

CREATING SHARED VALUE

MAIN AND ADDITIONAL SUSTAINABILITY PERFORMANCE INDICATORS 2025



SAIPEM



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, 2025, unless otherwise stated.

For information regarding reporting boundaries refer to CSS25.

Abbreviations

CSS25: 2025 Consolidated Sustainability Statement

SO25: 2025 Sustainability Overview

Web: 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 ^(a)

INDICATOR	UNIT	2023	2024	2025
Fuel consumption from crude oil and petroleum products *	(MWh)	3,429,309.2	3,662,010.9	4,229,942.0
Fuel consumption from natural gas *	(MWh)	448,637.2	160,413.4	105,441.6
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources *	(MWh)	25,712.2	77,338.6	147,271.1
Total energy consumption from fossil sources *	(MWh)	3,903,658.6	3,899,763.0	4,482,654.6
Share of fossil sources in total energy consumption	(%)	97	97	97
Consumption of fuels for renewable sources, including biomass *	(MWh)	101,384.1	60,758.6	38,683.6
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources *	(MWh)	14,399.0	60,963.6	86,608.0
The consumption of self-generated non-fuel renewable energy *	(MWh)	384.3	1,465.9	7,261.1
Total energy consumption from renewable sources *	(MWh)	116,167.4	123,188.2	132,552.6
Share of renewable sources in total energy consumption	(%)	3	3	3
Total energy consumption *	(MWh)	4,019,826.0	4,312,943.5	5,904,194.8
› of which estimated (fossil sources) *	(MWh)		289,992.4	1,288,987.6
Energy intensity per net revenue	(MWh/€ mln)	338.5	296.4	381.0
Direct energy consumption by type:	(ktoe)	342.2	338.1	381.6
› Diesel	(ktoe)	106.5	111.0	108.8
› Marine Fuel Oil (S=<0.1%)	(ktoe)	15.6	2.8	3.2
› Marine Fuel Oil (S>0.1%)	(ktoe)	0.0	0.0	0.0
› Marine Gas Oil (S=<0.1%)	(ktoe)	159.6	189.9	225.3
› Marine Gas Oil (S>0.1%)	(ktoe)	9.5	11.4	26.7
› Natural gas	(ktoe)	38.6	13.8	10.3
› Gasoline	(ktoe)	3.6	3.9	3.2
› Bioethanol	(toe)	0.4	1.8	0.8
› Biodiesel (FAME)	(toe)	8,717.1	5,222.5	3,742.9
› Biodiesel (HVO)	(toe)	0	0	0
› Heat acquired	(toe)	169.85	28.28	311.06
Total electricity purchased from public network *	(MWh)	38,234	138,302	233,879.1

INDICATOR	UNIT	2023	2024	2025
Energy saving due to energy consumption reduction initiatives *	(MWh)	164,059	190,364	213,820
Electricity consumption of renewable energy *	(MWh)	14,783	62,430	93,869
Electricity consumption of renewable energy	(%)	38	45	39

(a) 2024 and 2025 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 and 2025 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.

EMISSIONS ^(a)

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

(kt CO₂ 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, aligned with the baseline, in order to allow an accurate comparison.

INDICATOR	UNIT	2023	2024	2025
GHG scope 1 emissions	(kt CO ₂ eq)	1,027.7	1,103.0	1,510.3
GHG scope 2 emissions location based	(kt CO ₂ eq)	14.4	20.5	40.5
GHG scope 2 emissions market based	(kt CO ₂ eq)	14.2	18.7	32.2
GHG scope 3 emissions	(kt CO ₂ eq)	5,404.6	2,571.8	2,077.7
Category 1 - purchased goods and services	(%)	88	54	50
Category 2 - emissions - capital goods ^(e)	(%)			1
Category 3 - fuel and energy-related activities	(%)	4	10	14
Category 4 - upstream transportation and distribution	(%)	1	2	7
Category 5 - waste generated in operations	(%)	1	1	3
Category 6 - business travel	(%)	1	3	4
Category 7 - employee commuting	(%)		0	1
Category 8 - upstream leased assets	(%)	5	30	20
GHG scope 3 emissions - others ^(f)	(%)	0.2	0	0
Emission intensity ratio	(t CO ₂ eq/€ mln revenue)	87.7	253.9	233.6
Direct CO ₂ emissions	(kt)	1,014.0	1,017.8	1,194.1
Direct CH ₄ emissions	(kt CO ₂ eq)	0.4	0.3	0.3
Direct N ₂ O emissions	(kt CO ₂ eq)	13.2	13.2	15.2
CO ₂ saving due to energy efficiency initiatives	(t)	47,036	69,852	82,582

(a) 2024 and 2025 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.

(e) It should be noted that, effective from 2025, Saipem has developed a methodology to distinguish between information on goods and services purchased for operational activities and purchases for capital investment. It is now possible to report separately Category 1 (purchased goods and services) and Category 2 (capital goods) of Scope 3 emissions. Until 2024, both categories were reported under Category 1. More information can be found in section "E1-6 - Gross Scopes 1, 2, 3 and Total GHG emissions" of the 2025 Consolidated Sustainability Statement.

(f) Scope 3 emissions reported under the "Other" category in 2023 were classified into other GHG protocol categories in 2024 and 2025.



For more information:
CSS25 - E1 Climate Change, pages 197-215.
S025 - Net Zero, pages 42-45.

BIODIVERSITY & POLLUTION PREVENTION

EMISSIONS

INDICATOR	UNIT	2023	2024	2025
Significant pollutant emissions into the atmosphere by type ^(a) :				
› SO ₂	(kt)	0.6	0.6	0.8
› NO _x	(kt)	11.2	11.8	13.8
› CO	(kt)	4.5	4.9	4.9
› PM ₁₀	(kt)	0.4	0.5	0.5
› NMVOC	(kt)	0.8	0.8	0.9
Pollutant emission saving due to reduction initiatives, by type:				
› SO ₂	(t)	18.4	23.8	25.9
› NO _x	(t)	475.3	537.6	652.0
› CO	(t)	98.5	85.1	100.6
› PM ₁₀	(t)	15.3	17.4	20.8
› NMVOC	(t)	26.2	29.3	35.0
<small>(a) 2024 and 2025 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.</small>				

WATER ^(b)

INDICATOR	UNIT	2023	2024	2025
Water withdrawal	(10 ³ m ³)	3,283.8	3,657.3	3,804.7
› of which estimated	(10 ³ m ³)		180.3	332.8
Volume of recycled and reused water	(10 ³ m ³)	182.7	239.2	248.8
Water withdrawal by source:				
› fresh water from public network/third party	(10 ³ m ³)	1,496.6	1,856.8	2,205.9
› ground water	(10 ³ m ³)	453.9	731.4	519.4
› surface water	(10 ³ m ³)	11.9	3.6	5.1
› sea water	(10 ³ m ³)	1,321.4	885.1	741.5
Water withdrawal in water stressed areas	(%)	40	48	65
Percentage of recycled and reused water	(%)	6	7	7
Discharged water	(10 ³ m ³)	1,608.1	1,460.4	1,399.1
› of which estimated	(10 ³ m ³)		88.2	245.1
Total discharged water by destination:				
› into sewer system	(10 ³ m ³)	183.7	150.6	227.7
› into bodies of surface water	(10 ³ m ³)	448.0	280.1	158.7
› into the sea	(10 ³ m ³)	976.3	941.5	767.6
<small>(b) 2024 and 2025 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.</small>				

WASTE ^(b)

INDICATOR	UNIT	2023	2024	2025
Total waste produced	(kt)	709.7	1,223.1	1,177.2
Waste recycled	(%)	7	10	5
Total hazardous waste	(kt)	42.8	81.6	97.1
› disposed of in landfill sites	(kt)	6.2	6.3	10.4
› disposed of in other structures	(kt)	33.9	30.1	70.1
› incinerated in external plant	(kt)	0.8	0.7	1.2
› incinerated in Saipem plants	(kt)	0.5	0.2	0.7
› recycled	(kt)	1.4	42.3	2.9
› estimated	(kt)		2.0	11.8
Total non-hazardous waste	(kt)	667.0	1,141.5	1,080.1
› disposed of in landfill sites	(kt)	138.1	92.6	64.3
› disposed of in other structures	(kt)	476.0	937.5	921.1
› incinerated in external plants	(kt)	0.02	0.1	1.6
› incinerated in Saipem plants	(kt)	1.6	1.0	1.4
› recycled	(kt)	51.2	77.0	57.0
› estimated	(kt)		33.3	34.7

(b) 2024 and 2025 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 ^(a)

INDICATOR	UNIT	2023	2024	2025
Spills	(No.)	27	32	35
Spill drills	(No.)	394	292	303
Spill volumes	(m ³)	10.75	7.72	2.75
Spill volumes by type:				
› oil spills	(m ³)	9.09	0.25	1.59
› chemical spills	(m ³)	0.002	0.001	1.001
› biodegradable substances	(m ³)	0.04	0.20	0.15
› drilling muds	(m ³)	1.60	2.27	0.01
› wastewater	(m ³)	0	5	0
Spills by size:				
› below 10 litres	(No.)	14	23	22
› between 10 and 160 litres	(No.)	10	5	9
› between 160 and 500 litres	(No.)	1	2	2
› over 500 litres	(No.)	2	2	2

(a) 2024 and 2025 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:

CSS25 - E3 Water and marine resource, pages 216-221; E4 Biodiversity & ecosystems, pages 221-230; E5 Resources use and circular economy, pages 230-237.

S025 - Biodiversity & environment, pages 46-48.

PEOPLE CENTRICITY

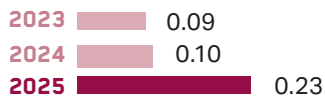


HEALTH AND SAFETY

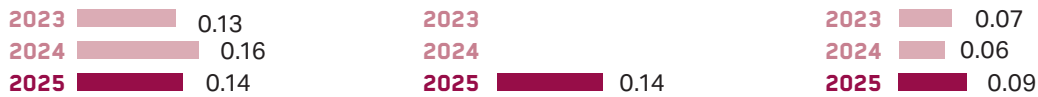
SAFETY

LTI Frequency Rate (LTIFR)

(ratio)



LTI Frequency Rate (LTIFR) employees LTI non-employees ** LTI value chain

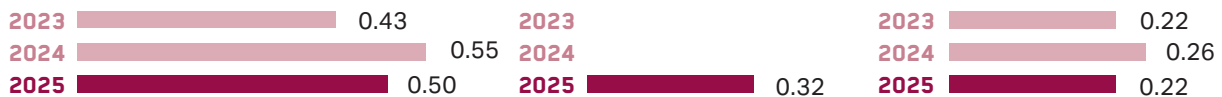


TRI Frequency Rate (TRIFR)

(ratio)



TRI Frequency Rate (TRIFR) employees TRIFR non-employees TRIFR value chain



INDICATOR	UNIT	2023	2024	2025
Worked man-hours	(mln)	169.2	159.3	174.7
Worked man-hours (employees)	(mln)	78.1	69.5	69.5
Worked man-hours (non-employees) ** (d)	(mln)			27.9
Worked man-hours (value chain)	(mln)	91.1	89.8	77.3
Fatal accidents	(No.)	1	0	0
Fatal accidents (employees)	(No.)	0	0	0
Fatal accidents (non-employees) ** (d)	(No.)			0
Fatal accidents (value chain)	(No.)	1	0	0
Fatal Accident Frequency Rate (FTLFR)	(ratio)	0.59	0.00	0.00
Fatal Accident Frequency Rate (FTLFR) (employees)	(ratio)	0.00	0.00	0.00
Fatal Accident Frequency Rate (FTLFR) (non-employees) ** (d)	(ratio)			0.00
Fatal Accident Frequency Rate (FTLFR) (value chain)	(ratio)	1.10	0.00	0.00

INDICATOR	UNIT	2023	2024	2025
Lost Time Injuries (LTI)	(No.)	16	16	22
Lost Time Injuries (LTI) (employees)	(No.)	10	11	10
Lost Time Injuries (LTI) (non-employees) ** (d)	(No.)			4
Lost Time Injuries (LTI) (value chain)	(No.)	6	5	8
Total Recordable Incidents (TRI)	(No.)	54	61	63
Total Recordable Incidents (TRI) (employees)	(No.)	34	38	35
Total Recordable Incidents (TRI) (non-employees) ** (d)	(No.)			9
Total Recordable Incidents (TRI) (value chain)	(No.)	20	23	19
Near Miss	(No.)	214	145	166
Near Miss (employees)	(No.)	125	87	95
Near Miss (non-employees) ** (d)	(No.)			4
Near Miss (value chain)	(No.)	84	58	67
Lost workdays	(No.)	921	962	1,460
Lost workdays (employees)	(No.)	706	610	722
Lost workdays (non-employees) ** (d)	(No.)			99
Lost workdays (value chain)	(No.)	215	420	639
Failed Lucky Frequency Rate (FLKFR) *	(ratio)		0.12	0.11
Potential High Consequence Frequency Rate (PHCFR) *	(ratio)		0.21	0.11
Employee absenteeism rate	(%)	3.6	2.0	3.5

(*) Category introduced in 2024.
(**) Category introduced in 2025.
(d) Non-employees in an undertaking's own workforce include both individual contractors supplying labour to the undertaking ("self-employed people") and people provided by undertakings primarily engaged in "employment activities".

HEALTH

INDICATOR	UNIT	2023	2024	2025
Occupational diseases	(No.)	11	15	4
Occupational disease rate	(ratio)	0.06	0.22	0.06

HSE MANAGEMENT SYSTEM

INDICATOR	UNIT	2023	2024	2025
Evidence of audits across all locations of operations	(No.)	152	286	244
Percentage of employees working in ISO 45001 certified companies/branches	(%)	99	99	99
Percentage of employees covered by recognised environmental management systems such as ISO 14001 or EMAS	(%)	99	99	99



For more information:

CSS25 - S1-14 Health and safety metrics, pages 273-275.
S025 - Health, pages 56-59; Safety, pages 60-63.

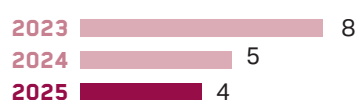
VALUING PEOPLE

EMPLOYMENT

Total employees at year's end (No.)



Voluntary turnover (%)



Total turnover (%)



INDICATOR	UNIT	2023	2024	2025
Employee categories:				
> Blue Collars	(No.)	9,080	9,061	8,721
> White Collars	(No.)	14,583	15,778	15,961
> Managers	(No.)	4,697	5,213	5,329
> Senior Managers	(No.)	396	385	398
Full-time employees by gender:				
> male	(No.)	25,300	26,547	26,323
> female	(No.)	3,343	3,778	3,963
Part-time employees by gender:				
> male	(No.)	28	32	45
> female	(No.)	85	80	78
Agency workers	(No.)	5,898	8,991	11,011
Employees with a regular work contract by gender:				
> male	(No.)	12,985	14,283	13,563
> female	(No.)	2,960	3,374	3,485
Employees with a temporary work contract by gender:				
> male	(No.)	12,343	12,296	12,805
> female	(No.)	468	484	556
Turnover				
Voluntary turnover by age:				
> under 30	(%)	10.0	8.7	5.4
> 30-50	(%)	8.7	5.2	4.4
> over 50	(%)	4.7	3.1	3.0
Voluntary turnover by gender:				
> male	(%)	8.2	5.3	4.3
> female	(%)	7.2	4.5	3.9

INDICATOR	UNIT	2023	2024	2025
Total turnover by gender:				
› male	(%)	24.9	15.6	20.0
› female	(%)	16.1	9.7	13.0
Total turnover by age:				
› under 30	(%)	31.3	18.2	19.0
› 30-50	(%)	23.3	14.6	18.0
› over 50	(%)	22.2	14.2	20.0
Total turnover by category:				
› Blue Collars	(%)	30.0	19.2	29.5
› White Collars	(%)	25.1	15.6	16.9
› Managers	(%)	8.9	5.8	7.2
› Senior Managers	(%)	6.6	4.9	4.8
New employee hires	(No.)	7,367	6,304	5,778
New employee hires by gender:				
› male	(No.)	6,531	5,532	5,097
› female	(No.)	836	772	681
New employee hires by category:				
› Blue Collars	(No.)	2,650	1,946	2,334
› White Collars	(No.)	4,364	3,998	3,154
› Managers	(No.)	344	352	285
› Senior Managers	(No.)	9	8	5
New employee hires by age range:				
› under 30	(No.)	1,625	1,570	1,662
› 30-50	(No.)	5,006	4,088	3,534
› over 50	(No.)	736	646	582
New employee hires by geographical area:				
› Americas	(No.)	638	371	662
› CIS	(No.)	13	6	8
› Europe	(No.)	1,613	1,566	1,038
› Middle East	(No.)	1,789	1,309	2,047
› Africa	(No.)	1,863	1,448	927
› Far East and Oceania	(No.)	1,451	1,604	1,051
Open positions filled with internal candidates	(%)	3	6	6

SKILL DEVELOPMENT

Total hours of training

(No.)

2023	828,246
2024	832,209
2025	1,083,949

Total hours of training includes employees and agency personnel.

INDICATOR	UNIT	2023	2024	2025
Total hours of training, of which:	(No.)	828,246	832,209	1,083,949
› HSE	(No.)	527,105	576,386	740,566
› managerial potential and skills	(No.)	82,989	51,379	83,295
› professional technical skills	(No.)	218,152	204,443	260,087
HSE training hours delivered to subcontractors	(No.)	1,164,349	1,171,231	1,089,301
Hours of training on Environment	(No.)	92,131	105,064	98,836
Average training man-hours by employee	(No.)	28.8	26.8	35.6
Average training hours per employee in HSE	(No.)	18.3	18.9	24.4
Average training hours per employee on technical and managerial topics (non HSE)	(No.)	10.5	8.4	11.3
Breakdown of average hours of training by employee categories:				
› Blue Collars	(No.)	29.6	35.6	47.0
› White Collars	(No.)	23.8	24.2	33.8
› Managers	(No.)	40.7	22.5	23.6
› Senior Managers	(No.)	46.1	26.1	20.9
Breakdown of average hours of training by gender:				
› male	(No.)	28.5	28.0	37.3
› female	(No.)	30.9	22.8	24.7
Annual total cost of training	(mIn €)	15.2	20.2	18.3
Total employee performance evaluations, of which:	(No.)	19,483	23,094	22,598
› Blue Collars	(No.)	5,273	6,504	5,086
› White Collars	(No.)	10,245	11,753	12,477
› Managers	(No.)	3,606	4,442	4,617
› Senior Managers	(No.)	359	395	418
Total employee performance evaluations coverage	(%)	68	74	73



For more information:

CSS25 - S1-6 Characteristics of the undertaking's employees, pages 268-269;
S1-13 Training and skills development metrics, pages 272-273.

S025 - People development, pages 74-77.

DIVERSITY & INCLUSION

DIVERSITY AND EQUAL OPPORTUNITY

Women on the Saipem SpA Board of Directors

(No.)

2023		4 (44%)
2024		4 (44%)
2025		4 (44%)

Average age of the workforce (in years)

(No.)

2023		41.8
2024		42.0
2025		41.8

Nationalities represented in the employee population

(No.)

2023		130
2024		130
2025		129

Share of women in revenue-generating positions

(%)

2023		12.6
2024		13.3
2025		13.5

INDICATOR	UNIT	2023	2024	2025
Women employed, by category:	(No.)	3,428	3,858	4,041
› Blue Collars	(No.)	125	178	139
› White Collars	(No.)	2,468	2,734	2,924
› Managers	(No.)	793	902	927
› Senior Managers	(No.)	42	44	51
Women employed, by geographical area:				
› Americas	(No.)	273	299	326
› CIS	(No.)	73	42	42
› Europe	(No.)	1,878	2,069	2,142
› Middle East	(No.)	371	447	543
› Africa	(No.)	344	416	346
› Far East and Oceania	(No.)	489	585	642
Age ranges:				
› employees under 30	(No.)	2,796	3,281	3,719
of which women	(No.)	475	643	729
› employees between 30 and 50	(No.)	20,524	21,229	20,579
of which women	(No.)	2,392	2,588	2,630
› employees over 50	(No.)	5,436	5,927	6,111
of which women	(No.)	561	627	682
Share of women in STEM-related positions	(%)	9.9	10.8	11.1

INDICATOR	UNIT	2023	2024	2025
Share of women in IT/Engineering-related positions	(%)	13	14	14
Share of women in total workforce	(%)	11.9	12.7	13.3
› Share of women - blue collar	(%)	1.4	2.0	1.6
› Share of women - white collar	(%)	16.9	17.3	18.3
› Share of women - manager	(%)	16.9	17.3	17.4
› Share of women - senior manager	(%)	10.6	11.4	12.8
Share of women in all management positions	(%)	16.4	16.9	17.0
Share of women in non managerial position	(%)	11.0	11.7	12.4
Share of women on new hires	(%)	11.3	12.2	11.8
Share of women on total employee that left the company	(%)	10.2	10.8	12.0
Share of women on total promotions	(%)	18.3	15.7	18.2
Employees with disability (FTE)	(No.)	249	171	322
Breakdown of workforce by nationality with highest percentage:				
› India	(%)	19.0	19.3	19.9
› Italy	(%)	19.4	20.1	20.5
› Nigeria	(%)	9.3	9.4	4.7
› Indonesia	(%)	9.1	8.5	9.2
› Philippines	(%)	5.9	5.6	5.9
› Saudi Arabia	(%)	3.3	3.0	4.1
› Others	(%)	34.0	34.2	35.8
Breakdown of management positions by nationality with highest percentage				
› Italy	(%)	57.4	56.4	56.6
› India	(%)	9.7	10.8	10.5
› Nigeria	(%)	3.0	3.2	2.7
› Saudi Arabia	(%)	0.1	0.1	0.3
› Indonesia	(%)	0.8	1.0	1.1
› Philippines	(%)	0.4	0.5	0.6
› Others	(%)	28.6	28.0	28.2
Female executive officers	(No.)	3	2	2
Percentage of female executive officers	(%)	20	13	14

PAY GAP

INDICATOR	UNIT	2023	2024	2025
Salary gender pay gap (women vs. men):				
› Blue Collars	(%)	40	22	40
› White Collars	(%)	91	83	83
› Managers	(%)	92	93	93
› Senior Managers	(%)	86	86	83
Global mean gender pay gap	(%)	(13)	(3)	(1)
CEO to employee average compensation ratio	(ratio)	51	57	47
CEO to employee median compensation ratio	(ratio)	57	78	61



For more information:

CSS25 - S1-6 Characteristics of the undertaking's employees, pages 268-270; S1-9 Diversity metrics, pages 271-272; S1-16 Compensation metrics (pay gap and total compensation), pages 275-277. S025 - Diversity & Inclusion, pages 80-83.

HUMAN AND LABOUR RIGHTS

PARENTAL LEAVE & WORK LIFE BALANCE

INDICATOR	UNIT	2023	2024	2025
Employees who took parental leave, of which:				
› women	(No.)	460	492	615
› men	(No.)	226	214	222
› men	(No.)	234	278	393
Return to work after parental leave:				
› women	(No.)	431	471	567
› men	(No.)	200	200	191
› men	(No.)	231	271	376
Parental leave retention rate (women)	(%)	88.50	93.46	86.04
Weeks of fully paid primary parental leave ^(b)	(No.)	20.6	17.61	17.38
Weeks of fully paid secondary parental leave ^(b)	(No.)	1.5	0.96	0.83
Presence of Flexible working policy	(Y/N)	YES	YES	YES

(b) 2024 and 2025 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.

INDUSTRIAL RELATIONS

INDICATOR	UNIT	2023	2024	2025
Employees covered by collective bargaining	(%)	40	51	50
Strike hours	(No.)	7,521	3,840	2,245



For more information:

S025 - Human and Labour Rights, pages 66-69.

VALUE CREATION



RESPONSIBLE SUPPLY CHAIN

SUPPLY CHAIN

Total goods and services ordered (€ bln)



Percentage of goods and services ordered locally %



INDICATOR	UNIT	2023	2024	2025
% ordered for critical goods and services *	(%)		85	79
Total goods and services ordered ^(g) :				
› Americas	(mln €)	1,023	1,110	1,063
› Africa	(mln €)	2,797	2,935	2,206
› CIS	(mln €)	(76)	(75)	67
› Far East and Oceania	(mln €)	1,405	1,189	1,642
› Europe	(mln €)	1,491	1,929	2,506
› Middle East	(mln €)	3,455	5,425	3,388
Active vendors	(No.)	21,979	20,151	18,990
Active vendors working in countries at high-risk for violation of human and labour rights *	(No.)		8,651	4,455
Active vendors who have signed the Vendor Code of Conduct	(%)	63	91	98
Vendors qualified in the year, total of which:	(No.)	6,364	4,229	4,454
› Vendors qualified during the year for at least one critical qualification class	(No.)		2,570	2,336
› Vendors qualified during the year for non-critical classes	(No.)		1,659	2,509
Vendors qualified during the year classified as at risk for human rights **	(No.)			463
Vendors qualified during the year classified as at risk for human rights and assessed on the topic **	(No.)			51
Vendors qualified during the year classified as at risk for HSE and assessed on the topic	(No.)		719	983
Vendors with existing contracts, total of which:	(No.)		9,832	9,181
› for at least one critical qualification class	(No.)		5,987	4,502
› for non-critical classes **	(No.)			5,250

INDICATOR	UNIT	2023	2024	2025
Vendors with existing contracts classified as at risk for human rights *	(No.)		1,016	1,197
Vendors with existing contracts classified as at risk for HSE *	(No.)		1,720	2,053
Significant vendors with existing contracts **	(No.)			4,980
Vendors audited in relation to human and labour rights during the year, total of which: *	(No.)		14	8
› for or qualification processes *	(No.)		2	1
› during contract performance *	(No.)		12	7
Vendors audited in relation to HSE during the year, total of which: *	(No.)			49
› for qualification processes *	(No.)			0
› during contract performance *	(No.)		56	49
Vendors subject to Counterparty Risk (VERC) *	(No.)		2,701	5,359
Vendors assessed via checklist by the Post-Order function *	(No.)		80	64
Vendors with Feedback issued during the year (VPE) *	(No.)		2,349	1,363
Percentage of positive feedback *	(%)		87	91
Percentage of negative feedback *	(%)		2	1
› of which on ESG topics *	(No.)		0	0
Significant (critical) vendors with existing contracts assessed on ESG topics	(No.)	2,592	3,600	3,736
Significant (critical) vendors with existing contracts with substantial actual/potential negative impacts	(No.)	14	14	44
Significant (critical) vendors with existing contracts supported in corrective action plan implementation	(No.)	14	14	44
Top vendors assessed in relation to potential human rights issues in the last three years*:	(%)		48	61
Total number of vendors in development programmes	(No.)	1,200	1,425	1,381
Vendors qualified for more than 10 years	(%)	30	28	31
(*) Category introduced in 2024.				
(**) Category introduced in 2025.				
(g) The breakdown does not include the amount spent and not allocated to specific geographical areas, due to equity investments, personnel costs and other operating costs, for €2,678 million				



For more information:
 CSS25 - S2-5 Entity specific metrics, page 284.
 S025 - Responsible supply chain, pages 70-73.

BUSINESS ETHICS

ANTICORRUPTION

INDICATOR	UNIT	2023	2024	2025
Employees trained in compliance, governance, ethics and anti-corruption issues	(No.)	5,285	22,044	11,288
Training hours in compliance, governance, ethics and anti-corruption issues	(No.)	15,663	78,829	25,564
Employees trained in anti-corruption issues *	(No.)		14,016	10,595
Training hours in anti-corruption issues *	(No.)		45,215	24,432
Staff disciplined or dismissed for ethical reasons	(No.)	78	177	138

(*) Category introduced in 2024.



For more information:
CSS25 - S1-17 Incidents, complaints and severe human rights impacts, pages 277-278.

INNOVATION

INNOVATION

INDICATOR	UNIT	2023	2024	2025
Patents in force	(No.)	2,519	2,639	2,237
New patents filed in the year:	(No.)	19	22	27
› of which filed for energy decarbonisation technologies	(No.)	12	11	10
People involved in R&D activities (FTE)	(No.)	144	156	166
Signed cooperation/licence agreements:	(No.)	16	15	13
› of which for energy decarbonisation projects	(No.)	11	9	7
Research & Development expenditure	(mIn €)	32	33	36
Overall innovation spending	(mIn €)	71	59	61



For more information:
CSS25 - E1-3 Actions and resources in relation to climate change policies, pages 200-206.
S025 - Innovation, pages 50-53.

LOCAL IMPACT

LOCAL VALUE CONTRIBUTION

INDICATOR	UNIT	2023	2024	2025
Countries in which local development projects are implemented	(No.)	12	17	20
Expenses for local development projects	(mln €)	1.2	1.6	2.09
Total goods and services ordered from local vendors:				
› Americas	(mln €)	602	654	564
› Africa	(mln €)	1,174	1,154	862
› CIS	(mln €)	(50)	(79)	26
› Far East and Oceania	(mln €)	1,044	1,002	1,026
› Europe	(mln €)	1,199	1,714	2,255
› Middle East	(mln €)	1,201	4,160	1,857
Local employees by category:	(%)	69	70	67
› Blue Collars	(%)	56	56	46
› White Collars	(%)	74	75	73
› Managers ^(c)	(%)	56	56	56
› Senior Managers ^(c)	(%)	13	14	13
Local employees by area:	(No.)	19,977	21,298	20,249
› Americas	(No.)	1,115	1,148	1,303
› Africa	(No.)	3,642	3,966	2,863
› CIS	(No.)	236	151	248
› Far East and Oceania	(No.)	4,220	4,431	7,207
› Europe	(No.)	6,703	7,347	7,220
› Middle East	(No.)	4,061	4,255	1,408

(c) The percentage of local managers and senior managers is calculated excluding the data of France and Italy.



For more information:

CSS25 - ESRS S3 Affected communities, pages 286-297.

S025 - Local impact, pages 84-87.

BUSINESS RELATED INFORMATION

BUSINESS RELATED INFORMATION

OTHER

INDICATOR	UNIT	2023	2024	2025
Memberships of associations	(No.)	112	94	104
Membership fees paid, of which (%):	(mln €)	1.1	1.1	1.1
› Confindustria (including memberships at local and sector level)	(k €)	389.6	426.9	436.0
› Confindustria (including memberships at local and sector level)	(%)	35	38	38
› IOGP (International Association of Oil and Gas Producers)	(k €)	51	52	54
› IOGP (International Association of Oil and Gas Producers)	(%)	5	5	5
› IMCA (International Marine Contractors Association)	(k €)	44	48	52
› IMCA (International Marine Contractors Association)	(%)	4	4	4
› Assonime	(k €)	24.8	35.7	35.7
› Assonime	(%)	2	3	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	(%)	87	90	91
Customer satisfaction survey - satisfaction level (score >6)	(%)	90	100	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

Publications

Relazione finanziaria annuale (in Italian)

Annual Report (in English)

Interim Financial Report as of June 30

(in Italian and English)

2025 Sustainability Overview (in English)

Also available on Saipem's website:

www.saipem.com

Website: 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