

DIVERSITY & INCLUSION POLICY

1. Background and context

Since its establishment, ERG has considered individuals and human capital to be of fundamental importance. The company's growth and, more generally, the emphasis on ESG issues and the challenges associated with the energy transition more than ever require us to make the most of each person's uniqueness and talents. In this constantly evolving context, a wide range of ideas and experiences is key to generating innovation and value for ERG and its stakeholders.

Within the scope of its Business Plan and ESG Plan, ERG has defined a programme of actions with a twofold goal: the development of a professional environment based on equal opportunities, non-discrimination and respect for diversity and multiculturalism, and the adoption of a proactive strategy to overcome any barriers that might prevent people from being fully included in the workplace. It has also defined clear and measurable objectives incorporated in the short- and long-term variable incentive systems.

2. Our commitments and scope of application

The Diversity & Inclusion Policy sets out the principles of the Group's Code of Ethics and Human Rights Policy and promotes actions to contribute to achieving the goals of the United Nations 2030 Agenda for Sustainable Development.

ERG is committed to equal opportunities, guarantees respect for personal rights and freedoms and values diversity (of gender, age, ethnicity, culture, ability, religion and nationality, experience, style of thought, sexual orientation and identity, political opinions and any other subjective characteristic) as key elements for the company's success and sustainable development. For ERG, inclusion enables each individual to express their potential, is closely related to everyone's involvement and commitment, and facilitates collaboration among people.

The Policy guides and inspires the Diversity & Inclusion programmes across the corporation, and applies to all the Group's employees and stakeholders, driving business relationships with ERG's suppliers and partners.

Through the Diversity & Inclusion Policy ERG is committed to:

- acting impartially to eliminate any form of direct or indirect discrimination;
- supporting - at every level - the dissemination of a culture based on mutual respect and on valuing differences to foster and promote the expression of everyone's potential for the Group's progress;
- defining clear and measurable goals in the ESG Plan;
- achieving gender balance in staff recruitment and development processes;
- managing the personal and professional experience of each individual, guaranteeing fairness and inclusion from the moment they join the company, to opportunities for job mobility and development, to their financial remuneration, up until the end of the employment relationship;
- identifying and removing any causes of unequal treatment in relation to the definition of organisational roles and their assignment;

- creating the conditions so that each person can discover and express their talent, developing their professionalism and employability in accordance with their personal values and objectives;
- creating physical and cultural working environments that promote the development of relationships based on trust and the appreciation of all ways of thinking, where everyone is welcomed;
- generating professional settings that encourage the exchange of knowledge, experience and collaboration;
- promoting work-life balance by developing appropriate programmes and initiatives, including in the area of mobility and flexibility;
- joining dedicated associations and campaigns to exchange views with industry experts, learn about the best practices of other companies and promote virtuous actions outside the company context.

3. Policy approval, implementation, oversight and updating

The Audit, Risk and Sustainability Committee and the Appointments and Remuneration Committee, the latter with particular reference to Performance Management (MBO and LTI), share the definition of the Diversity & Inclusion goals, an integral part of the ESG Plan, and oversee its implementation and results.

The Human Capital Committee is committed to:

- promoting and implementing the Group's D&I culture;
- setting out the Policy at an operational level;
- developing metrics to monitor the equality and inclusiveness of the processes of recruitment, development and career opportunities, remuneration and initiatives to support work-life balance;
- fostering multiculturalism by including people from different countries, facilitating international mobility by activating cross-cultural training programmes;
- using dedicated surveys to "listen" to people's perceptions on the Policy implementation status and to define any improvement actions.

Every individual is responsible for implementing and disseminating the Policy through their behaviour. In order to accelerate the identification and removal of any form of discrimination and inequality, any non-compliant behaviour must be reported to the Human Capital Committee, through the Chief Human Capital Officer acting as the Committee Secretary. The Committee will review the report, ensuring the anonymity of the whistleblower and the reported person, assess the merits of the report received and define any corrective measures. The whistleblower is protected against any form of direct or indirect retaliation, discrimination or penalisation for reasons directly or indirectly related to the report.

The Policy is approved by the Board of Directors of ERG S.p.A. after consulting the Appointments and Remuneration Committee and the Audit, Risk and Sustainability Committee.

The Human Capital Committee periodically assesses the need to update the contents of the Policy in line with the evolution of ERG's D&I policy and input from the context.

4. Dissemination of the Policy

ERG will continue to organise awareness and training courses in order to further spread an increasingly inclusive culture, overcoming individual and collective conscious and unconscious bias and fostering the conscious use of language and behaviour that make each and every person feel welcome and valued.

The Policy will be communicated to the entire organisation and disseminated in all the Group's languages. It will also be published on the website www.erg.eu.