely the relationship, the aspect that more than any other seems to have suffered in the daily work. This challenging year, yet one full of achievements, was recounted through the voices of many employees who followed the activities, and significant moments were remembered through the stories of the many people who experienced significant ties within the Group. The film made with the contribution of photos and videos sent by colleagues, whose children told about their parents' work, an exciting and unique snapshot of smart working, an alternative way to celebrate the importance of families was particularly appreciated.

DIVERSITY AND INCLUSION

Iren Group is committed to enhancing the diversity present within the Company, providing a healthy work-life balance and improving the quality of the working environment. The aim is to become a team, to add value to the outcome of individual work and to increase a feeling of belonging, creating shared social, cultural, professional and intellectual terrain.

A commitment also recognised by the award assigned to Iren by Top Utility 2020 for its commitment to policies favouring diversity, inclusion and social responsibility in the management of human resources and company strategy.

The Group guarantees non-discrimination of personnel in selection, hiring, training, management, development and remuneration policies, as provided by the corporate Code of Ethics. This

commitment has guaranteed that no related breaches occurred in 2020, continuing the past trend.

There were no breaches associated with discrimination policies in 2020

The Group has been running a series of "diversity" programmes for several years which, starting from 2015, saw commitment and consistent structuring with the establishment of a body called Personnel Welfare and Services, within which, in 2020, a specific **Well-being & Diversity area** was formalised, focused, among other things, on diversity inclusion, work-life balance and the development and management of initiatives aimed at the well-being of employees. Therefore, it is a path of application of inclusion policies that recognises and values differences, actively managing them and leveraging them to increase the competitiveness of the Company. The main issues of focus are gender, age, disability and nationality differences, all areas in which the Group has implemented various programmes and initiatives.

Diversity policies take concrete form, for example, in the adoption of new flexible working arrangements to facilitate work-life balance, in non-discrimination during the selection process, in the enhancement of skills, in the promotion of female managers and training, through specific programmes aimed at increasing the level of awareness of diversity topics and creating an inclusive work environment. Aware of the fact that the path to achieving *gender equality* also passes through an adequate presence of women in all sectors that will offer the most outstanding professional and career opportunities in the future, the Group participates in different collaboration programmes with external actors. Significant in this context is the collaboration, already started in 2018, with **Valore D** – an association of companies that promotes diversity, talent and female leadership for the growth of companies and the country –, which has prepared a "manifesto" for female employment, signed by Iren Group. The document consists of nine points through which the Company undertakes, gradually and compatibly with its sector and size specificities, to adopt clear and measurable objectives, with performance indicators and periodic monitoring, to be shared internally. Awareness-raising activities were carried out in 2020 that, due to the Covid-19 health emergency period, were mainly developed in digital mode to achieve the objectives described within the "manifesto".

Iren, together with 26 other public service companies associated with Utilitalia, also applies to the "**Patto Utilitalia – La Diversità fa la differenza**" [Utilitalia Pact – Diversity makes the difference], consisting of a list of seven commitments to concretely favour inclusion and diversity of gender, age, culture and ability within company policies.

The **Role Model** project continued in 2020, in collaboration with the ELIS association, a non-profit educational organisation that targets young people, professionals, and businesses to respond to the school-work gap, youth unemployment and contribute to the sustainable development of organisations. Through the testimony of Role Models, the project aims to orient secondary school students to follow their aspirations, with particular attention to raising awareness among girls regarding technical-scientific disciplines, so-called STEM (science, technology, engineering and mathematics).

Again with a view to STEM, the Group supported the third edition of the **Ragazze Digitali** [Digital Girls] project, a summer camp, this year in digital format, organised by the Reggio Emilia and Modena section of the EWMD (European Women's Management Development – international network) association and the University of Modena and Reggio Emilia, aimed at young people who have completed their 3rd and 4th year at all high schools, intending to bring them closer to IT, programming and the culture of doing, and to stimulate their digital creativity using the learn by doing approach.

In 2020, Iren also started participating in the **Luiss Business School Data Girls – GROW** (Generating Real Opportunities for Women) project, which aims to promote, support and improve the personal and professional development of female students of the Luiss Business School, with particular attention to their inclusion in the world of work and the promotion of their professional careers, aimed at achieving top positions in companies, administrations, bodies, universities and other organisations.

FEMALE PERSONNEL

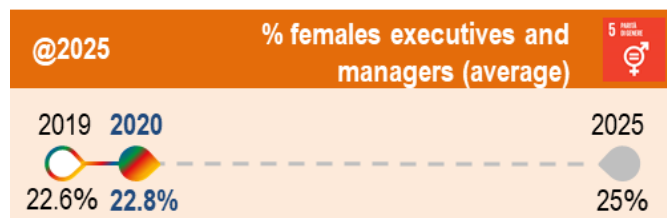
The Group's 2,089 women represent more than 24.7% of the total number of employees, an increase compared to 2019 (23.9%), the year from which the company San Germano was consolidated, which resulted in a discontinuity from the past, by the type of activity managed.

Personnel by position and gender	2020		
	Total no.	No. of women	% Women
Executives	92	18	19.6
Junior managers	305	71	23.3
White-collar workers	3,618	1,343	37.1
Blue-collar workers	4,450	657	14.8
TOTAL	8,465	2,089	24.7

With regard to skill development, the promotion of women's managerial skills and the development of work-life conciliation tools, the anti-discrimination policies implemented during the selection stage have increased the attractiveness of the Group for women, also within professions that are typically characterised by a strong technical component traditionally "reserved" mainly for men. The recent hires of young female graduates, even into strictly technical sectors such as waste or site & network engineering, is evidence of this.

The presence of women amongst junior managers and white-collar workers is higher than that in the overall Group population

Most female personnel (approximately 68.6%) are executives, junior managers and white-collar workers (overall constituting more than 47.4% of total personnel, compared to the 52.6% of blue-collar workers). The analysis, also in consideration of the mainly technical characteristics of the managed activities, revealed a non-discriminatory situation for women, who represent around 35.7% of executives, junior managers and white-collar workers.



Equal remuneration between men and women is ensured by the application of the National Collective Labour Agreements in which minimum salaries for each employment category are defined. The average basic salary per the qualification of women (details are available in the section "Iren People: the numbers" at the end of the chapter) is, however, slightly lower than that of men, due to three types of factors: a higher percentage of women working part-time (11.9% of women compared to 1.4% of men), the lower average working seniority of women compared to that of men, high incidence of qualified technical roles that historically come from the world of education predominantly male. Through careful selection policies and the introduction of a reward system with consistent policies for all company personnel, the Group has set itself the objective, insofar as possible, of rebalancing this situation, also in consideration of the reference labour market.

A vital recognition demonstrates the commitment to implementing the policies launched on gender diversity: **for the first time, Iren Group has entered the Bloomberg Gender-Equality Index (GEI)**, which guarantees transparency in the gender practices and policies implemented by the companies listed on the Stock Exchange, thus deepening and expanding the environmental, social and governance (ESG) data available to investors and the financial community. The index measures gender equality based on five pillars: female leadership and talent pipeline, equal pay and gender pay equity, inclusive culture, anti-harassment policies and advocacy towards women. The inclusion in the Bloomberg index, in the case of Iren, reflects a high level of transparency and overall performance consistent with the five pillars of the framework.

In line with the provisions of the company's Articles of Association and current regulations on equal access to the boards of directors and boards of statutory auditors of listed companies, a balance between genders is ensured in Iren, with 40% of its members being women.

On the whole, on the Boards of Directors for Group Companies there are 33 women, amounting to approximately 26.4% of total members (125 people of which 39% in the 30 to 50 age group and 61% over 50).

In 2020, 294 employees took parental leave (129 female and 165 male), and 282 took maternity leave (obligatory, optional, early), also taking advantage of the various options for working hours that the Group makes available, on all smart working, the specific training that provides in these cases and the services described in the Corporate Welfare paragraph. Upon their return to work, all employees were able to resume the job they had filled before their period of absence or a job with equal professional content in cases where organisational changes occurred in the meantime that meant they could not return to the same position.

Also, Iren Group guarantees disabled personnel the conditions for the best possible integration into the workforce, operating under current legislation.

Personnel belonging to protected categories	2020	2019	2018
Number of employees	370	383	352

CORPORATE WELFARE

The Group is creating a coherent and well-structured welfare system to meet the needs of the different personnel segments and to extend the *best practices* to the whole Group and is also involving the trade unions in this process. The programmes that have already begun are implemented through a series of initiatives focused on the needs of the individual and household.

With the Covid-19 emergency, the primary and immediate concern of Iren Group was to protect the health of the employees and their families and, given the impossibility of providing services requiring an in-person intervention, some suggestions were periodically circulated for the use of welfare services left available that could help in some way to take care of themselves and support new and unforeseen needs in the immediate future, given the need to modify or suspend everyone's usual activities, both physical and cultural and entertainment.

The health emergency has led to the emergence of new social challenges and needs, with particular regard to the difficulties of access to health care, conditions of social and economic insecurity, new ways of organising work (smart working) and the problem of reconciling work and family. This situation has resulted in changes and new ways to develop the corporate welfare plan. Therefore, the Group has decided to carry out an internal survey in 2021 to collect data on the welfare and health of employees and their families.

QUALITY OF LIFE FOR QUALITY OF WORK

The Group pursues a management policy that promotes and supports the correct balance between professional and private life, providing its employees with a range of opportunities that allows them to reconcile work commitments and personal needs (flexible working hours, teleworking, smart working, part time, ultra-daily flexibility, additional leave up to a maximum of 2 days to be taken, even by the hour, within the year of maturity resulting from the replacement of part of the performance bonus, short leave and short paid leave, integration of compulsory maternity leave, conciliation desks).

Thanks to these experiences of flexibility and the launch of a robust digitalisation process in the human resources area, the Group has responded effectively to the new needs of the corporate population related to the pandemic and the resulting lockdown, using all available forms of reconciliation.

Smart working: adopted from 2018 to better balance private and professional life, in 2020 it took on a different and more articulated meaning: firstly, it represented the possibility of maintaining the Group's production capacity and operational continuity, despite the Covid-19 emergency, also reassuring personnel about any risks of job loss as happened in other sectors and, secondly, it was a fundamental element of protection of employees from the risk of infection. The implementation, which would have been more

gradual, was transformed into a "live" experiment of massive adoption of smart working (3,166 people involved), which met with considerable success also because it made it possible to test both the resilience of the technical system (by way of example, but not limited to, the rapid adoption of portable PCs, use of new collaboration tools, revision of consolidated work processes in the light of the new digital skills) and the social system, testing on a large scale relationship of trust and joint flexibility and providing truly significant experiences, otherwise challenging to experiment with.

Remote Working: Group employees can take advantage, on a voluntary basis, of part-time remote working, which was introduced to the Company with specific agreements. The Group prioritises requests motivated by work-life balance needs (caring for children and the elderly, personal or family member health problems, the distance between their home and place of work, etc.). In 2020, 98 employees worked from home.

Part time: all employees can request part-time hours (horizontally, vertically, or mixed), on a voluntary and always reversible basis, without the exclusion of the benefits provided for employees with full-time contracts.

Part-time contracts (no.)	2020	2019	2018
Women	250	262	235
Men	90	85	38
TOTAL	340	347	273

INITIATIVES FOR EMPLOYEE WELFARE

With a view to promoting the well-being of its employees, the Group has chosen to meet employees' needs in terms of health and conscious consumption in eight operational company cafeterias.

Concerning the Covid-19 emergency, a series of new safety and hygiene measures were implemented to allow, as far as possible, the use of **company cafeterias**: hygienisation of spaces, use of personal protective equipment, placement of plexiglass on tables to protect diners, restriction of access. Disposable plastic materials, which had been eliminated concerning the "Mensa sostenibile" [Sustainable Cafeteria] project, were once again made available and, with a view to a "plastic-free" service, given the persistence of the emergency during the year, more eco-sustainable solutions were evaluated to replace the plastic cutlery with metal cutlery wrapped in paper. This solution reduces the production of waste that would have been produced in any case, even through the use of compostable cutlery. As usual, careful checks and sampling were carried out to verify compliance with contractual and legal provisions in defence of health, with particular attention to the quality of the raw materials used.

Additionally, the Group has implemented a benefit scheme to improve the **quality of life of its employees**: meal vouchers and discounted dining in the local areas, company cafés offering regulated prices (closed for most of 2020 due to the Covid-19 emergency), indoor parking for private cars, and subsidised tariffs or contributions for buying subscriptions to the local public transport network.

All employees are offered, voluntarily and following an agreement with the trade unions, the possibility of allocating part of the 2020 performance bonus to corporate welfare initiatives, benefiting, in this case, from a surcharge. By accessing the **Iren Welfare Portal**, it is possible to obtain, within the limits of the amounts allocated, refunds

and/or goods and/or services in the following areas: family, healthcare fund, mortgages, supplementary pension, sports, culture and leisure, trips.

The Iren Welfare Portal, starting from July 2020, has taken on a new configuration, and special webinars open to all employees have been organised to ensure the most effective use of it and provide support and assistance.

More than 6,300 employees are already registered with the new portal, which, in 2020, managed approximately 1,701,000, Euro of which 264,833 Euro related to the disbursement of the budget allocated under the "Covid Presence Award". This award, shared with the trade unions, was exceptionally set up for 2020 to recognise the efforts made by employees who, during the lockdown period, carried out their operational activities every day to ensure the continuity of services.

In 2020, as part of the **projects aimed at employee well-being**, the Group decided to promote, in collaboration with a wellness provider, an innovative path geared towards improving employee health by encouraging physical activity and making available a flexible and convenient platform, which has more than 2,300 sports facilities in Italy (yoga, swimming, pilates and more), which can be attended with a single monthly subscription. The agreement guarantees the Group's employees discounted rates and subscription plans of up to 60% off the market cost.

As part of this collaboration, the Group's wellness provider has made new digital solutions available in response to the needs created by the pandemic to help people stay active and fit at home.

As part of its **mobility management** activities, in 2020, the Group launched a project that involved employees at its main offices in Genoa, La Spezia, Parma, Piacenza, Reggio Emilia, Turin and Vercelli, submitting a questionnaire aimed at collecting data on home-work journeys and also aimed at finding out about mobility needs and identifying possible changes. Given the particular moment of emergency, it was considered essential to know the methods adopted for home-work journeys in order to be able to identify any new needs or criticalities. Examination of the responses to the questionnaire concluded during the year with the drafting of the Home-to-Work Travel Plans (PSCL) required by the relevant legislation, which constitutes the Group's Home-Work Mobility Plan, a tool for analysing and developing a set of valuable measures for rationalising company personnel travel in order to improve mobility. Starting in 2020, moreover, each employee can, through the implementation of a self-booking tool, search, book or purchase travel tickets in real-time, in complete autonomy and compliance with company policies, doing a comparative search between the various travel services customarily required to manage a trip (flights, trains, hotels and car rentals).

Finally, all employees have the option of purchasing some of the IT and telephone equipment that they currently use at discounted rates, in the case of replacement when they become obsolete or when they terminate their service.

PREVENTION PROGRAMMES

Iren Group promotes the health of its employees by facilitating access to a series of services and specific initiatives as part of a broader Health and Prevention Programme.

The **Welfare Project** continues, offering the possibility of a voluntary two-year preventive health check-up for an individual contribution of 10 Euro, which is donated in full to Local Health Authorities. The project is structured in two phases ("Health Project" and "Heart Project") (programme promoted by the Istituto Superiore di Sanità) and aims to identify, through laboratory examinations and a visit aimed at preventing cardiovascular risk, the main health risk factors in relation to age and gender.

In 2020, 316 employees were checked, compared to the 1,500 employees who had joined the project, since, due to the health emergency and the consequent need to prioritise compulsory health obligations, the planned visits were suspended and will resume in 2021.

In 2020, in relation to the period of the health crisis, the "Iren Health Day" took place in live streaming from the Teatro Regio of Turin, through a talk show dedicated to employees and their families, realised within the initiative "SaluTo2020 – Medicina e benessere", born thanks to the collaboration between the School of Medicine of the University of Turin, the City of Turin and the Polytechnic University of Turin. For Iren, the theme of the meeting was "Health in the Covid-19 era: good habits for well-being, in the office and smart working". The talk show was attended by authoritative experts who spoke about good habits to keep in smart working, eat in the office and at home, highlighting the importance of the regular physical activity to combat the "couch" syndrome.

SUPPLEMENTARY PENSION COVERAGE

Since the legislation reforming the supplementary pension system came into force, employees have been able to decide how to use their employee severance pay. They can either leave it with the company or put it in one of the pension funds provided for by law, which supplements the compulsory government-managed pension and thus ensures a higher coverage. Due to the number of participants, the ones that stand out are the pension funds established by collective bargaining, which can only be joined by workers applicable for certain collective agreements. The main funds for Iren Group employees are as follows: Pegaso (electric or gas-water National Collective Labour Agreement), Previambiente (environment National Collective Labour Agreement) and Previndai for executives. As part of the unification and standardisation process for economic and regulatory treatment, in order to promote the value of supplementary pension funds among young people, for employees hired on permanent contracts or apprenticeships an additional payment is made every year to the supplementary pension scheme in which they are enrolled.

On 31 December 2020, 6,810 employees had joined the supplementary pension funds to which the Group had paid a total of 3,495,398 Euro during the year, by way of contribution at its own expense.

Employees can also make use of a pension support and advice service.

PERSONNEL INSURANCE COVERAGE

Almost all employees in junior management, white-collar and blue-collar positions are insured by a policy stipulated by the Group for death or total or partial permanent invalidity due to accidents at and outside of work. Furthermore, special insurance policies have been taken out in the event of death and/or total permanent invalidity resulting from non-occupational illness for electricity and gas-water sector employees, in accordance with the provisions of the respective National Collective Labour Agreements. Insurance coverage in the case of accidents (even ones which occurred outside of work and in the case of occupational illness) and life insurance are provided for all executives, as per the provisions of the Confservizi National Collective Labour Agreements for Executives. As of 2020, a new policy has also been taken out to cover damages involuntarily caused to third parties by the executive or his/her family members in the performance of activities relating to private life (insurance cover for "head of household" liability).

SUPPLEMENTARY HEALTHCARE

Through their membership to supplementary healthcare funds, healthcare coverage is given to employees in relation to their National Collective Labour Agreement (FASIE for personnel employed on a gas-water contract, FASDA for personnel employed on an environment contract). The National Collective Labour Agreement for the electricity sector provides for the payment of contributions to CRAL associations for healthcare activities. In Parma, and for members of the CRAL ARTA association in particular, employees can join a prevention programme that includes specific health checks. Specially constituted funds manage the payment of healthcare benefits that ordinary members (employees) and their dependants can benefit from.

All executives, for whom primary healthcare coverage is provided by their membership to Fasi, are also supplied with supplementary health insurance which refunds additional healthcare costs that are not reimbursed by Fasi.

ADVANCE ON EMPLOYEE SEVERANCE PAY

Employees may benefit from better conditions than those provided by the legislation in force by applying for an advance of their employee severance pay more than once to pay for healthcare, to buy their first house, renovate a property, restructure or modify buildings in order to remove architectural barriers and in other specific cases.

PENSION BENEFITS

Retired employees, and their dependants, can remain members of Group leisure, cultural and sports associations and thus take advantage of a significant part of the offered services. Retired executives, whose last working relationship elapsed while holding the position of executive, which lasted not less than one year, can keep their subscription to the Fasi supplementary healthcare fund and make use of the benefits provided. The healthcare also covers any dependants and, in the case of their death, those who hold survivors' pensions.

The electricity sector National Collective Labour Agreement provides for additional monthly payments to the leaving entitlement for employees who leave service with 40 years of contributions or are 60 years of age.

LEISURE, CULTURAL AND SPORTING ACTIVITIES

Through the company leisure clubs, which are present in the various areas, recreational, leisure, sports and cultural activities were offered to employees in 2020, with the limitations arising from the pandemic. Aiming to increase sociability between employees, the following are available: the Employees' Recreational and Cultural Club in Genoa, Adaem and CRAL AMIAT in Turin, the Quercioli Club in Reggio Emilia, CRAL AMPS and CRAL ARTA in Parma, CRAL ENiA in Piacenza, the CRAL ADAM in Vercelli and the CRAL ACAM in La Spezia.

Some associations contribute to the educational expenses of employees' children, as well as allowing school books and stationary to be purchased at discounted prices. The clubs also enter into commercial agreements in the areas of interest to allow employees to purchase products and services at discounted prices.

The clubs are almost entirely funded by the Group, which also makes the spaces and equipment required to carry out the activities available to them through a special free loan.

In regard to the regulations of the CRAL, discussions are under way with trade unions in order to harmonise the various economic and regulatory treatments provided by company supplementary agreements which have been subject to withdrawal.

Contribution paid (Euro)	2020	2019	2018
Leisure activities	927,495	847,690	769,632
Healthcare activities	2,346,442	2,250,435	1,972,327
TOTAL	3,273,937	3,098,125	2,741,959

TRADE UNION AND INDUSTRIAL RELATIONS

Iren Group has always focused heavily on proper industrial relations, based on legislation and company and national collective labour bargaining, in compliance with the National Collective Labour Agreements of reference.

The Group and trade unions have signed a Group **Industrial Relations Protocol**, which dictates the rules that govern relations between the parties. This has led to a model being put in place based on the sharing of business decisions, which aims to optimise individual workers who, in order to enable healthy development, must be involved and grow in step with the entire organisation. The shared decisions lead to a sense of belonging and, at the same time, place the employee centre stage. The Protocol sets out the methods for approaching industrial relations based on three pillars: bargaining, participation and rules.

Industrial relations are divided into three levels:

- *Group level*, on topics of general interest and/or transversal to businesses and areas and the trend and development of business sectors, or industrial policies, guidelines on organisational structures, the economic results of the Group and the business segments, the harmonisation processes for company agreements and the coordination of reference National Collective Labour Agreements and company integration;

- *Company level*, on topics regarding individual companies or a cluster of companies, for which a Unitary Union Representative Body (RSU) is established;
- *regional level*, on topics regarding the single production unit, downstream of the company level, or on topics that concern several companies located in the same area.

Furthermore, procedures are defined for developing relations based on information sent to the trade unions, discussion and consultation (exchange of information and evaluations, acquisition of opinions, requests or indications from trade unions, verification of phenomena on matters specifically identified with a view to seeking possible points of convergence), and negotiation (discussion between the parties aimed at reaching agreements that are binding on them) are defined.

The Group's Industrial Relations Protocol also establishes two participatory bodies: the RSU National Coordination and the RSU Executive Committees, while bilateral Committees (environment and safety, training and development, equal opportunities and welfare) are established for analysing specific issues.

Industrial relations in 2020 were characterised and influenced almost entirely by the Covid-19 health emergency, and the Protocol facilitated relations between the Group and the trade unions in a highly critical context. The emergency legislation has contributed in this sense. Based on the provisions of the Italian Ministerial Decree of 11 March 2020, which established the governmental commitment to promoting "agreements between employers' organisations and trade unions", on 14 March 2020 the government and the social partners signed the "Shared Protocol for the regulation of measures to combat and contain the spread of the Covid-19 virus in the workplace". In compliance with this national agreement and the Group's Industrial Relations Protocol, a set of rules was immediately drawn up, discussed and supplemented after discussions with the Company, local and national trade union representatives to adopt shared and practical measures for the people who work every day in the various sectors in which the Group operates, taking into account the specific nature of each situation and the various regional situations.

In this context, on 15 March 2020, the Group invited the trade unions to set up **Committees for the application and verification of the rules of the National Protocol**: 9 Committees were set up at regional and sectoral level. In all of 2020, there were about 70 meetings of these Committees to monitor and manage any criticalities caused by the health crisis.

At the same time, various agreements were signed at the Group level, with the shared aim between the parties seeking and adopting solutions for the management of work activities during emergencies. On 3 April 2020, an initial agreement was signed that **avoided recourse to social safety nets**, providing instead for various management tools, such as smart working, paid leave, online training days, and the so-called **solidarity holidays** voluntarily donated by all Group personnel to colleagues who have suffered a temporary reduction in their work activity due to the pandemic. The donation mechanism provided for in the agreement resulted in establishing a solidarity holidays fund, into which each employee was able to donate. In this way, the Group triggered a mechanism of solidarity among colleagues and "doubled" the number of days donated by employees. The agreement with the trade unions, which initially lasted 30 days, was later extended for

the entire year, consistent with the continuation of the emergency. In addition, the agreement signed on 6 August 2020 also provided for a "Covid Presence Award", **a bonus mechanism for all workers who worked in the field during the lockdown period**.

On 18 June 2020, the Group and the trade unions signed an agreement on the 2020 performance bonus as a fundamental tool for redistributing company profitability and one of the main levers for stimulating worker involvement and participation in the Group's performance and improvement.

Following the trade union agreement signed in 2019, Iren Group has promoted, and will continue to promote in 2020-2021, the right to voluntary early retirement (quota 100), in application of current legislation.

Given the objective criticalities caused by the pandemic, such as to determine also the impossibility of holding meetings in presence with the trade unions, 2020 highlighted that industrial relations and the related agreements signed had as central elements flexibility and digitalisation, which define and determine new forms of work organisation, which involve in the process of change also industrial relations.

Consolidated practices provide that, in the event of significant organisational changes (such as the establishment of new business units or changes to the organisation of work), Company Management informs the trade unions in order to seek shared solutions, where possible. Therefore, employees are notified of these changes through service orders or notifications issued and distributed via the Group Intranet and/or e-mail and posted to company notice boards. In regard to changes to working hours, the National Collective Labour Agreements require that Management inform the trade unions and convene a consultation meeting for the purposes of a joint review. The time frames for the conclusion of discussions on the topic may vary from 20 to 60 days, after which the parties can take the action they deem most appropriate. The contracts also cover transfers, providing for at least 30 days' notice in the event of an employee being transferred to another municipality, with the trade unions being informed with adequate notice in the event of collective transfers, which are usually followed by a meeting between the Group and the trade unions.

In 2020, the Group definitively lost three lawsuits concerning employees and former employees, to which the Group paid 48,971 Euro during the year.

OCCUPATIONAL HEALTH AND SAFETY

The Group considers the dedication of human, professional, organisational, technological and economic resources to occupational health and safety as an investment, as it believes it to be fundamentally important to protect workers and includes among its objectives not only compliance with the provisions laid down by the law, but also measures taken with a view to continuously improving working conditions.

A stringent conception of safety entails total engagement on the behalf of employees who, according to the activity performed and the respective skills and responsibilities, are required to play an active

role in prevention. As such, particular attention is given to providing training and information to employees and conducting continuous monitoring, including the analysis of individual accidents, near-misses, and planned supervisory surveys.

COVID-19 EMERGENCY SAFETY

The Group's safety policy was also embodied in the management of the Covid-19 emergency, which saw, as of 20 February 2020, the establishment of a **permanent Crisis Unit**, still operational in 2021, to deal with the situation in a coordinated and timely manner, ensuring continuity of core activities and the provision of public services and paying the utmost attention to the safety of all employees.

The approach adopted was systemic, with transversal initiatives extended to all and other specific initiatives, concerning the differences connected with the business and the various segments of the company population, evolving from the defensive reaction plan to the plan for the long-term growth and empowerment of all personnel, as well as the organisation.

In addition to the new and different working methods already described above, the **main measures taken to ensure the safety of workers** have been:

- "Manual for in-person activities – CV19 emergency management" and "Consolidated text of Group provisions", containing prevention and protection measures and practical guidance on how to behave in work environments;
- preparation of emergency plans and procedures for each Business Unit and establishment of Committees between Management, trade unions and Workers' Health and Safety Representatives;
- management and distribution to employees, through the Group's warehouses, of 1,300,000 items of personal protective equipment (masks, gloves, gels, goggles, overalls, footwear) worth over 2 million Euro;
- delivery of more than 27,000 protection kits (masks, sanitizer, gloves, wipes) to office personnel at the reception desks;
- sanitisation of workplaces and work vehicles;
- staggering and shifting of personnel called upon to operate in presence to reduce any possibility of infection;
- distancing of people in offices and common areas (through access management, signage, physical partitions, etc.);
- company car assigned to allow, where possible, the departure from home of employees on duty in attendance, without passing through the company premises;
- examination by the occupational health physician before returning to work for all positive cases;
- more than 350 monitoring visits to identify corrective and improvement actions and to verify employees' compliance with the defined rules of conduct;
- self-produced sanitiser to overcome the supply difficulties of the first phase of the emergency;
- a dedicated Intranet area and extensive and timely information on all devices available to personnel (PCs, smartphones, tablets), with news, e-mail, posters;
- signage and visual safety communication with signs at all locations;

- dedicated e-mail box available to all employees for doubts, reports and to facilitate the tracking of contacts with possible cases of infection. During the course of the year, the number of e-mails handled was approximately 11,000;
- the "Vengo in ufficio" app to report the return to the offices and plan the correct distances in the premises;
- online training also on safety issues;
- self-produced video clips on correct behaviour at work, broadcast on the company Intranet and TVs.

The multiple initiatives undertaken, which are still ongoing in 2021, have enabled the emergency to be addressed with resilience. Group releases (over 40), updating of the Consolidated Text of Group provisions, and constant, timely and widespread information to employees accompanied all phases of the emergency.

Iren, all top-tier Companies and the main investee companies have adopted BS OHSAS 18001 or ISO 45001 certified systems to ensure systematic monitoring of occupational health and safety aspects, covering 100% of the workforce employed in certified companies (approximately 98% of the Group's total workforce).

SAFETY MANAGEMENT

The Group's safety management system is supervised by a single Safety Service within the Parent Company, which guarantees the standardisation of risk assessment methods, the identification of organisational, procedural and technical measures, and the training needs of personnel in the field. Specific codified and systematic audit procedures allow for the monitoring and the continuous improvement of this system to be pursued.

Specific objectives are identified as part of the progressive computerisation of the Safety Management System (through the "G.AM.MA." app which guarantees uniformity of approach and the relative monitoring activities), when standardising the management of cross-departmental topics (including the issue of Group procedures regarding PPE, health checks, emergencies, accidents) and during the progressive integration of newly acquired Companies incorporated into Iren Group.

Each Group Company organises at least one annual meeting on corporate security (Article 35 of Italian Legislative Decree 81/2008), and, as a rule, one or two other meetings per year for discussion and updating attended by the Workers' Health and Safety Representatives (HSR). Surveys and specific meetings are also carried out at the request of the HSRs and/or workers. The HSRs are also invited to take part in the visits to the workplace with the occupational health physician (Article 25 of Italian Legislative Decree 81/2008) and are involved in audits of certified systems.

The reporting and management of accidents and near-misses takes place through hierarchical channels and subject to supervision by the prevention and protection service according to specific procedures regulating the process, which may be computerised and are accessible to all workers. A detailed analysis of the event is carried out, aimed at identifying the causes of unwanted events, and the necessary actions and skills to prevent them. A specific app (Safety App) on the company smartphones provided to all employees enables near-misses to be reported, promoting employee participation and facilitating the introduction of any corrective actions.

The safety system documentation (procedures, emergency plans, operating instructions, guidelines for safe working, etc.) establishes the cases and situations where workers are required to distance themselves from potentially hazardous or unexpected situations, and/or to avoid certain activities requiring specific training for which they are not qualified. With regard to the specific characteristics and needs of Group Companies, specific procedures are adopted to regulate particular situation and risks (works in confined spaces or in case of suspected pollution, external works in the case of weather alerts or employees operating alone, etc.).

The risk identification and assessment process is regulated by specific procedures and by software that guarantees a standardised approach. For each working activity, the risks and the appropriate prevention and protection measures, personal protective equipment (PPE) necessary to conduct said activities, proper conduct and any organisational measures or other requirements are identified and evaluated. Furthermore, workplaces are analysed to identify and evaluate the risks present, taking instrumental measurements where necessary. The assignment to each worker, directly or through groups (safety certifications) of the results of the assessments conducted on working activities and workplaces completes the risk profile of each individual worker, identifying the consequent general protection measures to be implemented such as the provision of necessary PPE, the need or otherwise for health checks, and the results of these, where applicable. This structured evaluation process is conducted and coordinated by the Prevention and Protection Service (PPS) of each Company, with the indispensable involvement of the operating units. The PPS also carries out periodic controls to check the correct implementation of the provisions.

For Group Companies with OHSAS 18001 or ISO 45001 certification, specific and periodic audits are also planned by certified external independent auditors with the aim of verifying the correct implementation of the occupational health and safety management system. The results of these audits are brought to the attention of the Management to enable the relative action to be taken.

There is a specific section dedicated to occupational health and safety in the Group's Industrial Relations Protocol and specific agreements have been signed that regulate special content (for example, business trips).

The focus on accidents is also demonstrated by the provision of specific objectives, provided within the MbO system, of containment or prevention, assigned to the managers of operational structures most exposed to these risks.

HEALTH CHECKS

Employee health checks are carried out on the basis of their assigned duties (around 6,500 medical examinations in 2020); these are organised centrally by the safety service while diagnostic checks are planned and conducted by a specialist external company.

Pursuant to current law, the medical examinations are carried out by external occupational health physicians, appointed by the employers of each Group company. A specific Group procedure, issued at the beginning of 2020, defines the shared approach, including the standardisation of health protocols. The correct planning and monitoring of health checks for all workers is guaranteed by the G.AM.MA. app, where data is uploaded which includes workers' risk

profiles according to the possible professional exposure level specified in the risk assessment documents, the obligatory nature of the health checks, the date of any assessments, the fit-to-work certificate and any provisions/limitations. To respect personal privacy, information contained on the G.AM.MA. app is made available to employees, executives, senior executives, medical professionals and the PPS only when relevant.

The G.AM.MA. app is certified (following DT 63 Certissoftware, requirements for attesting the conformity of software for the implementation and maintenance of standards of business management systems) to manage the requirements of the BS OHSAS 18001 and UNI 45001 standards.

Healthcare initiatives and programmes and those relating to the general prevention plan are defined at contractual level and through the corporate welfare system.

With regards to occupational ill-health, the risk assessment document (RAD) is constantly updated and requires a very low level of professional risk in order to vastly reduce the likelihood of illness. This probability is minimal both upstream and downstream of the control chain implemented by the Group. Upstream, the results of the risk assessment documents of Group Companies are drawn up in collaboration with the RSPP and the occupational health physicians and meetings are called to discuss the outcome of the various surveys of working environments, during which, where necessary, any critical situations may be reported by the competent parties within their area of expertise, providing indications or suggestions aimed at improving working conditions. Downstream, the occupational health physicians identify the residual risks and draw up a health check protocol shared at Group level, which aims to protect the mental and physical health of workers and to identify any potentially or effectively hypersensitive persons, correlating the working risk with specific diagnostic checks and enable the correct identification of any personal limitations or provisions. The occupational health physician is however required by law to report any suspected occupational ill-health to the competent bodies.

In 2020, three cases of occupational illness were recognized as such by INAIL.

No specific initiatives or programmes limited to serious illness are planned, however, numerous initiatives and programmes concerning welfare and general prevention are planned, both at the level of the collective labour agreements and through specific company agreements.

The actions extend to all Group Companies supervised by the Safety Service department; any company not falling into this category, such as newly acquired companies, will be gradually integrated into the safety management system, always and in any case in compliance with the law.

MAIN INDICATORS OF HEALTH AND SAFETY

Accidents and frequency index ⁽¹⁾	u.m.	2020
Total number of accidents	no.	334
of which with serious consequences – non-fatal ⁽²⁾	no.	0
of which with serious consequences – fatal	no.	2
Hours worked	no.	13,395,088
Frequency index (total number of accidents/hours worked x 1,000,000)		24.93
Days of absence due to accident	no.	11,033
Severity index ⁽³⁾ (days of absence due to accidents/hours worked x 1,000)		0.82
Average duration of absence for accidents ⁽³⁾	days	33.03
<small>(days of absence due to accidents/total no. accidents)</small>		

⁽¹⁾ Accidents during travel and those not recognised by INAIL are excluded.

⁽²⁾ Injuries lasting longer than 6 months.

⁽³⁾ The severity index and average duration of absence for accidents do not reflect, in terms of days of absence, fatal accidents occurring to two employees.

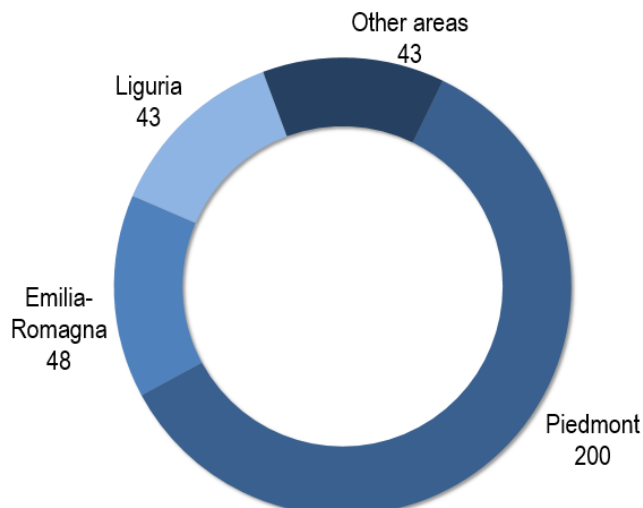
Near-misses ⁽¹⁾ by region and gender (no.)	2020
Piedmont	47
Emilia-Romagna	16
Liguria	20
Other areas	9
TOTAL	92
Women	19
Men	73
TOTAL	92

⁽¹⁾ Near-misses pursuant to standard ISO 45001:2018.

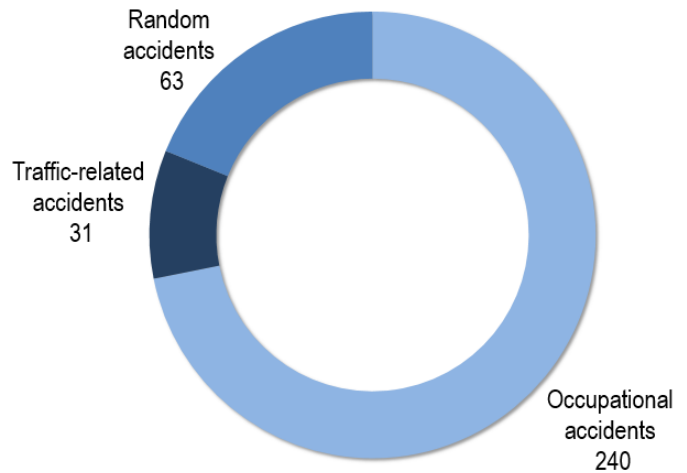
The accident trend in 2020 shows a reversal from the previous year. In fact, there was a significant reduction in the accident indexes, both the frequency index, at 24.93 (30.53 in 2019), and the severity index, at 0.82 (0.98 in 2019). Conversely, the average duration of absence for accidents, 33.03 days, remains almost constant (32.05 days in 2019). Two fatal accidents occurred in 2020.

The “Iren people: the numbers” section shows the breakdown of the accident indexes for the last three years.

ACCIDENTS BY GEOGRAPHICAL AREA (no.)



ACCIDENTS BY TYPE (no.)



HEALTH AND SAFETY TRAINING

The main objectives of the Group’s training activities include the improvement of conduct and the consolidation of a culture characterised by health and safety at all operational levels. Among the training initiatives aimed at employees, in fact, those in occupational health and safety continue to play a prominent role, which, in 2020, recorded almost 36,000 hours of training provided, with an average per capita of 4.3 hours.

In relation to the health emergency, which excluded training in attendance for most of the year with a resumption only in the second half of the year with constraints on the number of classes, priority was given to refresher courses whose deadlines were not suspended, those for which it was possible to provide them in a virtual classroom or asynchronously, as well as those aimed at new entries and/or the inclusion of personnel in tasks and/or new risks present in the risk assessment document. The main initiatives were:

- **basic training and updates** for executives, managers and workers, for emergency and first aid officers, on specific risks (confined environments, electrical environment, asbestos, isolated work, biological risk from legionella), on the use of personal protective equipment (work at height, respiratory system, hearing, confined environments, electrical and chemical-biological risk, etc.);
- **qualification and refresher courses for safety officers** (RSP/ASPP, HSR, site safety coordinators, fire prevention officers, HSE trainers, executives and staff responsible for asbestos removal, disposal and remediation);
- **training and refresher courses on the use of equipment** (forklifts, earth-moving machinery, lifting platforms, cranes, tractors, etc.);
- **equipment training** (cranes, mobile generators, portable ladders, trolleys for the transport of goods and people and/or lifts/cable cars, waste collection machinery and compactors, environmental health equipment, manholes);
- **specific internal procedures** (production of advanced works plans covering electricity risk, management of work permits, emergency management, etc.).

The Training Portal is integrated with the “G.AM.MA.” app for security management, in order to allow for training needs to be constantly updated in relation to the risks to employees and the security

responsibilities assigned to them, as well as to monitor the expiry dates of the relative updates. In the second half of 2020, the logical interface relationships between the Training Portal and the G.AM.MA. app were reviewed to systematise the collection of training needs in safety and the projections of updating needs in the different years.

This method will make it possible to plan initiatives more accurately and over a longer period.

The effectiveness of the safety training is assessed through tests or, as provided for by law, practical assessments.

IREN PEOPLE: THE NUMBERS

Personnel at 31/12 by position, contract type and geographical area	2020		2019		2018	
Position						
Executives	92	1.1%	94	1.2%	93	1.3%
Junior managers	305	3.6%	314	3.9%	296	4.2%
White-collar workers	3,618	42.7%	3,495	43.1%	3,304	46.9%
Blue-collar workers	4,450	52.6%	4,199	51.8%	3,349	47.6%
Contract						
Employees with permanent contracts	7,760	91.7%	7,514	92.7%	6,729	95.6%
Employees with fixed-term contracts	95	1.1%	84	1.1%	50	0.7%
Apprenticeship/in-house training contract	610	7.2%	504	6.2%	263	3.7%
Geographical area						
Province of Turin	3,145	37.2%	3,137	38.7%	2,812	39.9%
Province of Vercelli	242	2.9%	239	2.9%	229	3.3%
Province of Genoa	1,066	12.6%	1,040	12.8%	1,012	14.4%
Province of Reggio Emilia	992	11.7%	902	11.1%	847	12.0%
Province of Parma	726	8.6%	715	8.8%	691	9.8%
Province of Piacenza	553	6.5%	555	6.9%	540	7.7%
Province of La Spezia	720	8.5%	721	8.9%	709	10.0%
Other provinces	1,021	12.0%	793	9.9%	202	2.9%
TOTAL	8,465	100%	8,102	100%	7,042	100%

Average personnel by Business Unit	2020		2019		2018	
Holding	1,058	13%	1,047	13%	1,048	15%
Energy B.U.	874	11%	855	11%	815	12%
Market B.U.	513	6%	505	6%	478	7%
Networks B.U.	2,161	26%	2,136	27%	2,098	30%
Environment B.U.	3,659	44%	3,447	43%	2,482	36%
OVERALL AVERAGE	8,265	100%	7,990	100%	6,921	100%

Personnel at 31/12 by position and gender	2020			2019			2018		
	Total	Women		Total	Women		Total	Women	
Executives	92	18	19.6%	94	17	18.1%	93	17	18.3%
Junior managers	305	71	23.3%	314	76	24.2%	296	70	23.6%
White-collar workers	3,618	1,343	37.1%	3,495	1,261	36.1%	3,304	1,148	34.7%
Blue-collar workers	4,450	657	14.8%	4,199	586	14.0%	3,349	572	17.1%
TOTAL	8,465	2,089	24.7%	8,102	1,940	23.9%	7,042	1,807	25.7%

Average personnel age by position (years)	2020	2019	2018
Executives	53	54	54
Junior managers	52	52	52
White-collar workers	48	49	49
Blue-collar workers	48	48	49
OVERALL AVERAGE	48	49	49

Personnel by qualification (%)	2020	2019	2018
Compulsory education	38	38	33
Professional institutions	9	9	11
Diploma	36	37	40
Degree	17	16	16
TOTAL	100	100	100

Average Company service of departing staff by age and gender (years)	2020	2019	2018
Age			
under 30 years old	1	1	1
from 30 to 50 years old	5	3	8
over 50 years	22	22	30
Gender			
Men	15	14	27
Women	16	17	23
OVERALL AVERAGE	15	14	26

Personnel turnover by gender, province and age ⁽¹⁾	2020	2019	2018
Gender			
Men	6.7%	7.7%	7.0%
Women	1.9%	2.0%	3.9%
Province			
Province of Turin	4.4%	4.3%	6.2%
Province of Vercelli	5.0%	5.4%	7.9%
Province of Genoa	3.1%	3.3%	5.3%
Province of Reggio Emilia	4.4%	5.3%	7.9%
Province of Parma	3.9%	3.8%	8.0%
Province of Piacenza	3.3%	2.2%	5.6%
Province of La Spezia	3.6%	4.2%	2.5%
Other provinces	16.6%	27.0%	10.9%
Age			
Under 30 years old	8.7%	8.8%	5.0%
From 30 to 50 years old	3.4%	4.7%	1.6%
Over 50 years	6.5%	7.2%	9.6%
TOTAL	5.5%	6.3%	6.2%

⁽¹⁾ Turnover was calculated as ratio of outbound employees on total employees at 31/12.

Ratio of basic average salary by gender and position (%)	2020	2019	2018
	% Men/Women		
Executives	89.3	89.3	86.2
Junior managers	98.3	98.3	97.1
White-collar workers	91.4	91.1	91.1
Blue-collar workers	94.7	96.7	93.5

Staff hired by gender, province and position (no.)	2020	2019	2018
Gender			
Men	515	633	244
Women	97	112	69
Province			
Province of Turin	197	242	149
Province of Vercelli	14	14	19
Province of Genoa	55	64	39
Province of Reggio Emilia	62	93	40
Province of Parma	41	55	25
Province of Piacenza	15	27	30
Province of La Spezia	23	27	6
Other provinces	205	223	5
Position			
Executives	5	4	2
Junior managers	9	16	22
White-collar workers	178	229	129
Blue-collar workers	420	496	160
TOTAL	612	745	313

Ratio of basic average salary by gender and geographical area (%)	2020			
	% Men/Women			
	Executives	Junior managers	White collars	Blue collars
Piedmont	99.2	98.0	91.6	99.4
Emilia-Romagna ⁽¹⁾	87.4	102.9	95.1	77.0
Liguria	79.4	99.6	89.4	94.9
Other areas ⁽¹⁾	n.a.	81.3	76.1	77.1

⁽¹⁾ The data for the "blue collar" position has changed compared to 2019: with the acquisition of I.Blu, new female resources were hired in the Emilia area and Other areas with a separate National Collective Labour Agreement of the women workers of the companies in the Group's historical perimeter.

Accidents and accident indexes ⁽¹⁾	u.m.	2020	2019	2018
Total number of accidents	no.	334	401	310
of which accidents with serious consequences – non-fatal ⁽²⁾	no.	0	0	N/A
of which accidents with serious consequences – fatal	no.	2	0	0
Accidents by type	no.	334	401	310
of which work-related	no.	240	312	216
of which traffic-related	no.	31	33	28
of which random	no.	63	56	66
Frequency index (total number of accidents/hours worked x 1,000,000)	-	24.93	30.53	27.68
Frequency index for accidents with serious consequences – non-fatal (no. of accidents with serious non-fatal consequences/hours worked x 1,000,000)	-	-	-	N/A
Frequency index for accidents with serious consequences – fatal (no. of accidents with serious fatal consequences/hours worked x 1,000,000)	-	0.15	-	-
Days of absence due to accident	days	11,033	12,851	10,660
Severity index ⁽³⁾ (days of absence due to accidents/hours worked x 1,000)	-	0.82	0.98	0.95
Incidence index ⁽⁴⁾ (total no. accidents/total no. employees x 1,000)	-	40.41	50.19	44.79
Average duration of absence for accidents ⁽³⁾ (days of absence due to accidents/total no. accidents)	days	33.03	32.05	34.39
Treatments	no.	24	N/A	N/A
Accidents during travel	no.	38	60	57
of which non-fatal	no.	38	59	57
of which fatal	no.	-	1	-

⁽¹⁾ Accidents during travel and those not recognised by INAIL are excluded from the accident indexes calculation.

⁽²⁾ Injuries lasting longer than 6 months.

⁽³⁾ The severity index and average duration of absence for accidents do not reflect, in terms of days of absence, fatal accidents occurring to two employees.

⁽⁴⁾ The incidence index is calculated considering the average number of employees.

Accidents by gender (no.)	2020	2019	2018
Men	255	308	224
Women	79	93	86
TOTAL	334	401	310