



TIM PEOPLE

Insight

TIM Group

2026 July



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1. A Commitment to People

At the TIM Group, we promote a culture based on respect for people, inclusion, and the development of skills—principles that guide both our internal relationships and those with stakeholders throughout our value chain.

With this in mind, we continue to strengthen professional development pathways and promote a more balanced representation in leadership positions, with a particular focus on women's representation and, in Brazil, on the advancement of people of color. At the same time, we support women's employment through recruitment processes designed to foster equitable gender representation starting with new hires.

We also prioritize issues of equal treatment, training, employee well-being, and personal data protection, integrating them into our management and monitoring processes. This report has been prepared in accordance with the reporting framework established by the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

The 2025–2027 Plan includes two key social targets:

- **35.5% of women in leadership positions by 2027**, to promote balanced representation in decision-making roles;
- **50% of new hires to be women each year through 2027**, with the goal of maintaining the gender distribution within the workforce.

These targets are consistent with national and international commitments to sustainable development and are linked, in particular, to United Nations Sustainable Development Goal 5, which promotes gender equality and women's empowerment as fundamental rights.

We regularly monitor progress toward these targets, ensuring alignment between the defined objectives, the actions taken, and our governance mechanisms. To support this approach, we have adopted a set of policies that serve as the foundation of our corporate culture, including the Code of Ethics, the Human Rights Policy, the Human Resources and Equal Opportunity Policy, and the Policy Against Gender-Based Harassment.



The principles contained in these policies apply not only within the Group but also in our relationships with suppliers, contractors, and other business partners, promoting respect for human rights, occupational health and safety, inclusion, and accountability throughout the entire value chain.

Alongside our policy framework, we place a central role on dialogue with employee representatives.

Dialogue with workers' representatives is an integral part of TIM's approach to managing working conditions and is carried out through ongoing, regular and structured engagement with trade unions and employee representatives. Regular meetings and consultation processes provide a formal channel for workers' representatives to raise concerns, submit proposals and contribute to discussions on key aspects of working conditions, including work-life balance, working time and work organization, training and professional development, and employee well-being. The outcomes of this engagement are systematically considered by the Company and, where appropriate, translated into jointly agreed measures and arrangements aimed at continuously improving working conditions and addressing employees' needs.

2. The company's workforce

As of the end of 2025, the TIM Group had 26.177 employees, located in Italy and abroad, with a significant presence in Brazil. The workforce comprises a diverse range of professionals—including technical, administrative, sales, engineering, and managerial staff—who reflect the complexity of the business and the multidisciplinary nature of the Group's activities.

Nationality	% of the total workforce	% of the total managerial workforce (including senior, middle, and junior managers)
Italian	66%	49%
Brazilian	34%	50%
San Marinese	0.14%	0.22%



As part of the analysis of the company's workforce, particular attention is paid to the representation of women in leadership roles, as measured by the "Women in Leadership Positions" indicator, which has been adopted for over four years as a target of the Business Plan. The indicator measures the ratio of the number of women in leadership roles to the total number of formally recognized positions, including both managerial and non-managerial roles.

In 2025, women will account for 33.5% of leadership positions within the Group—including both managerial and non-managerial roles—a slight decrease from the 33.8% recorded in 2024, yet still consistent with the medium- to long-term trajectory.

The following table provides a breakdown of female representation across the main organizational categories¹.

Share of women in total workforce (as a percentage of total workforce)	49.6%
Share of women in all management positions (including junior, middle e top management)	33.5%
Share of women in junior management positions (i.e. first level of management)	25.7%
Share of women in top management positions (maximum two levels away from the CEO or comparable positions)	28.5%
Share of women in management positions in revenue-generating functions (e.g. sales) (excluding support functions such as HR, IT, Legal, etc.)	23,3%
Share of women in STEM-related positions (as a percentage of total STEM positions)	20.9%

2.1 Hiring

Hiring is one of the ways we promote equal treatment and equal opportunities starting from the recruitment phase. In this regard, we monitor the gender composition of new hires using an indicator that measures the percentage of women among all new hires.

¹ The percentages are based on the total number of relevant managerial positions



In 2025, the Group hired 2,691 employees, of whom 702 were in the Domestic segment and 1,989 in Brazil. In the same year, the proportion of women among new hires stood at 52.8%, confirming that the target set out in the Plan had been met.

The following table shows the breakdown of new hires by gender and age group at the Group level.

	2025			
Age group	Hiring of women	Hiring of men	Total hires	% of female hires
Under 30	600	579	1,179	50.9%
Between the ages of 30 and 50	779	639	1,418	54.9%
Over 50	41	53	94	43.6%
Total	1,420	1,271	2,691	52.8%

	2024			
Age group	Hiring of women	Hiring of men	Total hires	% of female hires
Under 30	473	503	976	48%
Between the ages of 30 and 50	701	747	1,448	48%
Over 50	48	62	110	44%
Total	1,222	1,312	2,534	48%

We also invest in efficient and inclusive recruitment processes: in 2025, the average cost per new hire was 673 euros, a modest figure compared to market standards. This metric is calculated by dividing the total costs incurred for hiring by Group companies that made new hires during the year by the total number of hires made during the same period.



2.2 Job rotation

As part of our people development programs, we leverage our human capital through a **structured job rotation program**, which allows us to fill open positions, respond quickly to organizational needs, and foster professional growth paths. This approach promotes the acquisition of new skills, internal mobility, and greater professional versatility

In 2025, we implemented over 1,422 internal rotation assignments, involving approximately 5.8% of the company's workforce (FTE).

A significant portion of these rotations involved insourcing projects aimed at bringing previously outsourced activities back in-house. These initiatives have helped strengthen our strategic capabilities and operational efficiency, while also reducing external costs. In Italy alone, the annual savings once fully implemented are estimated at approximately 7.6 million euros, following the completion of the role-specific onboarding training programs, some of which will continue through the first half of 2026.

Overall, job rotation has helped make the organization more flexible and better equipped to respond to business needs, fostering internal mobility, leadership development, and the enhancement of our employees' skills.

	Total Internal Hires (n)	Total Internal and External Hires (n)	open positions taken by internal candidates (%)
Domestic	699	1,401	49.89%
Brazil	723	2,712	26.66%
Group	1,422	4,113	34.57%

2.3 Employee Turnover



Changes in the company's workforce are also influenced by employee separations, which we monitor on an ongoing basis to understand workforce dynamics and support resource and skills planning.

In 2025, the Group's employee turnover rate stood at 12.75%, a slight increase from 10.96% in 2024.

The following table shows the Group's turnover data by gender, nationality, and age group.

	2025	2024
Total employee turnover	12.75%	10.96%
Voluntary employee turnover	4.44%	3.96%
Total Employee Turnover by Gender		
Women	12.41%	5%
Men	13.09%	5.8%
Total Employee Turnover by Nationality		
Italian	4.64	5.5%
Brazilian	27.69	21.3%
Total Employee Turnover by Age Group		
Employees under 30	3.40	2.7%
Employees between the ages of 30 and 50	7.78	6.3%
Employees over 50	1.57	1.7%

3. Personal Growth and Development

3.1 Training



We invest in training and reskilling to update and develop the skills needed to support the evolution of business models, services, and business processes and to mitigate potential negative effects on employees resulting from industrial and climate transition changes, supporting their adaptation to evolving roles and skill requirements. The training programs cover technical, specialized, and cross-functional skills and support the major transformations affecting the Group, including technological and industrial innovation, digital transformation, the climate transition, and regulatory changes.

These training initiatives are open to all Group employees, including part-time workers, to whom we guarantee equal access to training programs.

In 2025, 764,471 hours of training were provided Group-wide, equal to a per-capita average of 29.20 hours per employee, at an average cost of 173 euros.

	Hours of training per person		
	Group		
	Total training hours head count	Training hours per capita head count	Training Cost Per Capita head count
Women	343,818	26.47	151 €
Men	420,653	31.90	195 €
Total	764,471	29.20	173 €

	Average number of training hours	
	Average hours FTE	Average cost FTE
Domestic	23	175.24 €
Brazil	47	206.10 €
Group	31	185.62 €

	Average Training Hours by Age Group			
	Domestic		Brazil	
	Average hours FTE	Average cost FTE	Average hours FTE	Average cost FTE
Employees under 30	45.2	142.62 €	115.2	501.31 €



Employees between the ages of 30 and 50	25.5	168.74 €	24.6	106.92 €
Employees over 50	20	180.17 €	106.9	465.32 €

	Average Training Hours by Gender			
	Domestic		Brazil	
	Average hours FTE	Average cost FTE	Average hours FTE	Average cost FTE
Women	21.1	154.83 €	43.8	190.35 €
Men	23.9	192.72 €	51.1	222.29 €

	Average Number of Training Hours by Management Level					
	Domestic					
	Senior Manager		Middle Manager		Office Staff	
	Average hours FTE	Average cost FTE	Average hours FTE	Average cost FTE	Average hours FTE	Average cost FTE
Women	25.0	234.32 €	23.5	214.34 €	20.7	145.42 €
Men	17.6	155.70 €	23.1	205.07 €	24.4	190.05 €

	Average Number of Training Hours by Management Level					
	Brazil					
	Senior Manager		Middle Manager		Office Staff	
	Average hours FTE	Average cost FTE	Average hours FTE	Average cost FTE	Average hours FTE	Average cost FTE
Women	19.2	83.50 €	61.6	267.82 €	43.3	188.39 €
Men	16.5	71.74 €	57.8	251.43 €	51.2	222.59 €

	Composition by Nationality	
	Average hours FTE	Average cost FTE
Italian	45.4	197.32 €
Brazilian	47.3	205.91 €

In 2025, the Group's training offerings were organized into the following main areas of expertise:



- **Ecosystem Competencies:** Environment and Ecological Transition, Governance, Ethics and Anti-Corruption, other non-ESG topics,
- **Professional Competencies:** Finance and ESG Reporting, other non-ESG topics,
- **Technological competencies:** Cybersecurity, Privacy and Security, The Future of Work and New Digital Skills, Responsible Innovation and Enabling Technologies, Artificial Intelligence and Data Ethics, other non-ESG topics
- **Cross-cutting competencies:** Integrated well-being and workplace health and safety, Equity, Diversity, and Inclusion, Leadership, Empowerment and People Development, Protection of human rights and prevention of harassment, other non-ESG topics

	Average number of training hours by topic			
	Domestic		Brazil	
	Average hours FTE	Average cost FTE	Average hours FTE	Average cost FTE
Ecosystem Competencies	7.4	57.89 €	23.4	101.87 €
Professional Competencies	73.0	440.42 €	166.1	722.81 €
Technological competencies	25.6	227.54 €	32.6	141.92 €
Cross-cutting competencies	18.3	146.35 €	38.7	168.24 €

Taken as a whole, these training programs contribute to the **development and reinforcement of corporate culture** by fostering the dissemination of shared values and increasing employees' awareness, understanding and respect for diverse perspectives. Through training initiatives focused on ethics, inclusion, sustainability and governance, the Group promotes ethical and responsible behavior, collaboration and an inclusive working environment, helping to embed these principles and shared values into the organizational culture and employees' day-to-day activities.

Furthermore, the Group implements **dedicated training and reskilling programs to support the digital transition** and equip employees with the skills required to adapt to evolving digital business models, processes and technologies. These programs strengthen digital competencies and support the effective and informed adoption of new digital tools and solutions, enabling employees to actively contribute to the Group's digital transformation.



In 2025, specific reskilling initiatives were implemented within the Domestic segment to support the ongoing technological and digital transformation. These initiatives involved a total of 13,436 employees, for 262,582 hours of training. Among the main areas of focus were Artificial Intelligence courses, which involved 11,494 people for a total of 72,707 training hours, supporting the development of skills required by the increasing adoption of AI and other digital technologies across the Group's activities.

3.2 The Evaluation

Performance evaluations are a key component of people management and development, as they allow us to recognize individual contributions, identify areas for improvement, and guide career development paths in alignment with the Group's corporate values, competency models, and strategic objectives.

In 2025, 89.19% of the Group's employees participated in periodic performance and career development reviews, up from 77.16% in 2024.

We employ an annual **multidimensional performance evaluation system** based on competencies tailored to each role and aligned with TIM's new professional model. The process consists of five phases: competency validation, identification of evaluators (including colleagues), evaluation, feedback, and a final interview.

The system integrates input from various sources—including colleagues, direct reports, and other stakeholders—providing a 360-degree view of individual performance. The evaluation considers not only the level of competence demonstrated but also adherence to corporate values and expected behaviors, in support of professional growth and continuous development. To complement the process, in December 2024 we launched the **MEMap** campaign, aimed at assessing the levels of Motivation and Employability across the entire workforce. In 2025, the initiative recorded a participation rate of 80% of the TIM workforce.

We have also introduced a more dynamic approach to performance management, called **Agile Conversation**, based on continuous feedback and regular conversations throughout the year, as an alternative to traditional annual or biennial cycles. The focus is on both



achieving objectives and the path that leads to results. Through a collaborative system, we encourage the constant review of objectives and the timely identification of any obstacles, so that we can intervene effectively and support people's development.

For managers, we apply the **Management by Objectives (MBO)** model, which involves an annual evaluation based on clear, specific, and measurable objectives defined with their respective supervisors.

In some cases, the objectives also include **team performance**, thereby integrating the collective dimension of results with the individual one.

3.3 Development Pathways

We recognize the skills and experience of our people as a strategic lever for the company's competitiveness. For this reason, through the Human Resources & Organization Department and in collaboration with business unit leaders, we define collective and individual development paths based on assessments, with the goal of supporting professional growth, nurturing talent, and guiding the evolution of roles.

Through **individual development programs**, we support employees as they assume new roles and consolidate their existing responsibilities, strengthening their functional and managerial skills through targeted role-specific training programs.

Among the initiatives we have implemented are advanced training programs, which include participation in Master's programs, MBAs, and Executive Master's programs, often in collaboration with leading Italian universities and business schools.

In this context, we also utilize mentoring, a tool that facilitates the transition into managerial roles, supports professional growth, and contributes to the development of strategic skills.

We also employ individual coaching programs to increase awareness of one's own abilities and resources. Since 2022, we have been operating through the TIM Coaching Academy, with the support of ICF-accredited senior internal coaches and certified external coaches.



To date, we have launched approximately 400 programs, totaling 4,000 hours of coaching, with an average satisfaction rating of 4.8 out of 5.

In 2025, 89 people participated in individual coaching programs, totaling approximately 900 hours of coaching: 34 from TIM, 36 from Group companies, and 19 executives. We also launched group coaching initiatives in specific business areas, involving 38 colleagues from TIM Enterprise for a total of 456 hours, and 16 people from TCC for a total of 192 hours of coaching.

We also promote internal **professional networks**, communities, and Employee Resource Groups (ERGs) that foster collaborative learning, the exchange of experiences, and the sharing of knowledge among people from different business functions, even outside their own areas of activity

This context includes thematic communities that promote professional development and active employee participation. Among these are TIM4Inclusion (191 members), dedicated to supporting the company in developing inclusion initiatives; TIM Studio (81 members), focused on discussing educational and academic guidance for sons and daughters; Genitori in TIM (412 members), dedicated to issues of parenting and birth rates; Cervelli Ribelli – Connettiamoci alla neurodiversità (158 members), aimed at neurodivergent employees and parents of neurodivergent children; TIM Blood Donors (208 members), committed to promoting a culture of blood donation; Young Generation Community (508 members), which fosters networking and skill development among people under 35; and TIM AI Voices (748 members), founded to promote a culture of artificial intelligence and share experiences regarding the use of AI in the workplace.

These are complemented by company-wide networks open to broad participation, such as All Company, which engages approximately 16,000 employees in peer-to-peer conversations on cross-functional topics, and IT Support and the Company (993 members), a community managed directly by colleagues for the exchange of expertise and mutual support in resolving IT and organizational issues.



Through our **Leadership Development Programs**, we promote training initiatives aimed at current and potential leaders, with the goal of strengthening personal leadership and the skills necessary to take on roles of responsibility.

In 2025, we also continued to promote initiatives dedicated to the growth of employees under 35, encouraging their participation in leadership programs, advanced training, and in-depth study of innovative and specialized skills.

Specifically, approximately 615 colleagues under 35—347 of whom are TIM employees—participated in initiatives at the Coaching Academy, the TIM Academies dedicated to IoT and 5G, and advanced training programs, including the Luiss MBA. Additionally, 12 experts participated in the 5G Academy in collaboration with the University of Naples Federico II; 7 colleagues from the Enterprise division participated in the IoT Academy in Bologna at CNIT and Bi-Rex; 2 people participated in the Leadership Academy; 19 colleagues participated in the MIP Observatories; 9 people participated in masterclasses on Excel, Artificial Intelligence, and communication, and 7 people in initiatives proposed by the Valore D Association on the topics of gender equality and inclusive leadership.

In 2025, “**Fluent Future**” was also launched—a collective development plan aimed at enhancing the language skills of 300 employees, 90 of whom are under 35. The program includes a 40-hour course of individual coaching, structured around one-on-one sessions with a buddy and a coach. A total of 150 classes were formed, grouped by proficiency level, with the goal of facilitating the attainment of the final certification. Overall, 12,000 hours of coaching were provided, and 177 participants earned the final certification.

To foster the development of managerial skills, in 2025 we launched PlayMaker, a training program aimed at 850 executives and managers across the Group. The program is designed to strengthen skills in new technologies—with a particular focus on Artificial Intelligence—and the soft skills that support innovation. It cultivates leadership capable of guiding technological transformation through vision, contextual awareness, and the thoughtful use of digital tools.

3.4 Listening to and Engaging People



As part of our commitment to continuous growth and improvement, the employee engagement survey is an essential tool for monitoring employee engagement levels, gathering insights into the key factors that influence the work experience, and guiding targeted organizational actions.

As in previous years, the survey was conducted across the entire company with the aim of assessing motivation, satisfaction, perceived well-being, and stress levels, providing a structured overview of the internal climate and key areas of focus.

In 2025, within the Domestic Business Unit, 34% of the workforce participated in the survey, and the overall engagement level stood at 56%. The results, collected in a pseudo-anonymized format and analyzed by independent parties, are shared with top management and used to define continuous improvement initiatives consistent with the findings.

For young talents under 35, the 2025 workplace climate survey revealed a satisfaction level of 59%.

4. Pay Equity and Gender Indicators

We are committed to ensuring that all our employees receive a living wage that is consistent with applicable benchmarks and appropriate to the local context in which they work, while promoting the principles of pay equity and equal treatment between women and men. 100% of employees receive compensation in accordance with established standards. The compensation system is also supplemented, where applicable, by incentive programs, which are governed by the Group's compensation policies and documents.²

We adopt policies, procedures, and practices aimed at the proper management of work processes and personnel. Among our key initiatives is the periodic monitoring of the gender

² The Group offers long-term incentive plans that also apply to employees at organizational levels below senior management. In 2025, these plans apply to 23% of the Group's employees below the senior management level. The characteristics of the plans, including their duration, incentive mechanisms, and any associated ESG performance targets, are described in the sections dedicated to long-term incentive plans.



pay gap, conducted at both the Company and Group levels, to support pay equity and inclusion policies.

TIM ensures adequate wages for all employees, at or above applicable cost-of-living estimates and benchmarks. The primary reference used to assess wage adequacy is the relevant National Collective Bargaining Agreement (CCNL), whose minimum wage levels are defined and periodically updated through collective bargaining, taking into account national economic indicators, inflation and labor costs. TIM monitors the adequacy of employee remuneration against these applicable benchmarks and adjusts salary levels, where appropriate, through collective bargaining processes and the Company's remuneration policies, with the aim of maintaining wages consistent with the cost of living.

The CCNL also governs working hours, overtime, and the related compensation. Compliance with these provisions is ensured through internal systems for tracking attendance and monitoring related economic and operational indicators.

4.1 Gender Pay Gap

Monitoring the gender pay gap—which covers base pay and variable components—allows us to assess the effectiveness of compensation policies and identify any differences not attributable to objective factors, such as role, seniority, job level, or organizational unit.

In 2025, at the **Group level**, the **average annual compensation for women was 24.49%** lower than that of men, showing a trend that remained essentially stable compared to 2024 (24.41%). **At the Domestic level**, the **gap stands at 19.92%**, compared to 19.8% in 2024. **At the Group level**, the **ratio of the highest total annual compensation to the median total annual compensation of all employees is 90.20**.

Measuring these indicators makes it possible to:

- identify potential structural imbalances;
- promote a corporate culture focused on transparency and inclusion;
- define corrective actions consistent with the goals of gender equality and social sustainability.



The following are the key gender-based pay indicators for 2025.

TIM S.p.A.	(%)
Gender pay gap - average (percentage difference between women's average pay and men's average pay)	-15.1
Gender pay gap - median (percentage difference between the median pay for women and that for men)	-18.5
Average bonus gap (the difference between the average bonus received by women and that received by men)	-28.7
Median bonus gap (Difference between the median bonus received by women and that received by men)	3.8

	Gender Pay ratio Percentage ratio of women's average annual base salary (RAL) to men's, by occupational category	
	Domestic	Brazil
Executives	98	95
Middle-management employees	94	97
Employees	86	68

5. Well-being, flexibility, and employee benefits

5.1 The Agile Work Model

Agile Work is one of the Group's key drivers of organizational flexibility and is part of an initiative launched in Italy as early as 2016, initially involving 9,000 colleagues—a full year ahead of the entry into force of the legislation that subsequently governed its implementation. During the pandemic, the use of remote work also made it possible to ensure business continuity under safe conditions.



Building on this initiative, in July 2025 we introduced a new Agile Work agreement that, on a voluntary basis, allows employees with compatible roles to perform their work according to flexible models based on alternating between in-office and remote work.

Depending on the organizational cluster to which they belong, there are two flexible work models: “daily” and “weekly.” The former involves working three days a week remotely and two days on-site; the latter involves working three weeks remotely and one week on-site.

In 2025, the participation rate in the new agreement exceeded 96% of eligible employees within the Domestic division.

To promote a better work-life balance, we have provided additional flexible work days for certain specific situations, such as:

- pregnancy;
- maternity or paternity leave;
- return to work after prolonged illness (more than 30 days) requiring rehabilitation;
- return to work for employees undergoing chemotherapy, immunotherapy, or radiation therapy;
- employees with children under 14;
- return to work following cancer treatments (chemotherapy, immunotherapy, radiation therapy);
- specific learning disabilities (SLD);
- caregiving for family members with severe disabilities.

To promote people’s well-being and foster a healthy work-life balance, we have established some simple rules for positive virtual interaction, which we have shared with the entire organization.

Among the best practices we follow, we suggest, for example, scheduling the sending of emails so as not to disturb others outside of working hours, in accordance with the right to disconnect and a more mindful use of digital tools.

We also encourage you to:



- Schedule meetings during working hours;
- Carefully manage your calendar using Outlook to best organize your activities and availability.

These simple measures help protect our personal time and make our daily work routine more sustainable—a routine that consists of a maximum of 40 hours per week spread over five days—while avoiding the need for overtime, except in cases of genuine necessity.

5.2 Flexible Work Hours

We recognize the value of flexible working hours as a means to promote employees' well-being and work-life balance, while respecting organizational needs. We therefore implement different approaches depending on the nature of the work and the organization of our offices.

For non-shift workers, flexible arrival times are allowed between 8:00 a.m. and 9:30 a.m., with an extension until 10:00 a.m. at specific locations.

Employees working fixed shifts are generally allowed to make up for any late arrivals on the same day, up to a limit of 20 minutes per day, 120 minutes per month, and 10 instances per month.

For employees working in specific fields, such as caregiving, there is the option to make up for late arrivals on the same day, up to a limit of 29 minutes per day, 170 minutes per month, and 11 instances per month. A monthly allowance of 35 minutes is also granted, which can be used up to a maximum of 14 minutes per day.

In accordance with the National Collective Bargaining Agreement (CCNL), non-executive staff adhere to the contractually stipulated weekly schedule and record their attendance daily through the company's information systems. Work exceeding regular hours must be authorized in advance and is compensated according to the contractual premium rates.

The main provisions regarding overtime and flexibility include:



- an individual maximum limit of 250 hours per year for overtime (Art. 30, para. 3, TLC National Collective Bargaining Agreement);
- compensation for hours worked in excess of this limit, with the premium rates provided for in the collective bargaining agreement (Art. 30, para. 11, TLC National Collective Bargaining Agreement);
- the option, on a voluntary basis, to accumulate hours in the “hour bank” in accordance with Article 30 of the CCNL.

Among the measures designed to promote flexibility and a healthy work-life balance, we provide employees with the option to work part-time by reducing their working hours from full-time levels, in accordance with the procedures set forth in applicable laws, collective bargaining agreements, and company agreements.

5.3 Vacation

Employees are entitled to 4 weeks of paid vacation per year, equivalent to 22 workdays. Employees with more than 10 years of service are entitled to one additional day. Vacation days are calculated based on a 6-day workweek; if the workweek is spread over 5 days, each vacation day counts as 1.2 days.

We use the SAP computerized attendance management system to track the accrual and use of vacation time by our employees.

The procedures for scheduling, using, and managing vacation time are governed by our internal policies, specifically the Company Regulations and the “Vacation and Leave” operational guide, published on the company intranet. These documents define roles, responsibilities, and procedures for planning absences and taking accrued vacation time.

To encourage the use of vacation and time off in the year they are accrued, we grant a bonus of four hours of time off in the following year to employees who fully use their accrued vacation and time off within the reference year.



In 2025, approximately 95% of employees at TIM and Group companies fully used the vacation they had accrued during the relevant year.

In cases where unused vacation days accumulate, we implement specific corrective measures, in compliance with applicable regulations and the provisions of the Union Agreement of January 9, 2019, to ensure that vacation days are taken within the established timeframes.

5.4 Leave and Time Off

We offer practical tools to support parents, address personal or family needs, and promote a balance between personal and professional life. To this end, we provide various types of leave and time off—both paid and unpaid—designed to meet different and specific needs.

- **Mandatory maternity leave:** A female employee must take leave from work for the two months preceding the expected date of delivery and the three months following it; upon request, she may reduce the pre-delivery period to one month and take four months after delivery, or take the entire leave during the five months following delivery, in accordance with current legislation.
- **Paternity leave** (birth, adoption, foster care): This provides for 10 mandatory workdays to be taken between the two months preceding and the five months following the expected date of birth. An additional 10 optional days are also provided for, at the employee's expense; in the case of multiple births, the duration is increased to 20 workdays.
- **Parental leave:** Both parents are entitled to take leave from work until the child reaches 14 years of age. The total leave, shared between both parents, may not exceed 10 months, extendable to 11 if the father takes at least 3 months, either consecutively or in separate periods.
- **Daily breaks for breastfeeding:** During the child's first year of life, the mother is entitled to two paid daily breaks of one hour each, which may be combined. If the daily work schedule is less than 6 hours, only one one-hour break is provided.



- **Additional paid leave** for new parents provided for under the #BParent Project:
 - Additional leave for new mothers and fathers: Both parents (including adoptive parents) are entitled to 5 days of paid leave (which may be split into hours) to be taken during the child's first year of life.
 - Adoption leave: Employees who are in the process of adopting a child are entitled to 5 days of paid leave (which may be split into hours).

In addition to the parental leaves listed above, we also offer the following additional types of leave and time off.

- **Marriage Leave:** We provide 15 consecutive paid days, to be taken within 30 days of the wedding.
- **Leave for serious family reasons (Law 53/2000):** Leave under Law 53/2000: unpaid leave, taken continuously or in segments, available for serious family reasons related to one's personal situation, one's immediate family, and the individuals referred to in Article 433 of the Civil Code, even if they do not live together.
- **Special leave for caregiving (Law 104/1992):** We provide up to 2 years of paid leave to care for family members with severe disabilities. The limit applies to each person being cared for, even if multiple individuals are eligible to request it.
- **Leave for women who are victims of gender-based violence:** Female employees involved in protection programs may receive paid leave for up to 3 months and request that their contract be converted from full-time to part-time.
- **Time off for prenatal checkups and childbirth preparation classes:** We guarantee paid time off for prenatal exams, clinical tests, specialist medical visits, or participation in childbirth preparation classes.
- **Parental leave for mothers and fathers:** Colleagues at pay grades up to 5S with children up to age 11 are eligible for up to 150 hours per year—adjusted proportionally for part-time work—with a limit of 14 hours per month, to be taken within the calendar quarter.



- **Leave for caring for children with Special Educational Needs (SEN):** Parents of children with Special Educational Needs enrolled in elementary school may take leave that can be taken in increments as small as one hour, up to a maximum of 125 hours per year, adjusted proportionally for part-time workers.
- **Leave under Law 104/1992:** Daily and monthly paid leave is granted to employees with disabilities requiring high or very high levels of support, in accordance with current legislation.
- **Leave under Law 106/2025:** Employees may request up to 24 months of unpaid leave to retain their job once the so-called “grace period” has expired, as well as 10 hours per year of leave for medical visits, tests, and treatments for employees suffering from cancer, disabling conditions, or chronic illnesses.
- **Solidarity leave:** We may donate, free of charge and permanently, to another colleague a minimum of 30 minutes to a maximum of 15 hours and 16 minutes of our own holiday leave, as well as up to two days of vacation.
- **Paid study leave for non-university education:** Colleagues are entitled to paid leave for exam days and the two workdays preceding them.
- **Paid study leave for university education:** In addition to the leave provided by law, we are entitled to up to 9 paid workdays per year, which can be taken during the two days preceding each exam.
- **Paid leave for the right to education—150 hours:** For attending educational courses aimed at enhancing one’s knowledge in relation to the work performed at the company, 150 hours of paid leave may be granted per three-year period.
- **Unpaid study leave:** Depending on their length of service, employees may take unpaid leave to complete compulsory education; earn a high school diploma or college degree; or participate in training activities not directly related to the company. Specifically:
 - **for employees with less than 5 years of service:** up to 160 hours per year, of which a maximum of 40 hours may be taken per quarter, subject to business needs;



- **for employees with 5 or more years of service:** training leave of up to 11 months, taken consecutively or in segments, available only once during the employment relationship, for a minimum period of one calendar month.

5.5 Organizational Restructuring, Staff Reductions, and Support Measures

Should it become necessary to implement organizational restructuring or workforce reduction measures, we operate in full compliance with current legislation and the applicable regulations in the various countries where the Group operates. In Italy, any **collective layoff procedures** are managed in accordance with Law No. 223/1991 and are based on the principle of voluntary participation, according to the criterion of the employee's "non-opposition."

We adopt a responsible approach to managing organizational changes, based on dialogue with employees and their representatives, on assessing social impacts, and on identifying mitigation measures consistent with the specific context. Throughout these processes, we ensure compliance with the required stages of information and consultation with labor unions, guaranteeing a preliminary, structured, and transparent dialogue with the social partners.

We have programs and measures in place to support employees affected by restructuring or workforce reduction processes, with the goal of mitigating social impacts and facilitating transition pathways. Depending on the country in question and the applicable regulatory framework, these measures may include outplacement opportunities, internal mobility programs, reskilling and upskilling initiatives, priority access to available internal positions, support for career transitions, and negotiated compensation packages.

In Italy, we implement solidarity measures designed to manage workforce adjustments, with the goal of limiting their impact on employees. In Brazil, as part of the discontinuation of network monitoring activities (DSOC), TIM S.A. has implemented measures negotiated with labor unions to support the affected employees, including financial compensation packages,



the temporary continuation of certain benefits, support for internal mobility opportunities, priority in future hiring processes, and additional measures to facilitate the transition.

More generally, we rely on a structured system of industrial relations—governed in part by specific company protocols—that fosters ongoing dialogue with employee representatives and serves as a fundamental tool for the shared management of organizational, employment, and social issues of common interest. These initiatives are part of our broader commitment to responsible people management, ensuring that restructuring processes are conducted in compliance with workers' rights, applicable regulations, and our sustainability principles.

5.6 Labour Relations

Our labor relations are based on a structured and well-established system of engagement with labor unions, characterized by formal and periodic mechanisms for information-sharing, consultation, and negotiation.

The dialogue with labor unions takes place through defined and formalized procedures, which include periodic meetings, adherence to the timelines established by law and collective bargaining agreements, and the preparation of minutes and official documentation to support the dialogue process and the decisions made.

During 2025, we held approximately 47 meetings with labor unions on a wide range of topics concerning work organization, health and safety, technological innovation, employee benefits, and human resources policies. Topics addressed included, among others, Customer Care, Information Technology, marine radio communications, on-call duty, video surveillance at the headquarters, space planning, health surveillance pursuant to Legislative Decree 81/2008, cybersecurity systems pursuant to Article 4 of Law No. 300/1970, the Solidarity Agreement, flexible work arrangements, performance bonuses, shift schedules, UNI/PdR 125 certification, collective closures in 2026, and the processing of email metadata.



In 2025, we signed 33 union agreements covering TIM and Group companies, confirming the central role of social dialogue in managing key organizational and employment issues.

Collective bargaining covers 100% of our employees, ensuring the uniform application of provisions regarding working conditions, labor relations, and worker protection.

5.7 Transition Programs for Retiring or Departing Employees

In the event of termination of employment, the Group guarantees employees the benefits and notice periods provided for by current legislation. Specifically, severance pay is calculated based on length of service and accrued taxable compensation; it is revalued in accordance with legal criteria and paid upon termination of employment. For amounts accrued since 2008, the law requires transfer to the INPS Treasury Fund or to supplemental pension funds, in accordance with Legislative Decree 252/2005 and Law 296/2006.

Furthermore, on March 5, 2026, TIM S.p.A. signed a collective bargaining agreement with the labor unions that provides for the option to enroll up to 1,000 employees who meet the requirements for an old-age or early retirement pension by November 30, 2031.

For each beneficiary who consents to the termination of their employment by November 30, 2026, TIM will pay the following to the Bilateral Solidarity Fund for the Telecommunications Sector:

- A one-time payment equal to the pension benefits due as of the date of termination of employment.
- Related contributions, until the requirements for eligibility for an old-age or early retirement pension are met.

The special allowance is paid by the Fund through the INPS.

5.8 Welfare Initiatives



The corporate welfare system is designed to support the well-being of employees and their families throughout the various stages of life, through initiatives focused on health, mental and physical well-being, parenting, training, and work-life balance. With this in mind, we provide integrated tools and services aimed at effectively addressing individual and family needs.

- **Health Screening:** We offer a free health screening program for all employees who are at least 45 years old, conducted every two years. In 2025, the initiative reached approximately 2,500 people.
- Through the **TIM Academy Open Learning platform**, we also provide digital educational content focused on health and healthy lifestyles, including courses on the prevention of cancer, HIV, and sexually transmitted diseases.
- **TIM My Health:** We provide a free Medical Assistance Plan for all employees, with coverage extended to family members, which includes emergency medical care, 24/7 medical support, telemedicine services, prescription issuance, and home delivery of medications. In 2025, approximately 300 colleagues benefited from this program.
- **Life and Accident Insurance Policies:** We offer insurance solutions designed to protect individuals, providing financial coverage in the event of an accident, permanent disability, death, or other events that may affect the well-being of the family, at preferential rates for employees and their family members.
- **Physical Activity and Exercise:** Since 2019, employees and their family members have had access to over 2,200 sports centers at discounted rates thanks to our partnership with Wellhub. In 2025, 1,695 people participated in the free programs, and 821 memberships were activated.
- **Psychological Support – Paths to Resilience:** We offer a program dedicated to mental health that includes 8 free online sessions with psychologists, up to 20 additional sessions at a discounted rate, and 4 webinars focused on emotional management and planning for the future. In 2025, 113 colleagues enrolled in the program and completed 592 psychological sessions.



- **Well-being training program:** We promote a culture of well-being and programs to manage employees' stress level – both work and nonwork-related stress- through webinars, short video clips, and informational guides. This commitment contributed to our receiving the “Health Friendly Company” designation for the 2025–2026 period.
- **Financial education:** In 2024, we launched the “Personal Finance” program in collaboration with Starting Finance, consisting of 4 webinars focused on the responsible management of personal finances, financial instruments, cash flow management, and supplemental retirement planning.
- **TIM Studio:** We offer the children of our employees support for high school and college counseling through structured programs and digital tools. In 2025, the initiative had 274 participants.
- **TIM Studio Estero:** We support participation in study programs abroad through scholarships and monthly allowances for incidental expenses. In 2025, 20 scholarships totaling 157,000 euros and approximately 13,000 euros in monthly allowances were awarded to TIM Group employees.
- **TIM Infanzia:** We support parents through financial contributions toward expenses related to daycare, preschool, and babysitting. The campaign for the 2025–2026 school year received 718 applications and enabled the activation of funding accounts for 678 TIM Group colleagues.
- **TIM Summer:** We offer employees' children and grandchildren 14-day summer camps focused on sports, art, nature, and inclusion. In 2025, the initiative involved 1,171 children and teens, with a choice of 9 camps in Italy, 2 camps abroad, and 1 sailing trip, for a total of 23 sessions. We also ensured the full participation of 22 young people with special needs, supported by qualified staff.
- **Financial Assistance:** We stand by our colleagues during difficult times by providing extraordinary financial aid in cases of serious illness, bereavement, unforeseen events, natural disasters, or domestic violence. In 2025, we disbursed 11 grants.



- **“TIM Special Welfare” Platform for Flexible and Fringe Benefits:** We provide a platform dedicated to converting the Performance Bonus into welfare services, offering our employees greater flexibility in managing their individual and family needs.
- **Corporate Partnerships:** We offer partnerships that provide access to discounted rates on everyday goods and services in areas such as wellness, health, culture and education, banking, and transportation.
- **TIM Care – Support for Caregivers:** We offer our employees a dedicated service providing free access to the Liane Care platform, designed to facilitate the search for certified care services for the elderly, adults who are not self-sufficient, children, and pets. This initiative provides practical support for managing caregiving responsibilities, enabling users to find qualified professionals—including caregivers, housekeepers, babysitters, and pet sitters—and to access caregiving services available nationwide. In 2025, the platform recorded 557 visits.