

**OPEN
POWER
FOR A
BRIGHTER
FUTURE.**

WE EMPOWER
SUSTAINABLE
PROGRESS.



Our performance 2022
Empowering Enel people

enel





Our performance

Ambition of zero emissions and clean electrification

lies at the heart of the strategy we are implementing in a sustainable and innovative way, to favor a **just transition**.

People are the mainstays of sustainable progress,

not only ours, but also customers, suppliers, communities, institutions, the financial community, the media, companies and trade associations.

Innovation, circular economy, digitalization and sustainable finance

are the growth accelerators, and embrace and enhance all strategic themes across the board.

Protection of nature and respect for human rights

form our daily commitment to the current and future generations.

Empowering Enel people

Material topics (I level)



• People management, development and motivation

Plan



SDG



Below the 2022 results related to the targets of the previous 2022-2024 Sustainability Plan, the resulting progress and the targets of the 2023-2025 Sustainability Plan, which may be redefined, added to, or surpassed with respect to the previous Plan.

SDG	Activities	2022 results	Progress	2023-2025 targets	Tag
5	Women in selection processes (%) ⁽¹⁾	52.2%	●●●	50.0%	S
5	Women managers ⁽²⁾ and middle managers (%)	24.9% managers 32.6% middle managers 31.8% managers and middle managers	●●●	26.9% managers ⁽³⁾ 34.1% middle managers ⁽⁴⁾ 33.4% managers and middle managers ⁽⁵⁾	S
5	Women in managerial Succession Plans (%)	46.1%	●●●	46.0%	S
5	Women in Top Manager Succession Plans (%)	50.0%	●●●	45.0%	S
5 8	Female students involved in STEM career guidance initiatives	9,887 female students involved	●●●	19,200 female students involved in the period 2023-2025	S
8	Climate survey - Open Listening (%)	100% people involved ⁽⁶⁾ 75.6% participants	●●●	100% people involved ⁽⁶⁾ 80% participants	S
8	Open Feedback Evaluation - Performance appraisal (%)	100% people involved ⁽⁶⁾ 99% appraised	●●●	100% people involved ⁽⁶⁾ 99% appraised	S

- (1) Selection processes involving blue-collar workers or similar technical roles as well as related to the USA and Canada perimeter are not included, due to local regulations that do not permit gender tracking during the recruitment phase.
 (2) Including female Top Managers.
 (3) The target for 2030 is 32.1%.
 (4) The target for 2030 is 38.1%.
 (5) The target for 2030 is 37.5%.
 (6) Eligible and reachable persons: those who have a permanent contract and have been in place and active for at least 3 months during the year.

Goals

Progress

I Industrial E Environmental S Social
G Governance T Technological



New



Redefined



Outdated



Not in line



In line



Achieved

N.A. = not applicable

SDG	Activities	2022 results	Progress	2023-2025 targets	Tag
4 8	Average training hours “ Cultural Evolution ” <i>per capita</i>	47.4 hours	● ● ●	46.5 hours	S
4	Digital skills – Promote training on digital skills among all Enel people	14% of training hours dedicated to develop digital skills	● ● ●	20% of training hours dedicated to develop digital skills	S T
4 8	Reskilling and upskilling – Promote reskilling and upskilling programs for Enel people	42% of training hours conducted on upskilling and reskilling	● ● ●	40% of training hours conducted on upskilling and reskilling	S T
4 8	Development of a new culture of “ Human sustainability ” among our people	12% of training hours dedicated to develop human skills	● ● ●	10% of training hours dedicated to develop human skills	S
4 17	Scholarships available for Enel people	151 scholarships	● ● ●	390 scholarships in the period 2023-2025	S
8 10	Disability inclusion Q	<p>Adopting a systemic approach to disability inclusion: </p> <ul style="list-style-type: none"> • within the scope of the launch of a structured process to analyze the needs of Enel people with disabilities globally, the Enel WIN – Work INclusion questionnaire was revised; • several initiatives are underway to ensure physical and relational accessibility in Spain and Chile and to promote digital accessibility in Colombia, with the aim of spreading awareness of the importance of accessibility and its benefits for inclusiveness; • in order to support the inclusion and contribution of people with disabilities there is the global “Empower disability” program enriched with global and local initiatives, designed to improve the overall journey (with a focus on attraction, inclusion and onboarding, care and development) of people with disabilities at Enel <p><i>The target is considered outdated as it has been replaced by a quantitative one</i></p>	● ● ●	<p>Promote the inclusion of people with disabilities at all stages of business travel: implementing inclusive work travel services (adoption of Global Inclusive Travel: assistance, accompaniment, inclusive and accessible travel services) </p> <p>80% of Enel people covered with at least one Global Inclusive Travel service in 2025⁽⁷⁾</p>	S



Read more

The **Value for Disability project** brings together most of the actions regarding disability developed for colleagues in Enel's main countries of presence, as well as for customers and for the community.

For additional details on the project, please refer to the chapter “Managing human rights”.

(7) 47% of Enel people were covered with at least one Global Inclusive Travel service in 2022.

SDG	Activities	2022 results	Progress	2023–2025 targets	Tag
<div>5</div> <div>8</div> <div>10</div>	Promoting an inclusive culture free of prejudice and harassment	In the main Countries where we are present, specific initiatives have been developed with the aim of spreading a prejudice-free culture and raising awareness about harassment in the workplace. Specifically: <ul style="list-style-type: none"> • bias training course completed by about 33% of Enel people • harassment training course completed by about 32% of Enel people 	● ● ●	<ul style="list-style-type: none"> • Promotion of a bias and harassment free inclusion culture 	S
<div>5</div> <div>8</div> <div>10</div>	Promotion of a multicultural workplace inclusion culture	The topic of intercultural inclusion was promoted in 7 countries , where awareness-raising and training initiatives were organized on different aspects related to the theme of cultural diversity (ethnicity, nationality, etc.).	● ● ●	11 countries with active intercultural workplace inclusion culture initiatives	S
<div>8</div> <div>10</div>	Diversity and inclusion culture	N.A.	N.A.	<ul style="list-style-type: none"> • Assessment of awareness on D&I topics and perceived inclusion of people in the organizational context • Defining a baseline for improving the D&I strategy 	S
<div>8</div>	Enel people in remote working	Over 36,000 eligible employees	● ● ●	Monitoring eligible employees	S
<div>8</div>	Overall Global Wellbeing Index	60.0%	N.A.	61.0%	S



Read more

Among the main **initiatives to increase the inclusion of different ethnicities** and raise awareness of diversity, there are workshops, training programs and communication campaigns designed to foster a multicultural working environment.



Read more

By means of an annual survey, the overall **Global Wellbeing Index** records the percentage of Enel people who are quite or very much satisfied with their general well-being (personal and working life). Due to its extensive meaning, it encompasses all factors that can influence general well-being, including both exogenous factors (such as pandemics, socio-economic issues, politics, climate, etc.) and endogenous ones, on which Enel is committed to intervene with its Wellbeing and Welfare actions.

Goals

I Industrial
 E Environmental
 S Social
 G Governance
 T Technological



New



Redefined



Outdated

Progress



Not in line



In line



Achieved

N.A. = not applicable

SDG	Activities	2022 results	Progress	2023-2025 targets	Tag
8	Asset protection	Risk Assessment Methodology for asset protection and resilience adopted in 100% of countries	● ● ●	Performing Risk Assessment in 100% of the countries where the Group operates	S
8	Physical protection of people abroad ⁽⁸⁾	Completion of the design of an online course on travel safety to be included in eDucation catalog	● ● ●	Expansion of the catalog content with at least 3 training courses for Enel people by 2025	S

(8) This refers to services to mitigate the risk of assault and kidnapping for colleagues working in countries with very high levels of crime.

Empowering Enel people



| 2-7 | 2-24 | 3-3 | 401-1 | 404-1 | 405-1 | 405-2 |



The profound social, economic and cultural transformations that are characterizing the current era, from the transition to a decarbonized economy to the processes of digitalization and technological innovation, also profoundly affect the workplace. Companies must therefore be able to transform themselves to adapt to operating in scenarios of high uncertainty, volatility and complexity. Acting in an inclusive manner, placing the person in his or her social and working dimensions at the center, thus becomes indispensable to cope with this epic transformation.

We are more than 65,000 people in Enel, belonging to 86 nationalities and speaking 24 languages.

The success of our strategy rests precisely on our people and on a model, in place since 2015, of shared values and behavior: the “**Open Power** model” (see “Enel is Open Power”).

We are committed to promoting and enhancing **knowledge, relations** and **influence** between different cultures, as well as **respect for human rights**.

Valuing diversity and individual talents is a fundamental prerequisite for creating an inclusive corporate culture in which everyone can recognize themselves, regardless of race, ethnicity, religion, gender, age, sexual orientation and ability.

We have strengthened our **people empowerment** processes to support the cultural evolution of our people, focusing on their **well-being, motivation, sense of responsibility** and **active participation**.

These dimensions are closely interrelated, intertwining and mutually reinforcing, enabling the full expression of each individual's potential, with a positive impact on the sense of belonging to the corporate community, fostering involvement, attractiveness and loyalty of people, and on the achievement of the Group's sustainable results.

To ensure that our people are ready to support the Group as it transitions, embracing change and adapting quickly, we promote a **continuous learning** experience that accompanies them throughout their personal and professional life cycles.

The People and Organization Function defines organizational models and the multiannual people management plan in line with the Group's strategy. The people selection, management and development processes are governed by specific policies and procedures that apply to the global and local levels, with specific sections on the Company intranet. In order to be able to customize the offer of empowerment, facilitate all phases of personnel management (recruiting, development, training, talent management) and thus set up a decision-making process supported by objective data, the Function has equipped itself with an analysis tool, “People Analytics” which, based on quantitative metrics and related statistics and operating through platforms, allows for a real-time assessment of the different demographic clusters, and therefore also generational clusters, relevant for the Company.



65,124

ENEL PEOPLE

66,279 in 2021 **-1.7%**

6,412

NEW RECRUITS

5,401 in 2021 **+18.6%**

23.4 %

WOMEN IN THE WORKFORCE

22.5% in 2021 **+0.9%**

24.9 %

WOMEN MANAGERS

(including Top Managers)

23.6% in 2021 **+1.3%**

47.4 Average hours

TRAINING PER EMPLOYEE

44.5 average hours in 2021 **+6.3%**

The Statuto della Persona (Charter of the Person), a cultural transformation

"A new working ecosystem where people are at the center with their well-being, participation and dignity". This is the core of the **Charter of the Person**, signed in Italy on March 29, 2022 by Enel and the trade unions FILCTEM, FLAEl and UILTEC and rapidly disseminated throughout the countries and regions where the Group operates.

It is an innovative protocol that inaugurates a model of labor relations based on the involvement of the individual and the Company, valuing the person in a harmonious relationship with the surrounding world.

Putting the human being at the center, taking care of his or her needs in order to enhance their uniqueness, at all stages of life: from schooling to the transmission of knowledge to future generations.

A new model, conceived in the age of uncertainty par excellence, due to the Covid-19 pandemic that has in fact transformed relations in the workplace, thus also becoming an extraordinary opportunity for change, crowning a cultural journey that had already begun some time ago at Enel. In energy, digital and cultural transition processes, the person becomes the success factor, the true competitive advantage. In order to cope with the rapid changes taking place, an inclusive path is needed, all the more so in the workplace. With this in mind, the Charter of the Person aims to value the human being by making him or her the protagonist of an ecosystem in which Company and union organizations work together to create a healthy, safe, stimulating and participative working environment. An environment in which well-being, productivity, continuous learning and safety can reinforce each other, contributing to the fullest realization

of the individual.

There are three areas:

- **well-being, participation and productivity**, to promote the protection of dignity at work, inclusiveness, absence of prejudice, work-life balance and attention to the human element;
- **knowledge and continuous learning**, a life-long learning model, with professional training and refresher courses, women's empowerment to encourage the choice of scientific subjects (STEM), the offer of apprenticeships and openness to external training contributions, including the planning of specific moments to be dedicated exclusively to self-training;
- **safety culture and behavior**, especially in the workplace, with the provision of *ex ante* and *ex post* analysis of injury-risk, the identification of the most innovative technologies for accident prevention, the empowerment of workers and the strengthening of the safety culture through the involvement of the supplier network.

The Charter of the Person represents a turning point towards a virtuous mechanism of caring for relational space in the workplace, where dignity and well-being are indispensable elements. The path to sustainability undoubtedly passes through changing the production model, but also through rethinking interpersonal dynamics, ones that are more open and receptive to others. For Enel, people have always been at the forefront. This document aims not only to improve the conditions of Enel's people, but also looks outwards, to the entire ecosystem of suppliers and contractors that work with the Group, and opens a channel for dialogue with other companies to design an increasingly sustainable workplace together.

Multi-stakeholder initiatives

In 2022, we participated in numerous initiatives and multi-stakeholder dialogues focused on social sustainability, with special reference to Enel people. Specifically:

CSR Europe

On the topic of just transition in the context of the green and digital transformation, in which we participated in the group on “workforce”, as well as those on “community” and “consumers”.

We also actively participated in the **workshops** organized with the aim of stimulating companies to effectively develop a people-centered approach and corporate inclusion (“How companies can include care for people and well-being in the green, digital and post-pandemic transitions in their workspace”), which led to the launch at the European SDG Summit of the “Building Inclusive Workplaces” blueprint, to which we contributed the “Gentle Leadership” case study.

Finally, we took part in the **Upskill 4 Future project**, focused on the employability of vulnerable workers through the promotion of upskilling and reskilling practices, contributing to the publication of the “Upskilling & Reskilling Report”, in which Enel’s pilot project on e-distribuzione People Business Partners (PBPs) is featured.

World Business Council for Sustainable Development

We participated in the “Healthy People Healthy Business” project, among others, which explored the role of businesses in developing and promoting solutions to global health challenges by supporting disease prevention and health promotion. The main outcome of the project was the flagship report “Healthy People, Healthy Business: How business can contribute to global health” launched during the Annual Meeting of the Planetary Health Alliance. Included in the report is our people case study entitled “Supporting healthier lifestyles of employees through innovative telemedicine”.

For further details on initiatives related to social issues, please refer to the chapter “Our commitment to a just transition: leaving no one behind”.



Attracting new talent

3-3 | 404-1 | 404-2 | 404-3 | DMA EU (former EU14) |

The 2022 global recruitment plan focused on tapping key roles to manage the challenge to the energy transition, capable of supporting the three main business drivers—renewables, electrification of consumption, and digitalization of networks, and interpreting both new consumer needs and the dynamics of business developments to ensure increasingly sustainable energy use. There was a special focus was on STEM (Science, Technology, Engineering, Mathematics) and the search for more inclusive ways of attracting talent.

More than **6,400** people⁽¹⁾ joined the Group in 2022, enhancing an ongoing commitment to relations with universities and to holding **Recruiting Days** globally, as a model of candidate engagement in relation to the various positions to be filled.

To support the selection process, we have defined several initiatives, digital and otherwise, aimed at building a corporate identity that is attractive to potential candidates and includes the transmission of our values.

Among the main initiatives are:

- the launch of the **Talent Engagement Program**, a selection process targeting talents from the most prestigious international universities aimed at ensuring a transversal development and growth path within the different areas of the Company;
- the **"A day as a colleague"** campaign, aimed at fostering full external knowledge of the Company's different professions, through the amplification on social channels of "a typical day as a colleague" with its operational activities, relations with co-workers, the story of its shared passions and how these often dovetail into everyday work;
- specific **advertising campaigns targeted** at increasing the visibility of job offers, especially with a view to gender equality and full inclusiveness, launched during 2022 to support specific recruiting needs and which saw a positive engagement rate;
- a complete restyling of the **"Careers" section of the enel.com website**, aimed at improving candidate engagement thanks to an optimized user experience and access to content providing a complete overview of the Company and a more user-friendly consultation of the various vacancies in the Group;

- a new system (Avature) launched in November 2022 for the global collection and management of all internal and external applications, central to a data-driven strategy of the selection process.

In addition, all our brand pages were integrated into the Enel Group's, in order to optimize its positioning on the main external talent attraction platforms, such as LinkedIn, Indeed and Glassdoor, and to ensure an integrated strategy for all candidates.

In 2022, the **New Onboarding Global Platform** was launched, a unique, comprehensive and inclusive platform for new hires around the world, with the objective of making all cultural and organizational content accessible to them for their full inclusion in the Company.

In order to ensure the direct, open and transparent involvement of every person in the Group in the selection and development processes, the **"Referral Program"** for the search of talent through two pathways was also active in 2022:

- **external:** everyone in Enel can provide support to identify people in the "outside world" who might become new colleagues;
- **internal:** once a year, it is possible to recommend a colleague for advancement in their professional development.

Over 14,000 reports were made during 2022.

Finally, mobility at work was enhanced again in 2022, enabling people to open up to new professional challenges, facilitating the diversification of competencies, and creating increasingly horizontal profiles. In order to promote people centricity, increasing attention has been paid to the **e-profile** tool as an opportunity to enhance a person's hard and soft skills, aspirations and motivations for change. In 2022, the internal **job posting** tool was also opened to the Group's new management positions in order to promote full global participation of the entire corporate population.

(1) Fixed-term contracts are used to a limited extent, to cope with peaks in activity or to temporarily replace workers on prolonged leave (e.g., maternity/parental leave, etc.) and provide for salaries equal to those of permanent workers.

Continuous learning to encourage our people to participate in cultural evolution

The participation of people in the cultural and systemic transition associated with the decarbonization of the economy and digitalization, which requires new skills, professionalism, and flexibility of adaptation, necessitates the provision of a continuous learning experience that accompanies them throughout their personal and professional life cycle on a “**circular path**”, beginning with the school phase that precedes their entry into the workforce. In a self-sustaining virtuous loop, the final phase of their working life will be dominated by the “restitution” of accumulated knowledge to future generations and to the ecosystem. “**Knowledge and lifelong learning**” is also one of the pillars on which the Charter of the Person is based.

Moreover, valuing individual talent also means caring for the well-being of the individual through the creation of an inclusive and **prejudice-free** environment, in a **non-judgmental** context, where everyone can feel fully embraced in their uniqueness and encouraged to express themselves, without any distinction of race, ethnicity, religion, gender, age, sexual orientation and ability.

It is in this context that the following activities took place in 2022:

- “**Soft Leadership Global Program**”, a course targeted at all Enel people with the intention of raising awareness and stimulating the adoption of behaviors and practices consistent with the “gentle leadership” model at all levels of the organization. It is a program of cultural orientation towards a leadership model increasingly focused on dialogue and the exchange of ideas, inspired by trust, and focused on the enhancement of talents and the expression of autonomy, rather than on control and scrutiny. The program is co-designed with the targets, who become the protagonists of the dissemination phase. Fifteen global events were organized, some of them directed to the population of People Business Partners (PBPs), internal figures dedicated to listening to and dialoguing with people, capable of capturing individual aspirations and integrating them with the needs of the organization. These were part of the Cultural Innovation Journey dedicated to them, whereby frameworks and gentle leadership guidelines were shared for subsequent outreach to the people they manage. In addition, PBPs were involved in the identification of about 600 **Kindness Ambassadors**, belonging to all Business Lines and Countries, with the aim of driving a concrete cultural evolution by disseminating and promoting the key behaviors and values of soft leadership throughout the organization;

- an innovative and deeply absorbing training course with **the application of neuroscience aimed at Top Managers**, which also included an in-depth look at the biases related to managerial skills and female leadership;
- **Job Shadowing, Mentoring and Coaching**, for raising awareness and expressing talents. The courses conducted enabled people to increase their network of relationships, exchange ideas and points of view and fostered self-learning, inter-culturalism and the sharing of experiences and skills. In particular, **Mentoring**, which is based on the sharing of soft skills and the generosity of mentors who provide less experienced colleagues with a role model, stories of successes and failures, saw the involvement of around 670 people globally in 2022;
- the adoption of the “**Learning Time**” provided for in the “**Charter of the Person**”, which will allow our people to set aside moments for training only, in which they can devote themselves to skills development, personal growth or participation in community empowerment initiatives;
- training initiatives involving Enel people in the role of “**Internal Trainers**” and which in the last year saw more than 500,000 hours delivered with an average of about 8 hours per person;
- the global “**Train the Trainers**” project, which aims to identify new trainers and strengthen their role within our corporate culture, making it global and sustainable over time, enhancing talent and increasing the effectiveness of training. In 2022, four training sessions involving about 100 in-house Italian trainers were organized, and new sessions will be delivered in Italy and globally in 2023.

Another strategic pillar for Enel, also present in the Charter of the Person, concerns “**retraining and professional updating, up/reskilling, self-learning and knowledge transfer**”. In order to support the green and digital transition, enhance innovation, economic growth, promote economic and social inclusion and ensure quality employment, the various Schools & Academies have disseminated programs for upgrading existing skills to access more advanced career paths (**upskilling**) and learning new skills (**reskilling**), also enhancing transversal and soft skills. These pathways were also implemented in collaboration with university and academic partners.

During 2022, the cost dedicated to training was approximately 30 million euros, with an average cost per employee of 455 euros; **training involved 96% of the population with more than 3.1 million hours dedicated to cultural**

evolution (up from around 2.9 million hours in the previous year), amounting to more than 47 average hours per capita (over 44 average hours per capita in 2021). Of these, hours dedicated to up/reskilling amounted to more than 1.3 million, or about 42% of the total, while those dedicated to human skills amounted to about 380,000, or 12%.

In 2022, the process of evolution towards a new training model led to the adoption of a more flexible, high-frequency and continuous type of delivery, in different the-

matic areas, based on **micro-learning**, which made it possible to provide more courses and thus involve more people. On the other hand, this strategy led to a decrease in the number of total training hours in some areas, due to the short duration of the courses and the already high general level of specialization, such as in the case of digital skills, for which 430,000 hours were provided (14% of the total training hours), which is lower than the targets planned for 2022 (20%).

Digital skills for the new generations and to promote multiculturalism and inclusion

Learning through play: the CODY PROJECT

There is no sustainable development without quality education that is inclusive and equitable in ensuring continuous learning. Sustainable development today is inseparable from digital transformation, and it is within this framework that the subject of technology also becomes an educational tool at the service of training and promotes learning that is customized to contexts and needs, starting with young students.

The Enel Cody Robot Adventure initiative, in partnership with the multi-channel community-driven developer platform Codemotion, was created precisely to help prepare students for future challenges as key players in the digital transformation. Enel Cody Robot Adventure is in fact an online educational game made of challenges that, through gamification, accompanies children and young people to learn coding, logic concepts, computational thinking, sequencing and problem solving in a simple and interactive way. The logic behind the Enel Cody Robot Adventure is that of visual coding through the block programming system: each participant can intuitively solve the challenges set, learning while having fun. The aim is therefore to get children and young people interested in some digital skills that are essential for their future, such as robotics and programming, stimulating curiosity and creativity, while discovering the main aspects of the Company's strategy and values.

POWERCODERS PROJECT

For us, diversity is a value and an accelerator of knowledge sharing and intermingling of experience. It is an indispensable factor of human enrichment, before that of professional enrichment, that training triggers to accompany the energy and digital transformation process and to provide a concrete opportunity for employment for the most vulnerable.

It was with this conviction, as part of the ongoing commitment to initiatives that enhance multiculturalism and digital skills, which are indispensable for the future of innovation in our ecosystem and fundamental for the realization of industrial goals and sustainable progress, that the partnership with Powercoders Italia was launched.

In 2022, Enel became part of the Powercoders Italia project, a computer programming (coding) academy for refugees. It thus became part of a network that already included Reale Foundation, Fondazione Italiana Accenture, in collaboration with UNHCR – UN Refugee Agency in Italy, which offers three-month intensive courses and placement in companies operating in the IT sector, with six-month paid internships. As of 2022, Powercoders has extended participation in training to the so-called NEETs (Not in Education, Employment or Training).

Underlying the project is the desire to promote cultural diversity and meet the labor market's need for digital profiles with knowledge of programming languages. Bringing together people from different backgrounds and cultures, with different aptitudes and experiences, triggers creativity and innovation through an intensive and specialized training model that enables those with basic coding skills to obtain a diploma certifying that they are prepared for the workplace. This project, which



dovetails neatly into the broader ongoing transition and digitalization process, promotes the value of cultural diversity and equal opportunities, encourages the expression of uniqueness in teamwork and the employment of vulnerable people, and at the same time meets the need to bridge the “digital shortage”.

The training course, which ended in December and was supported and underwritten by Enel, resulted in 25 students of different nationalities (i.e., Afghanistan, Sierra Leone, Nigeria, Syria, Ukraine, Liberia, Cameroon, India, Eritrea, Ethiopia, Bhutan and Italy) aged between 21 and 40, being awarded diplomas.

Obtaining the qualification allowed the new graduates to enter the selection circuit of companies interested in digital profiles and to take advantage of job opportunities that Enel also offered.

The collaboration undertaken represents a model of social innovation aimed at creating shared value through the inclusion of the most vulnerable segments of the workforce, in the conviction that it is increasingly important to help them build the necessary digital skills to seize the opportunities present in the labor market and ensure an increasingly inclusive and sustainable socio-economic development that is enriched by the contribution and qualities of everyone.

Valuing and enhancing our people

2022 saw the widespread dissemination of the new “Gentle Leadership Model”, which is based on the importance of combining well-being and motivation to generate sustainable results over time. In this context is included the quantitative and qualitative **performance appraisal** process for 2022, which involved, as always, the people of the Group at different levels, in a process of constant exchange and comparison that shifts the focus toward the organizational network as a model of growth and self-empowerment, as opposed to a hierarchical model.

The global evaluation model is the **Open Feedback Evaluation (OFE)**, which encourages constant listening and exchange of feedback on skills acted upon and results achieved, all aimed at enhancing everyone’s talent to build a constructive, transparent and no-stone-unturned exchange between people, networks and managers, in full compliance with the Code of Ethics.

The program, which has involved 100% of the Group’s eligible people,⁽²⁾ comprises three interdependent dimensions, with three discussion meetings between managers and employees over the course of the year:

- **“Talent”**, consisting of highlighting one’s individual skills based on **the 15 Soft Skills Model** and linked to the **4**

Open Power values of Trust, Responsibility, Innovation and Proactivity;

- **“Generosity”**, intended as the propensity to enter into relationships with others, dedicating time to acknowledging talent and getting involved in turn, requesting feedback proactively, thus generating a mechanism of individual and collective growth;
- **“Action”**, i.e. the ability, as assessed by managers vis-à-vis their staff, to achieve professional goals based on objectives assigned by the manager or proactively self-proposed by the staff themselves.

With a view to increasingly enhancing the value of the individual, 2022 saw the transition from the system based on assessment for access to managerial positions to the development of an empowerment path that supports people in becoming aware of their talents, skills, aptitudes, orientations and aspirations, supporting them in the most complex organizational roles. In this context, new selection criteria were introduced in the annual succession plan for management positions, aimed at including and enhancing diversity. In particular, the age limit for access to the succession plan has been removed, and a criterion was introduced to ensure a fair representation of women among the successors, and the inclusion of white collar was encouraged.

(2) Eligible and reachable: those who have a permanent contract and were employed and active in the relevant evaluation period during the three periods of 2022.

Listening and dialogue

2-29

Enel has always been keen to promote initiatives aimed at listening to Group employees. At the end of 2022, a new wave of Open Listening was launched, a global listening channel aimed at surveying the corporate climate periodically throughout the year. 75.6% of the Group's employees responded to the 2022 survey, providing useful insights into their mood, well-being and job satisfaction through constant listening on issues relevant to the Group (including work-life balance, networking, training, diversity and inclusion), with an overall job satisfaction (engagement) rate of 89.6% of those involved.

Constant listening aims to put people at the center of the Group's strategy, which increasingly uses analytics to respond to different needs with targeted action plans.

Other listening initiatives were carried out in relation to well-being and disability (see section "The value of uniqueness and care" of this chapter).

Another essential element in listening to and engaging our people are the **People Business Partners**, figures dedicated to listening and dialogue with people, able to grasp individual aspirations and integrate them with the organization's needs.

Finally, Enel considers **internal communication** a mainstay in the creation of corporate culture, people growth and the growth of the organization, stimulating and promoting the exchange of information, know-how and experience. Internal communications are also the main vector to disseminate the Enel strategy and the objectives identified for the near future. In this regard, the periodic "Strategic alignment tracking" survey, an additional listening tool used to monitor employee sentiment and understand their level of knowledge with regard to specific projects targeted at them, showed that, among the internal projects aimed at developing and improving employee well-being and quality of work, employees give the highest priority to the following:

- People caring and well-being;
- Job opportunity;
- Innovation and personal entrepreneurship.

With regard to Enel's projects and initiatives that contribute to the improvement of the communities in which the Company is present, the following are those considered by employees to be the most important to pursue:

- Customer centricity;
- Contributing to the SDGs;
- Technological innovation.

The value of uniqueness and care

3-3 | 405-1

At Enel, **inclusion, well-being, participation and value creation** are closely linked, as also indicated in the Charter of the Person (see the box in this chapter). In fact, inclusion means enhancing and expressing the unique mix of talents, skills, aptitudes, visible and invisible aspects of each of our people, so as to ensure well-being and motivation, bringing out the unexpressed potential within the organization and thus contributing to growth. This is possible through actions that spread the **culture of inclusiveness** at all levels of the organization and act on the **enhancement** of individual specificities, the uniqueness of the person and **care** in life situations that impact on work by creating **awareness, relationships and participation**.

The steps of inclusion in Enel

The steps leading to the current state begin in 2013 with the publication of the **Policy on Human Rights**, followed in 2015 by Enel's adherence to the seven Women's Empowerment Principles (WEP) promoted by UN Global Compact and UN Women and the simultaneous publication of the **Diversity and Inclusion (D&I) Policy**. This policy makes explicit the principles of non-discrimination, equal opportunities, dignity, work-life balance and inclusion of every person, beyond all forms of diversity. 2019 also saw the addition of the **Workplace Harassment Policy**, which introduced the themes of respect, integrity and individual dignity in the workplace in the prevention of all types of harassment, principles that were the basis of the **Statement against Harassment** in the workplace, published on Enel's website⁽³⁾ in 2020. In 2021,

(3) <https://www.enel.com/content/dam/enel-com/documenti/investitori/sostenibilita/enel-statement-against-harassment.pdf>.

the Global **Digital Accessibility** Policy was issued to ensure equal access to digital information and systems.

Governance on the issues of uniqueness and people care is entrusted to a dedicated unit at Holding level, namely, **People Care and Diversity Management**, which has the task of defining and implementing initiatives at global level, ensuring the coordination and monitoring of local events and the sharing of best practices. At the local level there are also specific "Equal Opportunity Committees" in Italy and Spain, in which the social partners also participate, which contribute to the identification of needs and the proposal of solutions on inclusion issues, while in Colombia, Peru, and Mexico there are specific Diversity & Inclusion Committees that direct and monitor activities on D&I issues.

The growing focus on these issues is also evidenced by the activation of alliances and collaborations with the external ecosystem of associations and networks, which are committed to supporting companies and institutions. In many countries, there are active partnerships with international organizations that operate in different countries and regions or are in the process of internationalization.

In 2022, Enel actively participated in the D&I round tables of the **Business Commission to Tackle Inequality** coordinated by the **World Business Council for Sustainable Development (WBCSD)** and the **Business for Inclusive Growth**, the partnership between OECD and the coalition of CEOs of companies united by their commitment to tackle inequality of income and opportunity.

On cross-cutting issues, for example, Italy and Brazil are part of the UN Global Compact Network, Italy is associated with Fondazione Sodalitas and is a signatory of the EU Diversity Charter, while Brazil collaborates on equity and human rights with the Ethos Institute.

On gender issues, Brazil, Costa Rica and Colombia are signatories of the WEP (Women Empowerment Principles), Colombia is certified Equipares, the USA and Canada are active in the Target Gender Equality Network and the Women's Energy Network, while Italy has participated in the Target Gender Equality Accelerator round tables.

In terms of LGBTQ+ rights, Chile and Mexico are associated with Pride Connection and Italy with Parks Liberi e Uguali, the USA and Canada are affiliated with the Human Rights Campaign, while to promote the attraction of young talent Guatemala is associated with the South American Employees for Youth network.

Enel also supports the internationalization of local associations and networks: in Italy, for example, it participates in inter-company working groups to expand the scope of action of Valore D, of which it is a founding member, and of the Elis Consortium, which supports the Italian national education system in the training of young people with specific attention to girls and their access to STEM professions.

Networks and/or communities within the Group (Employee Resource Groups – ERG) on various topics related to inclusion and diversity are growing:

- **inclusion:** the "Comunidad de inclusión" in Spain;
- **gender:** "Yin Yang" in Mexico, "Women in Leadership" in Chile, "Women in Energy" in Peru, "Her Community" in Greece, "The Ladies' Room" for the Enel X European countries, "Women EmPower" in the United States and Canada, "gender community" in Brazil, "Power Her" in Spain; "WIL – Women innovation lab" in Chile;
- **disability:** the global "Disability community network" dedicated to the focal points for disability, the "Comunidad de inclusión" in Spain, the "Disability community" in Italy, the "Anne Sullivan" in Mexico and the "People with Disability community" in Brazil;
- **ethnicity & cultural diversity:** "Ethnicity Community" in Brazil, "Chontalli" and "Expat network" in Mexico, "Cultural Power" in the United States and Canada;
- **LGBTQ+:** "Just Be" in Mexico, "Un equipo con orgullo" in Chile, "LGBTQ+ community" in Spain, "Pride in Power" in the United States and Canada, "LGBTQ+ community" in Brazil;
- **age:** "Beyond Generations" in Mexico, "Generations community" in Brazil;
- **care:** "Parenting" in Mexico;
- **veterans:** "Proud To Serve" in the United States and Canada;
- **well-being:** "Empowerment and Balance" in the United States and Canada.

An evidence-based inclusive culture

Spreading the culture of inclusion at Enel also means measuring and setting precise targets. That is why an essential part of our work is dedicated to turning phenomena into numbers and driving change from an analysis thereof. In 2022, the People Care and D&I dashboard was implemented, allowing stakeholders to gain visibility into outcomes and trends to guide strategies.

It represents an approach to the individual that is embodied in the definition of a specific diversity policy regarding the composition of the Board of Directors⁽⁴⁾ and specific objectives and actions published in the Plan and in the Sustainability Report, approved by the corporate bodies.

Specifically:

- carry out an assessment of the general level of inclusion;
- balance the percentage of women in selection processes;
- increase the representation of women managers and middle managers and that of women in management succession plans;
- increase the number of female students involved in STEM awareness initiatives;

(4) In 2018, the Board adopted a specific "Diversity Policy of the Board of Directors of Enel SpA", <https://www.enel.com/content/dam/enel-com/documenti/investitori/governance/statuto-regolamenti-politiche/en/diversity-policy-of-the-board-of-directors.pdf>.

- promote projects for the inclusion of Enel people with disabilities at all stages of the employee journey;
- promote the dissemination of a bias-free culture, inter-culturally sensitive initiatives and flexible forms of working arrangements.

The proven commitment and transparency to gender inclusion has been confirmed by Enel's presence in major ESG rankings, ratings, and indices (see the chapter "We empower sustainable progress"):

- inclusion for the fourth time of the Group and its subsidiaries Endesa and Enel Chile in **Bloomberg's Gender Equality Index**, which recognized in particular innovative practices in terms of gender diversity, conciliation and harassment prevention;
- confirmed for the fourth consecutive year as being among the top 100 companies, and first Italian company, of **Equileap's Gender Equality Global Report & Ranking** for promoting gender diversity, well-being, work-life integration and ensuring a working environment that respects human rights and is free from harassment;
- confirmed in the **Refinitiv Diversity and Inclusion Index**, ranked first in the industry grouping "Electric Utilities and Independent Power Producers" and 30th in the top 100 for initiatives in terms of gender diversity, disability and work-life balance.

At national level, Spain was awarded the "Distintivo de Igualdad" en la Empresa by the Ministry of Equal Opportunities, the "Distintivo de Igualdad" award by the "Club de Excelencia en Sostenibilidad" and received the Pioneras IT award by the College of Telecommunications Engineers for STEM promotion initiatives. In addition, Mexico once again received the Distintivo "Éntrale" for initiatives implemented for the inclusion of people with disabilities; Enel North America for the second time, and the Enel Group for the first time, were also included in the Disability Equality Index.

Uniqueness that makes the difference

At Enel, the evolution of the culture of inclusion has been supported over the years by intensive communications and awareness-raising at every level and in every organizational context.

Each year, a specific theme has been developed that has inspired both the campaigns and the numerous events held. In 2022, the concept of the uniqueness of the individual in its relational and organizational dimensions was explored with the global event **YOU uniqueness makes the difference**. The dissemination of awareness-raising campaigns on the issues of bias and harassment also continued with the de-

livery of the two global courses:

- **Beyond Bias**, an educational initiative that promotes awareness of the main prejudices we may encounter in the working environment, through ironic and surreal sketches that indicate possible avenues of escape to avoid falling into the trap. As of 2022, the course is assigned to the entire Company population and has seen the involvement of more than 33% of assignees and about 26% of managers and top managers;
- **Harassment in the Workplace** explores, in fictional form, four realistic cases of harassment related to age, disability, LGBTQ+ and sexual discrimination, in various types of conduct (visual, verbal, disparaging). The course illustrates Enel's Global Harassment Policy by providing hints for recognizing cases of harassment and indicating preventive behavior. As of 2022 it is delivered to the entire corporate population⁽⁵⁾ and has seen the involvement of more than 32% of the assignees.

On the other hand, at Country level, there are several initiatives for the prevention of harassment, such as Chile's "#RespetarEsEnergía" campaign.

The power of intergenerationality

The dimension of intergenerationality is an increasingly central and relevant issue for companies and institutions, and the exchange of skills and experience is indeed a key element for value creation.

This is why the **global People EngAger project** was conceived. It introduces a resource recognized and certified by the Company with the aim of supporting the evolution process in the organization both in the phase of new hires and in the internal mobility between functions, business areas and countries where the Group maintains a presence. This resource enables intergenerational exchange by stimulating dialogue on values, experiences and skills, ensuring the ability to navigate the complexity of the context independently and acquire rapidly the knowledge associated with the role. Several initiatives have been developed on the subject in different countries:

- **Italy**: led the webinar "Generations Included" which explores the diversity of each generation and its biases, with the aim of creating cross-generational collaboration networks;
- **Spain**: continues with the "Nuestros mayores valores" initiative to recognize the talent of more experienced colleagues;
- **Chile**: launched communication campaigns for the International Youth Day and International Day of Older Persons with the aim of generating intrinsic motivation based on sharing between seniors and juniors;
- **Mexico**: organized a training webinar on personal finance for millennials;

(5) Except for the USA and Canada where courses required by local regulations are provided.

- **Peru:** with the “Diversidades” initiative, it created specific workshops with the aim of promoting multi-generational talent within the organization;
- **Brazil:** implemented initiatives to strengthen integration without age discrimination, through activities such as the “Mi experiencia Enel” meeting for young professionals;
- **US:** “Diversity, Sensitivity & Inclusion in the Workplace” course was launched in 2022 with a focus on age discrimination as well as gender, disability and LGBTQ+;
- **Colombia:** conducted training sessions for trainees and apprentices on personal skills and branding held by colleagues and launched the “Potential Talent” project, which promotes customized development paths for young talents.

LGBTQ+ uniqueness

LGBTQ+ issues are receiving increasing attention internationally, and many Group countries have promoted measures, awareness-raising and training initiatives, and communication campaigns to reflect on inclusive language, shed light on stereotypes and explore specific aspects of people's lives.

Among the specific measures, in addition to the parental leave, already recognized, in 2022 **Italy** extended to same-sex couples in civil marriages the system of protections and facilities for parental and care purposes (parental leave for childcare, leave and absences recognized for parents with severely disabled children and in the event of death or serious infirmity of the child), while in **Peru** the extension of health insurance coverage to same-sex cohabiting couples is active. In **Italy** and **Chile**, the “Guidelines on Gender Transition for Inclusion” of colleagues in transition have also been adopted.

Various initiatives have been organized to promote the creation of a safe and inclusive working environment and to support colleagues in their role as parents, also in collaboration with external associations and networks that promote the enhancement of talent regardless of identity, gender expression and sexual orientation (Parks Liberi e Uguali in Italy, the REDI network in Spain, Pride Connection in Colombia, Chile and Mexico). In **Argentina**, webinars were organized on gender prejudice. **Italy** offered meetings targeted at all colleagues and one entitled “Do I tell my parents or not?”, aimed at parents with homosexual, bisexual and transgender children. The **USA and Canada** spread awareness on LGBTQ+ history and equal rights. **Brazil** has launched a number of communication campaigns and webinars to disseminate and raise awareness of the issue. **Chile** has launched an initiative aimed at the internal LGBTQ+ group and a communication campaign to raise awareness of the use of inclusive language through the #mipronombre initiative, which calls for respect for gender identities and the promotion of recognition for all, also setting up sharing spaces where sexual diversity can be openly discussed and ideas exchanged. **Mexico**

participated in the “Pride Race”. **Colombia** was awarded the Friendly Biz Corporate seal and produced a podcast on human rights and sexual diversity. **Costa Rica** and **Peru** respectively offered in-depth discussions on sexuality and a training program divided into 4 meetings to explore different topics related to the LGBTQ+ world.

Cultures in dialogue

With 86 nationalities and 24 languages, Enel considers **cultural and ethnic diversity** to be an extraordinary asset and is committed to promoting and enhancing knowledge, relationship and intermingling among different cultures.

In order to carry out a comprehensive **mapping** of ethnic and cultural diversity, please note that in most of the countries where we are present there are legal and privacy protection constraints that do not allow its collection, while in Argentina, Costa Rica, Guatemala, Panama, Mexico, Peru, South Africa, Canada, Brazil and the United States it is only possible to request such information on a voluntary basis.

Specific initiatives in favor of intercultural diversity in its various forms have been launched in many countries:

- **Italy:** the intercultural awareness webinar “Different from whom?” was organized and the project Powercoders was launched (see dedicated box);
- **Brazil:** with the “Inclusive Estagio” project, more than 30% of internship positions were filled by black candidates and days against racial discrimination were celebrated;
- **Chile:** organized webinars on native cultures, dedicated an initiative for expat colleagues and celebrated Migrants’ Day;
- **Colombia and Central America** (Panama, Costa Rica and Guatemala): a memo was issued to promote the cultural and linguistic integration of colleagues from the four countries;
- **Peru:** webinars, a podcast and a challenge on intercultural diversity were realized;
- **Mexico:** produced a guide on the country, its traditions and culture for the integration of new colleagues from other countries;
- **North America:** implemented awareness-raising initiatives during Black History Month and through the “Cultural Power” ERG.

At a global level, a **mentor** is provided to foster the integration of expatriate colleagues in the destination countries. In addition, to train interpersonal sensitivity and communication and reduce the risk of misunderstandings in multicultural contexts, the **global online course WIRED – Connecting Intercultural Skills** is freely available for all colleagues on e-education. The course allows for reflection on the biases and coaching skills that foster intercultural inclusion and, in a specific section, offer monographic guides that explore the specificities of different cultural contexts.

Taking action to close the gender gap

3-3 | 405-1 | 405-2 |

Enel's efforts to close the gender gap and ensure pay equity continue with tangible results through actions and initiatives that influence all phases of women's journey in the organization: from representation at entry level to empowerment and development in positions of responsibility, paying attention to various relevant moments in life, such as becoming parents and personal or family care.

Gender gap: the action plan including direct and indirect measures

44.4 %
women on the BoD

15 %
women in executive positions

23.4 %
women in the workforce

46.1 %
female successors

24.9 %
women managers

52.2 %
women in selection pools

GENDER GAP: the action plan, direct and indirect measures

The action plan consists of **measures that directly and indirectly affect** equal pay, given the fact that the gradual increase in female representation at different organizational levels is a prerequisite for natural generational exchange and thus for achieving parity in remuneration over time.

Enel guarantees equal pay for equal tasks and seniority for all new managers through internal development.

- The Board of Directors (BoD) of Enel SpA consists of **44.4%** women.
- At the end of 2022, women accounted for **23.4%** of the Group's entire workforce, up from 22.5% in 2021.
- In 2022, **24.9%** of managers were women⁽⁶⁾ (23.6% in 2021) and held **15%** of executive positions (CEO-1) (3 out of 20), while **32.6%** of middle managers were female (31.4% in 2021).



- By 2022, the presence of **women in management succession plans** was steadily increasing: 46.1% female successors in management plans and 50% in top management plans.
- In the past year, the percentage of **women in the Group working in STEM roles** reached **21%** compared to **18%** in 2021.
- Selection processes are closely monitored to ensure a fair balance of the two genders in the candidate pools, with a rising trend in the last five years (52.2% in 2022 compared to 39.0% in 2018).⁽⁷⁾

(6) Women working in managerial roles (managers and middle managers) in revenue-generating business areas account for 28.3% of the total number of people in these areas, up from 23.3% in the 2021 Report.

(7) Selection processes involving blue-collar workers and similar technical roles are not included (as of 2021), nor is the US and Canadian perimeter, due to local anti-discrimination legislation that does not allow gender monitoring at the recruiting stage.

The Long-Term-Incentive Plan 2022 supports these trends by confirming a performance target, with an increased weight from 5% to 10% of the total, represented by the “percentage of women in top management succession plans” at the end of 2024 with the aim of giving continuity to a policy of preparing a suitable audience for managerial appointments in the near future. The processes for managing succession plans and salary reviews are governed by specific policies, and constant monitoring of remuneration for all positions is carried out. A **dedicated budget** has been allocated beginning 2019 to ensure equal pay for equal work, in cases where a mismatch is found.

For the purpose of monitoring equal pay, an overall maintenance of the **Equal Remuneration Ratio (ERR) of 81%** was noted. The calculation of the ERR, based on the aggregate average of women’s wages over the average

of men’s wages, is influenced by the steadily increasing trend over the years in the number of women, whose shorter tenures, given their seniority in the position, go to affect the average gender remuneration in the short and medium term.

To confirm its commitment to these issues, since 2021 Enel has been participating in the “**Equal by 30**” campaign promoted by Clean Energy Ministerial (CEM), the initiative whereby various public and private sector organizations have committed to promoting gender equality in terms of pay, leadership and opportunities in the clean energy sector by 2030. Three specific commitments have been made to raising the awareness of an increasing number of girls towards STEM disciplines and professions, fair representation of women in selection shortlists, and growth in the number of women in managerial positions.



As far as the **parental dimension** globally there is the “Parental Program”, which aims to promote organizational and personal awareness of the culture of parenting and to reconcile personal and professional needs related to this phase of life, which is crucial for both parental roles. The program is based on the values of trust, care and engagement, and provides for a structured process of interviews between the new parent, the manager and the People Business Partner, before and after maternity and paternity leave. The program is supported by a single information point that offers all the information, services and training initiatives relevant in facilitating a return to the Company, in supporting work-life balance, and in promoting the motivation and organization of activities. In the various coun-

tries where the Group is present, this program is complemented by further local initiatives to support parenthood.

Commitment to the promotion of women’s presence has been growing over the years to supporting initiatives that promote the presence of women in study and professional pathways in **STEM** fields, in conjunction with schools, universities and institutions, to overcome gender stereotypes and disseminate the importance of the technical and scientific culture, increasingly integrated with the humanistic dimension. These STEM awareness and orientation initiatives involved **almost 10,000** female high school students in 2022 and **more than 30,000** female students in the last six years.⁽⁸⁾

(8) From 2022, the figure includes initiatives involving only primary and secondary schools.

Back to school: Enel's first global STEM and empowerment initiative

2022 saw the launch of **Back to school**, a global initiative involving no less than **12 countries** (Spain, Italy, Greece, South Africa, India and then Colombia, Chile, Peru, Brazil, Argentina, Romania, USA and Canada) and **more than 4,000 students**, almost 76% of them girls.

Simplicity, scalability and experiential learning are the hallmarks that have made this initiative a success story featuring 68 female STEM professionals who have returned to schools – in some cases to the very schools from which they graduated – to talk about their experiences.

Back to school brings together two mutually enriching worlds. Young people in search of prospects and the awareness that will allow them to choose the educational path to forge the future they desire, and female managers whose generosity and empathy point to “new scenarios”, overcoming the “walls” of stereotypes and prejudices that unfortunately still limit women’s access to technical and scientific faculties.

Through Back to school, students in their third and fourth year of high school have had and will have the opportunity to access career counselling, have conversations on specific topics to make their study and professional choices more informed, and have shadowing meetings, i.e. days spent working alongside a professional to begin to understand the mechanisms, the language of the workplace and the opportunities offered by STEM fields of study.

In Italy, the Back to school program also included the launch of a contest that saw a number of female students awarded financial contributions to cover university fees

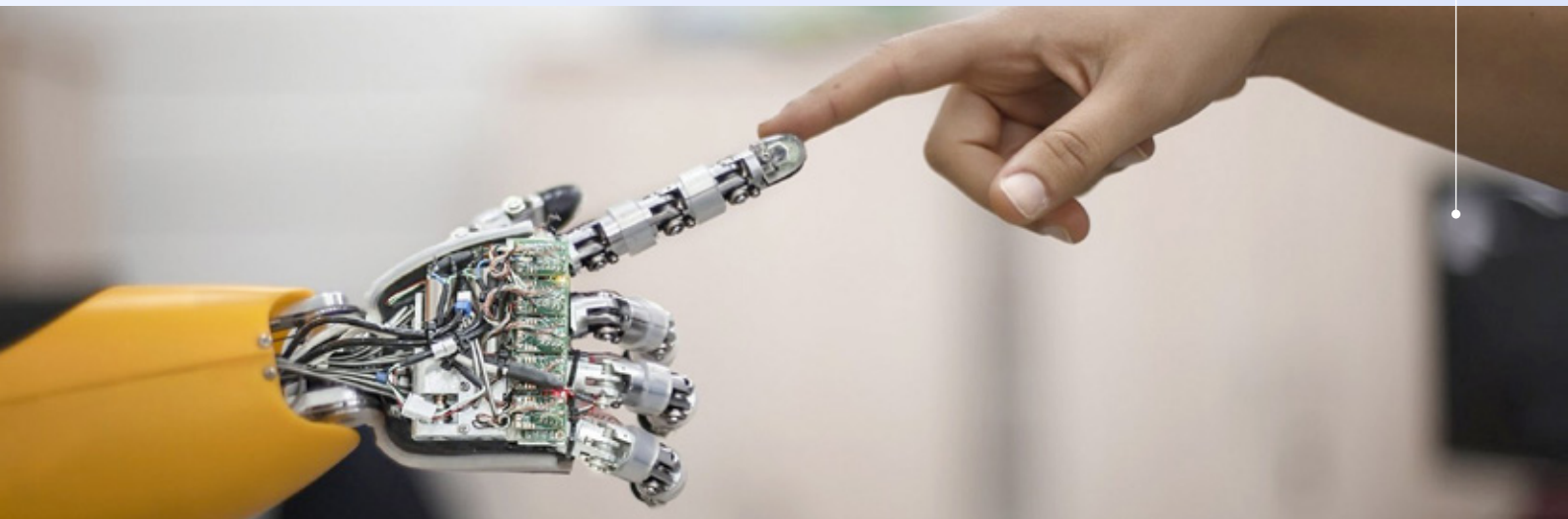
for enrolling in a STEM faculty.

- “The empathetic relationship is the key to the success of the project because, on the one hand, it strengthens the girls’ desire to emulate and, on the other, it increases the passion and generosity of the female colleagues who tell of their experience”, says **Silvana Ceravolo**, head of Rewarding and Mobility, who is behind the project.
- “Having an outlook on the future and work can help to overcome one’s limitations and not be afraid to embark on technical paths”. Gaia, Italy.
- “During the presentation I was very impressed. It was very different from what my classmates and I were used to, a new method of teaching”. Aggeletou, Greece.
- “I want to become an engineer and this experience has offered me insights for my professional growth”. Mapanzule, South Africa.

It was an important and generative experience for our colleagues as well. We gathered feedback and impressions from some of them:

- “It was generative to share my knowledge and the knowledge that there are no limits”, says Alisha, wind and solar plant manager.
- “Typical female skills are also needed in technical fields”. Daniela, head of Spare Parts Optimization.
- “It was nice to interact with the students and tell them that there is no such thing as male or female work”, are the words of Sonia, plant supervisor.

Finally, the contribution of a manager, **Aurora Viola**, head of Market Italy and mother of a STEM girl: “The future is called STEM, as all professions will need these skills and women cannot miss this opportunity. I tell girls not to imitate others in order to be accepted, not to be afraid of making mistakes and feel guilty about it, but always to try again. Back to school is an opportunity to break down the many stereotypes still present”.



There are also numerous STEM initiatives implemented locally in the various countries where the Group is present. In particular, in Italy with the “STEM Lab”, online introduction courses in coding have been activated for all children and young children of employees (aged 8 to 10) to support digital literacy (see the “Powercoders Project” box). In Colombia and Central America, we highlight the “Panel de mujeres Enel sin fronteras” project, in which female colleagues share the challenges, opportunities and perspectives for women working in technical contexts. In Romania, with “Empower girls”, workshops were initiated with upper secondary school students to inspire and orient them towards STEM studies. In Spain, the “Ella te cuenta” initiative continues, through webinars conducted by students who have been awarded scholarships from the “FEU Institute of Technology”, to stress the importance of technical skills to meet major global challenges, and the “Code” training project for the children of colleagues has been activated. “Students job shadowing” in Brazil is an important opportunity for young female students to experience the workplace, supported by an Enel professional.

Numerous initiatives have been implemented to develop **women’s empowerment** within the organization, ranging from cultural change, managerial development and mentoring, coaching and shadowing programs to training, upskilling and reskilling.

Based on the experience of the “**Empowering Conversations**”, i.e. the dialogues of six female managers on the im-

portance of leadership inspired by female role models, as many video clips were produced, translated into the main languages and made available on the e-learning platform for all colleagues.

Through the **Gender Equality and Women Empowerment (G.E.W.E.) program**, a global observatory of country-led initiatives on the subject has been set up. There are more than 200 initiatives covering all stages of women’s careers within the organization as well as those aimed at attracting female talent from outside.

Some initiatives have been recognized as good practices and a program has been launched to extend them to different countries:

- “Getting to know each other”, mentoring and shadowing meetings between managers and young women aimed at fostering their visibility in the organization;
- “WomENergy – Feminine Synergy”, a networking event between Business Lines involving female managers and female colleagues with the aim of expanding their professional network and encouraging the increase of women in succession plans;
- “Gender awareness”, an initiative launched in Brazil and aimed at People Business Partners to disseminate a gender equality culture at all levels of the organization;
- “WoMen in”, an initiative launched in Mexico involving focus groups composed of representative samples of the corporate population to identify actions to implement and support gender equality.

The value of disability

Enel is committed to ensuring the full inclusion of every person, in line with the approach indicated by the relevant UN Convention and with the Enel Valuability© model, according to which inclusion generates innovation and increases the possibility of attracting and valuing people by innovating processes and products.

Globally, there are **2,129 colleagues with disabilities**, more than 70% of whom are in Italy.

Enel provides tools, services, working methods and initiatives to create an inclusive working and relational context for all, which allows work activities to be carried out in full autonomy, regardless of any disability. In particular, there is a **focal point** for Enel people with disabilities in all countries and 2022 saw the launch of new global initiatives, including:

- activation of **Inclusive Travel** services to ensure accommodation and travel experience for colleagues with disabilities;
- launch of the **Inclusive Internship** project with the activation of internships in Italy;



- participation in the **Generation Valuable⁽⁹⁾** project promoted by the Valuable500 network with the aim of spreading the culture of inclusion and empowerment of people with disabilities through mentoring meetings between talented colleagues and managers;
- design of an awareness-raising initiative to spread knowledge of the application principles of **Design for All** to business processes and contexts to train an inclusive mindset throughout the corporate population and the global dissemination of guidelines to ensure the adoption of accessibility principles for the realization of e-learning content.

























































Since 2020, most of the disability initiatives have been merged into the **Value for Disability** project, which is described in detail in the chapter "Managing human rights".

Remote working and well-being

In 2022, more than 36,000 people worked in hybrid modes, alternating between remote working and in-person activities. A transformation of the way we work already started in 2016 and has now extended on a global scale thanks to the Group's impressive technological evolution. In March 2022 in Italy, the **New Way of Working** (NWOW)

agreement was signed with national trade unions, regulating the new remote working arrangements, canceling and replacing previous agreements and becoming fully operational from October 2022. The new agreement introduces a highly innovative system with extensive flexibility measures, providing for the alternation of on-site working days for so-called "high-synergy" activities with remote working days for which a ceiling of 60% of monthly days is set aside for remote activities. There is also the possibility of requesting additional days for special situations (disabled, caregivers, parents of small children, etc.), i.e. a maximum of 40% for activities that can be partially remote, as well as organizational measures to guarantee and protect the well-being of workers and an easier work-life balance, the right to switch off, the provision of mobile connectivity for all remote workers, and the recognition of meal vouchers for remote working days. Consistent with the principles outlined in the Italian agreement on the new work model, trade union and/or individual agreements were also signed in the other main countries in which the Group is present to make hybrid work a global reality.

To date there are many flexibility measures active in different countries, as shown in the following table:

	ITALY	SPAIN	ROMANIA	NORTH AMERICA	LATIN AMERICA ⁽¹⁾	AFRICA, ASIA, OCEANIA	EUROPE AND EURO MEDITERRANEAN AFFAIRS
Part time 							
Smart working 							
Telework 							
Seasonal schedule 							
Time bank 							
Flexible time 							
Short week 							

(1) Argentina (smart working); Brazil (smart working, time bank, flexible time); Chile (smart working, flexible time); Colombia (smart working, time bank, flexible time, short week); Peru (smart working, flexible time, seasonal schedule, short week); Costa Rica, Panama, Guatemala (smart working, flexible time, short week, telework).

(9) <https://www.thevaluable500.com/update/generation-valuable>.

The global well-being framework

In 2021, together with our people (in co-creation mode), a global well-being framework was defined, based on eight pillars that affect overall satisfaction with the centrality of people in mind, specifically considering the needs that have emerged:

- **psychological well-being**, more broadly “feeling comfortable in one’s own skin”, involving the management of perceived stress and individual skills of stress coping;
- **work-life harmony**, balance between working and family life, involving the management of working time and disconnection, taking due account of the person’s family commitments (children, caring for elderly and/or disabled relatives);
- **physical well-being**, intended as inspiration to take care of one’s own physical health;
- **social well-being**, intended as a sense of connection and belonging to the communities in which the person participates socially;
- **economic well-being**, intended as a sense of satisfaction with the family’s economic situation;
- **sense of protection**, intended as a sense of security perceived by the person with respect to the occurrence of unpleasant events;
- **ethical well-being**, intended as satisfaction with the value, meaning and purpose of the person’s life;
- **cultural well-being**, intended as “feeling encouraged to grow and learn new things”.

During 2021, the **first global well-being survey** was conducted with the aim of measuring the level of corporate well-being, defining the most important initiatives for people, and consolidating its global model, using a metric common to the different countries in

which Enel operates, but also capable of capturing cross-cultural differences. Through the involvement of an international, heterogeneous and multicultural team, the results enabled the definition of the most important actions to be taken.

Survey 2022 saw an expanded survey on the topic of motivation declined on four factors: purpose, mastery, relationship, and autonomy.

At the end of 2022, Enel also included the public target linked to the general well-being index for the years 2023–2025 among the targets of the Sustainability Plan. This index measures the percentage of respondents fairly or very satisfied with their overall well-being (both personal and work life) and stands at 60% in the past year.

With the purpose of increasing people’s well-being, the Global Wellness Program was launched, targeted at all Enel people and designed with an experience that combines physical and digital (specific “Me-Wellbeing” section on the Company’s “ME” portal). The program content will be expanded continuously to keep people engaged. The first release covered psychological well-being and relational and emotional intelligence, allowing people to use the following tools on a voluntary basis: anonymous self-assessment tests on their emotional, physical and social state; tools to plan meetings with colleagues aimed at improving relational well-being; a well-being advisor who allows people to exchange tips on behaviors that impact well-being; webinars on focusing skills, stress management and the importance of social relationships. To stimulate adoption of the program and a culture inspired by self-awareness of one’s own level of well-being, a reward scheme has been associated for those who use the program tools on a regular basis, enabling them to have more time for themselves (well-being days) or, alternatively, pathways aimed at further increasing their level of well-being.

In order to spread the culture of well-being and offer support to colleagues with a view to work-life harmony, 2022 also saw the birth of the global bimonthly Well-being newsletter and the introduction of a new guidance resource: the Well-being Ambassador. Training of the first Italian ambassadors was completed and was commenced for the other countries.

In general, at Enel well-being is expressed in its various meanings with initiatives that also aim to increase awareness of the importance of a correct diet, through workshops and nutritional consultations, without neglecting the area of physical well-being understood as motor activity. In Italy, for example, yoga and pilates classes held on-site have been replaced and flanked by online courses and customized subscriptions with Gympass, available in several countries.



Caring for all

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We promote the value of care in all situations, including contingencies, in which a person may find themselves during their working life, and we have defined benefits and services that support work-life integration. A few examples of initiatives in the different countries where the Group maintains a presence are provided below.

Caring for people

“MaCro@Work Caring Program”. The MaCro@Work Caring Program is a global initiative launched in Italy and aimed at Enel people suffering from a chronic disease. The first step was the training and creation of the network of Heart Managers, People & Business Partners who voluntarily volunteered to support “vulnerable” colleagues by providing active listening and help in seeking the most appropriate solution to create an inclusive environment for the colleague and the entire work context of reference. During 2022, the project was extended to Spain, Argentina, Brazil, Mexico and Central America, and Romania, and in early 2023 it will be made operational with the creation of about 50 more Heart Managers globally. The project received the DNA – Difference iN Addition Award in Italy, which recognizes concrete good practices of inclusion in corporate contexts.

HeLP Me: a solidarity project that has made it possible to create the first corporate network in Italy based on volunteering that connects colleagues in a situation of need, momentary or permanent, with those willing to offer their time and lend a hand.

On the subject of **psychological well-being**, support services were reinforced during the Covid-19 pandemic and thereafter. In particular, assistance is provided in Brazil, Italy, Spain, Peru, Romania, the USA and Canada, Colombia, Costa Rica, Guatemala, Panama, India, South Africa and Argentina, covering more than 95% of Enel’s people.

There are also several initiatives implemented on the topic of **vulnerability**.

In Greece, in November 2022, Enel Green Power won the Gold Award on the “Break the Stigma” dimension for its initiatives to promote an open and inclusive culture of psychological well-being free of prejudice and stereotypes. Supporting took the form of workshops, specific training such as mindfulness, and *ad hoc* sessions to promote a holistic approach to well-being.

Caring for families

In most countries active services and support are provided, including financially, for childcare and focused on motherhood, such as breast-feeding rooms at our major sites.

In **Italy**, the “Master Care” plan dedicated to caregivers in the Company is active, and there is an online family counseling service at subsidized costs, “New Parents New Energy” parenting training sessions, and the MAAM-CHILD Platform that stimulates active reflection on the life parenting experience in order to capitalize on it in the work context. There were also workshops for employees’ children on coding and STEM subjects. Family services such as financial support (school book bonus, contributions for kindergarten, school and university, scholarships and conventions with schools) and “time-saving” services are also available, such as babysitting, care for the elderly and home support. Since 2022, a care manager service has also been active in Italy, which consists of a specialized operator who accompanies the employee caregiver in dealing with a situation of need, offering support in the choice of assistance and care services best suited to his/her requirements. Numerous initiatives have been introduced, in collaboration with the mobility manager network, to encourage sustainable travel, including bike sharing, by Enel people, including specific agreements for public transport subscriptions. Finally, all mothers and fathers of children attending primary school are granted entry permits for their children’s first day of school.

Also available is the MyWelfare platform, where it is possible to convert the performance bonus into specific welfare goods and services by taking advantage of a tax and economic benefits with a 15% premium offered entirely by Enel. In 2022, to support households in coping with increasing economic hardship, utility costs could also be reimbursed through MyWelfare.

Spain has a dedicated channel on the Company intranet, offering a wide variety of products and services at competitive prices, offers for leisure, training, but also the opportunity to make donations for the improvement of the living conditions of those most in need. An app can also be downloaded to access various services such as private car sharing, car cleaning and repairs, a dietician and a travel agency. Plus, at the Madrid site, a “To-Do room” is available, offering services to save time that are open all day long (for example, laundry, dyeing, computer repairs, etc.), to improve work-life balance.

In **Colombia**, an à la carte platform is available that offers numerous types of benefits that can be redeemed in real time according to work-life balance needs, interests or

current moment in life. During 2022, the organization's benefit model saw the "My emotional care" section for psychological and physical well-being growth.

In **Greece**, we won the Bronz Award in 2022 for the Parents' school program, which aims to improve the work-life balance of parents with measures including psychological support and specialized training.

Caring in the organization

In 2021, an analysis was carried out to harmonize the minimum duration of maternity leave within the Group. From 2022, Japan, Taiwan, Germany and Panama will therefore add to the leave required by law to reach a minimum threshold of 80 working days, as is already the case under European legislation, as required by European regulations.⁽¹⁰⁾ As in 2021 in terms of maternity leave, a similar analysis will be carried out in 2023 regarding paternity leave.

In line with the care approach and to support the parental experience, Enel offers measures in addition to the provisions of local legislation in terms of additional days of leave as well as pay, with potential benefits in the areas of work-life balance and caring for families.

With regard to **maternity leave**, in more than half of the Group's major countries (Argentina, Spain, Mexico, Colombia, Guatemala, Costa Rica, New Zealand, Australia, Brazil, Germany, Japan, Panama and Taiwan), Enel guarantees an increase in the number of days of leave compared to what is provided by local legislation. Specifically, for Japan, Taiwan, Germany and Panama, Enel has supplemented the statutory leave duration to reach the minimum threshold of 80 working days, as required under European regulations. In addition, in Peru Enel offers one year of remote work in addition to that provided for under local legislation, while Argentina, Australia, Brazil and Colombia offer a substantial number of additional days. In terms of salary, where the total remuneration is not guaranteed by local laws, Enel intervenes by bridging the gap to reach 100% coverage. In particular, this occurs in Italy, Romania, North America, Panama, Guatemala, South Korea, and Greece, while in all other Group countries, remuneration is already 100% guaranteed according to legal requirements. Specifically, in Italy Enel guarantees 100% coverage compared to the 80% required by law for the five months of

compulsory leave. The average number of days of fully paid maternity leave in total for countries that account for over 80% of the global total workforce (Italy, Brazil, Spain, Argentina and Romania) is 26.8 weeks, with the minimum offered in Spain (17 weeks).

Also with regard to **paternity leave**, in some countries Enel intervenes with additional measures both in terms of the number of additional days of leave (Argentina, Spain, Mexico, Colombia, Guatemala, Costa Rica, Panama, United Kingdom, Ireland, Chile, Peru, New Zealand, India, Australia, Greece) and in terms of wages (in Mexico and Greece, Enel covers any pay gaps guaranteeing 100% pay, and in all other Group countries, remuneration is already 100% guaranteed according to legislative requirements). In particular, in Italy since 2021, the law requires 10 days of paternity leave to be paid at 100% of wages, even in the event of adoption. The average number of days of fully paid paternity leave in countries that account for over 80% of the global total workforce (Italy, Brazil, Spain, Argentina and Romania) is 3.7 weeks, with the minimum offered in Brazil (1 week).

In terms of **parental leave**, the measures on offer vary greatly from one country to another. Italy provides parental leave of 10 months, shared between the mother and father, in a child's first 12 years. If the father takes at least 3 months, the total leave rises to 11 months. The collective agreement pays a salary of 45% for the first month and 40% for the second and third months, compared to the 30% required by law for the first 6 months.

In 2021 in Italy, parental leave was extended to same-sex couples in civil partnerships who care for children, and in Peru health insurance coverage was extended to same-sex couples living together for a minimum of two years.

In Italy, it is also possible to **take leave for very serious family circumstances**, and to offer holidays or rest periods from a solidarity point of view (solidarity holidays) to colleagues in the same company, to help children or adolescents, parents, spouses, civil partners or common-law spouses who need constant care or in the event of very serious family or personal circumstances. As well as holidays donated by colleagues, Enel provides the same number of days of paid leave. In Spain, it is also possible to take advantage of daily flexibility adapted to the temporary needs of the worker, in the form of a temporary change in working arrangements, reductions in working hours and leave for family care.

(10) See Council Directive 2010/18/EU of March 8, 2010: <https://eur-lex.europa.eu/legal-content/IT/TXT/?qid=1414661428912&uri=CELEX:32010L0018>.

Supplementary healthcare assistance and pension

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The majority of countries where the Group maintains a presence offer supplementary health insurance policies at advantageous conditions with respect to the alternatives available on the market. In many cases, the Company provides benefits related to prevention and periodical check-ups (see the chapter "Occupational health and safety").

For all Italian employees and their dependent family members, in agreement with the trade unions, Enel set up the Supplementary Healthcare Provision for Enel Group Employees (FISDE) in 1997. The Provision disburses repayments and redemptions for healthcare expenses, promotes initiatives for the disabled and individuals subject to socially challenging situations (drug addiction, alcoholism, learning difficulties, psychosocial disorders) and sets up preventive medicine programs. Also in 2022, members were able to

take advantage of symposia with the Italian National Council of Psychologists (CNOP) and Italian Psychoanalytic Society (SPI) for psychological support services.

In line with the FISDE solidarity principle, former Enel employees can also continue to benefit from the services offered by the Provision by continuing to pay the membership fees.

Staff support measures also include the option of accessing fixed-contribution and other pension plans, such as membership of mandatory or optional schemes and the award of various types of individual benefits in services associated with post-employment benefits provision.

As at December 31, 2022, 81% of employees were covered by the Enel Group pension plan. The largest pension funds are in Italy (Fopen and Fondenel), Spain and Brazil.

The level of coverage of non-salary benefits⁽¹¹⁾

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The analysis concerned the entire Group workforce, showing a high percentage in terms of access to the main benefits.

The main support initiatives and the extent of their coverage of the Enel workforce are set out below.

Non-salary benefits 100% Enel countries	2022	2021	2022 vs 2021
Covid-19 insurance	99%	100%	-1%
Life insurance	89%	88%	1%
Medical insurance	94%	93%	1%
Pension Fund Membership	81%	81%	-
Additional parental measures (maternity, paternity and parental leave)	94%	94%	-
Meal allowances	89%	86%	3%
Child support initiatives	84%	84%	-
Loans	90%	90%	-
Leisure and cultural initiatives	87%	91%	-4%

(11) Non-salary benefits are the series of goods and services provided by the Company in addition to monetary pay.

Industrial relations

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Enel complies with **the labor law in force** in the various countries in which it operates, with the fundamental principles of the **United Nations Universal Declaration of Human Rights** and with the **conventions of the International Labor Organization (ILO) concerning workers' rights** (freedom of association and collective bargaining, consultation, right to strike, etc.), systematically promoting **discussion between employer and worker organizations** and seeking a **broad level of agreement and sharing** of corporate strategies by employees.

Industrial relations activities on the Group level continue to be conducted in accordance with the model laid down in the **Global Framework Agreement (GFA)** signed by Enel in Rome in 2013 with the Italian Federations in the sector, and the global unions IndustriALL and Public Services International, and which is still recognized as a benchmark best practice for European and non-European multinationals. The agreement is based on international human rights and business principles and is inspired by the best and most advanced transnational industrial relation systems of the reference multinational groups and institutions on the international level, including the ILO. One of the particularly significant principles of the GFA is one on remuneration, whereby the minimum payment made to Group employees cannot be lower than the level established by the collective bargaining agreements and legislative and regulatory texts in the various countries in question, in line with the provisions of the ILO conventions.

On the subject of remuneration, in accordance with the relevant ILO Convention Enel is committed to respecting the principle of decent work in all countries where it operates. In addition, it continues its commitment to bridging the gender gap, promoting initiatives to reduce it, where it exists, and thus to ensure equal pay for equal work as well as transparency. The principle of equal pay is also indicated by the Group's Policy on Human Rights, which stipulates that all those who work along the entire value chain are entitled to remuneration in line with the principle of fair compensation for work, of equal pay between male and female labor for work of equal value, and of minimum wages not less than those established by collective agreements and current legislative and regulatory treatments of reference in force in different countries, as established by ILO conventions. In addition, it is also expressly provided in the Code of Ethics that upon the establishment of the employment relationship, each employee will receive accurate information relating to characteristics of the role and duties to be performed, and to regulatory and remuneration elements according to the principles set out above. This information is presented to the employee in such a way that acceptance of their position is based on an effective

understanding and awareness not only of their duties, but also and above all of their rights (enshrined in the aforementioned collective agreements). As well as serving as the basis of the regularity of contracts, this approach enables us to operate fairly at all levels of the Company and in all the Countries and Regions which Enel is present.

In Enel **there are no limits to freedom of association**. As indicated by the GFA and the Policy on Human Rights, Enel recognizes the right of its employees to form or take part in labor organizations aimed at protecting their interests. In particular, employees may be represented, in the various generation units, by trade union organizations and other forms of representation elected in compliance with the legislation and practices in force in the countries concerned. Enel complies with the principle of **trade union independence** and does not interfere in any way with the organization of representation, allowing workers' representatives access to the workplaces in order to communicate with their members, in compliance with the law and the industrial relations systems in force in each country.

Enel therefore recognizes as interlocutors the trade unions that represent workers in the Company, in compliance with the provisions of national legislation, and adheres to strict neutrality regarding the choice of workers whether or not to join a trade union organization and/or the choice of the union by which to be represented. In the event of a discrepancy between local and international standards, the Group strives to apply the provisions that best protect workers' rights. Finally, Enel provides adequate information to its employees and to the trade union organizations that represent them, in order to facilitate collective bargaining, and provides its people with a full range of information, including via the Company intranet, concerning collective labor agreements and trade union agreements, in accordance with current legislation.

As also illustrated in the Policy on Human Rights, **collective bargaining agreements** are acknowledged as the main tool to determine the contractual conditions of its employees and to regulate relations between senior management and trade unions. **In 2022, the percentage of employees covered by collective bargaining agreements was about 91% (90% in 2021).**

At European level, the **Agreement on the Enel European Works Council** of 2016, extended in 2022, is confirmed as one of the most advanced agreements in the EU electricity sector for its focus on bilateral issues such as occupational health and safety, training and diversity.

Enel and the domestic and European federations (IndustriALL Europe and the European Public Services Union) have transferred their consolidated experience of social dialogue to the **Sectoral Social Dialogue Committee of the**

electricity sector, established at the EU Commission – DG Employment – regarding the employment impacts of the energy transition and digitalization in the coming years in all European and global electricity companies.

In the various countries in which it maintains a presence, Enel is committed to managing the transition by entering into robust dialogue with the trade unions, translating in practice the principles of the **just transition** for everyone, including local communities and contractors, the people most directly involved in the process of change (see also the chapter “Our commitment to a just transition: leaving no one behind”).

First with the Italian trade unions and then with those of other countries where the Group is present, Enel has also signed an agreement, the **Charter of the Person**, to protect individuals in their work, personal and social spheres. The document not only outlines new guidelines in industrial relations, but more generally reaffirms the centrality of people, starting with their well-being and motivation, guaranteeing quality training in terms of self-learning and high safety standards, rooted in the responsible approach of all (see the dedicated box at the beginning of this chapter).

In the event of **organizational changes**, timely disclosure to trade union representatives is required, as indicated in the table below.

Country	Minimum Period	Legal Provisions/Collective Agreements
Argentina	In view of the general provisions of the law and, in analogy, a minimum period of 48 hours will be taken into account for the purpose of notifying any amendment of the essential conditions of the employment contract	There are no legal requirements or provisions in collective agreements
Brazil	It is convention and practice to provide “timely” information	There are no legal requirements or provisions in collective agreements
Chile	Neither the law nor collective bargaining provide for a minimum notice period in the event of organizational changes	
Colombia	Neither the law nor collective bargaining provide for a minimum notice period in the event of organizational changes	
Italy	25 days. The Company informs the trade unions with a specific document of its intention to transfer a part of the Company. In addition, our Industrial Relations system (Art. 9) provides for the prior involvement of trade unions on the main organizational changes in order to share the objectives and manage their implementation	Legal provisions (Art. 47, Law no. 428/90 and Art. 9 of the collective bargaining agreement, referring to Law no. 428/90)
Peru	Neither the law nor collective bargaining provide for a minimum notice period in the event of organizational changes	
Romania	Obligation to inform and consult workers’ representatives on the Company’s development and to inform them periodically about the Company’s economic situation. Disclosure to and consultation with employee representatives regarding the recent and likely development of the Company’s business and economic situation. Information and consultation of workers’ representatives on decisions that may entail significant changes in work organization, contractual relations or labor relations, including but not limited to transfers within the Company, acquisitions, mergers, collective redundancies, closure of production units, etc.	Legal provisions and collective agreements
Spain and Portugal	30 days	Provided for in the Collective Agreement and the Framework Guarantee Agreement of Endesa SA and its subsidiaries in Spain



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