

# CREATING SHARED VALUE

## MAIN AND ADDITIONAL SUSTAINABILITY PERFORMANCE INDICATORS 2024





We are committed to the United Nations Global Compact because we want to turn our impact in the Countries where we operate into real opportunities for sustainable development.

Our commitment to the Global Compact starts from our inclusion of the Ten Principles in our basic values, and applying them concretely in our business strategy and in all our operating initiatives: we safeguard and promote human rights and the rights of workers, maintaining responsible conduct in our encounters with all our personnel; we are committed to constant collaboration with our suppliers to ensure a supply chain that is ethically correct and reliable; we focus on technological innovation to reduce our environmental impact to a minimum and we have developed the most advanced governance structures so as to actively prevent any episodes of corruption.

In addition to the UNGC Ten Principles, we are contributing actively to the realisation of the 2030 Agenda for Sustainable Development of the planet, and in particular to the attainment of the Sustainable Development Goals (SDGs) applicable to our business and operations.

We have mapped the progress that the company has made during the year with respect to the SDGs to give an overall view, supported by numbers and facts, of Saipem's contribution in creating shared value for the society and the stakeholders, maximising the positive contribution of the company and minimising the negative effects due to the company activities.

The data in this report relates to the fiscal year ending December 31, 2024, unless otherwise stated.

For information regarding reporting boundaries refer to CSS24.

#### Abbreviations

**CSS24:** 2024 Consolidated Sustainability Statement

**SR24:** 2024 Sustainability Report

**Web:** [www.saipem.com](http://www.saipem.com)

# CREATING SHARED VALUE

## MAIN AND ADDITIONAL SUSTAINABILITY PERFORMANCE INDICATORS



## GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS



- > Avoid corruption and bribery in all their forms
- > Transparent relations with institutions and other stakeholders, at global and local level
- > Prevent any work-related injury
- > Assess the supply chain on social aspects
- > Measures to protect human and labour rights and avoid modern slavery

## GOAL 17: PARTNERSHIPS FOR THE GOALS



- > Tax transparency
- > Technological R&D
- > Multi-stakeholder partnerships

## GOAL 15: LIFE ON LAND



- > Minimising air pollution
- > Avoid any spill of pollutants

## GOAL 14: LIFE BELOW WATER



- > Minimising air pollution
- > R&D for biodiversity preservation
- > Avoid any spill of pollutants

## GOAL 13: CLIMATE ACTION



- > Improve the energy efficiency for own assets and along the value chain
- > Use of renewable energy sources
- > Minimising air pollution
- > R&D for clean energy technology

## GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION



- > Minimising waste produced, also by circularity measures
- > Optimising management and efficient use of natural resources

## GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES



- > Minimising waste produced, also by circularity measures
- > Improve the energy efficiency for own assets and along the value chain
- > Minimising air, water and soil pollution

## GOAL 10: REDUCED INEQUALITIES



- > Tax transparency
- > Fair wages
- > Equal working conditions and development for women and men and for local people

## GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE



- > Technological R&D
- > Direct, indirect and induced local economic effects





# CLIMATE CHANGE MITIGATION & ENVIRONMENTAL PROTECTION



## PATH TO NET ZERO

### ENERGY <sup>(a)</sup>

INDICATOR	UNIT	2022	2023	2024
Fuel consumption from crude oil and petroleum products *	(MWh)	4,449,440.29	3,429,309.22	3,662,010.90
Fuel consumption from natural gas *	(MWh)	6,865.81	448,637.17	160,413.40
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources *	(MWh)	62,053.00	25,712.20	77,338.60
Total energy consumption from fossil sources *	(MWh)	4,518,358.20	3,903,658.62	3,899,763.00
Share of fossil sources in total energy consumption	(%)	96	97	97
Consumption of fuels for renewable sources, including biomass *	(MWh)	172,980.00	101,384.06	60,758.60
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources *	(MWh)	16,133.00	14,399.00	60,963.60
The consumption of self-generated non-fuel renewable energy *	(MWh)	365.20	384.30	1,465.90
Total energy consumption from renewable sources *	(MWh)	189,478.20	116,167.36	123,188.20
Share of renewable sources in total energy consumption	(%)	4	3	3
Total energy consumption *	(MWh)	4,707,836.4	4,019,825.99	4,312,843.50
of which estimated (fossil sources)	(MWh)	NA	NA	289,992.4
Energy intensity per net revenue	(MWh/mln€)	471.7	338.5	296.4
Direct energy consumption by type:	(ktoe)	398.0	342.2	338.1
› Diesel	(ktoe)	207.2	106.5	111.0
› Marine Fuel Oil (S=<0.1%)	(ktoe)	18.3	15.6	2.8
› Marine Fuel Oil (S>0.1%)	(ktoe)	0.0	0.0	0.0
› Marine Gas Oil (S=<0.1%)	(ktoe)	147.4	159.6	189.9
› Marine Gas Oil (S>0.1%)	(ktoe)	5.4	9.5	11.4
› Natural gas	(ktoe)	0.6	38.6	13.8
› Gasoline	(ktoe)	4.2	3.6	3.9
› Bioethanol **	(toe)	NA	0.38	1.79
› Biodiesel (FAME)	(toe)	14,900.00	8,717.1	5,222.5
› Biodiesel (HVO) **	(toe)	NA	0	0
› Heat acquired **	(toe)	NA	169.85	28.28
Total electricity purchased from public network *	(MWh)	68,120	38,134	138,302

INDICATOR	UNIT	2022	2023	2024
Energy saving due to energy consumption reduction initiatives *	(MWh)	155,624	164,059	190,364
Electricity consumption of renewable energy *	(MWh)	16,498	14,783	62,430
Electricity consumption of renewable energy	(%)	24	38	45
(a) 2024 data have been calculated in relation to the "CSRD Total Group" perimeter that differs from the "Total Group" perimeter used for previous years' data including activities, for example, carried out at sites or offices environmentally managed by third parties and sites over which Saipem has operational control, in accordance with CSRD regulation, that is relevant activities over which the company exercises significant influence. The difference between the "CSRD Total Group" and the "Total Group" perimeters does not allow for full comparability of the underlying data or the derivation of related trends. (*) It is specified that the unit of measurement for 2024 refers to MWh of primary energy and not electric MWh. It is calculated by applying the following conversion factor: 1 toe = 11.63 MWh, as given by the International Energy Agency. (**) Category introduced in 2023.				

## EMISSIONS <sup>(a)</sup>

### GHG Scope 1 and Scope 2 emissions (market-based) reduction

(kt CO<sub>2</sub> eq)



Note: The information given in this graph aims to show the Scope 1 and Scope 2 market-based emissions trends compared to 2023 and the base year in relation to which the reduction targets were defined (2018). Therefore, the value for 2024 has been calculated in relation to previous years' perimeter, Total Group, aligned with the baseline, in order to allow an accurate comparison.

INDICATOR	UNIT	2022	2023	2024
GHG scope 1 emissions	(kt CO <sub>2</sub> eq)	1,227.5	1,027.7	1,103.0
GHG scope 2 emissions location based	(kt CO <sub>2</sub> eq)	26.5	14.4	20.5
GHG scope 2 emissions market based	(kt CO <sub>2</sub> eq)	24.1	14.2	18.7
GHG scope 3 emissions	(kt CO <sub>2</sub> eq)	3,131.6	5,404.6	9,386.3
GHG scope 3 emissions - purchased goods and services	(%)	78.0	88.0	86.2
GHG scope 3 emissions - fuel and energy-related activities	(%)	9.0	4.0	2.6
GHG scope 3 emissions - upstream transportation and distribution	(%)	1.0	1.0	1.7
GHG scope 3 emissions - waste generated in operations	(%)	2.0	1.0	0.4
GHG scope 3 emissions - business travel	(%)	2.0	1.0	0.8
GHG scope 3 emissions - employee commuting	(%)			0.1
GHG scope 3 emissions - upstream leased assets	(%)	7.0	5.0	8.2
GHG scope 3 emissions - others	(%)	0.3	0.2	
Emission intensity ratio	(t CO <sub>2</sub> eq/€ mln revenue)	125.4	87.7	722.2
Direct CO <sub>2</sub> emissions	(kt)	1,209.2	1,014.0	1,017.8
Direct CH <sub>4</sub> emissions	(kt CO <sub>2</sub> eq)	0.3	0.4	0.3
Direct N <sub>2</sub> O emissions	(kt CO <sub>2</sub> eq)	0.06	13.2	13.2
CO <sub>2</sub> saving due to energy efficiency initiatives	(t)	38,194	47,036	69,852

(a) 2024 data have been calculated in relation to the "CSRD Total Group" perimeter that differs from the "Total Group" perimeter used for previous years' data including activities, for example, carried out at sites or offices environmentally managed by third parties and sites over which Saipem has operational control, in accordance with CSRD regulation, that is relevant activities over which the company exercises significant influence. The difference between the "CSRD Total Group" and the "Total Group" perimeters does not allow for full comparability of the underlying data or the derivation of related trends.



**For more information:**  
 CSS24 - E1 Climate Change, pages 190-214.  
 SR24 - Path to Net Zero, pages 36-43.

# BIODIVERSITY & POLLUTION PREVENTION

## EMISSIONS

INDICATOR	UNIT	2022	2023	2024
Significant emissions into the atmosphere by type <sup>(a)</sup> :				
› SO <sub>2</sub>	(kt)	0.6	0.6	0.6
› NO <sub>x</sub>	(kt)	14.8	11.2	11.8
› CO	(kt)	5.7	4.5	4.9
› PM <sub>10</sub>	(kt)	0.6	0.4	0.5
› NMVOC	(kt)	1.0	0.8	0.8
Significant emission reduction by type:				
› SO <sub>2</sub>	(t)	13.7	18.4	23.83
› NO <sub>x</sub>	(t)	433.5	475.3	537.63
› CO	(t)	146.5	98.5	85.18
› PM <sub>10</sub>	(t)	13.9	15.3	17.49
› NMVOC	(t)	25.3	26.2	29.32
(a) 2024 data have been calculated in relation to the "CSRD Total Group" perimeter that differs from the "Total Group" perimeter used for previous years' data including activities, for example, carried out at sites or offices environmentally managed by third parties and sites over which Saipem has operational control, in accordance with CSRD regulation, that is relevant activities over which the company exercises significant influence. The difference between the "CSRD Total Group" and the "Total Group" perimeters does not allow for full comparability of the underlying data or the derivation of related trends.				

## WATER <sup>(b)</sup>

INDICATOR	UNIT	2022	2023	2024
Water withdrawal	(10 <sup>3</sup> m <sup>3</sup> )	4,549.2	3,283.8	3,657.3
› of which estimated	(10 <sup>3</sup> m <sup>3</sup> )	NA	NA	180.3
Volume of recycled and reused water	(10 <sup>3</sup> m <sup>3</sup> )	298.0	182.7	239.2
Water withdrawal by source:				
› fresh water from public network/third party	(10 <sup>3</sup> m <sup>3</sup> )	1,726.3	1,496.6	1,856.8
› ground water	(10 <sup>3</sup> m <sup>3</sup> )	902.9	453.9	731.4
› surface water	(10 <sup>3</sup> m <sup>3</sup> )	32.5	11.9	3.6
› sea water	(10 <sup>3</sup> m <sup>3</sup> )	1,887.5	1,321.4	885.1
Water withdrawal by type of use:				
› concrete production	(10 <sup>3</sup> m <sup>3</sup> )	45.7	11.7	9.72
› general service	(10 <sup>3</sup> m <sup>3</sup> )	378.7	508.5	957.74
› hydrotesting	(10 <sup>3</sup> m <sup>3</sup> )	52.0	37.0	102.4
› domestic use	(10 <sup>3</sup> m <sup>3</sup> )	3,394.0	2,700.1	2,548.0
› irrigation	(10 <sup>3</sup> m <sup>3</sup> )	30.5	21.4	42.0
› roads watering	(10 <sup>3</sup> m <sup>3</sup> )	92.7	116.4	139.9
› other	(10 <sup>3</sup> m <sup>3</sup> )	741.2	44.4	148.1
Water withdrawal in water stressed areas	(%)	9	40	48
Percentage of recycled and reused water	(%)	7	6	7



INDICATOR	UNIT	2022	2023	2024
Discharged water	(10 <sup>3</sup> m <sup>3</sup> )	2,704.1	1,608.1	1,460.4
of which estimated	(10 <sup>3</sup> m <sup>3</sup> )	NA	NA	88.2
Total discharged water by destination:				
› into sewer system	(10 <sup>3</sup> m <sup>3</sup> )	188.6	183.7	150.6
› into bodies of surface water	(10 <sup>3</sup> m <sup>3</sup> )	1,090.4	448.0	280.1
› into the sea	(10 <sup>3</sup> m <sup>3</sup> )	1,425.1	976.3	941.5
(b) 2024 data have been calculated in relation to the "CSRD Full Consolidated" perimeter that differs from the "Full Consolidated" perimeter used for previous years' data as it also includes activities, for example, carried out at sites or offices environmentally managed by third parties. The difference between the "CSRD Full Consolidated" and the "Full Consolidated" perimeters does not allow for full comparability of the underlying data or the derivation of related trends.				

## WASTE <sup>(b)</sup>

INDICATOR	UNIT	2022	2023	2024
Total waste produced	(kt)	762.5	709.7	1,223.1
Waste recycled	(%)	12	7	10
Waste by type:				
› hazardous	(kt)	117.7	42.8	81.6
of which estimated	(kt)	NA	NA	2.0
› non-hazardous	(kt)	642.9	667.0	1,141.5
of which estimated	(kt)	NA	NA	33.3
Waste by type and destination:				
› hazardous waste disposed of in landfill sites	(kt)	18.5	6.2	6.3
› hazardous waste disposed of in other structures	(kt)	97.4	33.9	30.1
› hazardous waste incinerated in external plant	(kt)	0.6	0.8	0.7
› hazardous waste incinerated in Saipem plants	(kt)	0.7	0.5	0.2
› hazardous waste recycled	(kt)	0.5	1.4	42.3
› non-hazardous waste disposed of in landfill sites	(kt)	210.3	138.1	92.6
› non-hazardous waste disposed of in other structures	(kt)	337.1	476.0	937.5
› non-hazardous waste incinerated in external plants	(kt)	0.04	0.02	0.1
› non-hazardous waste incinerated in Saipem plants	(kt)	2.6	1.6	1.0
› non-hazardous waste recycled	(kt)	92.9	51.2	77.0
(b) 2024 data have been calculated in relation to the "CSRD Full Consolidated" perimeter that differs from the "Full Consolidated" perimeter used for previous years' data as it also includes activities, for example, carried out at sites or offices environmentally managed by third parties. The difference between the "CSRD Full Consolidated" and the "Full Consolidated" perimeters does not allow for full comparability of the underlying data or the derivation of related trends.				

## SPILLS <sup>(a)</sup>

INDICATOR	UNIT	2022	2023	2024
Spills	(No.)	18	27	32
Spill drills	(No.)	545	394	292
Spill volumes	(m³)	7.85	10.75	7.72
Spills by type:				
› oil spills	(No.)	9	20	26
› chemical spills	(No.)	2	1	1
› biodegradable substances	(No.)	4	4	2
› drilling muds	(No.)	3	2	2
Spills by type:				
› wastewater	(No.)	0	0	1
Spill volumes by type:				
› oil spills	(m³)	2.17	9.09	0.25
› chemical spills	(m³)	0.04	0.002	0.001
› biodegradable substances	(m³)	0.15	0.04	0.20
› drilling muds	(m³)	5.50	1.60	2.27
› wastewater	(m³)	0	0	5
Spills by size:				
› below 10 litres	(No.)	4	14	23
› between 10 and 160 litres	(No.)	10	10	5
› between 160 and 500 litres	(No.)	1	1	2
› over 500 litres	(No.)	3	2	2
Spills by destination:				
› into the sea	(No.)	7	9	7
› into superficial water bodies	(No.)	0	0	0
› onto land	(No.)	11	18	25

(a) 2024 data have been calculated in relation to the "CSRD Total Group" perimeter that differs from the "Total Group" perimeter used for previous years' data including activities, for example, carried out at sites or offices environmentally managed by third parties and sites over which Saipem has operational control, in accordance with CSRD regulation, that is relevant activities over which the company exercises significant influence. The difference between the "CSRD Total Group" and the "Total Group" perimeters does not allow for full comparability of the underlying data or the derivation of related trends.



### For more information:

CSS24 - E2 Pollution, pages 215-218; E3 Water and marine resources, pages 219-225; E4 Biodiversity & ecosystems, pages 226-234; E5 Resources use and circular economy, pages 235-243.

SR24 - Biodiversity & Pollution prevention, pages 44-53.

# PEOPLE CENTRICITY <sup>(c)</sup>

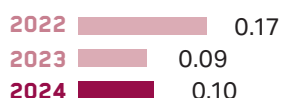


## HEALTH AND SAFETY

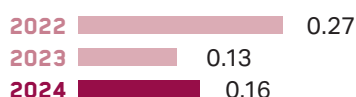
### SAFETY

#### LTI Frequency Rate (LTIFR)

(ratio)



#### LTI Frequency Rate (LTIFR) employees



#### LTI Frequency Rate (LTIFR) subcontractors



#### TRI Frequency Rate (TRIFR)

(ratio)



#### TRI Frequency Rate (TRIFR) employees



#### TRI Frequency Rate (TRIFR) subcontractors



INDICATOR	UNIT	2022	2023	2024
Worked man-hours	(mIn)	215.9	169.2	159.3
Worked man-hours (employees)	(mIn)	86.7	78.1	69.5
Worked man-hours (subcontractors)	(mIn)	129.2	91.1	89.8
Fatal accidents	(No.)	1	1	0
Fatal accidents (employees)	(No.)	0	0	0
Fatal accidents (subcontractors)	(No.)	1	1	0
Fatal Accident Frequency Rate (FTLFR)	(ratio)	0.46	0.59	0.00
Fatal Accident Frequency Rate (FTLFR) (employees)	(ratio)	0.00	0.00	0.00
Fatal Accident Frequency Rate (FTLFR) (subcontractors)	(ratio)	0.77	1.08	0.00
Lost Time Injuries (LTI)	(No.)	36	16	16
Lost Time Injuries (LTI) (employees)	(No.)	23	10	11
Lost Time Injuries (LTI) (subcontractors)	(No.)	13	6	5
High-consequence work-related injuries (HCWR) (excluding fatalities)	(No.)	4	2	4

(c) 2023 and 2022 data have been restated in compliance with the new boundaries requested by CSRD for Social data (Full Consolidated perimeter instead of Total Group perimeter).

INDICATOR	UNIT	2022	2023	2024
High-consequence work-related injuries (HCWR) (excluding fatalities) (employees)	(No.)	4	2	2
High-consequence work-related injuries (HCWR) (excluding fatalities) (subcontractors)	(No.)	0	0	2
HCWR Frequency Rate (excluding fatalities)	(ratio)	0.019	0.012	0.03
HCWR Frequency Rate (excluding fatalities) (employees)	(ratio)	0.046	0.026	0.029
HCWR Frequency Rate (excluding fatalities) (subcontractors)	(ratio)	0	0	0.22
Total Recordable Incidents (TRI)	(No.)	98	54	61
Total Recordable Incidents (TRI) (employees)	(No.)	50	34	38
Total Recordable Incidents (TRI) (subcontractors)	(No.)	48	20	23
Near Miss *	(No.)	NA	214	145
Near Miss (employees) **	(No.)	NA	125	87
Near Miss (subcontractors) **	(No.)	NA	84	58
High Level Frequency Rate (HLFR)	(ratio)	0.92	0.74	0.51
High Level Frequency Rate (HLFR) (employees)	(ratio)	1.29	1.09	0.81
High Level Frequency Rate (HLFR) (subcontractors)	(ratio)	0.67	0.44	0.28
Lost workdays	(No.)	2,390	921	962
Lost workdays (employees)	(No.)	1,754	706	542
Lost workdays (subcontractors)	(No.)	636	215	420
Severity rate	(ratio)	0.011	0.005	6.04
Severity rate (employees)	(ratio)	0.02	0.009	0.008
Severity rate (subcontractors)	(ratio)	0.005	0.002	0.005
Employee absenteeism rate	(%)	5.4	3.6	2.0
(**) Category introduced in 2023.				


## HEALTH

INDICATOR	UNIT	2022	2023	2024
Occupational diseases	(No.)	6	11	15
Occupational disease rate	(ratio)	0.03	0.06	0.22
Medical fitness examinations	(No.)	28,418	27,770	28,259
Medical consultations	(No.)	104,842	104,526	100,890

## HSE MANAGEMENT SYSTEM

INDICATOR	UNIT	2022	2023	2024
Evidence of audits across all locations of operations	(No.)	111	152	286
Percentage of employees working in ISO 45001 certified companies/branches	(%)	99	99	99



INDICATOR	UNIT	2022	2023	2024
Percentage of employees covered by recognised environmental management systems such as ISO 14001 or EMAS	(%)	99	99	99
 <b>For more information:</b> CSS24 - S1-14 Health and safety metrics, pages 280-282. SR24 - Health & Safety, pages 56-65.				

## VALUING PEOPLE

### EMPLOYMENT

**Total employees at year's end** (No.)

2022	29,583
2023	28,756
2024	30,437

**Voluntary turnover** (%)

2022	10
2023	8
2024	5

**Total turnover** (%)

2022	27
2023	25
2024	15

INDICATOR	UNIT	2022	2023	2024
Employee categories:				
› Blue Collars	(No.)	9,920	9,080	9,061
› White Collars	(No.)	14,692	14,583	15,778
› Managers	(No.)	4,605	4,697	5,213
› Senior Managers	(No.)	366	396	385
Full-time employees by gender:	(No.)	29,437	28,643	30,325
› male	(No.)	26,301	25,300	26,547
› female	(No.)	3,136	3,343	3,778
Part-time employees by gender:	(No.)	146	113	112
› male	(No.)	34	28	32
› female	(No.)	112	85	80
Employees recruited through employment agencies	(No.)	6,535	5,898	8,991
Employees with a regular work contract by gender:	(No.)	14,789	15,954	17,657
› male	(No.)	12,078	12,985	14,283
› female	(No.)	2,711	2,960	3,374
Employees with a temporary work contract by gender:	(No.)	14,794	12,811	12,780
› male	(No.)	14,257	12,343	12,296
› female	(No.)	537	468	484

INDICATOR	UNIT	2022	2023	2024
<b>TURNOVER</b>				
Voluntary turnover by age:				
› under 30	(%)	NA	10.0	8.7
› 30-50	(%)	NA	8.7	5.2
› over 50	(%)	NA	4.7	3.05
Voluntary turnover by gender:				
› male	(%)	NA	8.2	5.3
› female	(%)	NA	7.2	4.5
Total turnover by gender:				
› male	(%)	NA	24.9	15
› female	(%)	NA	16.1	9.7
Total turnover by category:				
› Blue collars	(%)	NA	30.0	19.2
› White collars	(%)	NA	25.1	15.6
› Managers	(%)	NA	8.9	5.8
› Senior Managers	(%)	NA	6.6	4.9
Total turnover by age:				
› under 30	(%)	NA	31.3	18.2
› 30-50	(%)	NA	23.3	14.6
› over 50	(%)	NA	22.2	14.2
New employee hires	(No.)	8,173	7,367	6,304
New employee hires by gender:				
› male	(No.)	7,618	6,531	5,532
› female	(No.)	555	836	772
New employee hires by category:				
› Blue Collars	(No.)	4,179	2,650	1,946
› White Collars	(No.)	3,788	4,364	3,998
› Managers	(No.)	192	344	352
› Senior Managers	(No.)	14	9	8
New employee hires by age range:				
› under 30	(No.)	2,670	1,808	1,570
› 30-50	(No.)	6,522	5,355	4,088
› over 50	(No.)	910	782	646
New employee hires by geographical area:				
› Americas	(No.)	1,552	1,192	371
› CIS	(No.)	1,514	1,192	6
› Europe	(No.)	1,096	874	1,608
› Middle East	(No.)	2,942	2,304	1,267
› Africa	(No.)	2,064	1,668	1,448
› Far East and Oceania	(No.)	934	715	1,604
Hiring average cost	(€)	3,763	3,828	4,525
Open positions filled with internal candidates	(%)	10	3	6

## SKILL DEVELOPMENT

INDICATOR	UNIT	2022	2023	2024
Total hours of training, of which:	(No.)	619,092	828,246	832,208
› HSE	(No.)	493,829	527,105	576,386
› managerial potential and skills	(No.)	10,669	82,989	51,379
› professional technical skills	(No.)	114,594	218,152	204,443
Average training man-hours by employee	(No.)	20.9	28.8	26.8
HSE training hours delivered to subcontractors	(No.)	1,145,711	1,164,349	1,171,231
Employees trained in HSE	(No.)	NA	25,546	33,248
Annual total cost of training	(mln €)	NA	15.2	20.2
Average training hours per employee in HSE	(No.)	16.7	18.3	18.9
Average training hours per employee on technical and managerial topics (non HSE)	(No.)	4.2	10.5	8.4
Skills assessment	(No.)	NA	NA	70
Total employee performance evaluations, of which:	(No.)	11,278	19,483	23,094
› Blue Collars	(No.)	1,431	5,273	6,504
› White Collars	(No.)	6,398	10,245	11,753
› Managers	(No.)	3,085	3,606	4,442
› Senior Managers	(No.)	364	359	395
Total employee performance evaluations	(%)	38	68	74
Breakdown of average hours of training by employee categories:				
› Blue Collars	(No.)	23.8	29.6	35.6
› White Collars	(No.)	17.6	23.8	24.2
› Managers	(No.)	16.1	40.7	22.5
› Senior Managers	(No.)	12.9	46.1	26.1
Breakdown of average hours of training by gender:				
› male	(No.)	20.6	28.5	28.0
› female	(No.)	12.1	30.9	22.8
Training manhours:				
› Americas	(No.)	NA	NA	51,681
› Africa	(No.)	NA	NA	86,093
› CIS	(No.)	NA	NA	10,660
› Far East and Oceania	(No.)	NA	NA	153,708
› Europe	(No.)	NA	NA	402,659
› Middle East	(No.)	NA	NA	127,406
Hours of training on Environment *	(No.)	NA	92,131	105,064

(\*) Category introduced in 2023.



### For more information:

CSS24 - S1-6 Characteristics of the Undertaking's Employees, pages 274-276;  
S1-13 Training and Skills Development metrics, pages 279-280.  
SR24 - Valuing people, pages 66-77.

# DIVERSITY & INCLUSION

## DIVERSITY AND EQUAL OPPORTUNITY

### Women on the Saipem SpA Board of Directors

(No.)

2022	<div></div>	4 (44%)
2023	<div></div>	4 (44%)
2024	<div></div>	4 (44%)

### Average age of the workforce (in years)

(No.)

2022	<div></div>	41.6
2023	<div></div>	41.8
2024	<div></div>	42.0

### Nationalities represented in the employee population

(No.)

2022	<div></div>	129
2023	<div></div>	130
2024	<div></div>	130

### Share of women in revenue-generating positions

(%)

2022	<div></div>	12.2
2023	<div></div>	12.6
2024	<div></div>	13.3

INDICATOR	UNIT	2022	2023	2024
Women employed, by category:	(No.)	3,438	3,663	3,858
› Blue Collars	(No.)	106	125	178
› White Collars	(No.)	2,360	2,468	2,734
› Managers	(No.)	750	793	902
› Senior Managers	(No.)	31	42	44
Women employed, by geographical area:				
› Americas	(No.)	363	273	299
› CIS	(No.)	143	73	42
› Europe	(No.)	1,802	1,878	2,069
› Middle East	(No.)	269	371	447
› Africa	(No.)	262	344	416
› Far East and Oceania	(No.)	409	489	585
Age ranges:				
› employees under 30	(No.)	2,660	2,796	3,281
of which women	(No.)	373	475	643
› employees between 30 and 50	(No.)	21,448	20,524	21,229
of which women	(No.)	2,318	2,392	2,588
› employees over 50	(No.)	5,475	5,436	5,927
of which women	(No.)	557	561	627
Share of women in STEM-related positions	(%)	9.1	9.9	10.8



INDICATOR	UNIT	2022	2023	2024
Share of women in IT/Engineering-related positions	(%)	12	13	14
Share of women in total workforce	(%)	11.0	11.9	12.7
› Share of women - blue collar	(%)	1.1	1.4	2.0
› Share of women - white collar	(%)	16.1	16.9	17.3
› Share of women - manager	(%)	16.3	16.9	17.3
› Share of women - senior manager	(%)	8.5	10.6	11.4
Share of women in all management positions	(%)	15.7	16.4	16.9
Share of women in junior management positions (manager)	(%)	16.3	16.9	17.3
Share of women in top management positions (senior manager)	(%)	8.5	10.6	11.4
Share of women in non managerial position	(%)	10.0	11.0	11.7
Share of women on new hires	(%)	NA	11.3	12.2
Share of women on total employee that left the company	(%)	NA	10.2	10.8
Share of women on total promotions	(%)	NA	18.3	15.7
Employees with disability (FTE)	(No.)	378	249	171
Breakdown of workforce by nationality with highest percentage:				
› India	(%)	17.4	19.0	19.3
› Italy	(%)	17.7	19.4	20.1
› Nigeria	(%)	6.3	9.3	9.4
› Indonesia	(%)	11.7	9.1	8.5
› Angola	(%)	2.2	2.4	2.6
› Philippines	(%)	6.6	5.9	5.6
› Saudi Arabia	(%)	2.9	3.3	3.0
› France	(%)	5.0	4.1	3.9
› Malaysia	(%)	2.6	2.8	2.9
› Brazil	(%)	1.5	2.0	2.2
› Others	(%)	26.1	22.5	22.6
Breakdown of management positions by nationality with highest percentage				
› Italy	(%)	55.5	57.4	56.4
› France	(%)	16.5	13.1	12.3
› India	(%)	8.9	9.7	10.8
› Nigeria	(%)	3.2	3.0	3.2
› Brazil	(%)	1.8	1.9	2.1
› United Kingdom	(%)	1.9	1.8	1.9
› Norway	(%)	0.5	0.5	0.5
› Croatia	(%)	1.2	1.2	1.1
› Indonesia	(%)	0.8	0.8	1.0
› Philippines	(%)	0.3	0.4	0.5
› Others	(%)	9.4	10.2	10.2

INDICATOR	UNIT	2022	2023	2024
Female executive officers	(No.)	3	3	2
Percentage of female executive officers	(%)	21	20	13
Women who chairs board committees	(%)	75	75	50

## PAY GAP

INDICATOR	UNIT	2022	2023	2024
Salary gender pay gap (women vs. men):				
› Blue Collars	(%)	69	40	22
› White Collars	(%)	84	91	83
› Managers	(%)	90	92	93
› Senior Managers	(%)	90	86	86
Global mean gender pay gap	(%)	(6)	(13)	(4)
CEO to employee average compensation ratio	(ratio)	NA	51	57
CEO to employee median compensation ratio *	(ratio)	NA	57	78
(*) Category introduced in 2023.				



### For more information:

CSS24 - S1-6 Characteristics of the Undertaking's Employees, pages 274-276; S1-9 Diversity metrics, pages 277-278; S1-16 Compensation metrics (pay gap and total compensation), pages 282-283. SR24 - Diversity & Inclusion, pages 78-83.

# HUMAN AND LABOUR RIGHTS

## PARENTAL LEAVE & WORK LIFE BALANCE

INDICATOR	UNIT	2022	2023	2024
Employees who took parental leave, of which:	(No.)	520	460	492
› women	(No.)	218	226	214
› men	(No.)	302	234	278
Return to work after parental leave:	(No.)	507	431	471
› women	(No.)	211	200	200
› men	(No.)	296	231	271
Parental leave retention rate (women)	(%)	96.79	88.50	93.46
Weeks of fully paid primary parental leave	(No.)	16.5	20.6	18.0
Weeks of fully paid secondary parental leave	(No.)	1.26	1.5	1.0

## INDUSTRIAL RELATIONS

INDICATOR	UNIT	2022	2023	2024
Employees covered by collective bargaining	(%)	52	40	51
Strike hours	(No.)	63	7,521	3,840



**For more information:**  
SR24 - Human and Labour Rights, pages 84-92.

# VALUE CREATION



## RESPONSIBLE SUPPLY CHAIN

### SUPPLY CHAIN

Total goods and services ordered (€ bln)




Percentage of goods and services ordered locally %



INDICATOR	UNIT	2022	2023	2024
Total goods and services ordered:				
› Americas	(mln €)	874	1,023	1,110
› Africa	(mln €)	1,983	2,797	2,935
› CIS	(mln €)	202	(76)	(75)
› Far East and Oceania	(mln €)	819	1,405	1,189
› Europe	(mln €)	1,235	1,491	1,929
› Middle East	(mln €)	2,874	3,455	5,425
Vendors	(No.)	22,311	21,979	20,151
Vendors qualified in the year	(No.)	6,393	6,364	4,229
Vendors qualified in the year operating in high risk Countries for human and labour rights in critical commodity codes	(No.)	573	803	594
Vendors qualified in the year operating in high risk Countries for human and labour rights in non critical commodity codes	(No.)	2,234	2,447	725
Vendors qualified in the year operating in high risk Countries for human and labour rights	(%)	44	46	30
New vendors assessed on human and labour rights	(No.)	446	431	818
Vendors qualified in the year for activities considered at HSE risk	(%)	9	8	17
Vendors assessed on HSE aspects	(No.)	578	474	713
Total vendors assessed on human and labour rights	(%)	7	7	19
Number of significant vendors in Tier-1 with existing contracts	(No.)	NA	NA	5,987
% of total spend on significant vendors in Tier-1	(%)	70	75	85
Total vendors screened/assessed on ESG during the year	(No.)	2,855	2,592	3,976



INDICATOR	UNIT	2022	2023	2024
Number of vendors assessed with substantial actual/potential negative impacts	(No.)	13	14	14
Total number of vendors supported in corrective action plan implementation	(No.)	5	14	14
Total number of vendors in capacity building programme	(No.)	2,940	1,200	1,425
Top suppliers assessed in relation to potential human rights issues in the last three years *	(%)	NA	NA	48
Qualification audits, of which:	(No.)	4	4	2
› on human and labour rights/HSE	(No.)	1	4	2
Goods and services ordered by criticality level:				
› critical	(bln €)	7.3	9.3	12.4
› not critical	(bln €)	3.0	3.0	2.3
› other	(bln €)	0.10	0.15	0.10
Frame agreements	(No.)	5,833	5,556	5,229
Vendors qualified for more than 10 years	(%)	28	30	28
Vendor feedback released	(No.)	1,372	502	2,349
Percentage of positive feedback on vendor	(%)	81	91	87
(*) Category introduced in 2024.				
 <b>For more information:</b> CSS24 - S2-5 Entity specific metrics, page 296. SR24 - Responsible supply chain, pages 98-101.				

## BUSINESS ETHICS

### ANTICORRUPTION

INDICATOR	UNIT	2022	2023	2024
Employees trained in compliance, governance, ethics and anti-corruption issues	(No.)	5,133	5,285	22,044
Training hours in compliance, governance, ethics and anti-corruption issues	(No.)	16,012	15,663	78,829
Employees trained in anti-corruption issues *	(No.)	NA	NA	14,016
Training hours in anti-corruption issues *	(No.)	NA	NA	45,215
Staff disciplined or dismissed for ethical reasons	(No.)	0	78	177
(*) Category introduced in 2024.				

## GRIEVANCE MECHANISM

INDICATOR	UNIT	2022	2023	2024
Total files, of which:	(No.)	137	226	198
› founded or partially founded	(No.)	34	54	43
› unfounded	(No.)	103	135	117
› open	(No.)	0	37	38
Total files on cases of discrimination, of which:	(No.)	5	11	7
› founded or partially founded	(No.)	2	2	1
› unfounded	(No.)	3	6	5
› open	(No.)	0	3	1
Total files on workers' rights, of which:	(No.)	29	37	17
› founded or partially founded	(No.)	7	3	5
› unfounded	(No.)	22	31	10
› open	(No.)	0	3	2
Total files on mobbing and harassment:	(No.)	24	54	49
› founded or partially founded	(No.)	9	16	6
› unfounded	(No.)	15	21	21
› open	(No.)	0	17	22
Total files on violations of the rights of local communities, of which:	(No.)	1	1	1
› founded or partially founded	(No.)	0	0	1
› unfounded	(No.)	1	1	0
› open	(No.)	0	0	0



### For more information:

CSS24 - S1-17 Incidents, complaints and severe human rights impacts, pages 284-285.  
SR24 - Business ethics, pages 102-105.

# INNOVATION

## INNOVATION

INDICATOR	UNIT	2022	2023	2024
Patents in force	(No.)	2,508	2,519	2,639
New patents filed in the year:	(No.)	15	19	22
› of which filed for energy decarbonisation technologies	(No.)	6	12	11
People involved in R&D activities (FTE)	(No.)	155	144	156
Signed cooperation/licence agreements:	(No.)	21	16	15
› of which for energy decarbonisation projects	(No.)	14	11	9
Research & Development expenditure	(mIn €)	31	32	33
Overall innovation spending	(mIn €)	57	71	59



### For more information:

CSS24 - E1-3 Actions and resources in relation to climate change policies, pages 200-205.  
SR24 - Innovation, pages 106-116.

# LOCAL IMPACT

## LOCAL VALUE CONTRIBUTION

INDICATOR	UNIT	2022	2023	2024
Countries in which local development projects are implemented	(No.)	11	12	17
Expenses for local development projects	(mIn €)	0.6	1.2	1.6
Direct economic value generated	(mIn €)	10,845	12,552	15,010
Economic value distributed	(mIn €)	10,715	11,878	13,981
Economic value retained	(mIn €)	(0.209)	0.179	0.306
Total goods and services ordered locally:				
› Americas	(mIn €)	239	602	654
› Africa	(mIn €)	837	1,174	1,154
› CIS	(mIn €)	163	(50)	(79)
› Far East and Oceania	(mIn €)	783	1,044	1,002
› Europe	(mIn €)	1,114	1,199	1,714
› Middle East	(mIn €)	1,996	1,201	4,160
Local employees by category:	(%)	72	71	
› Blue Collars	(%)	59	56	56
› White Collars	(%)	74	74	75
› Managers	(%)	56	56	56
› Senior Managers	(%)	14	13	14
Local employees by area:	(No.)	20,612	19,977	21,298
› Americas	(No.)	1,913	1,115	1,148
› Africa	(No.)	2,800	3,642	3,966
› CIS	(No.)	542	236	151
› Far East and Oceania	(No.)	4,808	4,220	4,431
› Europe	(No.)	6,594	6,703	7,347
› Middle East	(No.)	3,955	4,061	4,255



**For more information:**

CSS24 - S3 Affected communities, pages 296-309.

SR24 - Local impact, pages 122-127.



# BUSINESS RELATED INFORMATION

## BUSINESS RELATED INFORMATION

### ECONOMIC

#### Revenues

(mln €)



INDICATOR	UNIT	2022	2023	2024
Operating result (EBIT)	(mln €)	98	437	606
Gross operating profit (EBITDA)	(mln €)	543	926	1,329
Other revenue and income	(mln €)	11	24	3
Financial income	(mln €)	1,008	672	556
Derivative financial instruments	(mln €)	128	74	(70)
Net reversals (impairment losses) on trade receivables and other assets	(mln €)	32	1	(4)
Other operating income (expense)	(mln €)	7	(5)	1
Gains (losses) on equity investments	(mln €)	(65)	60	(25)
(Gross) economic value generated	(mln €)	10,845	12,552	15,010
Depreciation, amortisation, and impairment losses	(mln €)	445	489	723
Economic value generated (net of depreciation, amortisation and impairment losses)	(mln €)	10,400	12,063	14,287
Economic value distributed:	(mln €)	10,715	11,878	13,981
› of which Operating expenses (purchases, services and other costs)	(mln €)	7,830	9,231	11,159
› of which Wages and employee benefits (personnel expenses)	(mln €)	1,656	1,736	2,058
› of which to the Community	(mln €)	1	1	2
› of which Capital providers (interest on loans)	(mln €)	1,075	765	572
› of which to the Public Administration (taxes)	(mln €)	153	145	190
Economic value retained in the Group	(mln €)	(209)	179	306

INDICATOR	UNIT	2022	2023	2024
Memberships of associations	(No.)	114	112	94
Membership fees paid, of which (%):	(mln €)	1.18	1.1	1.1
Confindustria (including memberships at local and sector level)	(k €)	342.4	389.6	426.9
Confindustria (including memberships at local and sector level)	(%)	33	35	38
Aspen Institute	(k €)	35.0	35.0	35.0
Aspen Institute	(%)	3	3	3
Ambrosetti - The European House	(k €)	23.6	26.2	26.7
Ambrosetti - The European House	(%)	2	2	2
Assonime	(k €)	47.2	24.8	35.7
Assonime	(%)	4	2	3
Total value of political contributions	(€)	0	0	0
Total value of contributions for lobbying	(€)	0	0	0
Provisions for fines and settlements specified for ESG issues in audited accounts	(€)	0	0	0
Customer satisfaction survey - coverage	(%)	100	87	90
Customer satisfaction survey - satisfaction level (score >6)	(%)	93	90	100



Società per Azioni

Share capital: €501,669,790.83 fully paid-up

Taxpayer's code and VAT number: 00825790157

Economic and Administrative Business Register  
Milan, Monza-Brianza, Lodi No. 788744

Headquarters: Milan, Italy

Via Luigi Russolo, 5

Investor Relations

e-mail: [investor.relations@saipem.com](mailto:investor.relations@saipem.com)

Publications

Relazione finanziaria annuale (in Italian)

Annual Report (in English)

Interim Financial Report as of June 30

(in Italian and English)

2024 Sustainability Report (in Italian and English)

Also available on Saipem's website:

[www.saipem.com](http://www.saipem.com)

Website: [www.saipem.com](http://www.saipem.com)

Operator: +39-0244231

Layout and supervision: Studio Joly Srl - Rome - Italy



**SAIPEM SpA**  
Via Luigi Russolo, 5  
20138 - Milan  
ITALY

**[saipem.com](http://saipem.com)**