

# Attracting new talent

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

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

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

Among the main initiatives are:

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

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

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

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

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

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

Over 14,000 reports were made during 2022.

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

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

# Continuous learning to encourage our people to participate in cultural evolution

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

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

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

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

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

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

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

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

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

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

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

### Learning through play: the CODY PROJECT

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

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

### POWERCODERS PROJECT

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

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

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

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



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

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

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

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

## Valuing and enhancing our people

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

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

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

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

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

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

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

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