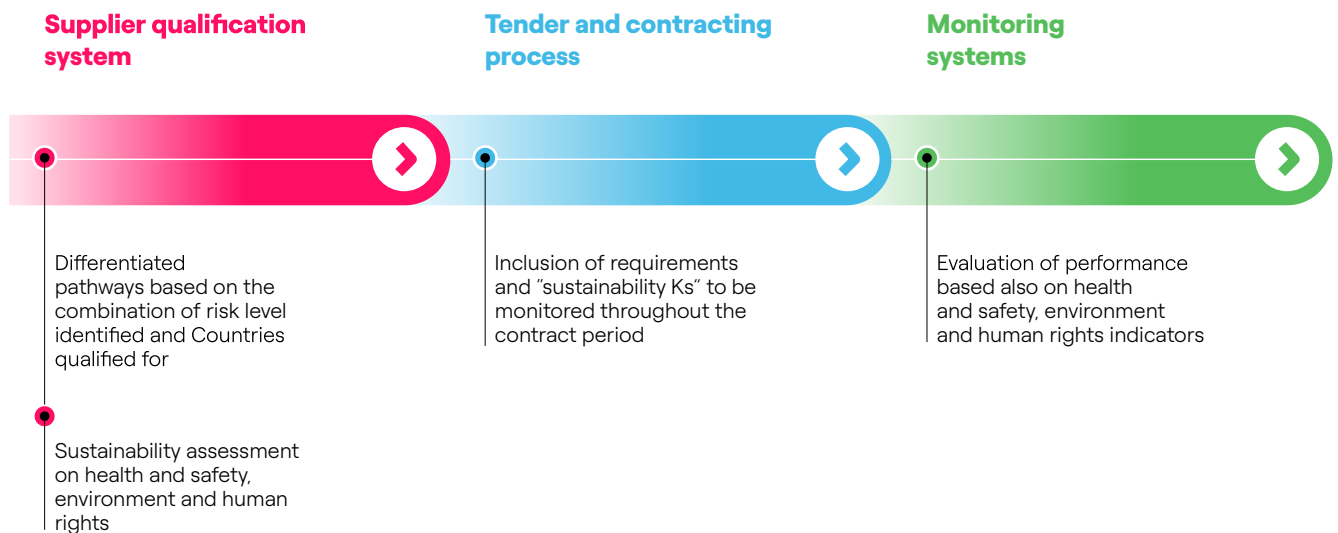


# Supplier management and assessment processes

3-3

In addition to ensuring the necessary quality standards, supplier performance must go hand in hand with a commitment to adopt best practices according to the highest

sustainability standards. Therefore, partner selection and contract execution are subject to analysis and monitoring activities throughout the entire procurement process:



## Supplier qualification system

Each potential supplier, taking into account their business, can undertake a qualification pathway for one or more product groups (PG) and select the countries in which to supply goods and services. Suppliers are only acknowledged as suitable if they meet all the specific requirements for each PG selected.

All product groups are analyzed at a global level and with the support of the different areas involved in the field, to set the requirements in question. In particular, the analysis involves:

- mapping of the activities included in each PG;
- choice of the qualification pathway depending on supplier type (there are *ad hoc* processes for start-ups, sector leaders and industrial groups);
- allocation of a risk level for each key issue (health and safety, environment, reputation, etc.);
- categorization into PGs based on the risk detected.

With specific reference to **sustainability aspects**, the questionnaires require information on:

- **health and safety**, via the "Safety Self-Assessment" and its straightforward indication to our suppliers of the fundamental requirements on which to work and grow together;

- **environment**: with a scale of 1 to 3 (1=worst; 3=best, respectively), environmental criteria are evaluated, which are different depending on the relevant PG and its associated level of risk.

With regard to health, safety and environmental aspects, for the highest risk PGs, an on-site audit at supplier's premises/sites is always required.

Before proceeding with qualification, two further assessments are carried out, regardless the related product group level of risk. Specifically:

- a **reputational assessment** of the potential supplier through national and international data providers. In addition to compliance with the relevant laws and regulations, suppliers are required to adhere to the principles to which we have committed ourselves with our Policy on Human Rights, Code of Ethics, Zero Tolerance of Corruption Plan and global compliance programs, with specific reference to the absence of conflict of interest (including potential) and, depending on the specific risk classes, the submission of specific certifications/self-declarations;
- a **human rights assessment**, particularly with regard to labor practices (such as rejection of forced or child labor, respect for diversity and non-discrimination, freedom of

association and collective bargaining, fair and favorable working conditions, including hours worked and adequate wages, protection of workers' privacy, and supply chain verification) and relations with communities (local, indigenous and tribal peoples) and society, through the administration of a dedicated questionnaire.

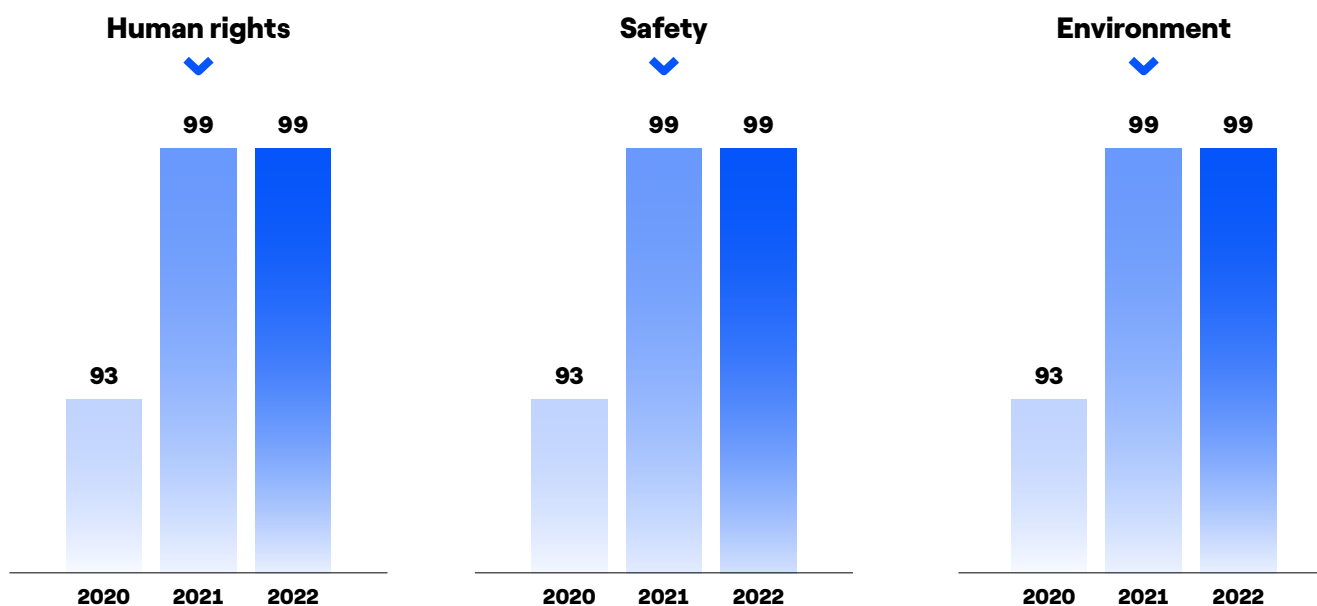
If the outcome of these analyses and assessments is positive, individual suppliers can qualify and be added to the Supplier Register (or remain on it if previously qualified) and then be invited to participate in the Group's procurement procedures. If the outcome is negative, the supplier will not be able to participate in the Group's tenders but may submit a new request for qualification at a later date.

Compliance with the requirements must be assured for the entire duration of the qualification and, as such, those already included in the Enel Register of Qualified Suppliers are constantly monitored, partly by reference to external databases, for events that may affect their company and its main representatives.

**As of December 31, 2022, 99% of all qualified suppliers were assessed according to social, environmental and safety criteria. The total number of qualified suppliers with a contract still active at the end of 2022 was about 9,400 (about 46% of active suppliers as of December 31), while the total number of active qualified companies was about 31,400.**

The following table shows the trend in the qualified suppliers' percentage for the three aspects analyzed by process.

% of qualified suppliers according to social, environmental and safety aspects at December 31



## Tender and contracting processes

Consistent with our commitment to introduce sustainability aspects into the tendering processes, we adopted a structured process governed by a specific procedure to define “sustainability Ks”, which can be used in the tendering stage by the various purchasing and monitoring units throughout the entire life of the contract.

The process includes two “Libraries”, in which all “sustainability requirements and Ks” are catalogued, grouped into the macro-categories of certification, environmental and circularity aspects, such as waste management and carbon footprint assessments according to UNI EN ISO 14067:2018, and social aspects, such as training and employment of people from local communities and actions to respect gender diversity.

These are periodically updated within a cross-functional working group dedicated to sustainability and circularity issues, taking into account market maturity and new corporate strategies.

We include specific clauses in all contracts for works, services and supplies, which are updated periodically to take account of the various regulatory changes and align ourselves with international best practices.

The general terms and conditions refer to the current regulations on remuneration, contributions, insurance and tax, with reference to all workers employed for any reason in the execution of the contract by the supplier. In addition, the principles set forth in the ILO Conventions and legal obligations regarding child and women's labor, equal treatment, prohibition of discrimination, abuse and harassment, freedom of trade unions, association and representation, rejection of forced labor, safety and environmental protection, and sanitary conditions are explicitly recalled. In the event of conflict between the latter and the ILO Conventions, the more restrictive standards will prevail. The clauses also require suppliers to undertake to prevent all forms of corruption (Art. 29.1.3 and Art. 29.1.4 of the General Terms and Conditions).

In addition to the legal provisions, the contractual conditions require that our suppliers:

- recognize the “ten principles” of the United Nations Global Compact and declare that they manage their business activities and operations in order to meet these fundamental responsibilities in the fields of human rights, labor, the environment and the fight against corruption (Art. 28 of the General Terms and Conditions);
- acknowledge the commitments we have made in the principles listed in the documents below and refer to them in the execution of the contract: The Policy on Human Rights, which also includes a principle relating to respect for biodiversity; the Code of Ethics; Zero Tolerance of Corruption Plan; and the global models for the prevention of criminal risks (Art. 29.1.1 of the General

Terms and Conditions);

- adopt suitable conduct to avoid the emergence of conflicts of interest throughout the entire term of the contract and undertake to notify us promptly in writing if any such circumstances arise (Art. 29.2 of the General Terms and Conditions).

We reserve the right to carry out any control and monitoring activity to check compliance with the obligations set out above by both the supplier and any of its subcontractors, and to terminate the contract immediately if any breach is ascertained.

## Monitoring systems

The goal is to take any corrective actions if the suppliers on the Register do not fulfill any requirement anymore during the execution of the contract.

In particular, the following monitoring strands are provided for all suppliers on the Register, regardless of whether they have an active contract or not:

- **reputational monitoring:** based on the monitoring of open sources and carried out continuously (24/7). The objective is to identify potential reputational risks arising from a counterparty's involvement in criminal proceedings, with a particular focus on environmental crimes and human rights violations in business practice. This monitoring also collects reports made through the whistleblowing channel, which is made available to all stakeholders and can be accessed locally in different languages;
- **document monitoring:** this action aims to verify legal documents (e.g. criminal records) and their validity. The documents monitored take into account the legal specificities of each individual country in which we are present;
- **Contractor Safety Assessment:** additional verification carried out both during the qualification phase and during the execution of the contract for PGs with a medium/high level of health, safety and environmental risk. The objective is to identify HSE improvement areas that are conducive to obtaining and retaining the qualification. A total of 1,120 assessments were conducted during 2022.

For suppliers on the Register who have an active contract, the following monitoring strands are provided in addition to the systems already described:

- health, safety and environmental monitoring of field performance (during contract performance): the performance of our suppliers is assessed and monitored through field inspections that identify existing non-conformities and potential hazards with respect to contractual commitments, technical standards and authoriza-

tion and legislative requirements. The primary objective of the inspections is to prevent accidents, injuries, illnesses and events that may affect the environment.

During field inspections, specific checklists are used to facilitate the homogeneous aggregation of non-conformity data for subsequent corrective action. This data is not only analyzed by the contract manager to take corrective action, but also feeds into the Supplier Performance Management (SPM) process to allow analysis and prevention and correction initiatives on a larger scale (see the section "Supplier Performance Management");

- **Supplier Performance Management (SPM):** monitoring based on objective and systematic collection of data and information related to the performance of the technical service under the contract (see the section "Supplier Performance Management").

The evaluation of the data coming from the different monitoring strands is the responsibility of specific committees, composed of representatives from both the procurement area and the Business Lines. Specifically:

- the **Qualification Commission**, present in all major countries, is in charge of accepting/rejecting qualification requests, assessing possible suspensions and examining proposals for changes to the technical qualification requirements and to the PG tree put forward by the Business Lines. In 2022, the total number of times these committees met was 346;
- the **Integrity Committee**, composed of representatives from Global Procurement, the Legal Function, the Security Function, and the Technical Functions of the Business Lines, meets whenever a critical issue emerges that may have negative repercussions on the honorability of the supplier under consideration, to analyze it and to assess the application of specific actions or penalties with regard to supplier companies. During 2022, this committee met 39 times;
- the **Evaluation Group** is convened by the Health Safety Environment and Quality Function of the Holding Company and is responsible for analyzing the data coming from HSE monitoring and for evaluating possible consequence management measures. In addition to representatives of the competent HSEQ Functions of the Business Lines, representatives of the Global Procurement, the Legal Function, and the Technical Functions of the Business Lines are also on this committee. During 2022, this committee met 40 times.

## Supplier Performance Management

Among the monitoring systems that are carried out during contract execution is the Supplier Performance Management (SPM). The goal, with a view to collaboration with our suppliers, is not only to take any corrective actions during the execution of the contract, but also to encourage a pathway of improvement made possible by actions that reward best practices.

The process is based on the objective and systematic disclosure of data and information on the execution of the contracted work. This data is used to develop specific indicators, also called categories (Quality, Punctuality, Health and Safety, Environment, Human Rights & Fairness, Innovation & Collaboration), which are combined to form a weighted average and produce the **Supplier Performance Index (SPI)**. The categories and SPI can be used as assessment elements for participation in tenders and for maintenance of the contractual relationship.

Monitoring activities related to the Supplier Performance Management are conducted by the various Business Lines with the support of the relevant health, safety and environment units, where applicable, and the Supplier Qualification and Performance Management unit. In addition, all Enel people who interact with suppliers have the opportunity to express their own assessment using the dedicated Track & Rate app.

In the event of poor performance, we take specific actions that can be reflected in:

- qualification (e.g. updating the duration of qualification, increasing or decreasing the overall economic potential, meaning bands of tender amounts within which suppliers can enter, suspension of qualification, etc.);
- the contract (for example, further investigations, improvement action plan, termination, reduction or increase in volumes, etc.). In the event that issues are found with the conduct of a supplier, an action plan may be drawn up jointly, the execution of which is subjected to our constant monitoring.

The SPM process monitored 701 PGs and 7,666 suppliers last year (compared to 698 PGs and around 6,782 suppliers in 2021).

## Suppliers

**9,922**  
Tier 1 suppliers

**60%** of Tier 1 suppliers are deemed relevant ("critical suppliers") in relation to their strategic importance related to the Company's business unique purchase volumes, and other factors that could have economic, social and environmental impacts

**5,950**  
Tier 1 suppliers assessed during 2022 (includes assessments made during qualification, tendering and contract award phases)

**27%**  
assessed Tier 1 suppliers that have been assigned improvement actions

**100%**  
of assessed suppliers presented improvement action plans and improved their ESG performance as a consequence

## Training and information

Over the past few years, we have organized several thematic events concerning decarbonization, adopting circular business models, respecting human rights and supply chain mapping (collection of information aimed at creating a global map of the supply network), with the aim of sharing best practices and multistakeholder approaches in line with

the international reference standards for a sustainable conduct. Still on the subject of protection and awareness-raising, many initiatives were undertaken to involve suppliers in health and safety aspects.

In addition, articles are published periodically on the Enel Global Procurement website that highlight the commitment made by the Group to these topics (<https://globalprocurement.enel.com>).

## Creation of sustainable value: Supplier Development Program

We have launched several initiatives to increase the resilience of the supply chain and to make Supplier Centricity more and more concrete and tangible.

One example is the Supplier Development Program, initially launched in Italy (where it is currently open to more than 6,000 suppliers) and being extended to other countries of presence, to support the growth path of companies in the supply chain and, at the same time, contribute to the achievement of the Group's strategic objectives. The Program is aimed at companies, based or with branches in Italy, that are qualified or at an advanced stage of qualification in our Supplier Register and have a production value up to 250 million euros. We pay particular attention to small and medium enterprises operating in strategic sectors that will benefit from our direct support to provide access to certain services.

By entering into agreements with the main players, we guarantee more favorable conditions than the market average and we contribute with partial coverage of the services offered as part of the program. These range from financial

instruments that can facilitate access to liquidity, to managerial and technical training programs that promote the conversion of the business towards the energy transition, from consulting services on sustainability, circular economy, strategy, M&A and internationalization, to access to catalogs of means of transport and working machines, all the way to services to obtain certifications. Particular attention is paid to initiatives to support the conversion and diversification of businesses, such as the "Companies Counter", consisting of periodic meetings with individual traditional generation companies to support them in their processes of growth and redevelopment towards expansion in areas such as renewables or new services related to energy efficiency.

The development that Enel intends to promote takes the form of:

- increased awareness about sustainability and digitalization matters;
- differentiation of the business and consequent reduction in supplier dependence on Enel;
- increased financial strength;
- internationalization, which helps grow our business outside of Italy and Europe.

At the end of 2021, the program "**Energie per Crescere**" (Energies to Grow) was launched, with the aim of training about 8,200 new technicians, including 5,500 by 2023, belonging to grids suppliers, creating highly requested professional profiles in the sector (for example, cable pullers, cable splicers, substation assemblers, live-line workers); the remaining 2,700 technicians will be trained and hired by 2025 and the training will be devoted to Enel Green Power suppliers so as to integrate professional profiles in the renewable sector (for example, electrical specialist, junior site manager, civil-mechanical specialist). Energie per Crescere sees the collaboration of several actors: ELIS, a non-profit organization that provides vocational training, the major employment agencies in Italy, Accredia-certified training institutes at which the candidates, once selected, attend the planned 200 hour courses and, finally, Enel's contracting companies that hire the participants throughout the country at the end of the training course.

During 2022, some 2,100 new technicians were trained and recruited from grids suppliers.

A new phase of program development is planned for 2023, with the involvement of the Enel X contractor network aimed at strengthening profiles in energy efficiency and photovoltaics.



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# ENERGIE PER LA SCUOLA: a bridge between companies and training for the energy transition

**Giuseppe Macri**

Quality and Sustainability  
Referent – Supplier Development  
and Operational Excellence  
Procurement Italy, Head of Energy  
for Schools, Enel



*With Energie per la Scuola we involve students, schools, training organizations and our supplier companies on a path of growth, through a qualified and certified pathway gives many young people the opportunity to make the big leap into the workplace and that will contribute, in a broader way, to accelerating the energy transition.*

**A**t the beginning of 2022, the Energie per la Scuola program was launched programme for final year students attending technical and vocational schools, with the aim of training them for the 'most wanted' roles in the electricity sector so that, after graduation, they can be hired by Enel's suppliers. The training course covers the profiles most in demand in the electrical sector. The aim is to create a bridge between education and the professional sphere, encouraging the students to acquire the skills needed to embrace the new professions of the energy transition, and facilitating their access into the workplace with the Group's suppliers immediately after graduation, also through greater knowledge of the industrial realities in the industry.

The initiative entails the signing of agreements between companies and schools, based on the PCTO (Percorsi per le Competenze Trasversali e l'Orientamento - Pathways for Transversal Skills and Orientation) model defined in the Guidelines drawn up by the Ministry of Education, University and Research.

The training includes a basic course lasting 120 hours and a further specialized course lasting 40 hours and geared towards the profiles 'most wanted' in the e-distribuzione sector. Training is provided by certified training institutions in partnership with schools.

The first edition of the program (school year 2020/2021) involved 11 schools, 8 suppliers of e-distribution and a total of some 100 students who were all hired by Enel's suppliers at the end of the training. The second edition, aimed at 2022/2023 school year students, is currently underway and it involves over 60 schools and some 500 students.

Theory and practice will go hand in hand with an innovative and engaging teaching approach that will allow the students to consolidate the knowledge acquired in the classroom with experience in the field, through a series of highly specialized courses, a real springboard towards new professional opportunities.

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