

5.2 Put people at the centre

Italgas, which has always considered its people as its most valuable assets, has defined a series of actions within the 2021-2027 Strategic Plan, aimed at their development and growth. The Group continues to invest in upskilling and reskilling, with an important focus on digital learning and the identification on the market of resources who can add digital skills. In addition, the insourcing of the Group's main core activities is envisaged, in line with the approach taken in recent years, and the inclusion of new resources aged under 30.

Increasing attention will then be paid to the topics of diversity & inclusion, through focussed initiatives and internal dissemination actions. The gender equality target has an important place among the many human capital challenges.

In line with the Code of Ethics, Italgas considers diversity a corporate asset: it respects the dignity of every individual and guarantees equal opportunities in all aspects of the employment relationship, preventing any form of discrimination deriving from differences in sex, age, health, ethnicity, nationality, political or religious opinions.

Personnel

As at 31 December 2021, the Italgas Group had 3,904 employees (compared to 3,985 in 2020).

Employees (headcount) GRI 102-8	U.o.m.	2019			2020			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Part time	no.	11	43	54	7	37	44	7	36	43
Fixed term	no.	0	0	0	0	0	0	0	0	0
On permanent contracts	no.	11	43	54	7	37	44	7	36	43
Apprenticeships/access-to-work contracts	no.	0	0	0	0	0	0	0	0	0
Full time	no.	3,506	536	4,042	3,378	563	3,941	3,257	604	3,861
Fixed term	no.	2	0	2	1	0	1	0	1	1
On permanent contracts	no.	3,342	492	3,834	3,187	504	3,691	3,049	537	3,586
Apprenticeships/access-to-work contracts	no.	162	44	206	190	59	249	208	66	274
Total	no.	3,517	579	4,096	3,385	600	3,985	3,264	640	3,904

Specifically, 93% of the company population are hired on permanent contracts, while apprenticeship contracts account for the remaining 7%. The apprenticeship contracts terminated in 2021 were all transformed into permanent contracts.

	2019	2020	2021
Fixed-term contract	0%	0%	0%
Permanent contract	95%	94%	93%
Apprenticeship/access-to-work contracts (direct employees)	5%	6%	7%

Employees (headcount) GRI 102-8	U.o.m	2019			2020			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Fixed-term contract	no.	2	0	2	1	0	1	0	1	1
North Italy	no.	2	0	2	1	0	1	0	1	1
Central Italy	no.	0	0	0	0	0	0	0	0	0
South Italy and islands	no.	0	0	0	0	0	0	0	0	0
Permanent contract*	no.	3,353	535	3,888	3,194	541	3,735	3,056	573	3,629
North Italy	no.	1,213	273	1,486	1,170	272	1,442	1,127	303	1,430
Central Italy	no.	1,134	141	1,275	1,055	146	1,201	997	147	1,144
South Italy and islands	no.	1,006	121	1,127	969	123	1,092	932	123	1,055
Apprenticeship/access-to-work contracts (direct employees)	no.	162	44	206	190	59	249	208	66	274
North Italy	no.	44	25	69	49	27	76	57	26	83
Central Italy	no.	69	10	79	86	13	99	94	13	107
South Italy and islands	no.	49	9	58	55	19	74	57	27	84
Total	no.	3,517	579	4,096	3,385	600	3,985	3,264	640	3,904

*Permanent contracts also include part-time contracts.

Employees by average seniority	U.o.m.	2019			2020			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Età media occupati (età)	no.	51	49	51.2	51	48	50.5	50	47	49.5
Anzianità media di servizio (anni)	no.	25	22	25.4	25	21	24.5	24	19	23.2

In 2021, 221 people joined, of whom 217 were hired on the market and 4 come from internal transfers from affiliate companies.

New recruits* GRI 401-1	U.o.m.	2019			2020			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
North Italy	no.	58	30	88	41	26	67	68	50	118
under 30 years	no.	39	22	61	30	16	46	29	22	51
between 30 and 50 years	no.	17	8	25	9	10	19	38	27	65
over 50 years	no.	2	0	2	2	0	2	1	1	2
Central Italy	no.	47	11	58	40	12	52	45	10	55
under 30 years	no.	45	6	51	36	9	45	40	8	48
<i>between 30 and 50 years</i>	no.	2	5	7	4	3	7	5	2	7
<i>over 50 years</i>	no.	0	0	0	0	0	0	0	0	0
South Italy and islands	no.	32	14	46	21	19	40	30	14	44
under 30 years	no.	31	13	44	17	13	30	20	8	28
between 30 and 50 years	no.	1	1	2	3	6	9	10	6	16
over 50 years	no.	0	0	0	1	0	1	0	0	0
Total	no.	137	55	192	102	57	159	143	74	217
under 30 years	no.	115	41	156	83	38	121	89	38	127
between 30 and 50 years	no.	20	14	34	16	19	35	53	35	88
over 50 years	no.	2	0	2	3	0	3	1	1	2

*Only market entries are considered.

Inbound turnover rate* GRI 401-1	u.o.m.	2019			2020			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
North Italy	%	5	10	6	3	9	4	6	15	8
under 30 years	%	33	63	40	25	38	29	24	51	31
between 30 and 50 years	%	5	8	6	3	9	4	11	19	14
over 50 years	%	0	0	0	0	0	0	0	1	0
Central Italy	%	4	7	4	4	8	4	4	6	4
under 30 years	%	34	60	36	24	60	28	26	47	28
<i>between 30 and 50 years</i>	%	1	11	3	2	6	3	2	4	2
<i>over 50 years</i>	%	0	0	0	0	0	0	0	0	0
South Italy and islands	%	3	11	4	2	13	3	3	9	4
under 30 years	%	45	93	53	20	62	29	22	35	25
between 30 and 50 years	%	1	3	1	2	15	5	6	14	8
over 50 years	%	0	0	0	0	0	0	0	0	0
Total	%	4	9	5	3	10	4	4	12	6
under 30 years	%	36	69	41	24	49	28	25	46	28
between 30 and 50 years	%	3	8	4	2	9	4	7	15	9
over 50 years	%	0	0	0	0	0	0	0	0	0

*Calculated as: new recruits/employees as at 31.12 every year for each cluster.

New hires by level*	U.o.m.	2019	2020	2021
Executives	n.	3	4	5
Managers	n.	5	11	13
Office workers	n.	113	82	146
Manual workers	n.	71	62	53
Total	n.	192	159	217

*Only market entries are considered

Employees by level of education	U.o.m.	2019			2020			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
University graduates	no.	388	218	606	405	255	660	455	308	763
Secondary school graduates	no.	1,807	277	2,084	1,727	268	1,995	1,671	263	1,934
Other (below secondary school diploma)	no.	1,322	84	1,406	1,253	77	1,330	1,138	69	1,207
Total	no.	3,517	579	4,096	3,385	600	3,985	3,264	640	3,904

The increase continues in the absolute value of the number of university graduates, while those who have completed secondary school or other schooling levels, declines.

In 2021, 58.5% of hires regarded resources aged under 30 years old, a percentage that is in line with the objective included in the 2021-2027 Strategic Plan, which envisages the inclusion of more than 60% of resources aged under 30 throughout the plan time-line. The figure is consistent with the trend recorded in 2019-2021 and shows constant growth.

Employees by age bracket out of total employees	U.o.m.	2019	2020	2021
Under 30 years	%	9.2	10.7	11.4
Between 30 and 50 years	%	21.8	22.4	24.8
Over 50 years	%	69.0	66.9	63.8

Vice versa, 302 staff left the Group, of whom 298 due to termination of employment contracts and other reasons (mainly for retirement).

Outgoing workers* GRI 401-1	U.o.m.	2019			2020			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
North Italy	no.	76	10	86	78	21	99	96	18	114
under 30 years	no.	5	0	5	3	3	6	2	6	8
between 30 and 50 years	no.	8	4	12	3	2	5	9	2	11
over 50 years	no.	63	6	69	72	16	88	85	10	95
Central Italy	no.	105	3	108	98	8	106	93	10	103
under 30 years	no.	4	1	5	1	0	1	3	2	5
<i>between 30 and 50 years</i>	no.	2	0	2	2	0	2	2	0	2
<i>over 50 years</i>	no.	99	2	101	95	8	103	88	8	96
South Italy and islands	no.	56	0	56	62	6	68	74	7	81
under 30 years	no.	3	0	3	0	1	1	1	1	2
between 30 and 50 years	no.	3	0	3	1	1	2	2	0	2
over 50 years	no.	50	0	50	61	4	65	71	6	77
Total	no.	237	13	250	238	35	273	263	35	298
under 30 years	no.	12	1	13	4	4	8	6	9	15
between 30 and 50 years	no.	13	4	17	6	3	9	13	2	15
over 50 years	no.	212	8	220	228	28	256	244	24	268

*Termination by mutual agreement and other outgoings.

Outgoing turnover rate* GRI 401-1	u.o.m.	2019			2020			2021		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
North Italy	%	6	3	6	6	7	7	8	5	8
under 30 years	%	4	0	3	3	7	4	2	14	5
between 30 and 50 years	%	3	4	3	1	2	1	3	1	2
over 50 years	%	8	4	7	9	11	9	12	7	11
Central Italy	%	9	2	8	9	5	8	9	6	8
under 30 years	%	3	10	4	1	0	1	2	12	3
<i>between 30 and 50 years</i>	%	1	0	1	1	0	1	1	0	1
<i>over 50 years</i>	%	12	2	11	12	9	12	12	9	12
South Italy and islands	%	5	0	5	6	4	6	7	5	7
under 30 years	%	4	0	4	0	5	1	1	4	2
between 30 and 50 years	%	2	0	2	1	3	1	1	0	1
over 50 years	%	6	0	6	8	5	7	10	7	9
Total	%	7	2	6	7	6	7	8	5	8
under 30 years	%	4	2	3	1	5	2	2	11	3
between 30 and 50 years	%	2	2	2	1	1	1	2	1	2
over 50 years	%	9	2	8	10	9	10	11	7	11

*Calculated as: leavers/employees as at 31.12 every year for each cluster.

	u.o.m.	2019	2020	2021
Voluntary outgoing turnover rate*	%	0.63	0.35	0.74

Turnover rate* GRI 401-1	u.o.m.	2019	2020	2021
Men	%	10.6	9.9	12.4
Women		12.3	15.6	17
North		11.3	10.8	15.3
Centre		12.2	11.9	12.1
South		8.7	9.2	11
Total		10.9	10.7	13.2

*Calculated as (incoming + outgoing) / average workforce * 100 for each cluster.