

ENEL PEOPLE

SUSTAINABILITY PLAN PILLAR



STAKEHOLDERS

- Enel people

SUSTAINABLE DEVELOPMENT GOALS (SDGs)



The Group's goal is to pursue people empowerment by promoting active engagement, a sense of responsibility and entrepreneurship ensuring continuous listening and quantitative and qualitative performance appraisals aimed to self-empowerment. Enel supports training with programs to improve existing skills, alongside the constant attention to the upskilling and reskilling plan for Enel people. Specific actions and initiatives are promoted at all stages of women's journey in the organization, with a concrete commitment to overcoming the gender gap and spreading an inclusive culture at all levels of the organization.

Below the 2023 results related to the previous 2023–2025 Sustainability Plan, the resulting progress and targets of the 2024–2026 Sustainability Plan, which may be redefined, added, or outdated with respect to the previous Plan.

ACTIVITIES	2023 RESULTS		2024–2026 TARGETS	MAIN SDGs
LISTENING AND ASSESSMENT				
Climate survey ⁽¹⁾⁽²⁾	100% people involved		100% people involved in 2026	8
	75.6% participants		80% participants in 2026	8
Open Feedback Evaluation – Performance appraisal	100% people involved	🔄	100% people involved in 2026	8
	99% people appraised	🔄	99% people appraised in 2026	8
WELL-BEING				
Overall Global Wellbeing Index ⁽¹⁾	60%		>60% in 2026	8
Enel people in remote working	Approximately 36,000 eligible employees	🔄	Target outdated as a consolidated Group-level maturity status on remote working has been achieved.	8

(1) 2023 data refer to the survey conducted in 2022.

(2) 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



New



Redefined



Outdated

Progress



Not in line










In line



Achieved

N.A. = not applicable, target not included in the 2023–2025 Sustainability Plan

ACTIVITIES	2023 RESULTS		2024-2026 TARGETS	MAIN SDGs
TRAINING				
Average training hours <i>per capita</i> ⁽³⁾	48.1 hours		>45 hours in 2026	4 8
Promoting reskilling and upskilling programs for Enel people	44.8% of training hours dedicated to upskilling and reskilling		40% of training hours dedicated to upskilling and reskilling in 2026	4 8
Supporting dedicated training on digital skills for all Enel people	15.5% of training hours dedicated to developing digital skills ⁽⁴⁾		<i>Target is considered outdated as widespread awareness has been gained on digitalization</i>	4
Scholarships available for Enel people	132 scholarships ⁽⁵⁾		<i>Activity under review</i>	4 17
Developing a new culture of "Human sustainability" for Enel people	13.1% of training hours dedicated to developing human skills		<i>Target outdated as it has been achieved</i>	4 8
ENHANCING DIVERSITY				
Women in selection processes ⁽⁶⁾	52%		50% in 2026	5
	26.2% managers (including Top Managers)		>27% managers (including Top Managers) in 2026	5
Women managers (including Top Managers) and middle managers	33.1% middle managers		>34% middle managers in 2026	5
	32.5% managers and middle managers ⁽⁸⁾		33.5% managers and middle managers in 2026 ⁽⁷⁾	5
Women in succession plans ⁽⁷⁾	47.2% in managerial succession plans ⁽⁸⁾		>46% in managerial succession plans in 2026	5
	50.4% in Top Manager succession plans ⁽⁸⁾		45% in Top Manager succession plans in 2026	5
Female students involved in career guidance initiatives in the STEM area	Over 7,800 female students involved		Over 19,000 female students involved in the period 2024-2026	5 8

(3) Training hours include mandatory and optional training.









(4) 2023 figure lower than the target in the 2023-2025 Plan (equal to 20%). The result was partly influenced by the micro-learning mode, which makes training more flexible, frequent and continuous, involving more people, but with a lower number of hours. Digital skills are also incorporated into other specialized pathways, such as technical and safety processes, where digital skills are integrated into broader and more specific programs.

(5) 115 scholarships per year are provided under effective academic partnership agreements for 2024-2025.

(6) 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 regulation that does not permit gender to be tracked during the recruitment stage.

(7) Target included in the Top Management remuneration plan.

(8) Indicator subjected to reasonable assurance.

ACTIVITIES	2023 RESULTS	2024-2026 TARGETS	MAIN SDGs
Promoting an inclusive culture free of prejudice and harassment	Specific training initiatives involving around 57,000 colleagues have been implemented in Enel's main countries, with the aim of spreading a prejudice-free culture and raising awareness on harassment in the workplace. Specifically: <ul style="list-style-type: none"> • training course on prejudice completed by around 49% of Enel people (including around 38% of Managers and Top Managers); • training course on harassment completed by around 42% of Enel people 	2 initiatives per year in the period 2024-2026	 
Implementation of initiatives on interculturality aimed at promoting awareness and inclusion within the organization	The topic of cross-cultural inclusion has been promoted in 9 countries , which have organized dedicated awareness initiatives, talks and impact initiatives relating to different aspects of cross-cultural diversity (race, ethnicity, nationality, etc.) ⁽⁹⁾	12 countries with active initiatives in 2026	 
Disability inclusion - Promoting the inclusion of people with disabilities at all stages of business travel: implementing inclusive travel services (adoption of Global Inclusive Travel: assistance, accompaniment, inclusive and accessible travel services)	88% of Enel people covered by at least one Global Inclusive Travel service	>90% of Enel people covered by at least one Global Inclusive Travel service in 2026	 
Diversity and inclusion culture: <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 	Launch of the first Global Inclusive Survey, which aims to gather the views of all Group people, by surveying – at all organizational levels – people's general perceptions of inclusion, inclusiveness, fairness and non-discrimination, awareness of inclusive behaviors, psychological safety, and the effectiveness of the actions put in place in these areas, and to gather useful insights to make strategies, priorities and project paths in the ongoing pursuit of inclusion.	<i>Target outdated as the survey on D&I topics underwent an extensive listening activity. The survey helped establish the baseline of a Group D&I strategy and related action plan, which may produce more meaningful information to work on and approach</i>	 

(9) The initiatives include:
 Italy: intercultural awareness webinar entitled "La Diversità non ha Uguagli" (Diversity Has No Equals);
 Brazil: "USP diversa" project in collaboration with prestigious universities to tackle university dropouts of students of different ethnicities;
 North America: workshop on energy transition and energy sovereignty for indigenous communities;
 Colombia and Central America (Panama, Costa Rica and Guatemala) and Mexico: training course on coaching integration and leadership in multicultural contexts;
 South Africa, Morocco and Vietnam launched a dissemination course on interculturality at work.

ENEL PEOPLE



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61,055

ENEL PEOPLE

65,124 in 2022

> -6.2%

22.7%

WOMEN IN THE WORKFORCE

23.4% in 2022

> -3.0%

26.2%

WOMEN MANAGERS (including Top Managers)

24.9% in 2022

> +5.2%

48.1 average hours

TRAINING PER EMPLOYEE

47.4 average hours in 2022

> +1.5%

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 have significant impacts on the workplace. Companies are therefore increasingly required to be adaptable to change in order to operate with greater flexibility in uncertain, unstable and complex geo-political situations.

Enel's strategy is built on people, the protagonists of change, and on shared values and behavior. An inclusive approach that focuses on the individual in his or her social and professional dimensions is essential to cope with constant change and achieve the Group's objectives.

There are more than 61,000 people in Enel, belonging to 79 nationalities and speaking 24 languages.

Strengthening **people empowerment** processes to support the cultural evolution of Enel people, leveraging people's **skills, well-being** and **motivation**, is just as important as developing sustainable and inclusive training and development opportunities and pathways that enhance their set of skills, encourage individuals to take **an entrepreneurial approach**, and draw on the experience available in the organization. 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.



In order to ensure that the Enel people are prepared to support the energy transition process and **fully grasp evolving customer needs by using their ability to understand the context**, embracing and adapting quickly to change, the training experience focuses on **lifelong learning** throughout their personal and professional lives, as well as on **upskilling and reskilling** strategies. These strategies are essential **for developing the specific skills they need to improve their performance in their current role, but also to prepare for taking on new roles or responsibilities**. To achieve this, in early 2024 a new unit called the “Workforce Evolution” was established, which reports directly to the People & Organization Director and the Global Services Director. Its main aim is to define and implement strategic insourcing guidelines and coordinate activities related to specific training programs and communication campaigns with both internal and external stakeholders. Enel is 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. A distinguishing factor of Enel's growth is the uniqueness and mix of talents, skills, aptitudes, and the visible and invisible aspects of each person. It is therefore determined to con-

tinue breaking down all forms of bias and stereotypes in order to create a respectful environment free of discriminatory behavior, also by implementing initiatives aimed at listening to employees, as well as communication and awareness-raising activities to address specific topics, inspiring campaigns and events.

The Group is seeking to **redefine its organizational model** in order to improve the effectiveness and efficiency of its processes, making them more resilient and flexible through simplification, streamlining and digitalization.

The People & Organization Function (P&O) 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 global and local policies and procedures, published in 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 additional 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, that make up the Company.

Attracting and promoting talent

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

In 2023, the global recruitment plan focused on two main areas:

- identifying key external players to manage the digitalization of networks and the electrification of uses, which are the new pillars of the Company's strategy;
- strengthening the Company's internal capabilities by supporting the professional mobility of the Enel people, especially after reorganizing and streamlining the internal structures.

More than 3,800⁽¹⁾ people were hired during the year, meeting the targets established in the Strategic Plan and in the new organizational structure.

In order to identify and attract the required profiles, ongoing efforts were made to build relationships with universities and to find increasingly inclusive ways. Among the main initiatives are:

- expanding job postings globally on key external talent attraction platforms such as LinkedIn, Indeed and Glassdoor to improve interaction and support the Group's employer branding;
- implementing advocacy campaigns focused on the voice and face of the people in the Company, such as “A day as a Colleague”, “Enel People” and “Our People, Our Energy”, to promote a better understanding of the various professions within the Company by sharing their personal stories and experiences at Enel on social media;
- supporting the worldwide implementation of the new application management system by providing training to encourage a data-driven approach to the selection process;
- constant updating of the “Careers” section on enel.com to improve candidate engagement and offering access to content that provides a complete overview of

(1) Fixed-term contracts are used to a limited extent, to cope with peaks in activity or to temporarily replace workers on extended leave (for example, maternity/paternity leave, etc.) and are paid wages at the same level as permanent workers.

the Company and makes it easier and faster to browse through the Group's open positions.

In 2023, all Enel people were also given the opportunity to recommend new external talents and enhance their colleagues' skills by identifying the various professional development paths available (the so-called "**Referral Program**").

The Company has placed great emphasis on fully integrating new recruits through its "**Onboarding**" program, which offers a unique and inclusive experience, providing all necessary cultural and organizational content to ensure a successful start to their journey with the Company.

Furthermore, to improve mobility at work, the **internal job posting** process has been enhanced, as it is a useful tool for meeting the organizational needs and aspirations of Enel people, promoting the diversification of skills and creating increasingly cross-functional profiles. Additionally, in 2023, the internal job posting tool was extended to include new managerial positions in the Group, encouraging full participation of the Company's global workforce. In this perspective, further attention was paid to mapping both hard and soft skills through the **e-profile tool**, which is useful for mapping colleagues' work experience, skills, interests and motivation to change.

Continuous learning: upskilling and reskilling to enhance people's current capabilities and develop their future skills

| 404-2 |

In today's rapidly changing economic and social environment, there is a growing need for new skills, professionalism, and adaptability. Ongoing training and **upskilling and reskilling** strategies are therefore becoming increasingly essential **for developing the specific skills needed to improve the performance of people in their current role and prepare them for taking on new responsibilities or roles within the Company**. For this reason, Enel has established several technical schools with the aim of developing the transferable and specific skills of each Business Line. In various cases, these schools collaborate with university and academic partners and, where possible, issue globally recognized certifications.

In particular, in Italy, a **First Level Master degree in Strategic and Innovative O&M Management** was offered at the Polytechnic University of Milan for the O&M (Operation & Maintenance) colleagues of the Enel Green Power and Thermal Generation Business Line, aimed not only

at improving the technical skills needed to manage O&M processes, but also at developing digital skills and all the qualities and personality traits that promote effective interaction with others, *i.e.*, human skills.

Additionally, the **Re-Generation** online training project was developed in Italy in collaboration with the International Telematic University Uninettuno, based on a short learning program that helps develop digital skills. After passing the final exam, participants can earn University Credits (CFU) in accordance with the European Commission's ECTS (European Credit Transfer System) standards and with the European Qualification Framework (EQF) (see the dedicated box for further details).

Other important initiatives include the Business Development School run by Enel Green Power and Thermal Generation in collaboration with SDA Bocconi, and the Grid Blue Sky Training Program. Please refer to the table below for details.

PROGRAM NAME AND DESCRIPTION	PROGRAM OBJECTIVES/ BUSINESS BENEFITS	QUANTITATIVE IMPACT OF BUSINESS BENEFITS (MONETARY OR NON-MONETARY)	% OF FTEs WHO PARTICIPATED IN THE PROGRAM
School of Business Development (Enel Green Power and Thermal Generation) Training and development program for the Business Development (BD) Function of Enel Green Power and Thermal Generation	The program involves 12 countries (Brazil, Chile, Colombia, India, Italy, Morocco, Peru, Romania, South Africa, South Korea, Spain, and the USA) and is aimed at developing the skills needed to achieve the goal set in the Strategic Plan, which is to add approximately 13.4 GW of renewable capacity between 2024 and 2026. Specifically, the program equips participants with the necessary tools and skills to promote innovation, proactivity, and efficiency, while fostering leadership in the search for innovative solutions in decision-making processes within the BD Function of Enel Green Power and Thermal Generation, making it possible to increase market competitiveness (e.g., through Power Purchase Agreements).	The program contributed to the achievement of the growth targets set for 2023, by actively supporting the development of projects across Enel Green Power and Thermal Generation, resulting in a pipeline of 432.6 GW.	100% ⁽²⁾
Grid Blue Sky Training Program Digital training program for the Enel Grids Business Line in Italy	A four-year project implemented throughout Italy from 2020 to 2023 aimed at driving the transformation of Enel Grids' processes by developing new skills in the field of digital solutions to increase operational efficiency in managing electricity grids. It focuses on four areas: Asset Owner, Asset Operator, System Operator, Customer Engagement.	In 2023, the number of training hours was around 14,800, with roughly 7,000 participants. A relevant metric of the program is the training ROI indicator. It assesses the direct relationship between the specific investment made in this program and the cost savings (in terms of reduced Opex) achieved by developing digitalization solutions. The formula used is ROI of training = (Cost savings achieved - Cost of training program) / Cost of training program). In 2023, the result was 153.	100% ⁽²⁾

Training involved 94% of the workforce with 3.1 million hours of training, amounting to more than 48 average hours per capita (more than 47 average hours *per capita* in 2022). Of these, hours dedicated to up/reskilling amounted to about 1.4 million, or 45% of the total, while those dedicated to human skills amounted to about 400,000, or 13%. In 2023, the total cost of training was of approximately 27 million euros, with an average cost per employee of 418 euros.

Approximately 480,000 hours were devoted to digital training, which accounts for over 15% of the total train-

ing hours. This is a slight increase on the previous year (430,000 hours or 14%) with the goal of reaching 20% by 2023. Training was provided primarily through microlearning, which allows it to be delivered more flexibly and frequently, engaging more people while reducing the total number of hours. Digital training is largely integrated with other training courses, such as technical and safety training, and is an integral part of specialized and non-specialized training, therefore helping the Company to effectively address technological challenges.



POWERCODERS PROJECT

Diversity, in all its forms and manifestations, is an essential value, and training is the enabling factor that accompanies the energy and digital transformation process, as well as offering concrete job opportunities, also through partnerships and

collaborations such as the one launched in Italy with Powercoders. Powercoders is the first computer programming (coding) academy for refugees and other individuals, founded in Switzerland in 2017. It has since expanded to Spain and Italy with the aim of promoting integration, equal opportunities and job placement in order to meet the needs of companies by providing adequately trained IT professionals who are not easy to find on the labor market.

After collaborating for the first time in 2022, which allowed the Company to become an integral part of the project, enabling young people and women

(2) The percentage indicates the number of eligible FTEs for the relevant activity.

who are struggling to enter the world of work to participate, Enel welcomed four of the 25 students who received their certificate and offered them the opportunity to gain work experience through an internship in the Company. One of them went on to secure a permanent job last year, which is what the initiative aims to achieve. Firmly convinced of the value and innovative nature of the project, and driven

by the Group's goals of inclusion, enhancement of cultural diversity, promotion of talent and equal opportunities, it was confirmed that the Company would renew this collaboration and would support the initiative in order to form a new class of students who will be given the opportunity to obtain certification and enter the world of work.

Innovating with and for people

Enel has continued the initiatives it has developed over the years to strengthen the Culture of Open Innovation globally, with the aim of creating a fertile environment for collaboration and innovation within the Company, promoting and enhancing diversity of thought, which is a key factor for creativity.

Numerous activities have been organized to provide colleagues with skills and knowledge on innovative ways of working, focusing on creativity, idea generation, collaboration, customer centricity and

listening, through courses on emotional intelligence, creative problem solving, agile, design thinking, and lean startups. A large portion of the training was conducted internally with colleagues from the Idea Hubs and Innovation Ambassadors (who voluntarily dedicate part of their work time to promoting innovation at Enel). In 2023, in order to promote creativity and lateral thinking, the Enel Idea Factory project was resumed to support all corporate areas in solving business challenges by applying co-creation methodologies and creative techniques.

Valuing and enhancing people

In 2023, the process of qualitative and quantitative performance appraisal saw the engagement – as always – of Group people at various levels in a process of exchange and constant discussion that shifted the focus towards the organizational network as a model for growth and self-empowerment rather than pursuing 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 Enel Code of Ethics.

The program, which includes all eligible individuals⁽³⁾ in the Group, is divided into two semesters. At the end of each semester, managers and employees will hold discussions. This tool consists of three interdependent dimensions:

- "Talent", which refers to showcasing one's individual skills;

- "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, of their staff to achieve professional goals based on those assigned by the manager or proactively proposed by the staff themselves.

In 2023, the following initiatives were continued with the goal of increasing people's value:

- 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;
- empowerment paths for new managers to help them become more aware of their talents, skills, aptitudes,

(3) Eligible and reachable: those who have a permanent contract and were employed and active in the evaluation period of 2023.

orientations and aspirations, supporting them in taking on more complex organizational roles.

In this context, the same criteria were applied to the annual succession plan for managerial positions, aimed at achieving inclusion and enhancing diversity, taking into account the Group's commitments, with a special focus on gender, thus allowing an increase in the percentage of female successors (47.2% vs 46.1% in 2022 in Management plans and 50.4% in Top Managerial plans vs 50% in 2022).

As part of its commitment to valuing its people, this year the succession process was also extended to key

non-managerial positions up to the CEO-3 level of the organization. This led to growth in the number of "people identified as successors", and *ad hoc* development and training initiatives were implemented, increasing engagement and proactivity.

Out of the many initiatives for successors, a global initiative was reserved for all those under 35 years of age with appointments' pipeline in Top Managerial plans to raise awareness of behaviors and motivational drivers, and to provide a key opportunity for integration and networking among colleagues from different countries.

Listening and dialogue

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Enel has always been keen to promote initiatives aimed at listening to employees. In 2022, the first **Global Inclusive Survey** was launched to explore, at all organizational levels, the general perception of people's inclusiveness, contextual inclusiveness, fairness and non-discrimination, awareness of inclusive behaviors, psychological safety, the effectiveness of actions taken to address these issues, as well as to gather valuable insights to define strategies and priorities, and planning the steps to take on the road to inclusion (see the section "**Uniqueness and care for innovation and well-being**").

Additionally, **Open Listening**, a global listening channel, was launched at the end of 2023 with the goal of surveying the corporate climate. 75.6% of the Group's employees responded to the survey, providing useful insights into their

mood, well-being and job satisfaction through 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.

A further essential element for people in the Company are **People Partners**, people trained in listening and dialogue, able to grasp individual aspirations and integrating them with the organization's needs.

Moreover, 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 the main vector to disseminate the Enel strategy and the objectives identified for the near future.

Uniqueness and care to ensure innovation and well-being

| 3-3 | 405-1 |

Enel believes that paying attention to **uniqueness** and **care** for people are of crucial importance for promoting **well-being**, boosting **motivation**, and driving **creativity** and **innovation**, so as to achieve valuable results for both individuals and the organization as a whole.

In 2023, in addition to placing great emphasis on **listening**, the Company also launched initiatives to promote a culture of inclusiveness at all levels of the organization and to value various aspects of interpersonal diversity.

In 2023, the **Global Inclusive Survey** was launched, with complete anonymity and ensuring freedom of expression for all, to which **48%** of eligible people responded (about 30,000 of respondents out of more than 61,000 people in the Group).

The survey results show **a good level of perceived general inclusiveness** of people, with the average respondent rating this aspect at **4.5 out of 6**, and **87% of people** gave a positive evaluation. They are above average and in descending order: perceived inclusiveness of colleagues, attention to and respect for diversity, inclusiveness of managers, perceived psychological safety, and inclusiveness of Management. Regarding the investigation of the level of attention to and respect for diversity, people also generally expressed above-average and distinctive evaluations for **social support** and **freedom of expression**, regardless of diversity dimensions: people reported that they could easily ask their colleagues for help and that they felt free to express their own opinions, even if they differed from those of others.

One of the key findings from the analysis of the survey data is that **people feel more included and behave in a more inclusive way when they feel comfortable in a psychologically safe environment and are supported through specific organizational actions that can enhance their uniqueness.**

The results of the Global Inclusive Survey will be used to define an action plan aimed at improving inclusion within the organization.

The networks and/or communities within the Group (**Employee Resource Groups – ERGs**), which promote listening and dialogue on various topics related to inclusion and diversity, are playing an increasingly important role: sharing spaces, with a focus on issues such as women's empowerment, parenthood, caregiving, disability, intergenerationality, interculturalism, and LGBTQ+ communities.

Listed below are the main ERGs active in the main countries where the Group operates.

In **Spain**, with Endesa PowerHer, Comunidad LGBTI, Comunidad Diversidad, and Be Talent Employee, issues related to gender, LGBTQ+, disability and age are addressed by promoting a culture of inclusion, free from all forms of discrimination, at all levels of the organization.

In **Chile**, the community Un equipo con orgullo provides

space for discussion with the aim of building a more tolerant, empathetic and inclusive society. The Woman Innovation Lab (WIL) is a network designed to actively contribute to the professional development and leadership of women through innovation.

Several ERGs have been active in **Brazil** for a long time, including Gender community (gender); People with Disability community (disability); Color Energy (cultural diversity); LGBTQI+ community and Generations community (intergenerationality).

In **Mexico** there are active ERGs such as Yin Yang (gender), Anne Sullivan (disability), Chontalli (ethnicity and cultural diversity), Just Be (LGBTQ+), Beyond Generations (intergenerationality), and Parenting (caring), which have held talks on topics such as D&I and psychological safety, and have conducted external visits and held a cross-ERG event involving the Management.

In the **USA and Canada**, five groups regularly address the most relevant issues through meetings, LinkedIn campaigns and newsletters, promoting inclusion and a sense of belonging: cultural and ethnic diversity with Cultural Power, LGBTQ+ issues with Pride in Power, veterans with Proud to Serve, gender with Women EmPower, and well-being with Empowerment and Balance.

The path to inclusion at Enel

The steps leading up to today began in 2013 with the publication of the **Human Rights Policy** (updated in 2021), 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. In 2019 the **Workplace Harassment** policy was added, introducing 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 in 2020⁽⁴⁾. In 2021, 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, within the People & Organization (P&O) Function, 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. Moreover, at the local level there are 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, Central America and Peru 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 2023, Enel actively participated in the D&I and Well-being round tables of the **World Business Council for Sustainable Development (WBCSD)** and of **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.

Cooperation on cross-cutting issues also continues: Italy is part of the UN Global Compact Network, is associated with Fondazione Sodalitas and is a signatory of the EU Diversity Charter, while Brazil, which is also part of the UN Global Compact Network, collaborates with the Ethos Institute on equity and human rights.

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

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 2023, Chile participated in the Global Compact Chile ODS5 Working Group and worked with the Ministry of Energy on two initiatives: *Energía + mujer*, which aims to increase the presence of women in the energy sector through various actions, such as strengthening women's leadership, and the *Mesa Regional de Género y Energía*, created with the aim of forming alliances and promoting cooperation and coordination to narrow the gap in access to training and

women's involvement in the energy sector.

Enel also supports the internationalization of local associations and networks. In Italy, for example, it is involved in inter-company working groups to expand the scope of action of *Valore D*, of which it is a supporting partner, and of the *Elis Consortium*, which supports the Italian national education system in training young people, with a particular focus on girls and their access to STEM professions. The aim is to help reduce the gender gap and create the new technical and professional profiles needed to make the energy transition fair and inclusive. An initiative with *Elis* was also developed in 2023, with the participation of some Enel women professionals who held orientation sessions in several Italian schools.

Data-driven inclusion

Spreading the culture of inclusion at Enel also means measuring phenomena to help define precise actions and objectives. As a result, a significant portion of the activities are aimed at the progressive digitalization of D&I-related analysis and reporting processes. A human-centered approach, embodied in the definition of a specific diversity policy regarding the composition of the Board of Directors⁽⁵⁾ and specific objectives and actions published in the Plan and in the Sustainability Report, approved by the corporate bodies.

Specifically:

- 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;
- promote projects for the inclusion of people with disabilities at all stages of the employee journey;
- promote the dissemination of a bias-free culture and initiatives that are mindful of intercultural diversity.

The commitment and transparency shown in favor of gender inclusion were confirmed in 2023 by Enel's appearance in the main rankings, ratings and ESG indices:

- the Group of subsidiaries Endesa and Enel Chile was included for the fourth time in **Bloomberg's Gender Equality Index**, which recognized in particular innova-

tive practices in terms of gender diversity, conciliation and harassment prevention;

- confirmed for the fifth consecutive year as being among the Top 100 companies, and first Italian company of the **Gender Equality Global Report & Ranking of Equileap** for promoting gender diversity, well-being, work-life integration and ensuring a working environment that respects human rights and is free from harassment;
- Enel SpA was confirmed in the **Refinitiv LSEG Diversity and Inclusion Index** in first place and Enel Americas SA in second place in the industry grouping "Electric Utilities and Independent Power Producers", and Enel SpA in 13th place in the Top 100 for initiatives in terms of gender diversity, disability and work-life balance.

In 2023, Spain was once again awarded the "Distintivo de Igualdad en la Empresa" by the Ministry of Equal Opportunities and the "Distintivo de Igualdad" award by the Club de Excelencia en Sostenibilidad. It also received the "Equipos y talent" award, given by the organization to companies committed to promoting women in leadership positions. Additionally, it received the "DCH Up Spain Emotional Salary Award", which is given to companies that take into account the personal, family and professional needs of their employees through adequate remuneration, with a positive impact on productivity and satisfaction.

In 2023, Enel was ranked as the Best Place to Work for Disability Inclusion in North America, earning the top rating in the Disability Equality Index® (DEI®).

(5) 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>.

A widespread inclusive culture

Enel has always promoted a culture of inclusion at all levels and in all organizational contexts through extensive communication and awareness-raising activities that focus each year on a specific theme, inspiring campaigns and events.

In addition, to fight prejudice and promote non-discriminatory behavior, the related awareness campaign was relaunched in 2023 in all countries where the Group operates. Specifically, the “Beyond Bias” educational initiative makes it possible to identify the main biases that can be encountered in the workplace. With an ironic approach, the course suggests ways to prevent them, and by the end of 2023, more than **49% of**

assignees and about **38% of Managers and Top Managers** had participated.

This is complemented by the educational initiative **Harassment in the Workplace**, which describes several forms of harassment and discrimination related to age, disability and sexual orientation. Since 2022, it has been assigned to the entire corporate workforce⁽⁶⁾ and has so far involved **42% of assignees**. On the other hand, at country level, there are several initiatives for the prevention of harassment, such as the awareness-raising campaign aimed at blue-collar workers in Brazil.

The value of generations

In an environment where multiple generations with different expectations, lifestyles, and skills are living together, it is increasingly important to facilitate the exchange of skills and experience in order to create value for individuals, companies, and institutions.

In 2023, an *ad hoc* training course was launched for specific senior figures to facilitate intergenerational exchange on a global scale. Here are the most important initiatives developed on this topic in the different countries.

Italy held the webinar “Siamo persone diverse? Di più. Siamo intersezionali!” (Are we different people? More. We are intersectional!): building on this concept, diversity was addressed across multiple dimensions, combining generations and gender. Re-generation, the free university course for people over

the age of 45, now in its second edition, touches on various topics, from Big Data to the Circular Economy, from law in digital societies to artificial intelligence (for further details see the dedicated box below). The “Nuestros Mayores Valores” initiative continued in Spain, which recognizes the talent of more experienced colleagues, while in Brazil the “Roda de Conversa com Jovens” initiative was launched with the aim of listening to and meeting young people and professionals. Several training initiatives were implemented for students. For instance, in Chile, the “Incorporación de alumnos/as de prácticas” program engaged university and high school students in company internships with senior colleagues. In **Colombia**, young talents followed internal development paths with a focus on soft and technical skills.



RE-GENERATION

Since 2021, Enel has been offering its senior employees the opportunity to acquire new skills linked to the energy transition, free of charge and during working hours, through short learning programs organized by the International Telematic University Uninettuno. Covering scientific areas related to the digital economy, law in the digital society, and IT and digital technologies, the courses last 8-10 weeks, and students are awarded university credits (CFU) that are applicable to a degree course. In 2023, the subject area of cyberpsychology

was added, and the number of courses increased from 13 to 21 (from digital marketing to e-commerce, from topics of a legal nature to Fintech, as well as big data, Artificial Intelligence, etc.). The target audience was also expanded to include people over the age of 45, instead of just those over 50.

The aims of Re-Generation are to offer professional and academic training (upskilling/reskilling) opportunities in the fields of technological innovation and digitalization in order to narrow the generation gap in frontier skills of the digital society and enhance personal experience.

Re-Generation reached a potential audience of approximately 15,000 individuals with at least a high school education. More than 2,000 colleagues signed up for the two editions held in 2021 and 2023. Interestingly, the area that attracted significant interest was cyberpsychology.

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

Cultures in dialogue

With 79 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 cross-fertilization between different cultures. In order to carry out a comprehensive **mapping** of ethnic and cultural diversity, please note that in most of the countries where the Group is 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 USA it is only possible to obtain such information on a voluntary basis. Additionally, in European countries, data privacy laws such as the GDPR prohibit the collection of evidence on this topic. However, in countries such as the USA, Brazil, and Argentina, where it is allowed, a comprehensive study will be conducted in 2024.

Several countries have launched **specific initiatives** in favor of intercultural diversity in its different forms: **Italy** hosted the intercultural awareness webinar titled "La Di-

versità non ha Uguale" ("Diversity has no equal"); **Brazil** initiated the "USP diversa" project in collaboration with the University of São Paulo to address the issue of university dropouts, sponsoring 25 scholarships and internships at Enel for 25 black and indigenous students; and North America held a discussion session to raise awareness among indigenous communities about energy transition and sovereignty. A training course was also implemented in Colombia, Central America (Panama, Costa Rica and Guatemala) and Mexico on integration and leadership in multicultural contexts in the workplace. South Africa, Morocco and Vietnam launched a dissemination program on interculturality in the workplace.

At a global level, a **mentor** is provided to foster the integration of expatriate colleagues in the destination countries. Moreover, the online course **WIRED – Connecting Intercultural Skill** is available to all colleagues to enhance their sensitivity and interpersonal communication, reflect on biases, and strengthen skills that foster intercultural inclusion.

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 and shed light on stereotypes.

With regard to inclusive measures, Italy grants to same-sex couples in civil marriages parental leave and 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 severe infirmity of the child). Guidelines are in place in Italy and Chile which establish internal procedures to identify people or roles dedicated to assist the person and define nature and type of support offerer by the Company (administrative, organizational, psychological, etc.).

To promote an inclusive culture, various countries have

also launched a number of initiatives to celebrate days dedicated to inclusion. Spain conducted a targeted communication campaign and hosted a conference featuring a prominent Olympic athlete; Chile enhanced the activities of the ERG Comunidad Energía con Orgullo; Colombia established a multi-company alliance with public and private entities centered around the theme of "Talents without labels" as well as various communication campaigns, including #TalentosQueBrillan and #EmpresasSinSesgos.

Collaborations with external networks have also continued, including REDI (Red Empresarial por la Diversidad e Inclusión LGBTI) in Spain, Parks Liberi e Uguali in Italy, Pride Connection in Colombia, Chile and Mexico, and the Human Rights Campaign in the USA and Canada, to promote an inclusive work environment and value talent regardless of identity, gender expression, and sexual orientation.

An action plan to overcome the gender gap

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Enel's efforts to overcome the gender gap and ensure pay equity continue with tangible results through actions and initiatives that influence all phases of the journey of women in the organization: from representation at entry level to empowerment and development in positions of responsi-

bility, paying attention to various relevant moments in life, such as becoming parents and personal or family care, and focusing on the next generation of women who will take on leadership roles in the workplace in a few years' time.

GENDER GAP: the action plan, direct and indirect measures

The Board of Directors of Enel SpA consists of **44.4% women**.

The gender gap action plan consists of **measures that directly and indirectly** affect equal pay. In fact, 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 roles and seniority for all new managers through internal development.

- At the end of 2023, women accounted for about **23%** of the Group's entire workforce;
- in 2023, **26.2%**⁽⁷⁾ of managers were women (24.9% in 2022) and held **27%** of executive positions (CEO-1) (4 out of 15), while **33.1%** of middle managers were female (32.6% in 2022);
- by 2023, the presence of **women in management succession plans** was steadily increasing: 47.2% female successors in management plans and 50.4% in Top Management plans;
- in the past year, the percentage of **women in the Group working in STEM roles** was 20% compared to 21% in 2022;
- 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% in 2023, +13 pp compared to 2018)⁽⁸⁾.

The **Long-Term Incentive Plan 2023** supports these trends by confirming a performance target, with a confirmed weight of 10% of the total, represented by the "percentage of women in Top Management succession plans" at the end of 2025, with the aim of strengthening and giving continuity to a policy of preparing a suitable audience for managerial appointments in the near future. The target curve envisages an entry level of 45% women in Top Management succession plans by the end of 2025, with an over-performance of 50% to ensure gender equity.

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 equal pay monitoring, the adjusted Equal **Remuneration Ratio (ERR) relative to the total workforce** (calculated as the average of the ERRs of each category weighted by the weight of each category in the total workforce) for the year 2023 is **94.9%**. As for the **ERR of managers**, the overall index was **stable at 81%, in line with previous years**.

The managerial Equal Remuneration Ratio (ERR) methodology, which has traditionally been used to verify pay equity between women and men in the managerial workforce, is based on the aggregate average of female managers' pay compared to the average of male managers' pay. In addition to being influenced by the ever increasing number of female managers over the years, whose shorter tenure, taking into account their seniority in the position, affects the average gender pay in the short and medium term, this method **does not allow for certain determining factors to be taken into account, such as the experience and specific skills acquired in the position, as well as the specificities of the various countries in which the Group operates and on which the calculation is based**.

To confirm its commitment to these issues, since 2021 Enel has been participating in the "**Equal by 30**" international 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.

(7) Women working in managerial roles (managers and middle managers) in revenue-generating business areas account for 29.1% of the total number of people in these areas, up from 28.3% in 2022.

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

As far as the **parental dimension** is concerned, the global “Parental Program” aims to promote organizational and personal awareness of the culture of parenting and to reconcile personal and professional needs in this phase of life. The program involves a structured interview process between the new parent, the manager, and the People Business Partner, both before and after maternity or paternity leave, as well as a single information point that offers all the information, services, and training initiatives relevant in facilitating a return to the Company. In the various countries 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. In 2023, these initiatives involved more than **7,800** female students worldwide, and **over 37,000** in the past seven years⁽⁹⁾.

There are also numerous STEM initiatives implemented locally. In **Italy**, the “Back to School” program is now in its second edition: female colleagues with STEM degrees serve as Enel ambassadors, meeting with high school students to promote the value of technical and scientific education. Once again this year, Enel launched a con-

test and offered the winners financial contributions to cover university fees for the first year of enrolment in a STEM faculty. In Italy, STEM Workshops for employees’ children aged 7 to 10 are currently underway: the goal is to introduce them to IT technologies and the basics of programming. Of particular importance in Spain was the implementation of three STEM projects from elementary school to high school: “Desmontando estereotipos”, “Ella te Cuenta” and “Back to school”. The three initiatives are designed to encourage girls to pursue STEM careers in order to foster female talent and bring more women with technical and scientific backgrounds into the Company. In the USA and Canada, the “Girls Belong” in STEM campaign was launched to promote the importance of women in the field of scientific and technological disciplines.

Multiple cultural and managerial development initiatives have also been implemented to support **women’s empowerment**, including mentoring, coaching and shadowing programs, as well as training, upskilling and reskilling courses.

The global observatory of all **gender equality and women’s empowerment** initiatives has allowed the Company to gather best practices for women at all stages of their journey within the organization.

These include, for example, the “Programa Liderazgo Femenino” in Chile, which promotes women’s empowerment, and the “TODAS Plataforma” digital platform in Brazil. The latter is available to more than 2,000 women employees at Enel and provides inspirational leadership content.

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, also transforming processes and products.

The Group employs over **2,000 people with disabilities across various countries**, with more than 75% of them based 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, also thanks to a “**focal point**” for Enel people with disabilities in all countries.

Several global initiatives have been implemented worldwide, such as:

- the extension of **inclusive travel** services to ensure that colleagues with disabilities have an inclusive accommodation and travel experience when traveling for work;

the service is currently available in Italy, Spain, Brazil, Colombia, Chile, Peru and Mexico, covering 88% of the Group’s employees;

- participation in the **Generation Valuable** project promoted by the Valuable500 network with the aim of spreading a culture of inclusion and empowerment of people with disabilities through mentoring meetings between talented colleagues and managers;
- implementation of the “**Accessibility and Design for all awareness**” training course, a global awareness-raising initiative to train and develop an inclusive approach in all business processes and contexts. The course aims to increase awareness among the corporate workforce about the application principles of Design for all, a design methodology for creating spaces, products and services that are accessible to all. Developed in collaboration with the Polytechnic University of Milan, the course consists of six video clips that are available in Italian, English, Spanish and Portuguese on the Company’s training platform.

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

Last but not least, as noted, Enel North America earned the top rating in the Disability Equality Index® (DEI)⁽¹⁰⁾, an improvement over the previous edition, indicating a growing focus on this topic with several projects currently un-

derway. DEI, a joint initiative of the American Association of People with Disabilities (AAPD) and Disability:IN, is considered the world's most reliable benchmarking tool for measuring disability inclusion in the workplace.

Hybrid working and well-being

In 2023, more than 36,000 people worked in hybrid modes, alternating between remote working and in-person activities. A transformation in the way work is done began in 2016 and was later extended to a global scale, thanks to the Group's impressive technological evolution. In 2023, the **New Way of Working** experimental agreement signed with the national trade unions in 2022 was further implemented for non-executive employees in Italy.

Under this agreement, on-site working days for so-called "high-synergy" activities are to be alternated with remote working days. In 2023, the Group's other main countries also continued to implement trade union and/or individual agreements regarding hybrid work.

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

	ITALY ⁽¹⁾	SPAIN	NORTH AMERICA	LATIN AMERICA ⁽²⁾	OTHER COUNTRIES
PART-TIME >	✔	✔	✔	✔	✔
REMOTE WORKING >	✔	✔	✔	✔	✔
TELEWORK ⁽¹⁾ >	✔	✔	✔	✔	✔
SEASONAL SCHEDULE >	✔	✔	✔	✔	✔
TIME BANK >	✔	✔	✔	✔	✔
FLEXIBLE TIME >	✔	✔	✔	✔	✔
SHORT WEEK >	✔	✔	✔	✔	✔

- (1) In Italy, teleworking involves working mostly from home, with one or two returns to the office per week. In Latin America, it means working only one or two days per week from home.
 (2) 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).

Caring & Well-being for all

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Enel promotes the value of care in all situations, including contingencies, which an individual may be required to deal with during their working life, defining benefits and ser-

vices that support work-life integration. A few examples of initiatives in the different countries where the Group maintains a presence are provided below.

The framework and global well-being initiatives at Enel

The year 2023 was a year of significant **development and consolidation** of the Well-being strategy of the Group. The framework defined in co-creation mode in previous years identified eight pillars that influence people's satisfaction with their overall well-being:



(10) <https://disabilityin.org/what-we-do/disability-equality-index/>.

- **psychological well-being**, “feeling comfortable in oneself”;
- **work-life harmony**, the ability to achieve a harmonious balance between the different areas of one’s life;
- **physical well-being**, a commitment to continually care for one’s physical health;
- **social well-being**, a sense of connection and enrichment resulting from belonging to relational networks;
- **economic well-being**, the level of satisfaction with the economic situation of the household;
- **sense of protection**, a sense of security perceived with regard to the occurrence of unpleasant events;
- **ethical well-being**, the level of satisfaction with the value, meaning and purpose of one’s life;
- **cultural well-being**, “feeling encouraged to grow and learn new things”.

These factors, along with the level of perceived stress and the individual’s resilience and coping skills, affect overall perceived well-being and, consequently, motivation and performance. Data is analyzed – and action plans are subsequently developed – by profile (personas: e.g., parents, caregivers, age clusters), as well as by team, Function, Business Line and Countries and Regions. After analyzing the results of the Well-being & Motivation 2022 survey, webinars were held in various countries to share the results, which were coordinated by the Management. In 2023, several global initiatives were also launched in order to improve the well-being of people, teams, and managers within the organization.

Specifically, the “Well-being leaders, Happy teams” project was launched based on an analysis of the perceived level of well-being of teams. The project defined a new intervention mode to support teams with low perceived well-being through dedicated listening sessions and by defining and jointly implementing team **well-being plans**.

To enhance the skills of team leaders and managers in the area of well-being and mental health, an additional project was launched to identify, by observing and listening to the leaders of teams with a high level of well-being, the characteristics and virtuous behaviors that need to be disseminated in the Company in order to strengthen **well-being-focused leadership**.

To promote a culture of well-being and identify

areas for improvement, the first team of **well-being ambassadors** was formed and trained in the Group’s main Countries. An ambassador is tasked with listening to employees, promoting behaviors aimed at achieving well-being, and providing support to those who request it.

In 2023, Enel’s **Global Well-being Program**, accessible through the Company’s portal, was in its first year of full operation. The program aims to raise everyone’s awareness of their own level of well-being by involving them through self-assessment tests, webinars, newsletters, and other dedicated activities. The program is linked to a mechanism that rewards the virtuous behavior of colleagues who regularly participate in the program every six months. In 2023, more than 26,000 employees (43% of Enel people) accessed the program, and more than 4,000 awards were granted worldwide.

At the local level, various services and initiatives are in place to provide tools for personal and family care with a focus on mental and physical well-being.

In particular, **psychological support services** are currently active in Italy, Spain and Portugal, Brazil, Argentina, Colombia, Chile, the USA and Canada, Peru, Costa Rica, Guatemala, Panama, Mexico, and Greece, available free of charge or on a subsidized basis to employees and, in many cases, to their families, covering more than 98% of Enel people. Focusing on the **physical well-being** of people is a priority for the Enel Group. More than 90% of the Group’s employees (Italy, Brazil, Chile and Spain) have preferential agreements with sports center networks. Other countries, such as Colombia, cover the costs of several networks in the country. Additionally, the global CREW project (Enel Cycle, Run & Walk Challenge) was launched to encourage people to take an active role in their sustainable physical well-being. In 2023, CreW reached 18 countries, involving over 3,500 Enel participants who covered six million kilometers by bike or on foot, resulting in savings equivalent to a total reduction of 1000 tons of carbon dioxide emissions.

The new version of the **Health & Well-being Policy**, which promotes prevention and supports healthy lifestyles and behaviors aimed at achieving mental and physical well-being while mitigating risk factors, also incorporates the well-being framework, supporting global initiatives and related indicators.

Caring & personal well-being

With regard to **vulnerability**, Enel has implemented the “**MaCro@Work Caring** Program”, a global program designed to support Enel people living with chronic illnesses. It is centered around a network of Heart Managers, who are People Partners that volunteer to actively listen to and support their “vulnerable” colleagues. The project provides specific training and is currently active in Italy, Spain, Argentina, Brazil, Mexico and Central America. In 2023, Enel decided to extend the project to those acting as caregivers for a vulnerable family member.

Several countries are addressing the topic of **caregiving**: in Italy, for example, there is a “Master Care” program for caregivers in the Company, which provides support and assistance for Caregivers, a toolkit that gathers existing measures, services and agreements, and awareness-raising activities aimed at parents with sons/daughters who have specific disorders. The goal is to assist them in devel-

oping greater self-efficacy and stress management abilities in various aspects of their daily lives. In Spain, the collective agreement includes measures to promote Work-life balance for individuals facing challenging situations, such as severe illness, and their family members.

Personal care and well-being services are available in all countries. In Italy, several projects and partnerships have been established, aimed to promote sharing mobility and reduce dependence on private cars, especially in major cities. These initiatives include public transportation subscription agreements that not only promote environmental sustainability but also offer money saving through financial contributions provided by the Company. As for psychological and economic well-being, for instance, the Canal Você program in Brazil offers a wide range of psychological, legal and financial services and support, which are provided by a network of social workers available 24/7.

Family caring & well-being

In most countries services and support are provided, including financially, for childcare and focused on motherhood, such as breast-feeding rooms at Enel’s major sites. In Italy, training sessions for **parents** are offered under the “New Parents New Energy” program. The MAAM-CHILD Platform is also active, which encourages people to reflect on parenting experiences so that they can apply them to their work. Family services such as financial support (school book bonus, contributions for kindergarten, schools and university, scholarships and conventions with schools) and “time-saving” services are also available, such as babysitting, care for the elderly, and home support. The MyWelfare program is available for employees earning less than 80,000 euros, which makes it possible to convert the Company’s performance bonus into repayments, goods

and welfare services, resulting in a 35% increase in purchasing power (15% tax savings and 20% additional value offered by Enel) compared to receiving the same bonus in the payroll. In Spain, collective agreements include measures to ensure a healthy work-life balance for future parents.

A number of initiatives are available for the **children** and **families** of employees. In Italy, for example, coding and science workshops are held for the children of employees. The USA and Canada celebrate Family Day: on this day, colleagues’ families are invited to the office to share their working environment and raise children’s awareness of renewable energy. During the summer holidays in Brazil, Peru and Colombia, recreational activities are organized for the children of employees.

Caring in the organization

With regard to **parental measures**, as a result of the analysis aimed at aligning the minimum duration of maternity leave within the Group, from 2022 all countries have increased the duration of statutory maternity leave to meet the minimum threshold of 80 working days, in accordance with European legislation⁽¹¹⁾. In 2023, a similar analysis was conducted on 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 and pay, with potential benefits in terms of work-life balance and caring for families.

With regard to **maternity leave**, the weighted average number of weeks of fully paid maternity leave in total for countries that account for over 90% of the global total workforce (Italy, Spain, Brazil, Argentina, Colombia and Chile) is 21.5 weeks, with the minimum offered in Spain (17 weeks).

Enel grants more leave days than required by local legislation in over half of the Group’s main countries. Specifi-

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

cally, the USA, Canada, Panama, Australia, Japan, Germany, Taiwan and New Zealand have supplemented the statutory leave duration to reach the minimum threshold of 80 working days, in accordance with European regulations. Besides complying with local laws, Brazil, Argentina, Colombia, Mexico, Guatemala, and Morocco offer an additional number of days equal to more than 30% of the total. In terms of good practices supporting a healthy work-life balance and motherhood, many countries (Colombia, Peru, Mexico, South Africa, Ireland, France, the UK, Morocco, Germany, Greece, and Vietnam) offer more flexibility and dedicated remote working solutions.

In terms of salary, where the total remuneration or part of it is not guaranteed by local laws, Enel bridges the gap to reach 100% coverage. This is the case in Italy, Colombia, Panama, Guatemala, South Korea, Australia, the UK, Japan, Costa Rica, Morocco, Canada, Taiwan, and New Zealand, while in all other countries, remuneration is already 100% guaranteed by law. In Italy, Enel guarantees 100% coverage compared to the 80% required by law for the five months of compulsory leave.

As for **paternity leave**, the weighted average number of weeks of fully paid paternity leave in total for countries that account for over 90% of the global total workforce (Italy, Spain, Brazil, Argentina, Colombia and Chile) is 5.5 weeks, with the minimum offered in Chile (1.2 weeks).

Enel provides additional leave days in certain countries (Italy, Spain, Brazil, Argentina, Colombia, Chile, Peru, India, Mexico, Panama, Guatemala, Ireland, the UK, Costa Rica, Morocco, Canada and Vietnam) and additional salary (in Costa Rica, Guatemala, Mexico, Panama and the UK). Enel covers any pay gaps guaranteeing 100% pay, and in all other Group countries, remuneration is already 100% guaranteed by law.

Specifically, in Italy, a trade union agreement grants working fathers an additional 10 days of fully paid leave as of 2023, in addition to 10 days (20 days for multiple birth) of statutory leave.

In terms of **parental leave**, the measures offered vary greatly from one country to another. In Italy, the law provides for 10 months of parental leave, shared between the mother and the father, to be taken before the child turns 12; if the father takes at least three months, it is increased to 11 months. Enel's collective bargaining agreement has increased the allowance provided for by law, recognizing 90% for the first month (to be taken before the child turns 6 years old), 60% for 2 months (or 3 months, if the first month is not taken before the child turns 6 years old), which is non-transferable, due to the mother and father respectively, and 45% for a further 3 months, to be taken alternatively by the parents (in 2023, the law provides that 80% will be paid for the first month and 30% for the following months, while in 2024 80% will be paid for the first 2 months).

In 2021 in Italy, the Company introduced new measures to support parenthood for 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 2 years.

Additional parenthood-related leave and permits are recognized in Italy. In order to deal with particularly serious personal or family situations and to show solidarity, Enel's collective bargaining agreements allow employees to transfer leave or rest periods (solidarity leave) to colleagues within the same company in order to provide assistance to children, parents, spouses, civil partners or common-law spouses who require constant care or who are facing very difficult personal or family circumstances. Furthermore, the trade union agreement stipulates that when colleagues donate leave days, the Company will provide additional 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.

Supplementary healthcare assistance and additional pension coverage

3-3

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 "Health and safety of people").

For all Italian employees and their dependent family members, in agreement with the trade unions, in 1997 Enel set up the Supplementary Healthcare Provision for Enel Group Employees (FISDE), which 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, etc.) and sets up preventive medicine programs at Enel's sole expense. 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 a membership fee.

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.

Supplementary pension coverage for Italian employees is provided through the FOPEN and Fondenel pension funds, which are financed through contributions, also paid by Enel.

The largest pension funds are in Italy, Spain and Brazil. The Plan de Pensiones de los Empleados del Grupo Endesa is currently active in Spain, while Brasiletros – Fundação Ampla de Seguridade Social, VIVEST – Fundação CESP de Seguridade Social, and FAELCE – Fundação Coelce de Seguridade Social are currently active in Brazil.

As at December 31, 2023, 87% of employees were covered by the Enel Group pension plan.

The level of coverage of non-salary benefits⁽¹²⁾

201-3

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

Below are the main support initiatives and the extent of their coverage of the Enel workforce.

Non-salary benefits 100% Enel Countries	2023	2022
Life insurance	99%	89%
Medical insurance	99%	94%
Pension Fund Membership	87%	81%
Additional parental measures (maternity, paternity and parental leave)	99%	94%
Meal allowances	89%	89%
Child support initiatives	95%	84%
Loans	96%	90%
Leisure and cultural initiatives	98%	87%

(12) 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 Labour 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 at 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 and renewed in 2023, with the Italian Federations in the sector and the global unions IndustriALL and Public Services International, and which is still considered 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 that of remuneration, whereby the minimum payment made to Group employees cannot be lower than the level established by the collective bargaining agreements and applicable laws and regulations in force in the various countries in question, in accordance with the provisions of the relevant ILO conventions.

With regard to remuneration, Enel recognizes the importance of stable and reliable employment, and adopts and promotes decent working conditions, as defined by the ILO as "productive work that provides a decent income, ensures job security and the provision of social protection services for workers and their families, allowing people to freely express their concerns, organize themselves and participate in decisions that affect their lives" (ILO Recommendation Employment and Decent Work for Peace and Resilience, 2017 no. 205). The Parties undertake to take measures to remove all obstacles to achieving full equal opportunities and equal treatment. The Parties undertake to ensure that all workplaces are free from discrimination and harassment. The principle of equal pay is also indicated by the Group's Human Rights Policy, 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 stresses that minimum wages are guaranteed, which are 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, the Code of Ethics also expressly provides 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 the Group 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 Human Rights Policy, Enel recognizes the right of its workers to form or take part in labor organizations established to defend their interests, and to be represented within the various work units by trade union bodies or other forms of elective representation, in accordance with the laws and practices in force in their place of work. Enel acknowledges the value of collective bargaining as the preferred instrument to establish contractual conditions for its workers and to regulate relations between Company management and trade unions. The Company maintains a strict policy of neutrality regarding workers' decisions to join or not join a trade union and which trade union they choose. It also recognizes trade unions as representatives of the Company's workers in accordance with national legislation. Where local and international standards differ, Enel applies those that best protect workers' rights. Finally, Enel is committed to ensuring that workers' representatives are not discriminated against as a result of their representational activities. The Company rejects any form of discrimination based on trade union affiliation or activity with regard to recruitment, remuneration and career advancement, which must be based solely on ability and merit. The Human Rights Policy also states that **collective bargaining agreements** are the preferred instrument to establish contractual conditions for its employees and to regulate relations between senior management and trade unions. **In 2023, the percentage of employees covered by collective bargaining agreements was about 91%, in line with the previous year.**

At European level, the **Agreement on the Enel European Works Council** of 2016, extended in 2022 and current-

ly being re-negotiated, 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.

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.

In the event of **organizational changes**, timely disclosure to trade union representatives is required, as indicated 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	The industrial relations protocol provides for the prior involvement of trade unions on the main organizational changes in order to share the objectives and manage their implementation. The trade union dispute should not last more than two months. If a Company/branch of the Company is transferred, trade unions need to be informed at least 25 days before the transfer agreement is finalized	Industrial Relations Protocol July 17, 2012 (section 9) Art. 47, 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