

The value of uniqueness and care

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At Enel, **inclusion, well-being, participation and value creation** are closely linked, as also indicated in the Charter of the Person (see the box in this chapter). In fact, inclusion means enhancing and expressing the unique mix of talents, skills, aptitudes, visible and invisible aspects of each of our people, so as to ensure well-being and motivation, bringing out the unexpressed potential within the organization and thus contributing to growth. This is possible through actions that spread the **culture of inclusiveness** at all levels of the organization and act on the **enhancement** of individual specificities, the uniqueness of the person and **care** in life situations that impact on work by creating **awareness, relationships and participation**.

The steps of inclusion in Enel

The steps leading to the current state begin in 2013 with the publication of the **Policy on Human Rights**, 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. 2019 also saw the addition of the **Workplace Harassment Policy**, which introduced 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⁽³⁾ in 2020. In 2021,

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

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, namely, **People Care and Diversity Management**, 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. At the local level there are also 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, Peru, and Mexico 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 2022, Enel actively participated in the D&I round tables of the **Business Commission to Tackle Inequality** coordinated by the **World Business Council for Sustainable Development (WBCSD)** and the **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.

On cross-cutting issues, for example, Italy and Brazil are part of the UN Global Compact Network, Italy is associated with Fondazione Sodalitas and is a signatory of the EU Diversity Charter, while Brazil collaborates on equity and human rights with the Ethos Institute.

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 terms of LGBTQ+ rights, Chile and Mexico are associated with Pride Connection and Italy with Parks Liberi e Uguali, the USA and Canada are affiliated with the Human Rights Campaign, while to promote the attraction of young talent Guatemala is associated with the South American Employees for Youth network.

Enel also supports the internationalization of local associations and networks: in Italy, for example, it participates in inter-company working groups to expand the scope of action of Valore D, of which it is a founding member, and of the Elis Consortium, which supports the Italian national education system in the training of young people with specific attention to girls and their access to STEM professions.

Networks and/or communities within the Group (Employee Resource Groups – ERG) on various topics related to inclusion and diversity are growing:

- **inclusion:** the “Comunidad de inclusión” in Spain;
- **gender:** “Yin Yang” in Mexico, “Women in Leadership” in Chile, “Women in Energy” in Peru, “Her Community” in Greece, “The Ladies’ Room” for the Enel X European countries, “Women EmPower” in the United States and Canada, “gender community” in Brazil, “Power Her” in Spain; “WIL – Women innovation lab” in Chile;
- **disability:** the global “Disability community network” dedicated to the focal points for disability, the “Comunidad de inclusión” in Spain, the “Disability community” in Italy, the “Anne Sullivan” in Mexico and the “People with Disability community” in Brazil;
- **ethnicity & cultural diversity:** “Ethnicity Community” in Brazil, “Chontalli” and “Expat network” in Mexico, “Cultural Power” in the United States and Canada;
- **LGBTQ+:** “Just Be” in Mexico, “Un equipo con orgullo” in Chile, “LGBTQ+ community” in Spain, “Pride in Power” in the United States and Canada, “LGBTQ+ community” in Brazil;
- **age:** “Beyond Generations” in Mexico, “Generations community” in Brazil;
- **care:** “Parenting” in Mexico;
- **veterans:** “Proud To Serve” in the United States and Canada;
- **well-being:** “Empowerment and Balance” in the United States and Canada.

An evidence-based inclusive culture

Spreading the culture of inclusion at Enel also means measuring and setting precise targets. That is why an essential part of our work is dedicated to turning phenomena into numbers and driving change from an analysis thereof. In 2022, the People Care and D&I dashboard was implemented, allowing stakeholders to gain visibility into outcomes and trends to guide strategies.

It represents an approach to the individual that is embodied in the definition of a specific diversity policy regarding the composition of the Board of Directors⁽⁴⁾ and specific objectives and actions published in the Plan and in the Sustainability Report, approved by the corporate bodies.

Specifically:

- carry out an assessment of the general level of inclusion;
- 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;

(4) 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>.

- promote projects for the inclusion of Enel people with disabilities at all stages of the employee journey;
- promote the dissemination of a bias-free culture, inter-culturally sensitive initiatives and flexible forms of working arrangements.

The proven commitment and transparency to gender inclusion has been confirmed by Enel's presence in major ESG rankings, ratings, and indices (see the chapter "[We empower sustainable progress](#)"):

- inclusion for the fourth time of the Group and its subsidiaries Endesa and Enel Chile in **Bloomberg's Gender Equality Index**, which recognized in particular innovative practices in terms of gender diversity, conciliation and harassment prevention;
- confirmed for the fourth consecutive year as being among the top 100 companies, and first Italian company, of **Equileap's Gender Equality Global Report & Ranking** for promoting gender diversity, well-being, work-life integration and ensuring a working environment that respects human rights and is free from harassment;
- confirmed in the **Refinitiv Diversity and Inclusion Index**, ranked first in the industry grouping "Electric Utilities and Independent Power Producers" and 30th in the top 100 for initiatives in terms of gender diversity, disability and work-life balance.

At national level, Spain was awarded the "Distintivo de Igualdad" en la Empresa by the Ministry of Equal Opportunities, the "Distintivo de Igualdad" award by the "Club de Excelencia en Sostenibilidad" and received the Pioneras IT award by the College of Telecommunications Engineers for STEM promotion initiatives. In addition, Mexico once again received the Distintivo "Éntrale" for initiatives implemented for the inclusion of people with disabilities; Enel North America for the second time, and the Enel Group for the first time, were also included in the Disability Equality Index.

Uniqueness that makes the difference

At Enel, the evolution of the culture of inclusion has been supported over the years by intensive communications and awareness-raising at every level and in every organizational context.

Each year, a specific theme has been developed that has inspired both the campaigns and the numerous events held. In 2022, the concept of the uniqueness of the individual in its relational and organizational dimensions was explored with the global event **YOU uniqueness makes the difference**. The dissemination of awareness-raising campaigns on the issues of bias and harassment also continued with the de-

livery of the two global courses:

- **Beyond Bias**, an educational initiative that promotes awareness of the main prejudices we may encounter in the working environment, through ironic and surreal sketches that indicate possible avenues of escape to avoid falling into the trap. As of 2022, the course is assigned to the entire Company population and has seen the involvement of more than 33% of assignees and about 26% of managers and top managers;
- **Harassment in the Workplace** explores, in fictional form, four realistic cases of harassment related to age, disability, LGBTQ+ and sexual discrimination, in various types of conduct (visual, verbal, disparaging). The course illustrates Enel's Global Harassment Policy by providing hints for recognizing cases of harassment and indicating preventive behavior. As of 2022 it is delivered to the entire corporate population⁽⁵⁾ and has seen the involvement of more than 32% of the assignees.

On the other hand, at Country level, there are several initiatives for the prevention of harassment, such as Chile's "#RespetarEsEnergía" campaign.

The power of intergenerationality

The dimension of intergenerationality is an increasingly central and relevant issue for companies and institutions, and the exchange of skills and experience is indeed a key element for value creation.

This is why the **global People EngAger project** was conceived. It introduces a resource recognized and certified by the Company with the aim of supporting the evolution process in the organization both in the phase of new hires and in the internal mobility between functions, business areas and countries where the Group maintains a presence. This resource enables intergenerational exchange by stimulating dialogue on values, experiences and skills, ensuring the ability to navigate the complexity of the context independently and acquire rapidly the knowledge associated with the role.

Several initiatives have been developed on the subject in different countries:

- **Italy**: led the webinar "Generations Included" which explores the diversity of each generation and its biases, with the aim of creating cross-generational collaboration networks;
- **Spain**: continues with the "Nuestros mayores valores" initiative to recognize the talent of more experienced colleagues;
- **Chile**: launched communication campaigns for the International Youth Day and International Day of Older Persons with the aim of generating intrinsic motivation based on sharing between seniors and juniors;
- **Mexico**: organized a training webinar on personal finance for millennials;

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

- **Peru:** with the “Diversidades” initiative, it created specific workshops with the aim of promoting multi-generational talent within the organization;
- **Brazil:** implemented initiatives to strengthen integration without age discrimination, through activities such as the “Mi experiencia Enel” meeting for young professionals;
- **US:** “Diversity, Sensitivity & Inclusion in the Workplace” course was launched in 2022 with a focus on age discrimination as well as gender, disability and LGBTQ+;
- **Colombia:** conducted training sessions for trainees and apprentices on personal skills and branding held by colleagues and launched the “Potential Talent” project, which promotes customized development paths for young talents.

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, shed light on stereotypes and explore specific aspects of people’s lives.

Among the specific measures, in addition to the parental leave, already recognized, in 2022 **Italy** extended to same-sex couples in civil marriages 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 serious infirmity of the child), while in **Peru** the extension of health insurance coverage to same-sex cohabiting couples is active. In **Italy** and **Chile**, the “Guidelines on Gender Transition for Inclusion” of colleagues in transition have also been adopted.

Various initiatives have been organized to promote the creation of a safe and inclusive working environment and to support colleagues in their role as parents, also in collaboration with external associations and networks that promote the enhancement of talent regardless of identity, gender expression and sexual orientation (Parks Liberi e Uguali in Italy, the REDI network in Spain, Pride Connection in Colombia, Chile and Mexico). In **Argentina**, webinars were organized on gender prejudice. **Italy** offered meetings targeted at all colleagues and one entitled “Do I tell my parents or not?”, aimed at parents with homosexual, bisexual and transgender children. The **USA and Canada** spread awareness on LGBTQ+ history and equal rights. **Brazil** has launched a number of communication campaigns and webinars to disseminate and raise awareness of the issue. **Chile** has launched an initiative aimed at the internal LGBTQ+ group and a communication campaign to raise awareness of the use of inclusive language through the #mipronombre initiative, which calls for respect for gender identities and the promotion of recognition for all, also setting up sharing spaces where sexual diversity can be openly discussed and ideas exchanged. **Mexico**

participated in the “Pride Race”. **Colombia** was awarded the Friendly Biz Corporate seal and produced a podcast on human rights and sexual diversity. **Costa Rica** and **Peru** respectively offered in-depth discussions on sexuality and a training program divided into 4 meetings to explore different topics related to the LGBTQ+ world.

Cultures in dialogue

With 86 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 intermingling among different cultures.

In order to carry out a comprehensive **mapping** of ethnic and cultural diversity, please note that in most of the countries where we are 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 United States it is only possible to request such information on a voluntary basis.

Specific initiatives in favor of intercultural diversity in its various forms have been launched in many countries:

- **Italy:** the intercultural awareness webinar “Different from whom?” was organized and the project Powercoders was launched (see dedicated box);
- **Brazil:** with the “Inclusive Estagio” project, more than 30% of internship positions were filled by black candidates and days against racial discrimination were celebrated;
- **Chile:** organized webinars on native cultures, dedicated an initiative for expat colleagues and celebrated Migrants’ Day;
- **Colombia and Central America** (Panama, Costa Rica and Guatemala): a memo was issued to promote the cultural and linguistic integration of colleagues from the four countries;
- **Peru:** webinars, a podcast and a challenge on intercultural diversity were realized;
- **Mexico:** produced a guide on the country, its traditions and culture for the integration of new colleagues from other countries;
- **North America:** implemented awareness-raising initiatives during Black History Month and through the “Cultural Power” ERG.

At a global level, a **mentor** is provided to foster the integration of expatriate colleagues in the destination countries. In addition, to train interpersonal sensitivity and communication and reduce the risk of misunderstandings in multicultural contexts, the **global online course WIRED – Connecting Intercultural Skills** is freely available for all colleagues on e-ducation. The course allows for reflection on the biases and coaching skills that foster intercultural inclusion and, in a specific section, offer monographic guides that explore the specificities of different cultural contexts.