

Taking action to close the gender gap

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

Gender gap: the action plan including direct and indirect measures

44.4 %
women on the BoD

15 %
women in executive positions

23.4 %
women in the workforce

46.1 %
female successors

24.9 %
women managers

52.2 %
women in selection pools

GENDER GAP: the action plan, direct and indirect measures

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

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

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



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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

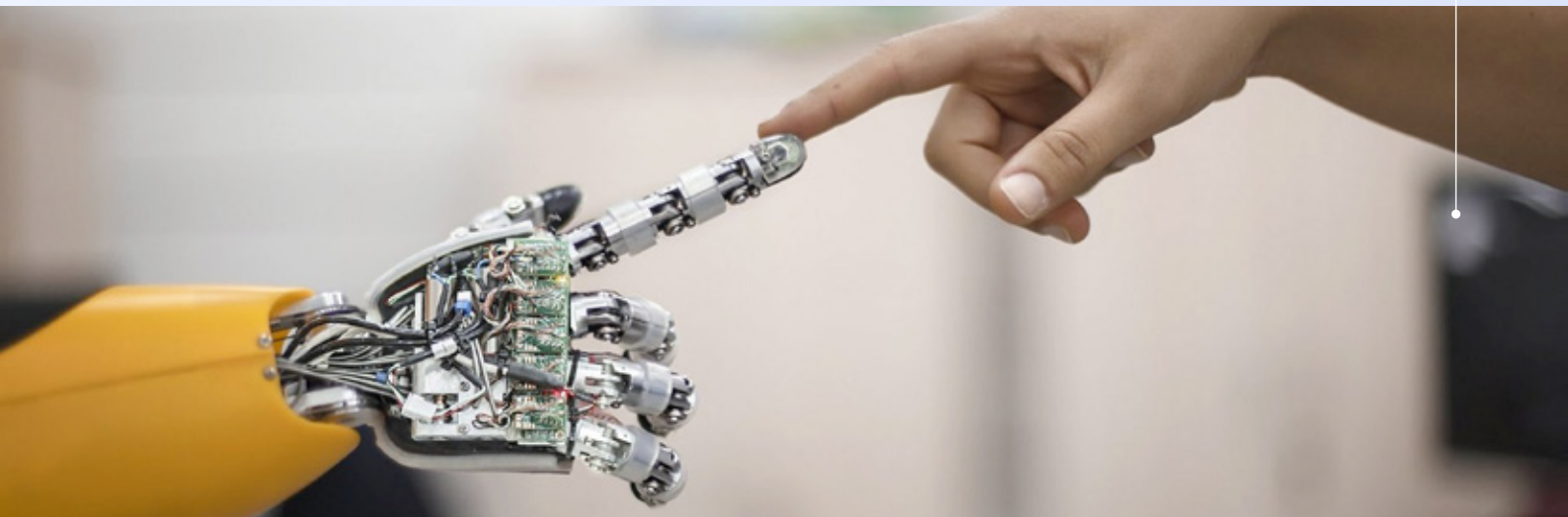
for enrolling in a STEM faculty.

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

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

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

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



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

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

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

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

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

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

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

The value of disability

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

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

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

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



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

























































Since 2020, most of the disability initiatives have been merged into the **Value for Disability** project, which is described in detail in the chapter “[Managing human rights](#)”.

Remote working and well-being

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

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

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

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

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

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

The global well-being framework

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

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

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

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

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

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

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

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

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

