

66,717
ENEL PEOPLE

22%
WOMEN IN THE WORKFORCE

3,131
NEW RECRUITS

40.9
TRAINING HOURS PER EMPLOYEE

OUR PEOPLE

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As a result of the pandemic, 2020 was an exceptional year, which highlighted how the increase in the individual responsibility of our people has made it possible to guarantee operations and continuity in a crisis situation, and how the pathway embarked on cannot be left behind, but must rather mark the beginning of a new shared way of working. Over 36,000 people at Enel, of whom about 15,000 in Italy, started working remotely within a few days, experimenting with a new routine, profoundly different from how it used to be, and demonstrating great adaptability and a deep sense of responsibility. Therefore we have in 2020 carefully curated and strengthened our **people empowerment** processes, aimed at supporting the evolution of the organizational culture, to enable people to become more effective in the challenges they will face in the future. The evolution of the global scenario has also imposed a new, more dynamic world of work in which a different **leadership model** is needed: a **'soft' leadership** that values people's talents, attitudes and aspirations. The characteristics of the leader of the future are empathy, generosity, the ability to inspire, to work together to affirm the company's collective aspect, and to listen in order to boost their teams' potential. In a scenario undergoing a constant transformation, the necessary skills change: **upskilling** and **reskilling** strategies assume ever greater importance to allow companies to develop talent and contribute to socially responsible approaches to accompany the transition without leaving anyone behind. We are therefore investing not only in technical tools, but also in relational skills, soft skills and proximity to our people. In a context of uncertainty and crisis, attention to caring for our people is central to us, through active engagement with individuals, different groups and organizational contexts.

The pathways of empowerment, job change, mentoring, job shadowing, coaching and open feedback favor the sharing of knowledge of people who, with a view to circular economy, are contributing their skills to help others. Despite the pandemic, to take advantage of the opportunities for digitization, it was possible to continue mentoring, coaching and shadowing, via remote sessions, to exchange experiences, acquire different points of view, expand skills and strengthen the network of relationships.

Trust, responsibility, proactivity and innovation are the key values of our Open Power approach, the basis of the creation of an open and dynamic working environment, which favors the entrepreneurial approach, risk-taking and management of discontinuity, courtesy of the increasing integration of diversity. These are the values that enable us to continue to grow while maintaining the commitments made with our people, our customers and the market.

OPEN POWER

Can "I" empower "us"? Or must it compete with the others and win? In reality, the "us" is extremely important: seeing the world through the eyes of others removes our blind spots.



Guido Stratta

People and Organization

Why is it important for our stakeholders?

The community that surrounds us is betting on our value over time. This means relying not on an abstract entity but on all our colleagues, on our values, and on the ability to accept different internal and external points of view.

Why is it important for Enel?

A company that becomes the supporting architecture of a generative culture is sustainable, open and ready to react to the challenges of the future. By realizing that the "I" is enriched by belonging to a team, we move from individualism to success.

Enel people in the world and the Open Power model

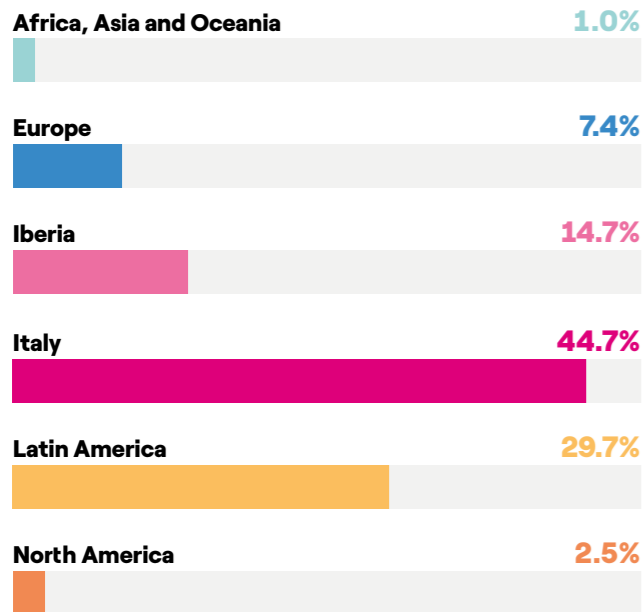
As at December 31, 2020, the Enel workforce numbered **66,717**, down by 1,536 compared to the end of 2019. This reduction is the effect of the net balance between new recruits and terminations in the year (-565 people) and the change in scope (accounting overall for -971 people), including the sale of the hydroelectric power plants in the United States, the sale of the Reftinskaya GRES plant in Russia and the acquisition of Viva Labs AS (Enel X Norway).

WORKFORCE BY BUSINESS LINE

no.	December 31, 2020	December 31, 2019
Thermal Generation	8,142	9,432
Enel Green Power	8,298	7,957
Infrastructure & Networks	34,332	34,822
End-user Markets	6,324	6,336
Enel X	2,989	2,808
Services	5,731	6,013
Other	901	885
Total workforce	66,717	68,253

CHANGE IN WORKFORCE NUMBERS

	December 31, 2019	December 31, 2020
Workforce as of December 31, 2019	68,253	
New recruits		3,131
Terminations		-3,696
Change in scope		-971
Workforce as of December 31, 2020		66,717



Since 2015, Enel has been equipped with the “Open Power”¹ model of values and behaviors, expressed in a range of different operating aspects with the aim of engaging the participation of the people working at Enel, and constituting the point of reference for all people management and development processes.

The People and Organization Function defines the organizational models in line with the Group strategy and the multiannual human resources management plan. 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 of the company intranet (e.g. the meritocracy section). Enel’s organizational model features a matrix consisting of Business Lines/Countries and Regions, alongside the Global Service and Holding Functions, aimed at supporting the business.

The main data and targets relating to the People and Organization Function are submitted to the Control and Risks Committee, to the Corporate Governance and Sustainability Committee and to the Board of Directors, at meetings focused on the Sustainability Plan, the Sustainability Report, and the advancement of Enel’s position in the main ESG ratings and sustainability indices. The People and Organization Innovability unit was set up within the People and Organization Function in October 2020,

(1) <https://www.enel.com/company/stories/articles/2018/07/sustainability-report-2017-enel-model-open-power-seeding-energies>.

with responsibility for integrating sustainability into people management processes, developing people care and inclusion initiatives, disseminating Open Innovation culture and methodologies and Employer Branding. It also acts as reference point for the definition and development of the “next normal”².

Connected and close: smart working and care during the outbreak

During the Covid-19 outbreak, Enel promptly intervened with measures to ensure **staff safety and the continuity of the business**. This was an action on a global scale, made possible by the smart working experience, which began in Italy as early as 2016 and was gradually extended throughout the Group, as well as by the technological transformation started in 2014, which led to the integration of digitization into the company strategy, making Enel the first entirely cloud-based utility service company. Over 36,000 people in the countries where the Group maintains a presence have worked in **smart working** mode, and a dedicated task force was set up in order to monitor the emergency, to decide on the action to be taken and to share experience across the various countries. Initiatives have also been set up to support the transition to the new digital scenario, promote a working culture based on autonomy, delegation and trust, and promote better time management, supporting the well-being of people and their families.

As well as smart working, many flexibility measures are active in the various countries. These are set out in the table below.

(2) Next normal: our future way of working when it will be possible to return to a new dimension of “normality” at the end of the pandemic, at different times depending on the situation in various countries.

Flexibility measures	Italy	Spain	Romania	Russia	North America	Latin America ⁽¹⁾	Africa Asia Oceania	Europe
Part time	☺	☺	☺	☺	☺	☺	☺	☺
Smart working	☺	☺	☺	☺	☺	☺	☺	☺
Telework	☺	☺	☺	☺	☺	☺	☺	☺
Seasonal schedule or short week ⁽²⁾	☺	☺	☺	☺	☺	☺	☺	☺
Time bank	☺	☺	☺	☺	☺	☺	☺	☺
Flexible time	☺	☺	☺	☺	☺	☺	☺	☺

(1) Argentina (smart working), Brazil (smart working, time bank, flexible time), Chile (smart working, telework, flexible time), Colombia (smart working, telework, flexible time), Peru (smart working, flexible time, seasonal schedule or short week)
 (2) Short week in Italy, Romania, Russia; seasonal schedule in all other geographies.

At the start of the pandemic, Enel took out a **global insurance policy** for all employees in the event of admission to hospital due to Covid-19 infection, which has been extended to 2021. The policy, designed specifically for the Group’s needs, guarantees an extra allowance in the event of admission to hospital, on top of all other policies and forms of healthcare already available to employees.

In Italy, a **trade union agreement** was also signed to protect people in the Company who were unable to work remotely during the lockdown, establishing a solidarity system whereby all employees could choose to donate one or more days of their holidays to the colleagues in question.

To provide emotional care for people during the Covid-19 outbreak, a free listening and **psychological support** service was made available from the very beginning in the Group’s main countries. Moreover, the **#IWorkWellFrom-Home** video-manifesto was also created and disseminated via a dedicated communication campaign, with suggestions on how to improve remote working time management, encourage inclusion and delegation, safeguard physical and relational well-being and work-life balance, and counteract hyper-connection.

A dedicated section was created on the company global intranet with useful information, advice and materials. Specifically, the new section contains recommendations

for prevention and behaviors to adopt together with information on working on digital and physical working, with a specific focus on cyber frauds.

Last but not least, three sections are available on the eEducation global platform, updated on a daily basis with new content:

- > **“Working together”**: coaching clips, advice and suggestions for the best use of IT tools;
- > **“Learning”**: support for smart working activities;
- > **“Regenerating”**: tutorials on personal and family well-being.

Investing in our people

| 103-2 | 103-3 | 404-1 | 404-3 | DMA EU (former EU14) |

In the current scenario of transformation and uncertainty, which requires new skills, professionalism and flexibility of adaptation, our ambition is to provide an experience that inspires and empowers our people. Engaging and motivating our people to reach their full potential, providing opportunities for their personal and professional development, ensures that our business continues to grow and

succeeds in its support of our Group strategy. The selection and recruiting, training and development processes therefore play a key role at the Company.

Attracting new talent

Despite the pandemic, **over 3,100 new people were recruited** in 2020, relations with universities were consolidated by means of a series of *ad hoc* initiatives, and the Recruiting Day project was globally expanded, based on an aptitude model aimed at supporting the various recruitment requirements. As the pandemic progressed, new digital tools were also introduced to support the selection process: a pilot project introducing a video interview using a virtual assistant, artificial intelligence and a global gamification experience known as Enel Attitude: a mobile gaming app with the purpose of profiling people's aptitudes.

Over 2020, several – mainly digital – initiatives were developed, related to **talent attraction** and employer branding. The section of the careers site has been improved and the Enel People³ campaign has been launched, to offer an exploration of life at the Company, listening to people's opinions on innovation, sustainability and technology, but also their personal experience at the Group. As well as collecting all open positions in the various countries where the group maintains a presence, the section thus represents the enormous diversity and wealth of experience of Enel's people. These initiatives have helped to strengthen the Group's positioning on the main external acquisition platforms, via a synergistic content strategy and an integrated user experience on the [enel.com/careers](https://www.enel.com/careers) website. Mobility at work was also promoted in 2020, enabling people to open up to new professional challenges, facilitating the diversification of competencies, and creating increasingly horizontal profiles. In Italy, 94.8% of positions were covered by internal candidates⁴.

(3) <https://www.enel.com/company/stories/articles/2020/03/enel-people>

(4) This figure takes into account the number of "job posting" winners compared to total internal positions opened and closed in 2020. The candidates considered came from Italy and abroad, while the pool of position coverage only relates to Italy

Osmosis and cross-fertilization to unleash the creativity of our people

The energy transition and an increasingly advanced technological evolution, platformization, artificial intelligence and a very high degree of automation are factors that open up new scenarios for the Group and for people, and determine the need for new technical and professional profiles and the natural disappearance of others. Therefore, in response to the multiple stimuli of the outside world, the **reskilling** and **upskilling** programs have been boosted. The former is aimed at creating new work profiles through the learning of new skills to fill positions or roles different from previously; the latter, on the other hand, focused on the development of existing professional skills for an improvement in the performance of their role.

Ongoing training of people, also known as **continuous learning**, is the central pillar of our education strategy. In 2020, approximately 18 million euros were spent on training⁵, with an average cost per employee of 277.5 euros⁶; 93.5% of the workforce took part in over 2.7 million hours of training (about 41 hours per head), around 100,000 hours more than the previous year, despite the Covid-19 pandemic, thanks to some of the training courses having been redesigned to be conducted remotely. Courtesy of the adaptability and versatility of the technological platforms, primarily the eDucation training platform, it became possible to build an advanced learning experience that has improved people's ability to take advantage of training using virtual tools and sessions. Enel's new training paradigm aims to contribute to the empowerment of people through the expansion of their knowledge, aiming at the cross-fertilization of knowledge, respect for diversity and a more active role for individuals, who can offer their personal skills. The courses on offer also included behavioral, managerial, agile and linguistic training, as well as sessions on well-being and safety, and digital skills and culture.

(5) Data extracted from the New Primo system, listing payments to external third parties that assisted in the start-up of training courses.

(6) The average value was calculated as a total of the payments made to external training service companies, divided by the total final headcount in 2020. The indicator does not report internal cost items, travel costs for training, cost of use, or maintenance of the LMS online platform.



Specifically, the training action lines are aimed at: strengthening the dissemination of **digital culture** with a view to sustainability, building a **train the trainer** approach, disseminating increasing proximity to the business ("close to business"), internally extending new behavioral styles related to **soft leadership**, training on **new skills** and **new habits** (new behaviors to face up to the next normal). In terms of digital skills, in 2020 Enel involved over 50% of people in dedicated training activities, and starting from 2021 it is committed to launching 20 global initiatives on **digital sustainability**: this ambitious goal aims to raise awareness of the opportunities offered by technology to be more sustainable and to minimize environmental impact. The dissemination of the train the trainer approach over 2021 will enhance the exchange of skills, attitudes and internal know-how, by means of the cross-fertilization of knowledge, from the most specialist to the most strategic.

In 2020, the **Schools** and **Academies** focused on programs dedicated to responding to the specific and technical training needs of the different business areas, in conjunction with university partners and renowned research institutes, with the support of the Enel Foundation. From 2016 to 2020, nine Schools and five Academies were activated and, in the future, to face the great challenges of the Strategic Plan, the Academy model is expected to be strengthened, to meet Group requirements better.

The three main areas of training in 2020 were digital culture, safety and **soft skills**. In 2021, there will be a specific focus on the new model of gentle leadership and new habits, behaviors and professional lifestyles, related to a constantly changing context. Finally, Enel's commitment to raising awareness of anti-corruption issues remains strong: the interventions to disseminate knowledge of

ISO 37001 certification for the Group's Italian companies, Model 231 and Global Compliance reached a course redemption level of around 80%, while the new training course on the new Enel Code of Ethics is scheduled for 2021, the document having been updated in 2020.

Valuing and enhancing our people

In 2019, the process of qualitative and quantitative **performance appraisal** saw the engagement of Group people at various levels in a fluid process of exchange and across the all-round feedback, shifting the focus towards the organizational network rather than pursuing a hierarchical model. In particular, 100% of eligible people⁷ were involved in the 2019 process and the process was completed in July 2020, with a delay due to the pandemic. For 2020 performance appraisal, the process will be reviewed, aiming at boosting individual specificities and enhancing people's talents and inclinations.

Finally, a new campaign was launched to define **succession planning**, the process whereby all Group managers are required to identify the high-potential people available to fill managerial roles in the short term (ready) and in the medium term (pipeline). To accompany successor development, the appointing manager, the manager responsible and the People and Organization Function identify shared development actions, based on individual and professional profile, in relation to the positions for which the successors have been earmarked. Successor identification follows criteria based on meritocracy, diversity and the horizontal nature of the profiles. New managers are appointed following an aptitude assessment, to explore the candidates' strengths and areas for improvement, assessing their readiness to hold a managerial position, by means of a structured process codified in specific guidelines. The assessment is designed to identify people capable of implementing Open Power values and behaviors, to meet the challenges that Enel sets itself.

(7) Eligible and reachable: those on a permanent contract, currently working and active for at least three months of 2019.



Elisabetta and the MaCro@Work project

The awareness of the ethical and social importance of health in the workplace, and increasing attentiveness to the themes of care and inclusion are the basis of Enel's choice to address the issue of people suffering from chronic diseases at work, a topic often still unexplored in organizations.

Elisabetta, who knows this situation well because she experiences it every day, has for two years led the **MaCro@Work** project, focusing on **people with chronic illness at work**, a project long covered by Enel, with the aim of making the working environment truly inclusive for everyone, regardless of living conditions.

The project is the result of an intercompany research in which Enel is involved, and of an internal survey to over 6,000 people who are directly or indirectly affected by a chronic disease. The data highlighted cultural, organizational and managerial obstacles, but also opportunities to improve the work experience. Central themes for people involved in a chronic illness are the fear of being themselves and of being judged, of not living up to professional expectations, of showing their real personalities and explaining their needs. But at the same time there is the desire to return to the normality of work as a living space for relationships and socialization, and to escape the isolation of the disease. Hiding or not properly managing fears and desires is not only to the detriment of the people, but also to the organization as a whole.

Elisabetta's sensitivity, passion and courage are the extra "fuel" of the **MaCro@Work Caring Program**, which is intended to

create a collaborative network around the people with chronic illness, with the aim of improving the relational well-being of the entire environment in which they live. Empathy, caring for people and cohesion form part of a new corporate culture to create a positive, constructive and inclusive approach, without prejudice. The **Caring Managers' Network** is made of people and business partners who join voluntarily the project and decide to be the contact people for those with chronic diseases and their network in the workplace. In full respect of their privacy, they provide empathic listening and support at the delicate time when a disease arises, when many questions and practical issues need to be managed.

The Covid-19 outbreak was an accelerator of the project, as this scenario has had a profound impact on the lives of chronically ill people for example for the limited possibilities of access to care and the exponential complexity of the simplest daily activities for vulnerable people.

Elisabetta's entrepreneurship once again made a difference here, because she decided, in the midst of the outbreak, to take part in the challenge launched on openinnovability.com to gather ideas aimed at getting Italy going again. As one of hundreds of proposals, her idea of corporate volunteering to support the daily activities of "fragile" colleagues was selected and is now being implemented. The pilot has been launched, and the first people in the Company are benefiting from the services of shopping and medicines home delivery, as well as the practical handling service she designed. But this is only the first step, and we already know that there will be many more.

Listening and dialogue

| 102-43 |

In light of the digitization of relationships as a result of the Covid-19 pandemic, Enel has also decided to revisit the listening channel. While most of the listening within the Group until 2018 took the form of the **climate survey**, which takes place every two years, in 2020 the ground was prepared to lead people towards more constant and dynamic ways of listening and direct involvement in the implementation of sustainable action plans aimed at improving organizational well-being.

In late December 2020, the "**Open Listening: An interview to build our future**" survey was launched. 70% of people responded to an invitation to imagine the future of work in the era of the "next normal", from remote working methods to workspaces, from new technologies and psychological/physical well-being to the new leadership models of the future. **The overall level of people engagement was 93.5%** (the overall engagement index result for the previous Climate Survey was 81%). To follow the results, targeted, global and specific action plans will be drawn up on the various targets.

A further essential element is **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.

Diversity and inclusion

| 103-2 | 103-3 | 405-1 |

Inclusion = Value is the paradigm that represents our approach to attention to people, based on the inclusion of diversity as an essential factor in the creation of sustainable value. This approach is even more relevant these days, given current circumstances where it is essential to innovate, co-create, bring out and attract talents and create a framework that enables everyone to express their

uniqueness at all times, even in new, unprecedented situations. At Enel, inclusion means **taking care** of all aspects of diversity, from the visible to the most concealed, and to enhance the multiple talents of each person. It also means **creating open contexts** that welcome diversity and ensure everyday organizational and interpersonal conditions so that everyone's potential can be expressed freely, stimulating innovation and promoting new opportunities. Enel's commitment to diversity and inclusion started in 2013 with the issue of the Policy on **Human Rights**, followed in 2015 by the **Diversity and Inclusion** Policy, in parallel with adoption of the seven Women Empowerment Principles (WEP) promoted by the UN Global Compact and UN Women and in compliance with the UN Sustainable Development Goals. The Policy acts as a reference point for the evolution of the Group's culture of caring and inclusion. Its fundamental principles of non-discrimination, equal opportunities and equal dignity for all forms of diversity, inclusion, balance between private and professional life are milestones for the development of specific initiatives that address as a priority the dimensions of gender, disability, age, nationality and the dissemination of the culture of inclusion at all levels and in all organizational contexts.

In 2019, the **Workplace Harassment Policy** was also published, which highlights the principle of respect for individual integrity and dignity in the workplace and addresses the issue of sexual and discrimination-related harassment. In 2020, the principles of the aforementioned policy were recalled in the **Statement against harassment in the workplace**, published on the Enel website. On issues related to harassment, several countries launched specific training initiatives in 2020 (Italy, USA and Canada, Peru, Colombia, Korea and Australia); in 2021, a global course will be launched for all Group countries.

The People Care and Diversity Management Holding unit, created in 2016 and merged in 2020 into the new People and Organization Innovability unit, performs governance functions globally on these issues, ensuring harmonization and monitoring of local initiatives and best practice sharing. Indicators measuring progress on diversity and inclusion are the focus of a detailed reporting process.

Enel's commitment to diversity and inclusion is also stated in public objectives in the Sustainability Plan, the progress of which is documented in the Sustainability Report. These aim to increase the **percentage of women in selection processes, the percentage of women managers and middle managers**, and promote **the adoption of a systemic approach to the inclusion of people with disabilities**. The **Sustainability Plan and Report** are analyzed by the Corporate Governance and Sustainability Committee and the Control and Risk Committee, and subsequently approved

by the Board of Directors. In late 2020, the Board of Directors approved a specific action plan associated with the **Value for Disability** project, with the aim of expressing the potential of people living with disabilities at company, social and economic level.

Enel has obtained numerous acknowledgements in thematic indices and in the main rankings related to diversity and inclusion which recognize the value created by Enel's sustainable and innovative business model for people, the Group and society.

The commitment and transparency in favor of gender inclusion were confirmed by **Bloomberg in 2021**, with the inclusion of Enel and its Spanish subsidiary Endesa in its **Gender Equality Index** for the second time. Enel was acknowledged for its commitment to promoting the presence of women on the Board, in managerial positions and in new hires, the contribution in terms of pay equality and work-life balance, and in the prevention of harassment.

The Company ranked eighth in the world in March 2021 and among the top 100 companies in the index, as well as being the first company in Italy in the **Gender Equality Global Report & Ranking**. This positioning followed the March 2020 inclusion in the **Equileap** top 20 Gender Equality rankings in Europe. The ranking analyzes 19 criteria related to gender policy, including gender balance throughout the corporate population, gender pay gap, parental leave, and the prevention of sexual harassment. In addition, in 2020 the Group ranked first within the "Electric Utilities and Independent Power Producers" industry group of the **Refinitiv Diversity and Inclusion Index**. The index has rewarded Enel's attention to gender diversity, workplace inclusion policies and human capital development. In 2020, several awards were recognized for the promotion of diversity and inclusion in the countries, including the Impulsa Talento Femenino award (Chile), the Friendly Biz Corporativo and Sello de Oro Equipares awards (Colombia), Best Workplace 2020 (Greece) and the Expocoaching Award (Spain).

Unlock Inclusion

At Enel, the evolution of the culture of inclusion represents a journey of various steps, represented in 2017 by the awareness of the value of all diversity, in 2018 by the importance of the uniqueness of each person to create value for people and the business, and in 2019 by the sustainable value generated by inclusive behaviors.

In 2020, when agile working methods were tested under

emergency conditions, inclusion took on an ever deeper meaning. It is important to ensure that people are genuinely connected and to stimulate individual responsibility to act consciously to overcome the invisible barriers that technology can create under such conditions. Enel then organized a global event, "**Unlock Inclusion**", with the aim of stimulating reflection on the behaviors that generate authentic inclusion and the conditions to ensure a context to enable these, by means of live-streamed round tables, workshops and local events. Awareness-raising initiatives on the culture of inclusion also involved about 1,500 Group managers, with an online training session on unconscious bias, with the aim of exploring how they work and which strategies can contain them.

The Company's commitment to the culture of inclusion of diversity is also expressed in the measures taken by the governing bodies with regard to their composition and in their constant attention to company strategies on these issues.

Including all

Boosting diversity means paying attention to its multiple aspects.

In terms of **age**, the various countries and Business Lines promote a wide range of training initiatives and the exchange of intergenerational knowledge. In 2020, over 120 juniors and 620 seniors have been involved in internal training, coaching, mentoring, shadowing initiatives and as ambassadors on specific topics. In particular, Colombia has started the "Talent Silver" project, Peru the "Sensei Program" and Greece the "Your voice" project. A global plan is in place to activate a tutor both to accompany the onboarding period of newly hired colleagues and to facilitate the integration of expat colleagues in their destination country.

In terms of **LGBTQ+** issues, some countries (Argentina, Mexico, Chile, Greece, Romania, Germany, Australia, Italy and Peru) have organized awareness-raising, training and specific communications campaigns to reflect on inclusive language, shed light on stereotypes and explore specific aspects of LGBTQ+ perspective, in particular for IDAHOBIT Day⁸.

Ethnic diversity is a topic of increasing attention in some countries, especially in North America, where it is one of the priorities of the diversity management approach,

⁽⁸⁾ International Day Against Homophobia, Transphobia and Biphobia.

also confirmed in public statements of the management against racism, starting from the candidate selection and recruiting phase. In Brazil, too, the enhancement of ethnic diversity is considered a central element and is taken into account from the selection phase onwards, with positions dedicated to people of color.

The gender and gender pay gaps: our action plan

| 405-1 | 405-2 |

Enel continues its commitment to overcoming the gender gap and achieving pay equality with an organic approach of actions 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 personal and professional life. The action plan aims to achieve equal pay by leveraging on measures that influence the pay gap both directly and indirectly, producing a gradual increase in female representation at different organizational levels, thus promoting natural generational renewal and consequently equal pay.

With regard to **indirect measures**, there is a steady increase in women joining the Company and in positions of responsibility in the organization. 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 four years (44% in 2020) and a target of 50% in 2021. A major commitment has also been made to increase the number of women in positions of responsibility. Various actions have been introduced globally, including a public goal to increase the number of women managers and middle managers and the setting of criteria for the fair composition of succession plans. As at late 2020, women account for about 22% of the entire Group workforce, around 22% of the managers and approximately 11% in executive positions (CEO-1) out of the total of these positions (2 out of 18).

The **direct measures** with an impact on the gender pay gap include internal policies addressing succession plan management and salary review processes, which take into account gender diversity as well as the allocation of a budget dedicated to ensuring equal pay for equivalent roles. In addition, the commitment to promote gender equality also resulted in setting a specific MBO 2021 track as part of the MBO objectives assigned to the management of the People and Organization Function.



For the purposes of monitoring equal pay, there is a steady increase in the Equal Remuneration Ratio (ERR⁽⁹⁾) index, 83.3% in 2020⁽¹⁰⁾, a slight increase on the 83.2% in 2019 (equivalent to 82.4% at the same exchange rates against the euro). This result is proof of all the actions taken to advance women's standing, not only in senior management, the effects of which will be fully appreciable in the medium to long term, also taking into account the generational dynamic.

In countries where the Group maintains a presence, numerous initiatives are in place to promote the **empowerment** of women and a leadership style that welcomes traits inspired by female models such as "Empowering Conversations" in Italy, "Women Open Power" in Peru, "Resiliencia y Mujeres en tecnología" in Argentina and the "HER Community" experience in Greece.

As far as the **parental dimension** is concerned, there are several *ad hoc* parenting programs available to the Enel workforce, women and men alike. In all Group countries, the "Parental Program" is active, aimed at promoting organizational and personal awareness of the value of parenthood and at reconciling personal and professional needs in this stage in life.

Increasing importance is also accorded to supporting initiatives that promote the presence of women in study and professional pathways in **STEM** fields (Science, Technology, Engineering & Mathematics), 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. In particular, STEM initiatives are aimed at female students who will be working in a few years' time in the professions of the future, to which Enel looks with interest to increase gender diversity at all organizational levels. Every year, Enel organizes in all Group countries awareness and orientation sessions, in which thousands of young women take part. Specifically, in 2020 Italy launched the "Tech Talk" cycle of digital meetings, with the participation of female role models from the world of science, culture and entrepreneurship, at national and international level; Brazil organized the "Mujeres de Energia Program", a volunteer initiative involving women working in technical sectors as its spokespeople.

(9) ERR (Equal Remuneration Ratio) = fixed + variable salary female managers / fixed + variable salary male managers.

(10) The new calculation methodology provided for the use of final balances for 2020 in line with the salary data used for the calculation of the ratio, unlike last year, when the average annual balances were used to calculate the indicator.

In Colombia the "Plan Semilla" aims to train and provide employment opportunities for women experiencing social hardship whereas the "USAID Program" aims to disseminate the importance of the role of women in the energy transition. Argentina organized courses on energy transition; finally, in Spain the "Desmontando estereotipos" and "Orienta - T" projects involving Enel colleagues and psychologists from external associations have been active for several years.

Finally, all countries have held numerous events for the International Women's Day and the International Day against Violence against Women, to celebrate the value of women and equal opportunities and raise awareness of respect for rights and overcoming gender bias.

In February 2021, to confirm its commitment to these issues, Enel joined the "Equal by 30" campaign, promoted by Clean Energy Ministerial (CEM), the public 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 set on raising awareness for 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.

Value for Disability

Enel plays great attention to disabilities, of particular significance in Italy, which hosts 80% of **the Group's around 2,200 people living with disabilities**. In countries where the legislation provides for minimum quotas for the inclusion of people with disabilities, the Company is in line with the regulatory provisions. People living with disabilities are also present in some countries where there are no legislative constraints. To ensure the full inclusion of people with disabilities and in line with the approach indicated by the UN Convention, Enel provides tools, services and working methods, and promotes initiatives aimed at creating an accessible environment that promotes the independent expression of the talents and potential of everyone in the organization.

In 2019, Enel's commitment was made public by the Group signing up to the worldwide "**Valuable 500**" initiative, aimed at private companies committed to recognizing and expressing the potential of disability at company, social and economic level. This membership resulted in 2020 in the worldwide "**Value for Disability**" project, aimed at defining concrete actions to promote the full inclusion of

people with disabilities. The approval by the Board of Directors of the action plan resulting from the project in late 2020 was assigned as an MBO track to around 50 managers in the Functions involved. One specific stream of the project is dedicated to Enel employees, with a focus on physical and digital accessibility, participation in organizational life and evolution in the inclusivity of the corporate culture. As part of the project, a specific tool to detect the organizational needs of people living with disabilities has been designed and tested, inspired by international standards. In addition, the corporate commitment to the development of the inclusive culture in the organization has been underlined with the inclusion of the accessibility topic in the Code of Ethics and the disability targets in the Sustainability Plan. The action plan resulting from the project will develop over 2021 and specifically includes the validation and adoption of the questionnaire for work inclusion, the development and provision of widespread training on accessibility principles, the evolution from the perspective of inclusivity of safety, travel, recruiting and employer branding processes, and the establishment of a disability community network to facilitate the identification of new needs and the sharing of best practices. For further details on the project, see the "Sound governance" chapter of this document.

In 2020, further initiatives were implemented in different countries, with the support of specific organizational focal points. Among the most significant initiatives launched in Italy, worthy of note are the "Disability and Work Research" and the "Itaca project for intellectual disabilities" aimed at developing the acquisition of digital skills for people with mental illness, the launch of the IT call center dedicated to the assistance of people who use assistive tools, and the

"Auticon" project to promote work inclusion for people with autism on specialist activities in IT processes. In Spain, attention has been focused on improving the integration of people with disabilities at risk of exclusion from work, moreover with the "Plan Familia", which offers a counseling service is provided to colleagues with family members living with disabilities. South American countries have set a benchmark with other companies and have launched a survey to assess the level of disability awareness among colleagues; Colombia has started a recruitment project as part of the local Productivity Pact; in the United States, a campaign has been promoted to highlight the needs of people living with disabilities. For the International Day of Persons with Disabilities, various events have taken place in all Group countries to raise awareness of the value of different skills and to overcome stereotypes.

Caring for all

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Enel promotes organizational and personal well-being, as well as solutions to improve work-life balance and to support the tangible and daily needs of individuals in order to respect all the situations, including contingencies, that an individual may be required to deal with during their working life.

The non-salary benefits⁽¹¹⁾ awarded in the main Group countries⁽¹²⁾ cover 98% of the Enel workforce. The main support initiatives and the extent of their coverage of the Enel workforce are set out below.

Non-salary benefits major Countries	Involvement
Covid-19 insurance	100%
Pension fund membership	81%
Additional parental measures (maternity, paternity and parental leave)	93%
Parenthood support initiatives	99%
Child support initiatives	83%
Loans	92%
Leisure and cultural initiatives	93%

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

(12) Italy, Brazil, Spain, Argentina, Romania, Chile, Colombia, Russia, USA, Peru, Mexico.

Caring activities concern the spheres of personal, family and organizational life. A few examples are given for each field, as carried out in the different countries where the Group maintains a presence.

- > **Caring for people.** Among the initiatives taken by Enel, including to support new working methods during the Covid-19 outbreak, particular attention has been paid to the inclusion of those suffering from a chronic disease ("MaCro@Work Caring"). For further details, see the introduction to this chapter. In Italy, workshops have been organized on well-being, eating disorders and digital education, as well as fitness activities, meetings with writers and events to improve self-awareness, psychological counseling services for people exiting the Company and an awareness campaign for blood donation. The promotion of physical well-being is encouraged in Italy by means of a specific agreement with the networks of gyms throughout the country, and likewise in Spain under the "Programa Entrénate", which encourages physical activity. Colombia works systemically on these issues via its "Estrategia de Felicidad Organizacional", which identifies elements such as consistency, gratitude, service, compassion and resilience as the fundamentals of happiness, influencing the full development of the person, the working environment and the organization's results. Among all the various experiences, Mexico stands out for promoting an integrated approach between well-being, engagement and happiness, expressed in the "Become and Engage - BE Program" project, which includes a wide range of activities associated with a gamification system and provides access to benefits and supplementary welfare services.
- > **Caring for families.** In 2020, a wide range of digital initiatives took place, including the "Enel Talent Day" webinars focused on university orientation and the world of work for employees' children, deployed in five editions in Italy and subsequently extended to Spain and Romania, involving a total of around 1,000 children. In Italy, a "Care Master" dedicated to caregivers in the Company has been organized. A subsidized online family counselling service is also active, as are the "New Parents, New Energy" parent training sessions. Time saving family services are also available: baby-sitting, elderly care and home help. A range of initiatives have been introduced, in conjunction with the mobility manager network, to promote the sustainable movements of Enel staff, including specific agreements for public transport subscriptions. Finally, all Enel mothers

and fathers of children attending primary school are granted entry permits for their children's first day of school. Spain has a dedicated channel on the company intranet, offering a wide variety of products and services at competitive prices, as well as leisure offers and training sessions, but also providing the option to make donations to improve the living conditions of the most vulnerable. 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.

- > **Caring in the organization.** In addition to local legislation, many countries have taken measures to improve maternity, paternity and parental leave, and leave is granted for special days or in particularly severe circumstances. In Italy, from a solidarity point of view, holidays or rest periods (solidarity holidays) can be granted to colleagues to help their loved ones with very severe personal or family circumstances. Where maternity leave is concerned, in more than half of the main countries in which Enel operates, a higher number of leave days is offered than those provided by the local legislation. In terms of salary aspects, if local legislation does not guarantee full pay during the period of maternity leave, Enel intervenes to close the gap. With regard to paternity leave, in some countries, Enel intervenes with additional measures both in terms of the number of additional days of leave and in terms of salary, covering any gaps. Finally, various measures are available for child sickness leave, for the birth of twins with measures in addition to local legislation, and also in the event of adoption, where additional measures are extended to parents of adopted children. 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.



Supplementary healthcare assistance and additional pension coverage

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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 periodic checkups (see also the "Occupational health and safety" chapter). 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, pro-

motes 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 2020, 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, 2020, 80% of Enel group employees were covered by retirement plans, mandatory or voluntary schemes.** The largest pension funds are in Italy (Fopen and Fondenel), Spain and Brazil. See also the "Connected and close: smart working and care during the outbreak" section of this chapter.

Safe travel

As of 2016, Enel people travelling to destinations considered at risk have been provided with specific information detailing the healthcare situation and safety conditions of the countries in question. Specifically, by means of the company travel reservations system, the Security Guide, Security Travel Guide and Health Guide are sent out before departure, with any necessary updates added just before departure or during the trip. In relation to specific risks associated with the destination, whenever necessary Enel prepares suitable protective measures (expert guides, bodyguards, etc.). To coordinate the entire process, a 24/7 supervisory function supports staff during travel, monitors the relevant news reports and coordinates responses in the presence of situations of objective danger or emergency. The model is active in all Group Countries, guaranteeing 100% coverage of international and intercontinental travel with the integrated Travel Security system.

Industrial relations

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Enel complies with labor law in the various countries and the conventions of the International Labour Organization (ILO) concerning workers' rights (freedom of association and collective bargaining, consultation, right to strike, etc.), systematically promoting discussion between social partners and seeking an adequate level of agreement and sharing of corporate strategies by employees. In 2020, the percentage of employees covered by collective bargaining agreements was 90.8%, in line with the figure for 2019 (91.1%).

Industrial relations activities on the Group level continue to be conducted in accordance with the model laid down in the Enel Global Framework Agreement (GFA) signed in Rome in 2013 with the Italian Federations, and the global unions IndustriALL and Public Services International. The agreement is founded on the principles of human rights, labor rights and of the best and most advanced transnational industrial relation systems of the reference multinational groups and institutions on the international level, including the ILO. These principles include 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 force in the various countries, in line with the provisions of the ILO conventions. Enel guarantees that the equal pay principle is respected in all countries in which it maintains a presence, and therefore commits to guaranteeing the living wage for all its employees. It also promotes initiatives to ensure equal pay for equal work for men and women. Under this agreement, Enel acknowledges the right of its employees to set up or participate in trade union associations in order to protect their interests. It also awards them the right to 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 acknowledges the value of collective bargaining as a tool to determine the contractual conditions of its employees and to regulate relations between company management and trade unions. Enel complies with the principle of trade union independence and does not interfere in any way with the organization of representation, allowing its employee 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 provides adequate information to its employees and to the trade union organizations that represent them, in order to facilitate collective bargaining. Enel therefore adheres to strict neutrality with regard to workers' decisions whether to join a trade union and/or the choice of the trade union by which to be represented; it recognizes as interlocutors the trade union representative of the workers in the Company, in compliance with national legislation. In the event of a discrepancy between local and international standards, Enel strives to apply the provisions that best protect workers' rights. The GFA agreement is also acknowledged and acclaimed as best practice among European and non-EU multinationals. Enel provides its people with a full range of information concerning collective labor agreements and trade union agreements, in accordance with current legislation, over the company intranet. In the event of organizational changes, Enel provides prompt information as indicated in the table below.

Country	Minimum Period	Legal Provisions/Collective Agreements
Italy	25 days	Legal provisions
Spain and Portugal	30 days	Guarantee Framework Agreement of Endesa SA and subsidiaries in Spain (September 12, 2007)
Russia	60 days	Legal provisions
Romania	Obligation to inform and consult worker representatives on business developments and to inform them periodically about the Company's economic situation. For group layoffs, at least 30 days' notice for the trade union organizations and 20 days' notice for workers. The maximum period for the group layoff procedure is 90 days	Legal provisions Collective agreement
Argentina	Obligation to periodically update worker representatives; traditionally the notice period for changes in working hours, employee roles or place of work is 48 hours, although there is no specific regulation	-
Brazil	Obligation to issue a "timely" notice	-
Colombia	Neither the law nor collective bargaining provide for a minimum notice period in the event of organizational changes	-
Peru	Neither the law nor collective bargaining provide for a minimum notice period in the event of organizational changes	-
Chile	Neither the law nor collective bargaining provide for a minimum notice period in the event of organizational changes	-





Activities	2020-2022 targets	2020 results	Status	2021-2023 targets	Tag	SDG
Inclusive and equitable quality education	2.5 mil beneficiaries by 2030 ¹	2.3 mil beneficiaries (2015-2020)	ON-PLAN	5.0 mil beneficiaries by 2030 ¹	S, G	4, 17
Affordable, reliable, sustainable and modern energy	10.0 mil beneficiaries by 2030 ¹	9.8 mil beneficiaries (2015-2020)	ON-PLAN	20.0 mil beneficiaries by 2030 ¹	S, G	7, 17
Sustained, inclusive and sustainable economic growth	8.0 mil beneficiaries by 2030 ¹	3.0 mil beneficiaries (2015-2020)	ON-PLAN	8.0 mil beneficiaries by 2030 ¹	S, G	8, 17
Strengthening of strategic partnerships and promotion of operational partnerships		1,000 partnerships launched	ON-PLAN	Strengthening and promoting operational partnerships	S	17
Implementation of new projects in support of the communities in which Enel operates in order to create shared value (CSV)		2,141 projects	ON-PLAN	Implementation of new projects in support of the communities in which Enel operates in order to create shared value (CSV)	S, G	1, 2, 3, 5, 10, 17
Dissemination of the CSV model in operating assets		1,425 total CSV applications	ON-PLAN	Dissemination of the CSV model in operating assets	I, S	9

(1) Cumulative figures since 2015.

I Industrial E Environmental S Social G Governance T Technological

Goals
 + New ↻ Redefined ↻ Outdated

We bring energy to whoever is giving theirs and we support the more vulnerable groups during the Covid-19 pandemic



The effects of the Covid-19 pandemic have amplified vulnerabilities and also the inequality within the various communities we operate among. Thanks to the strong roots enmeshed in the territory, we have been able to identify immediate measures for supporting urgent medical and socio-economic needs in the poor countries where Enel operates, from Europe to Latin America, Asia to Africa and Australia. More specifically, around **450 sustainability projects** have been developed in two areas of intervention:

- > containment of the health emergency with initiatives to support hospitals and for front line assistance to citizens;
- > support for the economic revitalization of communities, through programs to support food security, development of micro-entrepreneurship, services dedicated to vulnerable customers and distance vocational and educational training.

Here are some examples of projects:

- > **Allacciamo le energie** [Connecting energies] (Italy), by which Enel has connected to the electricity grid or increased the power of public-health facilities and areas, including temporarily, to tackle the medical emergency. From field hospitals, drive-in screening stations, to new care spaces placed adjacent to medical facilities or at trade fairs and hotels, tens of facilities throughout Italy have benefited from free connection to the

electricity grid. The project was launched in March 2020 for the completion of the field hospital in Crema, a 35-bed medical facility constructed by the Italian army, enabling the supply of 400 kW to the installation for all the required equipment in just a few hours;

- > **Home meal deliveries** (Brazil), where Enel X, in collaboration with Enel Distribuição São Paulo and Riba, an electric transport company, developed a home meal delivery system for the community of Paraisópolis in the southern part of São Paulo. By providing electric scooters and hiring delivery riders, logistics costs for the distribution of meals produced within the same community, delivered to residents in the area to support them during the pandemic, have been reduced. The initiative forms part of the Brazilian #Juntos-NaMesmaEnergia [Together with the same energy] campaign, a series of initiatives focused on prevention and action against Covid-19 in Brazil.

Other projects are described within this chapter.