

**HUMAN CAPITAL**

**MANAGEMENT**

**BUILD THE FUTURE THROUGH SUSTAINABLE POWER**

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The global context in which Enel operates is undergoing profound social, economic, and technological transformation. The energy transition toward a decarbonized economy, together with rapid digitalization and innovation, is reshaping business models, skills requirements, and the world of work. In an increasingly complex and volatile geopolitical environment, the ability to adapt responsibly and inclusively has become a critical factor for long-term resilience and sustainable value creation.

In line with its ESG strategy, Enel places people at the center of this transformation. Human capital is recognized as a fundamental driver of sustainable performance, innovation, and competitiveness. The approach of the Group is grounded in shared values, responsible behaviors, and a strong commitment to respecting human rights, fostering inclusion, and promoting equal opportunities across the entire employee lifecycle. By adopting a people-centered and inclusive model that considers individuals in their professional, social, and personal dimensions, Enel strengthens its capacity to manage change while contributing positively to society.

With **more than 61,000 employees** representing **83 nationalities** and speaking **17 languages**, Enel workforce reflects the diversity of the communities in which the Group operates. This diversity is viewed not only as a social responsibility, but also as a strategic asset that enhances decision-making, innovation, and long-term value creation for all stakeholders. Through clean, innovative, and responsible energy solutions, Enel pursues its environmental objectives while ensuring that the social dimension of sustainability remains an integral part of its business model.

**People empowerment** is a key lever of Enel's Social sustainability strategy. The Group is committed to developing skills, enhancing employability, and promoting continuous learning through inclusive and sustainable growth pathways. By investing in **capability building, well-being, and motivation**, Enel supports **an entrepreneurial and accountable culture** that values

knowledge sharing and collective intelligence. This integrated approach strengthens engagement, reinforces a sense of belonging, and supports talent attraction and retention, contributing to stable and sustainable organizational performance over time.

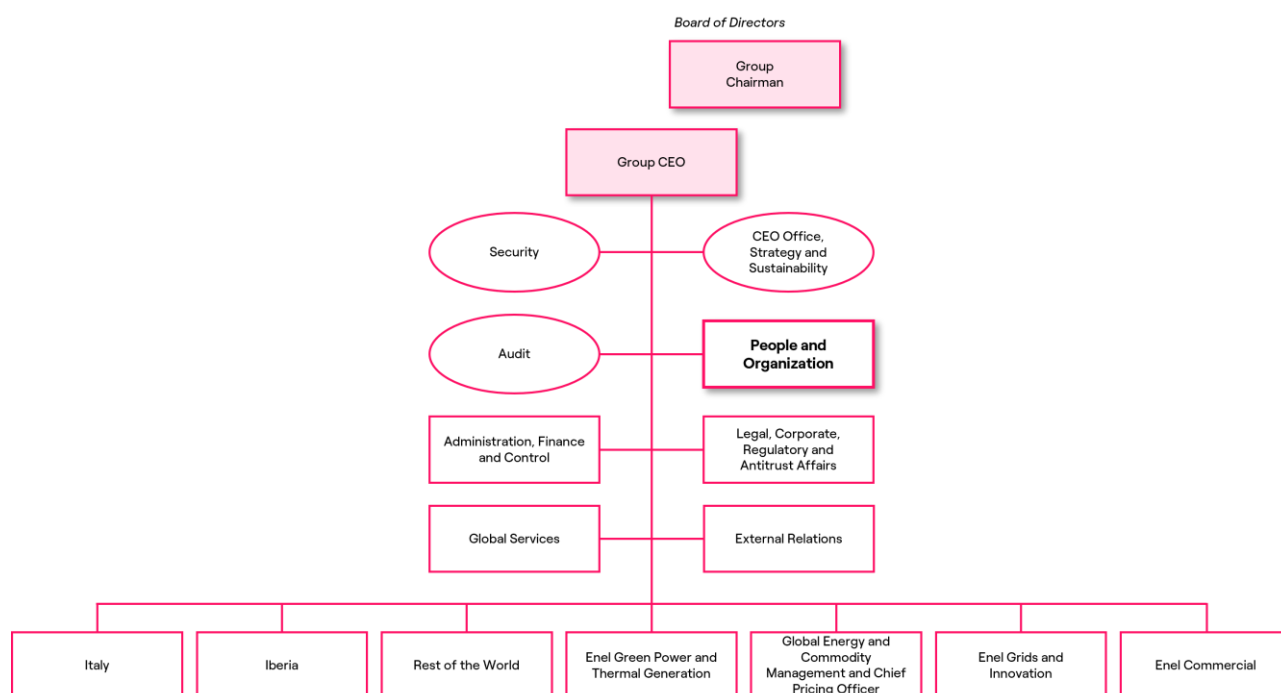
Enel actively promotes a **corporate culture based on respect, inclusion, and integrity**. Diversity, equity, and inclusion are embedded into policies, processes, and leadership behaviors, recognizing diversity in all its visible and invisible dimensions as a driver of social and economic value. Continuous initiatives aimed at preventing discrimination, addressing unconscious bias, and fostering cross-cultural dialogue are supported by active listening tools, targeted communication, and awareness-raising programs that encourage shared responsibility and accountability at all organizational levels. Strengthening its ESG objectives, the Group continues to evolve its organizational and governance model to enhance effectiveness, efficiency, and resilience. Simplification, digitalization, and process streamlining underpin this transformation, enabling more agile and transparent people management. The **People & Organization (P&O) Function** defines organizational models and the multi-year people management plan in alignment with the Group strategy and ESG priorities, supported by a robust framework of global and local policies.

To further strengthen governance and accountability, Enel has enhanced its People Analytics capabilities, reinforcing a **data-driven approach to human capital management**. By leveraging quantitative indicators and timely insights, the Group improves its understanding of workforce composition, dynamics, and risks, supporting informed decision-making and more targeted actions across the employee lifecycle. This approach contributes to greater transparency, supports responsible management practices, and reinforces Enel's commitment to sustainable, long-term value creation for employees, communities, and stakeholders.

# 1. Enel Workforce governance model

Human Capital Management is a strategic priority for the Group and a core component of its governance framework, directly overseen by the Board of Directors, which exercises continuous oversight over leadership quality and organizational culture through a structured governance framework supported by quantitative and qualitative KPIs, including employee engagement, talent development, succession readiness, managerial performance, while upholding an inclusive culture based on respect that recognizes differences, guarantees equal treatment, and fosters a strong sense of belonging. These indicators support informed decision-making and enable the proactive identification and mitigation of organizational, execution, and key-person risks. The Group values, **Trust, Innovation, Proactivity, Flexibility, and Respect**, represent the cornerstone of its corporate identity and act as a unifying framework guiding behaviors, leadership decisions, and people management practices across all geographies. These values are systematically embedded into governance processes, leadership expectations, performance management, and talent development, ensuring consistency between purpose, strategy, and execution. People & Organization (P&O) topics are embedded in Enel’s **corporate governance framework** through structured and recurring engagement with the Company’s principal corporate bodies.

At the **Board of Directors** level, P&O supports the definition and approval of key people-related governance instruments, including the annual **Report on the Remuneration Policy and Compensation Paid** – covering the remuneration policy for members of the Board of Directors, the General Manager, Executives with Strategic Responsibilities, and members of the Board of Statutory Auditors – as well as the Succession Plan, which is designed to ensure leadership continuity and organizational stability. In particular, remuneration policies, short- and long-term incentive plans, performance targets, and related outcomes are reviewed and discussed in advance by the **Nomination and Compensation Committee**, with P&O providing ongoing support in assessing and developing proposals, including through external benchmarking. In addition, within the **Control and Risk Committee**, P&O contributes to the assessment of the adequacy of the Enel Group organizational structure, regularly reporting on key organizational developments and the evolution of the Group’s procedural framework. HSEQ matters are also integrated into the Company’s governance and risk management processes. The P&O function reports directly to the Chief Executive Officer as follows:



At managerial level, **P&O** is responsible for supporting cultural evolution through the development of change management programs, leveraging people skills, wellbeing and motivation and has the mission to:

- define organizational models in line with the Group strategy, leading change management programs;
- manage the Function budget and multi year plan at Group level, defining guidelines and objectives;
- define Group guidelines for compensation and benefits processes;
- manage industrial and trade union relations;
- develop and manage internal communication;

- develop the Group technical, professional and managerial capabilities in line with business needs, fostering cross functional and cultural integration; define the Group strategies and guidelines for Health, Safety, Environment and Quality (HSEQ), ensuring their implementation across the Group;
- identify, evaluate and lead the implementation of strategic insourcing opportunities, implementing specific up-skilling, re-skilling and mobility programs and coordinating change management activities.

The table below shows the structure of the Function:



### 1.1. Policies related to own workforce

The evolution that has driven the current people policy results of Enel began in 2013 with the publication of the **Human Rights Policy**<sup>1</sup>, updated in 2025 in parallel with the **Enel Code of Ethics**<sup>2</sup>, and with the adherence in 2015 to the seven **Women Empowerment Principles (WEP)**, promoted by UN Global Compact and UN Women contextually with the publication of the first version of the **Diversity and Inclusion Policy**, updated in 2024. In particular, the Code of Ethics defines the fundamental principles that guide corporate conduct: impartiality, non-discrimination, legality, transparency, dignity, and physical and moral integrity. It also outlines the ethical principles related to the use of Artificial Intelligence, together with behavioral criteria inspired by fairness and equal opportunities. Furthermore, the Human Rights Policy reaffirms the Group commitment to promoting responsible conduct throughout the entire value chain, ensuring respect for human rights, rejecting all forms of discrimination, and safeguarding fair, inclusive, and safe working conditions that prevent any form of harassment,

violence, or intimidation. Below is an overview of the main policies related to the own workforce:

- **DEIB – Diversity, Equity, Inclusion and Belonging (2024)**<sup>3</sup>: provides clear direction on gender equity and diverse abilities, including attention to parenting and caregiving, generations, gender equality and pay equity, cultural integration, inclusion of people with disabilities, neurodiversity and vulnerability, dissemination of respectful and inclusive language that accommodates the uniqueness of each person in all their characteristics, affective orientation and gender identity. Responsibility for implementation belongs to the Holding Units of Personnel & Organization affected by the DEIB strategy. The Policy complies with ISO 30415:2021 – Human Resources Management – Diversity, Equity and Inclusion.
- **Enel SpA Gender Equality Policy and Enel Italia SpA Gender Equality Policy (2024)**<sup>4</sup>: gender Equality Policies for the promotion and maintenance of a Management System aligned with the practice

1 <https://www.enel.com/content/dam/enel-com/documenti/investitori/sostenibilita/diritti-umani/enel-human-rights-policy-2025.pdf>

2 [https://www.enel.com/content/dam/enel-com/documenti/investitori/governance/sistema-di-controllo-interno/enel-code-of-ethics\\_2025.pdf](https://www.enel.com/content/dam/enel-com/documenti/investitori/governance/sistema-di-controllo-interno/enel-code-of-ethics_2025.pdf)

3 <https://openinnovability.enel.com/content/dam/enel-com/documenti/media/diversity-equity-inclusion-and-belonging-policy-2024.pdf>

4 [https://globalprocurement.enel.com/content/dam/enel-gp/documents/other-useful-documents/health-and-safety/Enel\\_SPA\\_Politica\\_per\\_la\\_parita\\_di\\_genere.pdf](https://globalprocurement.enel.com/content/dam/enel-gp/documents/other-useful-documents/health-and-safety/Enel_SPA_Politica_per_la_parita_di_genere.pdf)

pursuant to Italian national standard UNI/ PdR 125:2022 (in force in Italy) working on the areas of culture and strategy, governance, P&O processes, equitable growth opportunities, pay equity, and parenting. The Policies ensure fairness on selection, development and remuneration processes, attention to parenting, work-life balance, harassment prevention, dissemination of awareness-raising actions on inclusive behavior and language. The highest level of responsibility lies with the CEO of the Enel Group, the senior management of Enel SpA, the Gender Equality Steering Committee, the CEO of Enel Italia SpA, the senior management of Enel Italia SpA and the respective Gender Equality Steering Committee. The Policies are based on the UNI/PdR 125:2022.

- **Digital Accessibility Policy (2022):** ensures equal access opportunities to digital information and systems and applies to all those conducting business in Enel and promotes adherence to the same standards for contractors, suppliers, partners, with a focus on context and civil society.
- **Policy on Workplace Violence and Harassment in workplace (2025) and Statement against Harassment in the workplace (2025)<sup>5</sup>:** in 2025, the Policy was revised to update the previous (2015), with the aim of strengthening alignment with non-binding international frameworks (including International Labour Organization Conventions and other international standards). The revision introduces the concept of violence alongside that of harassment, with specific reference to gender-based violence and outlines the main types of misconduct. The Policy includes initiatives to support victims of domestic violence aimed at mitigating the effects on health and productivity, while reinforcing the shared responsibility to promote an inclusive and respectful work environment through a preventive, values-based

approach. It also addresses the role of emerging technologies, particularly artificial intelligence, in ensuring solutions that protect individual rights and prevent harassment. Disciplinary measures are applied in accordance with applicable local laws, without predefined thresholds for severity or recidivism. Finally, structured programs, ranging from mandatory training to awareness-raising, are implemented within a framework grounded in DEIB principles. At the same time, the Statement against workplace violence and harassment was reaffirmed in 2025, during the International Day for the Elimination of Violence against Women, through an updated version available on enel.com web site<sup>6</sup> aligned with the principles and provisions introduced by the Policy.

- **Health and Wellbeing Policy (2025):** this version builds on and revises the 2023 Policy, introducing updated definitions of “health” and “wellbeing”, according to World Health Organization Guidelines, together with a wellbeing framework structured around four key pillars: psychological, physical, social, and economic. The Policy promotes safe, healthy, and inclusive workplaces through prevention, protection, and continuous improvement. It aims to enhance the wellbeing of individuals and teams, enabling each person to realize its full potential and to contribute meaningfully and effectively to both their work and the wider community. Importance is placed on promoting awareness initiatives on health and wellbeing and fostering a culture grounded in active listening, supported by targeted actions to continuously enhance wellbeing, encourage sustainable work-life integration, and strengthen a sense of purpose. Finally, a key component of the Policy is a data-driven approach to monitoring, analyzing, and continuously enhancing the overall initiatives.

## 1.2. Leadership

Following the appointment of the new Chief Executive Officer, the Group introduced a renewed **Leadership Model** grounded in the principles of Accountability, Entrepreneurship, and Meritocracy. The model was co-created through a structured process involving the first two management layers and global focus groups, ensuring broad ownership and consistency across geographies and business units. This participatory

approach strengthens cultural alignment and reduces execution risks associated with organizational transformation. The Enel Leadership Model is defined and overseen by the **Board of Directors** as a key lever of **governance**, culture, and **long-term value creation**. The Board of Directors ensures that leadership principles are embedded in strategic decision-making, performance management, and succession processes, and regularly

<sup>5</sup> <https://www.enel.com/investors/sustainability/strategy-sustainable-progress/deib-diversity-equity-inclusion-belonging>

<sup>6</sup> <https://www.enel.com/content/dam/enel-com/documenti/investitori/sostenibilita/2025/enel-statement-against-violence-harassment-en.pdf>

monitors leadership effectiveness through dedicated KPIs. The measure of leadership is the same at different management levels. Executives act as role models and are responsible for cascading the Leadership Model throughout the organization, ensuring consistency of behaviors, accountability, and execution of excellence across businesses and geographies. The **Management by Objectives** (MBO) assignment model integrates targets designed to foster the dissemination of the Group Leadership Model.

To operationalize the Leadership Model, the Group developed a scientifically validated **Competence Model**, rooted in Enel's mission, vision, and values. The model identifies the critical competencies required to deliver strategic objectives and represents the formal reference framework for selection, development, performance evaluation, and succession processes. The Competence Model acts as a tangible extension of the Leadership Model, translating leadership principles into observable behaviors and measurable outcomes.

Leadership effectiveness is systematically assessed through an integrated **performance management system** focused on:

- leadership behaviors and accountability;
- alignment with the Leadership and Competence Models;
- ability to translate strategy into execution by clearly communicating and translating the vision of the Group into actionable priorities;
- capacity to foster innovation, collaboration, and operational excellence.

For individuals within the executive succession pipeline, independent **external assessments** are conducted to ensure objective evaluation of readiness, leadership maturity, and succession suitability, strengthening governance and mitigating succession and key-person risks.

The flagship initiative of this evolution is the **Leadership School**, conceived as a distinctive and structured development platform to shape the next generation of leaders. It is designed to embed the Leadership Model of

the Group and to ensure the transfer of strategic priorities, behaviors, and decision-making principles across managerial levels supporting high-potential employees and preparing successors for critical roles. The initiative will be implemented in 2026, involving the first 60 participants, primarily managers, middle managers, and white-collar, for an estimated over 120 hours of training per participant.

To support the transition toward this renewed leadership culture, a **comprehensive change management plan** has been launched, actively engaging executives and senior leaders across the Group. This structured approach ensures consistent adoption of leadership principles, accelerates cultural alignment, and mitigates execution and transition risks associated with organizational change.

Within this framework, the **AI Greenhouse Program** integrates Artificial Intelligence into the Leadership Model, equipping leaders with forward-looking capabilities and an innovation-driven mindset. The program supports data-informed decision-making, anticipatory leadership, and the development of critical skills required to navigate technological transformation and evolving business models.

Executive development continues throughout the duration of each leadership role through **ongoing, role-specific training programs** aimed at enhancing managerial effectiveness and strategic capabilities. These programs cover leadership and decision-making, team management and communication, Artificial Intelligence awareness, executive coaching, and language training for internationally exposed roles. This approach ensures that leaders remain fully equipped to drive performance, innovation, and sustainable growth in a global and evolving business environment. The Group also drives cultural change programs and initiatives supporting managerial growth and mobility such as deputing and shadowing programs.

Overall, this integrated system enables the Board to ensure leadership that is **measurable, accountable, resilient, and future-ready**, supporting sustainable long-term value creation and organizational continuity.

### 1.3. Industrial Relations

Through its Industrial Relations system, Enel extends information and consultation processes with workers and their representatives to all Group companies worldwide. Worker representatives can provide assessments and proposals on corporate strategies, fostering the search for convergence between the Parties. This approach is formalized in the **Enel European Works Council (EWC) Agreement**, signed in 2016, renewed in 2022 and currently under renegotiation, one of the most advanced frameworks in the European electricity sector due to its focus on bilateral matters such as occupational health and safety, training, and diversity.

Enel is committed to **social dialogue** with trade unions, addressing topics of interest to the Group and its employees with transparency and cooperation. The Industrial Relations system recognizes representative trade unions as counterparts, in compliance with national regulations and role distinctions: the Group ensures timely and adequate information to facilitate collective bargaining and makes documentation on current collective agreements and trade union arrangements available to employees. In many countries, bilateral committees are established with trade union representatives to jointly address relevant issues. The Company systematically promotes dialogue between the parties and encourages broad participation and sharing of corporate strategies by its people.

As part of social dialogue, Enel complies with labor regulations applicable in the countries where it operates and adheres to the fundamental principles of the **Universal Declaration of Human Rights** and to the **Conventions of the International Labour Organization (ILO)** regarding freedom of association, collective bargaining, consultation and the right to strike, systematically promoting **discussion between employer and worker organizations** and seeking a **broad level of agreement and sharing** of corporate strategies by employees.

Globally, its dialogue strategy is inspired by the **Global Framework Agreement (GFA)**, first signed in Rome in 2013, renewed virtually in 2023, and formally ratified in July 2024 between Enel, the Italian sector federations, and the global federations IndustriALL and Public Services International. The GFA is based on the highest international standards on human rights and industrial relations, and it is still considered a benchmark best practice for European and non-European multinationals. The agreement establishes the Global Works Council with the aim of ensuring a continuous flow of communication

and consultation. 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.

Enel places no restrictions on **freedom of association**. As stated in the GFA and in the Human Rights Policy, employees have the right to form or join trade unions created to protect their interests and to be represented within the various work units by trade union bodies or other forms of elected representation, in accordance with the legislation and local practices of the countries in which they operate.

Enel recognizes the value of **collective bargaining** as a key instrument for defining employees' contractual conditions and regulating relations between company management and trade union organizations. The Company maintains a policy of strict neutrality toward employees' decisions regarding union membership and/or union choice, recognizing unions as legitimate representatives of employees, in line with national legislation. In cases of discrepancies between local and international standards, Enel applies the provisions that best protect workers' rights. Moreover, Enel is committed to ensuring that employee representatives are not subject to any discrimination resulting from their representative activities, rejecting any form of discrimination based on union affiliation or activity in matters concerning recruitment, remuneration, or career progression, which must be based exclusively on skills and merit. The Human Rights Policy reaffirms collective bargaining as the primary instrument for defining contractual conditions and governing relations between Company leadership and trade union organizations. **In 2025**, the percentage of employees covered by collective bargaining agreements amounted to approximately **91.7%**, in line with the previous year.

Enel recognizes the importance of **stable and reliable employment**, also through a commitment to limit non regular employment, and promotes decent working conditions in line with the ILO definition of "productive work that delivers a fair income, ensures workplace safety and social protection for workers and their families, and provides people with the freedom to express concerns,

organize, and participate in decisions affecting their lives” (ILO Recommendation – *Employment and Decent Work for Peace and Resilience*, 2017 No. 205).

As stated in the GFA, Enel is committed to ensuring that all workplaces are free from discrimination and harassment and undertaking initiatives aimed at removing obstacles to the full achievement of equal opportunities and equitable treatment, including remuneration. The principle of **equal pay** is also reinforced in the Group Human Rights Policy, which states that all individuals working along the entire value chain are entitled to remuneration aligned with the principle of fair compensation wage that covers the basic needs of workers and their families. Enel’s Human Rights Policy further guarantees a **minimum living wage** not lower than that established by collective agreements and relevant legislative frameworks in the different countries where the Group operates, in accordance with ILO conventions. In line with collective bargaining practices in the different geographies, **adequate and fair wage levels** are periodically reviewed to ensure alignment with the cost of living. In addition, the Code of Ethics also expressly provides that, upon hiring, each employee receives detailed information on job duties, as well as regulatory and remuneration elements, in line with the principles described above. Information is provided in a transparent and accessible manner, enabling prospective employees to fully understand both the responsibilities associated

with the role and the rights granted under the applicable collective agreements. This practice ensures compliance with relevant labor standards and supports the Group commitment to promoting fair, consistent and non-discriminatory working conditions across all organizational levels and geographies.

Enel has built a business model grounded in the respect and recognition of workers’ rights. This commitment is not limited to the Group employees; the principles set out in internal policies and in international conventions are also applied to **suppliers** and partners. Furthermore, in line with the principles of the Global Compact, the Group requires its contractors to fully comply with labour law obligations, occupational health, safety and environmental regulations, and respect for human rights. These principles are clearly referenced across the entire supply chain, including in the GFA (*Articles 84–85*).

Where significant organizational changes, Enel strictly complies with national regulations regarding consultation timelines and notice periods before managing the effects of any reorganization. The Group guarantees clear, transparent, and timely communication, along with ongoing dialogue with employee representatives. In addition, for Company employees affected by business evolution are defined specific upskilling (to enable access to more advanced career paths) and reskilling programs (to acquire new skills). Suppliers are also involved in several initiatives to support their transition and diversification.



## 2. Strategy and business model

The Group strategy is built on the central role of people, who are considered the key drivers of its evolution. To support this vision, Enel has defined a series of action lines focused on:

- **Listening and engagement**, through initiatives that foster ongoing dialogue with employees;
- **Satisfaction and well-being**, by promoting an inclusive and motivating work environment;
- **Gender equality**, with particular attention to increasing the presence of women in managerial roles;
- **Merit and development**, thanks to a renewed talent management strategy based on objective and meritocratic criteria;
- **Skills development**, through periodic processes aimed at identifying future needs and aligning people capabilities with strategic priorities;
- **Inclusion of diversity**, through policies and initiatives designed to ensure full participation of people with different abilities.

In 2025, Enel revised its main people development tools, introducing a **new Leadership Model** and updating the **Competence Model**. This path was strengthened with the launch of the **Talent Strategy**, which is developed through a structured **listening process** — engaging both employees and the business in rapid evolution —

### 2.1. Attracting talent

In line with the pillars of the Company strategy, in 2025 the **global recruitment** plan focused on identifying outside key external talents to manage the energy transition, aimed to reinforce the resilience of our infrastructures, while ensuring financial and environmental sustainability and customer centricity. During the year, more **than 4,600 people were hired**, in line with the target set for 2025.

The identification and attraction of the profiles required to achieve strategic objectives have been driven by ongoing engagement with Schools, Universities and Dual Vocational institutes, together with the ongoing adoption of increasingly inclusive approaches. These actions aimed to ensure a fair gender balance within candidate pools across the different geographies in which the Group operates.

enhancing the talent pipeline through structured development and training programs, contributing to business sustainability and continuity. To complete this integrated approach to people's development, Enel strengthened its **Performance Management** processes, based on the attention to each person's uniqueness which translates into a meritocratic system oriented towards continuous improvement.

The enhancement of each person's individuality and well being is supported by a comprehensive system of policies, procedures, and initiatives, with particular attention to **gender equality** and the **inclusion of people with different abilities**. The policies in these areas apply to everyone working at Enel, including external collaborators and, indirectly, individuals within the supply chain.

In terms of gender equality, the Group promotes initiatives aimed at students and educational institutions to foster a culture that encourages interest in technical and scientific disciplines. A central role is played by women colleagues with **STEM (Science, Technology, Engineering and Mathematics)** backgrounds who, as Role Models, help break down stereotypes, inspire younger generations, and strengthen their own professional empowerment.

Among the programs dedicated to young people, strong attention has been devoted to school and university students such as:

- **Dual Higher Education and Research Apprenticeship Programme**, carried out in collaboration with the University of L'Aquila,
- **Liceo TRED (Transizione Ecologica e Digitale)**, an innovative educational project that brings schools and businesses together to train students on key topics such as energy transition, digitalization, and sustainability;
- **Energies for School**, a program dedicated to students of technical and vocational institutes aimed at facilitating their entry into the workforce.
- **STEM initiatives** that connect STEM colleagues with students by inspiring them, offer mentoring, financial support for STEM university enrollment and on-site orientation experiences.
- Support of two post-diploma programs with **ITS Macomer and the ITSEL Foundation** to train

specialized technicians for energy transition, combining coursework and internships over two years.

- **Enel4Students**, a career orientation initiative aimed at technical high school students, designed to bring young people closer to Enel technical and operational professions. The program includes in-person classroom sessions with ambassador testimonials and online activities through career-orientation webinars, involving **400 students**.

The commitment to young talent is also strongly present in other countries of the Group, such as for example in Enel Colombia that runs **an annual internship program**, hosting around 300 students from diverse academic backgrounds by offering structured training, professional development, and potential access to junior roles within the Group.

Moreover in 2025 dedicated initiatives with a strong focus on innovation have been launched such as Enel *Innothon* 2025, an innovative contest aimed to engage **students and recent graduates** to develop new AI-based solutions for some of Enel Group's real business challenges, in line with some Sustainable Development Goals.

## 2.2. Valuing and enhancing people

**Talent Development, Empowerment & Leadership Continuity** is a strategic, governance-led framework that promotes talent valorization and retention, leadership accountability, and long-term organizational continuity. The Board of Directors oversees the effectiveness of the system, ensuring alignment with corporate strategy, leadership standards, and organizational culture. Development initiatives are structured, inclusive, equitable, accessible and fully integrated into performance management and succession planning frameworks, ensuring alignment between individual growth, strategic priorities, and value creation, and are directed across Enel Group.

Enel has implemented a structured **talent identification and mapping framework**, governed by clear processes and objectives, merit-based criteria, including seniority and individual readiness, which systematically informs the design of highly customized development models. Within this governance framework, targeted empowerment initiatives are deployed across different programs:

- enhancing self-awareness and individual potential;

In addition, the talent attraction strategy also included:

- the global amplification of **job postings** on Enel website or on major external talent attraction platforms;
- **advocacy and talent attraction campaigns** centered on the voices and faces of our people, both at global level such as “*A Day as a Colleague*” and “*Enel People*” and at local level as “*#SiamoEnel*” interviews with newly hired colleagues in Italy. These initiatives have been designed to increase external awareness of the different business areas by sharing their life at Enel through social media channels and the corporate website;
- the local adoption of the **new recruiting process procedure** and an enhancement of the Applicants Tracking System (ATS), leveraging innovative tools to improve candidate user experience and promote a data-driven approach in the selection process;
- the continuous **updating of the “Careers” section** on enel.com, to increase the engagement of candidates and to facilitate their access to company contents with a simpler and more immediate browsing of open positions across the Group.

- building specific and transversal skills through structured learning pathways;
- fostering critical thinking and cross-functional exposure via experiential programs;
- expanding strategic perspective through international and cross-functional mobility.

Each program is measured through qualitative and quantitative indicators to ensure alignment with talent strategy, business priorities, and long-term value creation. Talent Strategy is supported by an integrated ecosystem of structured processes and initiatives, covering workforce planning, talent identification, succession management, development pathways, and critical role coverage.

The **Talent Strategy** is structured around three strategic pillars:

1. **Identification and assessment:** internal talent is identified through objective, merit-based performance

management processes, ensuring transparency, consistency, and alignment with strategic priorities.

2. **Development and capability building:** structured learning pathways combine formal training, on-the-job experiences, mentoring, coaching, job shadowing, and excellence-focused programs to progressively develop expertise, leadership capability, and readiness for increased responsibility.

3. **Empowerment and exposure:** selective and high-impact opportunities, including participation in strategic projects and international assignments, are offered to high-potential profiles to strengthen global leadership capabilities and cross-cultural effectiveness.

#### Key projects and initiatives

- The **Leadership School** represents the flagship initiative of the Talent Strategy, providing a structured and distinctive platform to shape the next generation of leaders and ensure the consistent transfer of strategic priorities, leadership behaviors, and decision-making principles across managerial levels.
- The project **“Talent Scout”** aims to identify at local level talents based on merit and offers structured empowerment pathways focused on skills development, while also strengthening the connection between the specific characteristics of the territories in which we operate and the global dimension of our organization;
- **“Next Gen Talent”** is a project dedicated to young talents (under 30) across the major countries of the Group aiming to give them the opportunity to interact with the CEO and Executives on real business challenges, by developing innovative ideas and empowering cross-functional skills.
- **“Enel People Awards”** is a global program aimed at fostering innovation, entrepreneurship, and merit recognition through the promotion of ideas, projects, and outstanding behaviors that support business growth. The program delivers measurable impact by enhancing processes and tools in line with corporate strategy, while enabling the identification and development of internal talent. Recognized with the SMAU Innovation Award, it contributes to the consolidation of a company-wide culture of innovation through broad employee involvement.

Finally, to enhance internal skills in line with the aspirations of Enel People, the internal mobility process has been strengthened as a key lever to meet organizational needs while fostering the development of increasingly cross-functional profiles and the upskilling and reskilling of Enel People.

Within this governance led framework, the principles of talent valorization, accountability, and leadership continuity are implemented through a set of integrated, structured, and **data driven** processes covering Performance Management, Succession Planning, and **development levers** across the Group, designed to ensure meritocracy and measurable alignment with business and value creation priorities.

The **Performance Management** system is a global and comprehensive process designed to evaluate people's performance, focusing on both the results achieved and the application of the leadership and professional competencies defined in the Enel Model. It is a fundamental tool that reinforces merit-based remuneration and aligns rewarding and pay policies to foster talent development. The program is designed to be highly inclusive, and it engages 100% of eligible population of the Group, including part-time workers, ensuring broad and equitable participation. The process, structured around a multidimensional and agile framework, starts with an initial phase dedicated to objective setting, alignment, and shared definition of the performance journey for the year, during which managers and employees clarify expectations, priorities, and targets.

The process is designed to actively promote continuous dialogue and ongoing performance discussions throughout the year, enabled by the systematic sharing of feedback within the platform, and by encouraging managers and employees to engage in regular check-ins, informal feedback exchanges, and developmental conversations aimed at continuously monitoring progress, addressing gaps, and supporting ongoing performance and capability development.

The cycle concludes with the annual performance evaluation, supported by a calibration phase specifically designed to ensure team based performance evaluations, fairness, consistency, and alignment of assessments across teams, followed by an integrated final discussion focused on results achieved, competencies demonstrated, and future development priorities.

The digital platform provides the Vademecum, a multilingual document accessible and available to all employees, offering clear guidelines and explanations on methodologies and calculation mechanisms. The entire process is monitored through the company platform for data collection and analysis. At the end of each year, feedback is collected with the aim of continuously improving the process.

The company conducts a comprehensive annual **Succession Planning** process designed to ensure strong leadership and a robust managerial pipeline capable of

sustaining business continuity. The process covers all critical and managerial roles globally, enabling systematic oversight of the organization structure and future leaders. For each key position, the process identifies up to three Ready successors and three medium-term Pipeline successors, selected based on their performance, growth potential, and transversal skills. This structured approach reduces key-person risk and supports leadership stability across the Group. Succession Planning is grounded in clear governance, standardized evaluation criteria, and multilingual operational guidelines consolidated in a dedicated *Vademecum*, ensuring consistent implementation across all geographies. Through structured assessment tools and data-driven analysis, the company builds talent pools that are comparable, objective, and strategically aligned with development needs. The entire process is supported by continuous monitoring of participation levels and achieved results, ensuring the ongoing improvement of the leadership pipeline. In line with the company's Diversity, Equity, Inclusion, and Belonging (DEIB) commitments, the process places a **strong emphasis on gender representation**, embedding **gender-focused criteria** into succession decisions to strengthen balanced leadership pipelines. In 2025, **this focus translated into tangible outcomes**, with women representing **50.2%** of successors included in Executive succession plans and **49.1%** of successors included in Managerial succession plans. Annual succession plans for managerial positions are systematically reviewed to ensure continuity and resilience, while reinforcing the organization's commitment to inclusive leadership and sustainable talent development across the Group.

Within the Talent Strategy framework, Enel considers people's development as a key driver of sustainable business performance and long-term value creation, recognizing that when individuals are enabled to express their full potential, the organization also benefits. For this reason, Enel also promotes three further development levers and tools beyond those already mentioned: **Coaching, Mentoring, and Job Shadowing**.

**Coaching** consists of structured pathways in which colleagues certified as Coaches support other colleagues, the "*Coachees*", in a process aimed at enhancing individual potential and developing competencies, enabling the achievement of objectives defined by the "*Coachees*" themselves. At Enel, Coaching concretely supports Managers and talents in navigating change by strengthening awareness, autonomy, and resilience. The offering includes executive, leadership, and team coaching programs. The quality and scale of the model are

ensured through the continuous development of internal coaches via training masterclasses, mentoring initiatives, and structured exchanges of best practices.

**Mentoring** enables colleagues with greater experience and higher levels of expertise to provide guidance and support to less experienced colleagues, fostering the development of professional, managerial, and transversal skills. In addition to being addressed to the talent population, Mentoring is also used as a development lever to support the growth of future managers. At Enel, this tool is further leveraged to promote intergenerational dialogue through **Reverse Mentoring** initiatives and to enhance female leadership within the **Womenel** program.

**Job Shadowing** involves a structured period of collaboration and knowledge sharing between a hosting colleague (the Host) and a visiting colleague (the Guest). During this experience, the Host engages the Guest in daily operational activities and team interactions, sharing role related content, technical skills, and transversal competencies. This development lever supports exposure to business areas beyond one's own and strengthens the acquisition of new skills, including technical ones. The initiative is implemented through two formats:

- **Job Shadowing for All**, available to the entire Enel population, allowing any colleague to request Job Shadowing experience for a total duration of 10 hours.
- **Job Shadowing for Development**, addressed to talents, emerging managers, and specific business needs, including career transitions or the exploration of new business areas.

The Group monitors and ensures employee career development reviews through specific programs and initiatives, including nomination to succession plans, participation in assessment processes for managerial career paths, as well as coaching, mentoring, and job shadowing activities, and Next Gen Talent and Talent Scout projects. During 2025, 5,740 employees were involved in these initiatives.

**Career advancement** in Enel is driven exclusively by merit, **without any discrimination based on gender, diverse abilities, ethnic/racial characteristics, age and geographical areas**.

Enel explicitly safeguards equal access to professional growth, career opportunities, inclusion and transparency across all organizational areas, ensuring consistent and harmonized implementation in all geographies. Regarding regular formal performance reviews for all permanent employees, Enel ensures a performance evaluation process aligned with career development, which includes the setting of objectives followed by the assessment and

sharing of results on a dedicated company tool. This approach ensures a performance-driven and future-ready workforce, reinforcing organizational continuity, meritocracy, and alignment with Enel values and strategy.

In Enel Group, non-officer staff are eligible for variable performance-based pay, such as:

- **LTI** (Long-Term Incentive): a long-term variable incentive linked to the achievement of Group objectives. Beneficiaries: a part of managers holding key roles in the current organizational model or positions that have a significant impact on achieving the objectives of the Group Industrial Plan.
- **MBO** (Management by Objectives): a short-term variable incentive linked to the achievement of Group objectives. The targets can include those relating to the specific company Function of each manager. For example, they include objectives related to Group sustainability KPIs for managers within Holding Functions, the commercial development of new initiatives for managers within the Enel Commercial Business Line or related to innovation projects within the Enel Grids and Innovation Business Line. Beneficiaries: all managers.

- **Annual Bonus**: a short-term variable incentive linked to the achievement of Group objectives. Beneficiaries: a part of non-managers.
- **Commercial Incentive**: a short-term variable incentive linked to the achievement of individual and/or group sales targets. Beneficiaries: a part of non-managers of sales organizational perimeter.

Collectively, the initiatives outlined above have materially reinforced our talent-retention framework, as evidenced by a 2025 overall voluntary turnover rate of 2.2%, down from 2.4% in 2024, and consistently outperforming the benchmark levels observed across our key industry peers. Tailored, high-quality and value-driven initiatives — designed around concrete business needs and aligned with individual growth pathways — together with a comprehensive communication plan and a series of targeted engagement campaigns, have made a meaningful contribution to strengthening employee engagement and motivation, enhancing human capital as a strategic driver of sustainable growth, reinforcing employee loyalty and recognition as core elements of the Company strategy.

### 2.3. Continuous learning to enhance skills and capabilities

The Company invests in employee development programs aimed at strengthening and enhancing skills. The Company promotes a **Continuous Learning and Development Framework**, ensuring employees acquire skills and competencies needed to support career growth, organizational priorities, and leadership continuity.

**Training involved 98% of the workforce with 3.4 million hours of training, amounting to more than 55 average hours per capita** (more than 53 average hours per capita in 2024).

Of the total training hours, approximately 2.1 million were dedicated to upskilling and reskilling initiatives, representing 62%, while around 340,000 hours, equal to 10%, focused on the development of soft skills.

In 2025, total training expenditure amounted to approximately 27 million euros, with an average investment of 439 euros per employee. Training on digitalization accounted for about 360,000 hours, equal to around 11% of total training hours.

Training delivery increasingly relied on micro-learning solutions, enabling greater flexibility and frequency while broadening participation and optimizing the overall

volume of training hours. Digital learning was largely integrated into technical, safety, and both specialised and non-specialised training programs, supporting the effective management of technological challenges.

The key features of the Continuous Learning and Development framework are reported below:

- **Structured training programs**: programs are designed according to professional and managerial roles, including **technical and managerial training**, aimed at developing skills required for current and future responsibilities. The existence of a systematic approach to identify strategic training needs has structured processes and tools that ensure training needs are identified through periodic analysis of business requirements and direct feedback from employees; this strategic process is shared with all business areas, and a centralized training platform is used to ensure continuous monitoring and tracking of initiatives. Through this **learning governance** framework, the organization ensures the development of a **capable, adaptable, and future-ready workforce**. It supports the proper management of business processes and reinforces strategic priorities and

sustainable value creation. Training — whether mandatory or role-specific — is provided in business areas exposed to significant risks and subject to high compliance standards. Where required, it is extended to all employees according to their function, role, and responsibilities, as well as to external suppliers, part-time staff, and temporary workers.

- **Upskilling and reskilling initiatives:** 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. Employees involved in organizational transformations, including **internal insourcing**, receive targeted training to perform new responsibilities effectively. In 2025, initiatives included **AI-related programs** to strengthen awareness, competencies, and ethical application across the organization.
- **Onboarding programs:** new employees are supported through structured onboarding initiatives, providing access to organizational content and tools for effective and inclusive integration. The Company also delivers structured onboarding programs for **newly appointed executives**, designed to embed and reinforce organizational culture from the outset. These induction programs include mandatory training on key policies, governance principles, and core practices, complemented by tailored development paths, experiential learning initiatives, and peer mentoring, ensuring that executives are fully aligned with Company values.
- **Coaching, mentoring, and job shadowing initiatives:** As already reported in paragraph 2.2, the Group places strong emphasis on coaching, mentoring, and job shadowing initiatives, designed to foster continuous learning, intercultural exchange, and the sharing of professional experience. These initiatives enable employees to broaden their internal networks, engage with diverse perspectives, and further develop their capabilities within a collaborative and stimulating environment. To reinforce this approach, the Group has established a Coaching School to build a strong community of certified coaches and to further develop the key skills required to effectively support colleagues throughout their development journeys.

- **Monitoring and measurement:** training hours and participation are tracked to assess program coverage and effectiveness, ensuring consistency and alignment with organizational priorities. Enel discloses the evaluation of training programs through the corporate learning platform (Me-Learning). It provides all its employees (excluding external personnel) with the opportunity to evaluate the training courses offered. The evaluation is carried out by expressing a rating from 1 to 5 stars, with 5 stars representing the highest level of satisfaction. Course evaluations are visible to all employees and include: the average rating of the course; a breakdown of individual responses, categorized by rating level.

#### Key Learning topics

All the programs described below are accessible to all employees of the Enel Group, including contractual and part-time employees, depending on the relevance to their roles and individual development needs:

- **Ethics, human rights and anti-corruption:**
  - **Model 231 (23,114 hours** of training in 2025), with the aim of spreading knowledge of the basic elements of the administrative responsibility of entities and the organizational and management model adopted, in order to ensure the effective implementation of the principles of conduct and procedures contained therein;
  - **Code of Ethics (25,544 hours** of training in 2025), with the aim of raising awareness among all Group employees of the importance of the provisions contained therein and promoting the adoption of conduct consistent with these provisions, including through the illustration of past events;
  - **Enel Anti-Corruption Program (34,601 hours** of training in 2025), with the aim of helping to raise awareness of the issue of corruption through in-depth analysis of the conduct to be adopted, in line with company procedures on receiving gifts and hospitality, sponsorship, and whistleblowing;
  - **Enel Global Compliance Program (790 hours** of training in 2025), a governance tool aimed at strengthening the Group ethical and professional commitment to preventing the commission of illegal acts outside Italy that could result in corporate criminal liability and related reputational risks. This program covers a whole range of ethical issues beyond the specific topic of corruption (e.g., principles of fairness, standards of conduct, impartiality and non-discrimination, legality, transparency in the event

of conflicts of interest, confidentiality, relations with shareholders, etc.);

- **Human rights training (700 hours** of training in 2025 delivered through short video pills): Enel provides mandatory and regular training programs on human rights topics, such as diversity, equity, inclusion, non-discrimination and the prevention of harassment and violence in the workplace, in alignment with international labor standards, including ILO Convention No. 190 and with Group commitments. The programs focus on equal opportunities, inclusive behaviors, prevention mechanisms, reporting channels and protection against retaliation. Training applies to the entire workforce, including procurement and security personnel given the relevance of the topic across the entire value chain, ensuring consistent implementation of the Group human rights and workplace inclusion commitments.
- **DEIB-focused training and Cultural Dissemination:** Enel provides global, comprehensive training programs aimed at fostering an inclusive, equitable, and respectful workplace. The programs address the main areas covered by the DEIB Policy, with particular attention to unconscious bias and prejudice, parenthood and caregiving responsibilities, as well as the overall wellbeing of employees. The catalog is accessible to all people, despite function, role, or organizational area, highlighting unwavering commitment to ensuring equal opportunities for professional growth, development, and advancement across the organization. Moreover, over time, awareness raising initiatives aimed at promoting and strengthening a culture of inclusion encompassing behaviors and language have been reinforced and progressively intensified through communication campaigns, celebration of international days, global and local events, as well as targeted training local programs designed to consolidate inclusive practices and encourage respectful and participatory behaviors across all organizational levels. Following the publication of the DEIB Policy in November 2024, a global training campaign was conducted, led by local DEIB Managers. The initiative engaged all 885 People Business Partners<sup>7</sup> to ensure the consistent application of the DEIB strategic framework across the entire organization, encompassing vision, mission, general principles, implementation guidelines, as well

as DEIB dimensions with related priorities. Throughout 2025, the DEIB Policy continued to be disseminated and promoted across all Group countries through targeted initiatives focused to ensure its full understanding and effective implementation. In Argentina, the “*Diseminación de la Política DEIB*” initiative included dedicated information sessions, while in Chile specific initiatives were carried out to present the Policy, along with its key pillars and related action plan, with an additional focus on relevant local regulations. In Iberia, the Policy was also translated into Portuguese and French to support broader and more effective dissemination. In Colombia, the “*Footprints Awareness DEIB*” program stands out as a series of sessions and open discussions focused on the biases identified within teams.

To further promote the DEIB Policy, throughout 2025 several internal communications were published on the Intranet highlighting key aspects of the Policy. In addition, to provide an official and accessible reference point for external stakeholders, a dedicated DEIB section<sup>8</sup> was created on Enel website. This space not only presents information on corporate policies but also showcases content designed to promote and reinforce inclusive practices, highlighting experiences and stories.

Furthermore, in 2025, Enel launched a global training course on neurodivergence “***Divergences and Convergences: Discovering the Value of Neurodivergence at Work***”. The course is designed to raise awareness about the main forms of neurodivergence that characterize every individual, exploring the value that diverse cognitive abilities can bring to the workplace. It examines key types of neurodivergence, highlighting their distinctive strengths and behavioral characteristics. Through real-life workplace case studies, the course emphasizes the importance of effective listening and communication in promoting inclusion and fostering authentic, meaningful professional relationships. Practical examples of day-to-day interactions illustrate how subtle or less visible forms of neurodivergence are present in the workplace and can provide significant value. Moreover, the program offers a set of behavioral recommendations designed to support respectful interactions and nurture an inclusive environment.

- **Risk Mitigation on cybersecurity, data privacy and asset integrity management:** the Group requires all

<sup>7</sup> People Business Partners are a Key figure within People & Organization unit. They serve as a vital link between persons and the organization. Through structured listening and ongoing dialogue, PBPs can understand individuals' aspirations, needs, and potential, thereby fostering coherent and sustainable development paths.

<sup>8</sup> <https://www.enel.com/investors/sustainability/strategy-sustainable-progress/deib-diversity-equity-inclusion-belonging>

employees, including new hires and specific privileged users, to participate in continuous awareness training in specific risk areas like Cybersecurity, General Data Protection Regulation and Security Assets, in line with internal principles and field regulations. The programs cover mandatory essential topics and training modules enriched by ongoing dissemination initiatives of knowledge sharing events and communications. Regarding the Security topics, the company also has specific programs providing information on business case, specific behaviors and preventive measures to implement. In the course of 2025, approximately **33,740 hours**.

- **Supply Chain Management:** Enel guarantees that functions in contact with external suppliers comply with company standards through continuous training delivered via internal platforms, which may include general training on behavioral principles and supplier relationship management (e.g. supplier policies), while specific mandatory training is provided for critical functions and roles in direct contact with external suppliers. This second level of in-depth training ensures that personnel involved in decision-making and management activities with suppliers fully comply with internal policies and guidelines, minimizing operational risks and ensuring maximum adherence to corporate governance processes. In addition, in recent years, Enel has worked closely with its suppliers to explore issues related to decarbonization and human rights, with the aim of sharing best practices, aligning approaches, and accelerating the entire supply chain towards the sustainability standards required by the international community. During 2025, several meetings and workshops were organized dedicated to Double Materiality Assessment, updating the Ethics Package (among which the Human Rights Policy), and Sustainability Strategy, with a particular focus on reducing its carbon footprint. The initiatives involved the main suppliers belonging to the most relevant product categories of the business, with the aim of providing clear guidance on requirements relating to the protection of human rights and environmental issues.
- **Occupational health and safety training:** based on the analysis of accident events and the findings emerging from inspections and audits, in 2025 Enel the attention on training, information and awareness – the 3 main pillars for strengthening and broadly disseminating a safety culture among its own employees and contractor companies. The Enel Group adopts an HSEQ training management process for all its employees, tailored to the activities they perform and

the specific risks to which they are exposed. This process makes it possible to integrate safety at all levels of the organization, making it an integral part of all processes and activities, and promoting a model shared by all people.

To complement technical and specialist training, Enel promotes and organizes courses on safety culture and the promotion of safe behaviors. In the course of 2025, approximately 1,599,000 hours of training on health and safety topics.

- **Emergency training,** including regular testing of the emergency response plans: for each site, the Site Manager, with the support of the HSEQ team, prepares the Emergency Plan, which includes all the likely emergency scenarios at the site and the related emergency measures to be adopted depending on the scenario. The measures set out in the Emergency Plan are implemented with the support of the on-site emergency team, made up of personnel appropriately trained for the role of emergency officer. Emergency plans are periodically tested through the organization of emergency drills, able to verify the functioning of equipment and emergency devices and to ensure the updating of personnel training on emergency procedures: in the course of 2025, approximately **151,490 hours**.
- **Environmental Management System:** in 2025, approximately **29,500 hours** of training related to environmental and nature related topics were delivered, covering all geographies and business lines within the Group. The training programs addressed a wide range of subjects, with particular focus on **waste, water, and biodiversity management**. For these areas, both specialized courses and awareness campaigns targeting the entire Enel workforce were developed and coordinated by the central SHE Factory unit of the holding. In addition, training initiatives on environmental management systems were provided, primarily concerning **ISO 14001 and ISO 50001** standards for environmental management and energy efficiency.
- **Mental health awareness:** at Enel, mental health is an integral part of a culture grounded in respect and the promotion of wellbeing, both individual and collective. This commitment, shared across all the countries, is reflected in a structured approach based on prevention, protection, and tangible support. This commitment is also implemented through dedicated learning pathways available to all employees, including managers, on the internal learning platform; among these, the global course Mental Health and Stress Management is highlighted, aimed at providing

practical self-care strategies to manage personal stress and to support teams in effectively navigating challenges while fostering a positive and resilient work environment.

- **Technical training and partnerships with educational institutions:** technical training initiatives leverage long-standing partnerships with leading universities and professional institutes to strengthen employees' knowledge, skills, and exposure to innovative practices. Through these collaborations, the company offers both full-time and part-time employees the opportunity to attend MBA and postgraduate Master programs, designed to support career development or to equip professionals in specific roles with the advanced skills and university-issued certifications required.

Enel has established consolidated partnerships with prestigious academic institutions, including Bocconi University. These programs are closely aligned with the company's core business areas — such as finance, administration, and control — ensuring targeted learning pathways for employees working in relevant functions.

In addition, selected employees (eligibility is based on both the function's business needs and the employee's role, as well as the employee's skills within the function) have access to advanced training programs aimed at developing strategic, managerial, and highly specialized technical competencies. These initiatives are delivered in collaboration with leading universities, including:

- **SDA Bocconi School of Management**

- *Executive Procurement School (4th edition):* a program designed to foster a strategic vision and a corporate culture centered on entrepreneurship and sustainability. The development of strong managerial capabilities represents a key foundation for

building an effective and efficient supply chain.

- *P&C School (5th edition):* this program offers a specialized learning track in Administration, Finance, and Control. It is a program of excellence aimed at strengthening strategic capabilities and addressing the challenges of digital transformation, while also reinforcing professional cohesion and a sense of belonging within the community.

- **LUISS University – School of Government**

- *Masterclass "The Age of Energy Transition":* structured as a series of dedicated sessions, the program brings together managers from Enel, other companies, and public institutions to discuss and explore global security and energy transition issues. The initiative is supported by university professors and national and international experts.

- **Campus Bio-Medico University of Rome**

- *Data Analyst Master Program:* this program focuses on developing the ability to interpret business dynamics through data, analyzing complex information, and translating insights into informed and value-driven decisions. In an increasingly data-driven environment shaped by artificial intelligence, the Data Analyst role is critical for understanding complexity, identifying correlations, and enabling timely and effective business decisions. The program is specifically targeted at professional analysts.

- **Politecnico di Milano**

- The purpose is to build strong, scalable, and role relevant capabilities in data science and data engineering by providing modular, high quality learning paths focused on core technical topics.

## Development programs: key examples

The following programs are accessible to all employee groups – including permanent, contract workers and temporary staff – depending on the relevance to their roles and individual development needs.

- **AI Talks** is a digital transition program with a series of nine educational multidisciplinary sessions; each session brings together experts from different fields to provide a holistic perspective on artificial intelligence. AI Talk serves as a key component of the AI Change Management program, designed to foster an open, informed, and responsible corporate culture toward emerging technologies. Delivered in agile and accessible formats (both live and on-demand), the sessions address topics such as:
  - the principles of the AI Act and ethical AI governance;
  - the opportunities and risks associated with AI adoption in business processes;
  - the evolution of skills and professional roles in an AI-driven context.

The program is designed to develop a future-oriented mindset toward Artificial Intelligence and aims to gradually increase the organization Cultural Readiness Index to 100% by 2025–2026.

- **O&M Curriculum Vitae** is an EGP&TGX global framework applied across all O&M Countries and technologies to manage technical training for O&M personnel. It operates on standardized training profiles and training paths. This leadership development program aims at enhancing the potential of colleagues, professional growth and the development of internal know-how and best practice sharing to answer to the business needs. The program played a crucial role in achieving the performance targets set for 2025, contributing to strengthening EGP&TGX competitiveness in the market. By delivering approximately **2,230 hours of training** to all O&M Italian personnel, the program helped close significant skill gaps, enhancing both competencies and knowledge. This made a substantial contribution to reaching a total energy production of 28.15 TWh into the EGP&TGX Italy.
- **Customer Empathy** project, launched in 2023, aims to evolve towards a new culture by incorporating customer-oriented behaviors and skills into all Enel Grids processes, to improve customer experience and increase customer satisfaction levels. The training program consists of workshops focused on cultural education and in developing soft and leadership skills and facilitating the change management increase customer satisfaction levels. The training program has a relevant impact on the company “e-Distribuzione”, aiming to involve the entire population along 3 years. In 2025, more than 30% of the Manager and Middle Manager population were involved, as well as 38% of White Collar employees and 32% of Blue-Collar employees (almost 5,000 people trained, with around **21,000 training hours**).

## 2.4. Engaging with workers

Enel has always placed great emphasis on promoting initiatives aimed at listening to all Enel people, with the goal of ensuring **inclusion, involvement, wellbeing and satisfaction**. This commitment allows for the development of sustainable and inclusive organizational action plans and development paths that enhance diversity and expertise in the organization.

In 2025, the global annual Climate Survey was launched, assessing organizational climate, wellbeing, and inclusion across the company.

This integrated approach has reduced redundancies and increased employee engagement by enabling a clearer and more comprehensive collection of employees’ needs, motivations and opinions. The survey represents a decisive step to strengthen the connection with people and build an increasingly inclusive and wellness-oriented corporate culture. Specific KPIs monitor survey

participation, overall **job satisfaction** (engagement) and wellbeing. Moreover, the survey explores the feeling of **inclusion, work-life balance, belonging and contribution**, and professional expression at work with **a clear sense of purpose**. For the item “Purpose” the survey assesses the feeling of belonging and contributing and the ability to express professionalism at work. Moreover, to assess **stress**, specific local surveys are periodically launched, and local action plans are defined to cover specific issues that have emerged.

The 2025 Global Climate Survey was completed by **84.8% of Group employees**, recording an overall **employee engagement rate of 85.1%**, a wellbeing level of 82.3%, and an inclusion level of 89%. Based on the results, a global improvement plan has been defined for implementation in 2026.

This approach is further strengthened by additional tools, including focus groups and inputs gathered from **People Business Partners and Unit Managers**, which together ensure a comprehensive, integrated, and consistent understanding of both organizational and individual needs.

At the same time, key emerging trends and best international practices are continuously monitored to guide the evolution of the strategy and to define clear, concrete and measurable action plans, in line with the principles of wellbeing, diversity and inclusion.



### 3. Diversity, Equity, Inclusion, Belonging and Wellbeing

Enel identifies diversity, equity, inclusion, belonging (DEIB), and wellbeing as strategic pillars for sustainable development and people growth. These principles support a vision that values individual wellbeing and uniqueness across key identity and career dimensions — such as gender, different abilities, neurodiversity, vulnerabilities, generational diversity, cultural integration, affective orientation, gender identity, parenthood and caregiving.

The leadership accountability for P&O governance and implementation of Enel DEIB and Wellbeing Strategy is clearly established and disclosed. Within the function, a dedicated Holding area has been active for time to define and promote the overall strategy and specific initiatives through a data-driven approach. To ensure alignment across the Group, the Holding area drives the continuous development of the strategy, guidelines, and policies, while exercising oversight of DEIB initiatives implemented by Country Units, monitoring their progress, alignment, and effectiveness at a global level.

From a regulatory perspective, Enel DEIB and Wellbeing Strategy is anchored in a comprehensive system of corporate policies, including **Diversity, Equity, Inclusion and Belonging Policy, Health and Wellbeing Policy** and the **Policy Against Harassment and Violence in the Workplace**. Anyone who believes they have been subjected to any form of harassment or violence, or who has witnessed such behavior against another person, or is otherwise aware of it, is required to report the incident through the Enel dedicated “Ethics Channel”; investigations into reports will be conducted in compliance with the values and principles set out in Enel Code of Ethics and Whistleblowing Policy.

In line with Enel commitment to transparency and integrity, and in accordance with international reporting standards, the Audit function periodically provides information on substantiated violations identified during investigations. This framework is further strengthened by the **Digital Accessibility Policy** (2022), ensuring equal and universal access to digital systems in accordance with universal design principles, by embedding accessibility requirements in the development and procurement of products and services aimed at improving quality of life for all equal and non-discriminatory access to digital technologies and systems for all Enel people.

Complementing this framework, the DEIB and Wellbeing strategy relies on active engagement in international roundtables and networks. In 2025, Enel continued its

participation 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 continued in 2025: 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.

An important role in the DEIB and Wellbeing strategy definition is played by the **Employee Resource Groups (ERGs)**, internal networks and communities that act as a key listening channel within the Group, enabling the structured collection of people perspectives, needs, and experiences. ERGs also play an important role in cultural dissemination, facilitating awareness, open dialogue, and engagement across a wide range of DEIB topics (e.g., parenthood and caregiving, generational diversity, gender, cultural integration, individuals with diverse abilities, neurodivergent conditions, vulnerabilities, affective orientation, and gender identity) as well as Wellbeing areas (e.g., sustainable mobility and sports-related topics). By creating safe and inclusive spaces for exchange and engagement, ERGs actively contribute to embedding DEIB values into the organizational culture and everyday practices. In 2025, more than 20 Employee Resource Groups are active across the countries in which Enel operates, reflecting the Company strong commitment to promoting inclusion, diversity, wellbeing, and employee engagement at a global level.

Networks and/or communities within the Group on various DEIB topics are listed below:

- **Gender and pay equity:** “Yin Yang” and “Comité de Mujeres” in Mexico, “Women EmPower” in the United States and Canada, “Power Her” in Iberia; “Community STEM Back to School” and “STEM and Women Empowerment” in Italy, “Women Room ERG” in Ireland;
- **People with different abilities, neurodivergent conditions, vulnerabilities:** “Comunidad de inclusión” in Iberia, the “Anne Sullivan” in Mexico; the “Disability and Neurodiversity” in Italy;
- **Cultural Integration:** “Color Energy” in Brazil, “Chontalli” in Mexico, “Cultural Power” in the United States and Canada;
- **Affective orientation and gender identity (LGBTQI+):** “Just Be” in Mexico, “Orientación e identidad de

género" in Iberia, "Pride in Power" in the United States and Canada;

- **Generations:** "Be Talent" in Iberia, "Beyond Generations" in Mexico;
- **Parenthood and Caregiving:** "Parenting" in Mexico and in Italy;
- **Veterans:** "Proud To Serve" in the United States and Canada;
- **Well-being:** "Empowerment and Balance" in the United States and Canada; "Endesa Activa" in Iberia; "Sustainable Mobility" in Italy; "Crew (Cycling, Running & Walking)" globally.

The definition of Enel DEIB and Wellbeing strategy is supported by additional key tools beyond those already mentioned, including global surveys, ESG assessments, monitoring of external trends, intercompany benchmarking, and sector best practices, alongside an analysis of relevant regulatory developments.

### 3.1. Diversity, Equity, Inclusion and Belonging

Enel recognizes the significant value of **workforce diversity** and discloses a comprehensive view across multiple dimensions, including gender, different abilities, neurodiversity, vulnerabilities, generational diversity, cultural integration, affective orientation, gender identity. These disclosures reflect Enel's steadfast commitment to transparency and accountability in cultivating an **inclusive workplace** throughout all levels of the organization.

The governance model is founded on the ongoing involvement and strong commitment of management, together with clearly defined and consciously assumed responsibilities distributed across all organizational levels. These responsibilities are closely linked to individual behaviors and leadership practices and are reinforced through the continuous improvement of business processes viewed through a **DEIB lens**.

Regarding the composition of the **Board of Directors of Enel S.p.A.** and the **Board of Statutory Auditors**, the primary objective is to ensure the adequate competence and professionalism of their members, in accordance with Principle VII and Recommendation 8 of the **Corporate Governance Code**. Within this framework, Enel conducts ongoing diversity monitoring as part of its Corporate Governance System. Specifically, the composition of the Board of Directors of Enel S.p.A. is regularly assessed in accordance with the **Diversity Policy**, which mandates a balanced representation in terms of gender, age and tenure. Similarly, the composition of the Board of

This integrated approach enables the identification of priorities and the definition of targeted actions, ensuring that DEIB and Wellbeing Action Plan are fully aligned with employees' needs and international best practices, thereby strengthening an inclusive, equitable, and sustainable organizational culture.

The 2025 DEIB and Wellbeing Action Plan, with more than 230 initiatives, encompassed gender, disability, neurodiversity, vulnerability, generations, cultural dissemination, intercultural integration, parenthood, while positioning organizational wellbeing as a core, structural component integrated across corporate policies.

The largest number of initiatives are concentrated in Italy, Spain, Argentina, Colombia, and Brazil, reflecting a strategy that combines global initiatives with actions targeting specific local issues, thereby strengthening the sense of belonging throughout the Group.

Statutory Auditors is evaluated from a diversity perspective, including factors such as gender and age.

At the management level the 2024 DEIB Policy further establishes that managers at all levels are accountable for fostering an inclusive working environment.

Enel publicly shares key diversity metrics and progress updates to strengthen transparency and trust. This openness enables robust monitoring, through qualitative and quantitative KPIs, of DEIB initiatives, supports informed decision-making, and reinforces accountability, demonstrating the company's commitment to continuous improvement and an inclusive, equitable workplace.

As a result, a significant portion of the activities are aimed at the progressive digitalization of DEIB-related analysis and reporting processes. A human-centered approach, embodied in the definition of specific diversity policies and specific objectives and actions, 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.

At the same time, Enel is committed to increasing its workforce **diversity** starting from **recruiting** process distinguished by its broadly inclusive approach, aimed at promoting and strengthening the workforce diversity. In this context, the company also offers job opportunities specifically targeted at protected categories, reflecting its concrete commitment to equity and inclusion.

In 2023, by joining the United Nations promoted **Forward Faster Campaign**, Enel reaffirmed its commitment to achieving the Sustainable Development Goals, embedding DEIB principles within its pathways towards a just transition and decarbonization. Within this context, particular emphasis was placed on encouraging young women to pursue education in STEM disciplines, recognizing the strategic importance of technical and scientific skills for the future.

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 there are specific Diversity & Inclusion Committees that direct and monitor activities on DEIB 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 Mexico, the DEIB strategy was relaunched to evolve into a more agile model structured around three strategic pillars designed to simplify execution, maximize impact, and align teams under a shared purpose of inclusion and belonging. This renewed approach strengthens employee engagement across the organization and is implemented through the DEIB Committee, which brings together representatives from all business functions and operates under the sponsorship of the Country Manager.

The commitment and transparency shown in favor of gender inclusion were confirmed in 2025 by Enel appearance in the main ratings and ESG indexes:

- confirmed for the 7th 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;

- confirmed in the **Refinitiv D&I Top 100** for initiatives in terms of gender diversity, disability and work-life balance.

In 2025, Iberia was once again awarded the *“Distintivo de Igualdad en la Empresa”* by the Ministry of Equal Opportunities. Additionally, it received the *“Empowering Women Talent”* award, presented by Equipos y Talento to companies committed to promoting women in leadership roles and raising the profile of female talent. Furthermore, it received the *“Best Company for All Talent”* award, also presented by *Equipos y Talento*, which is given to companies that stand out for their inclusive management practices and talent development.

Enel continued intensive awareness activities aimed at promoting and reinforcing a culture of inclusion across all organizational levels and geographic areas. These initiatives included targeted communication campaigns, the celebration of international observances, and focused training programs. Noteworthy was devoted, following the publication of the new Policy Against Violence and Harassment in the Workplace, to a global campaign fostering respect and raising awareness of these critical issues. Notably, the global campaign **“Not Another Light Extinguished: The Red Benches™ Against Gender-Based Violence”** was launched on 25 November 2025, in observance of the International Day for the Elimination of Violence against Women. Through this initiative, Enel reaffirms its commitment to combating all forms of financial and discrimination by joining the program promoted by the *Stati Generali delle Donne HUB*, which transforms a symbolic urban element, the red bench, into a space for collective memory and awareness. To date, more than 20 benches have been installed across Enel locations worldwide, from Milan to Madrid, from Rome to Santiago in Chile, from Lisbon to Mexico City. These are passage points that become places where people can stop and reflect: it is an invitation not to remain indifferent to a social problem that still affects too many lives every day.

Through targeted initiatives and dedicated measures, Enel enables every talent to reach their full potential, providing tools and opportunities within a framework of trust, support, and confidence. The actions carried out in 2025 comprehensively address all dimensions of the DEIB Policy, reaffirming and strengthening Enel commitment and translating its principles into concrete programs that deliver tangible benefits to our people.

### 3.1.1. Supporting parenthood and caregivers

Enel promotes a comprehensive set of initiatives designed to support employees at every stage of parenthood, from the period before and during the birth of a child, through the child growth and development. At the same time, the company provides guidance and support to employees who care for elderly or dependent family members. All programs are structured to enhance work-life balance, strengthen professional productivity, and foster a strong sense of belonging and engagement across the organization.

Regarding parenthood, Enel actively promotes the equitable sharing of parenting responsibilities as a cornerstone of its strategy for work-life balance, inclusion, and gender equality. By encouraging both parents to participate equally in shared parenting initiatives, including flexible leave policies, parental support programs, awareness campaigns, and training, help redefine traditional roles, enabling employees to balance professional and family responsibilities while fostering engagement and well-being across the workforce. This approach reflects Enel commitment to creating an inclusive environment where all employees can thrive, regardless of their family circumstances, while fully contributing to the organization mission and strategic objectives.

At global level, in 2025 the **Global Parental Program** for new parents was fully revised to align with the new corporate strategy, which is focused on promoting shared parenting, digitalizing processes, improving employees' experience, and strengthening moments of caring and people development. A dissemination campaign ensured consistent rollout of the initiative. The initiative introduces a new dedicated point of contact (Parental Focal Point) to support all parenting related matters, and provides for the digitalization of the entire process, gathered in a dedicated section that simplifies the experience of parent by centralizing all available corporate resources and services. The Program also provides training courses to guide parents in managing daily life and balancing their roles, and strengthening the parental skills acquired:

- **New Parents New Energy**, a digital training program dedicated both to mothers and fathers together;
- **New Mothers Lab** designed to support women returning to work after maternity leave, offering a dedicated space to reflect, exchange experiences, and rediscover a sustainable balance. Through guided

discussions and open dialogue, participants were equipped with practical tools to approach this transitional phase with confidence and a positive mindset;

- **New Fathers Lab** creates an environment for discussion and reflection on the evolving role of fatherhood. It encouraged participants to share perspectives on how to fully embrace this role, while recognizing and valuing the new skills and insights developed through the experience.

**We Are Energy**, in its twenty-first edition, continued to be promoted by Enel as a flagship initiative for employees' children, combining educational activities, creative workshops, and team-building experiences.

In Italy, in addition to the program for the new parents (i.e.: Parental Program), other initiatives and measures have been deployed to **support parenthood**:

- **Training and awareness-raising events**, both in-person and online, on the most relevant topics;
- **Trade union agreement** (December 2024) with enhanced measures: 20 days paternity leave, improved financial conditions for new mothers and an extended system of leave entitlements (child first day at school, school enrolment, children's milestones, birth of grandchildren, child illness), as well as a contribution to the child pension fund during the first three years;
- **Parenting Path**, a structured initiative, based on a national survey, featuring in-person and digital sessions, also accessible on demand via the intranet;
- **Free counselling for families and for parents** with children with disabilities and neurodiversity, to support well-being and daily life management;
- **Additional support measures**, including a company childcare facility, conversion of performance bonuses into leave or school fee reimbursements, remote working for specific needs, and dedicated parking spaces for expectant mothers;
- **Benefits via ARCA**: birth/adoption bonus, contributions towards education, courses, summer camps, study holidays, and sporting and musical activities;
- **Supplementary health funds** are also dedicated to families with children with disabilities.

## Initiatives focused on sharing and open dialogue

In Brazil, through “*Sharing Stories – Present Fatherhood: Caring is also leading*”, Enel fathers, a manager and an electrician, were engaged in conversations on **active fatherhood** and how raising children contributes to the **development of skills** that are valuable in the workplace. Also in Brazil, the “*Open Talk – Women Roundtable Discussion on Maternity and Ambition*” strengthened the **sense of belonging** among female employees who are mothers, providing a space for listening and dialogue within an inclusive and supportive environment, and contributing to a more equitable and people-centered workplace.

In Argentina, through “*Pensar la familia hoy*”, an expert explored contemporary family models and effective approaches to supporting **childhood development**.

In Chile, the “*Trámites Post Nacimiento Program*” supports parents in the immediate **post-birth phase**, providing practical guidance on the key administrative steps to be managed in the first days.

In the United States and Canada, the “*Maven Family-Building Support Program*” offers dedicated initiatives and development pathways focused on **parenthood** considering that there is multiple, and often complex, paths to parenthood, and is committed to providing support regardless of the journey undertaken.

In Iberia, People Business Partners are supported by comprehensive and structured **guidelines** outlining the full range of measures aimed at promoting **work-life balance for parents**. These guidelines provide practical directions on how to effectively support individuals through different phases of life, enabling a more consistent and tailored approach in addressing both professional and personal needs. By equipping People Business Partners with clear tools and frameworks, the initiative strengthens their role in fostering an inclusive, supportive, and sustainable working environment.

Regarding caregiving, **Enel supports people with caregiving responsibilities** for family members that face specific challenges related to illness, infirmity or disability that prevent them from looking after themselves.

Different initiatives have been promoted to provide listening, guidance, and concrete support pathways, empowering every talent and fostering an inclusive, equitable, and sustainable work environment.

In Iberia, *Plan Emerge+* provides personalized advice and dedicated support for employees and their families. The program offers practical and professional guidance, helping colleagues to identify effective solutions to balance work and personal needs. Through a tailored approach, *Plan Emerge+* promotes inclusion and autonomy, offering concrete tools to address daily challenges facilitating access to company resources, benefits, and external support services.

In Italy, support for caregivers is delivered through multiple complementary initiatives. The “*Counseling for*

*Caregivers*” service provides individual consultations with professionals, offering free listening and support sessions for employees caring for family members. Complementing this, the “*Caregiver Lab*” is a structured training program delivered through webinars, covering different dimensions of caregiving: from analyzing types of dependency, needs, experiences, challenges, and solutions for caregivers (module “*lo caregiver di...*”), to exploring neurodiversity, focusing on understanding individual functional profiles and identifying effective relational approaches and psychological support strategies (modules “*Un mondo di individui speciali*” and “*Dalle neurodiversità alle forme di dolore psicologico*”).

Finally, the “*Caregiver Guide*” provides a comprehensive toolkit for caregivers, detailing all available company measures – from paid leave and extraordinary leave to solidarity leave ensuring clear, practical guidance for employees with caregiving responsibilities.

### 3.1.2. Advancing gender equality and pay equity

Gender equality is a long-standing commitment for Enel, supported by policies and action plans that recognize merit and promote equal opportunities, inclusion, and transparency. **The implemented initiatives accompany every phase of women professional journey** within the company: from recruitment to development, to advancement into leadership roles, as well as support

during key moments in both their personal and professional lives.

In 2025, Enel SPA, Enel Italia SPA and Enel Sole SRL further reinforced their commitment by obtaining, for the second consecutive year, the **gender equality certification** from certification body DNV (Det Norske Veritas) pursuant to the Italian standard **UNI/PdR 125:2022**, confirming its

strong dedication to inclusivity and equal opportunities. References to the DEIB Policy were also included in the launch of the UNI PdR 125 Survey on gender equality in July 2025, as well as in the mandatory training course online on the UNI/PdR 125:2022 standard held in October 2025, in support of the gender equality certification process.

Enel has established **structured responsibilities for gender equality initiatives at both Board of Directors and management levels**. In particular, pursuant to Italian standard UNI/PdR 125:2022, the highest-level responsibilities —governed by the Gender Equality Policies of Enel SPA, Enel Italia SpA and Enel Sole SRL — rest with the Chief Executive Officer, Senior Management, and the Gender Equality Steering Committee of Enel SPA; similarly,

for Enel Italia SpA, the same level of responsibility is assigned to the Chief Executive Officer, Senior Management, and the Gender Equality Steering Committee of Enel Italia SPA.

Enel gender strategy extends beyond supporting women already within the organization to **nurturing the next generation of talent in STEM**, ensuring a pipeline of future candidates for emerging and high-growth professions where women remain underrepresented. Across all countries in which it operates, Enel has for years been fostering shared value and promoting interest in STEM disciplines through dedicated initiatives designed to inspire, educate, and engage young women.

## Enel strategy to promote women access to STEM

### Back to School and STEM2ENEL – Italy

The “Back to School” project, dedicated to female high school students, has been a great success, with Enel colleagues with STEM degrees acting as **role models** in schools. In the 2024–2025 school year, it involved over 4,700 students, including more than 2,000 female students in 36 schools across the country. Also in Italy, it is worth mentioning “STEM2ENEL”, scholarships for female students enrolled in STEM university programs. Coaching sessions and visits to Enel facilities and centers of excellence.

### Explora tu futuro – Iberia

Iberia launched “Explora tu futuro” carried out in collaboration with the University–Business Foundation (FUE), aimed at more than 2,000 middle and high school students. It was initially targeted at the children of employees and later expanded to schools throughout Spain, with the goal of fostering interest in STEM fields and **introducing young people to the energy sector**. The project combines inspirational webinars led by university professors and Endesa professionals with individual one-on-one educational counseling sessions, offering real-life role models, breaking down stereotypes, and helping students make informed decisions about their academic and professional futures.

### Mais Mulheres na Rede – Brazil

In 2025, Brazil continued its commitment to ensuring a balanced workforce between women and men and **expanding professional opportunities for women**. Through Mais Mulheres na Rede, 48 newly graduated female electricians, trained under the Escola de Eletricistas program, developed in partnership with SENAI (National Service for Industrial Training), joined the 122 colleagues already active in the São Paulo metropolitan area, making a tangible contribution to strengthening female representation in the energy sector. This milestone represents a significant step toward gender parity in a traditionally male-dominated profession, demonstrating that innovation and inclusion can advance hand in hand.

### Programa de Mentorías AEA – Argentina

Aimed at **technical secondary school** projects, in which selected employees mentor final-year students, supporting their educational development and preparing them for their future professional careers.

### Programa de Mentorías STEM – Chile

Mentoring program in partnership with Chilean university, which brings together Enel women professionals and female students enrolled in STEM degree courses. The Program is focused to **leadership development and the enhancement of soft skills** to support their personal, academic, and future professional growth in the energy sector.

The **gender-focused** initiatives promoted in 2025 emphasized merit-based recognition, providing participating women with concrete opportunities for professional growth and empowerment. Across several countries, programs were implemented including mentoring, coaching, and shadowing, alongside structured training, upskilling, and reskilling pathways aimed at strengthening both technical and soft skills. In particular, the *"Todas Group Program"* in Brazil involved 500 women in a training journey led by women experts and executives, fostering both skill development and the sharing of professional experiences.

Aware of the importance of expanding professional networks as a lever for opportunity and growth, Enel encourages the sharing of experiences and best practices, supporting the development of key career skills while contributing to the reinforcement of an inclusive and equitable organizational culture. Among these initiatives, the *"Círculos Lean In Program"* in Argentina offers a development and empowerment path with opportunities for experience sharing and networking.

In Chile, the *"Liderazgo Femenino Program"*, now in its fifth edition, aims to strengthen and further develop women leadership competencies, as well as their organizational and networking skills, promoting their professional growth and advancement in traditionally male-dominated environments.

The action plan also includes measures with both direct and indirect impact on **pay equity**. Since the gradual increase in the representation of women across organizational levels is a necessary condition for ensuring fair generational turnover and, over time, achieving gender pay equity, Enel guarantees equal remuneration for equal roles and seniority for all new managers entering positions through internal advancement.

**Succession planning** and **salary review processes** are governed by specific corporate policies and include ongoing **monitoring of pay equity**, ensuring consistency of remuneration for comparable roles and responsibilities. For the purposes of pay equity monitoring, **the Equal Remuneration Ratio (ERR) Adjusted<sup>9</sup> stands at 94.0% in 2025**, an improvement compared with **93.8% in 2024**. The ERR for the managerial population is aligned with 2024, standing at **82.2%**. Both indicators are calculated

without considering additional differentiating factors such as job role, tenure, or country.

As a result, the observed gaps tend to be smaller when the analysis focuses on more homogeneous employee populations with comparable roles and seniority levels, also mirroring the relative weight of the most represented gender within these groups.

Enel 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 responsibility, 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:

- the Board of Directors of Enel SpA consists of **44.4% women**;
- women in managerial positions represent **27.3% in 2025** (27.2% in 2024) and account for 27% of executive roles (CEO-1), corresponding to 4 out of 15 positions;
- women in middle management roles account for **34.6% in 2025** (34% in 2024);
- the share of women in executive roles (CEO-1 and CEO-2) reaches **23.8% in 2025** (20% in 2024);
- female representation in STEM roles remains around **20% in 2025**, in line with 2024;
- the selection processes ensure gender balance within the candidate pool, with women accounting for **50.2%<sup>10</sup> in 2025**.

**The 2025 Long-Term Incentive Plan** supports this trajectory through a dedicated target – accounting for 10% of the total – focused on the **"Percentage of women managers and middle managers relative to the overall manager and middle manager population by year end 2027"**. The objective aims to reinforce and sustain policies designed to develop an adequate pipeline of qualified profiles for future managerial appointments.

The reference curve provides for:

- an **entry level of 33.6%** women managers and middle managers by year end 2027;
- the recognition of **over performance** upon reaching a value equal to or **above 34%**.

Finally, the **2026–2028 Enel strategic plan** includes a target focused on gender equality: **"Percentage of**

<sup>9</sup> Calculated on theoretical total compensation data as the weighted average of the ERRs across categories, based on their relative population weight. Blue collar employees are excluded from the calculation of this indicator since the presence of women in this category is extremely limited, and even minimal changes in the female population would generate significant volatility in the result.

<sup>10</sup> Selection processes involving blue collar workers and comparable technical roles (from 2021 onward), as well as the U.S. and Canada perimeter, are not included due to local anti discrimination regulations that do not permit gender monitoring during the recruiting phase.

**women managers and middle managers”** relative to the overall manager and middle manager population by year-end **2028: 34.1%**, supported by the following two targets:

- **“Percentage of women managers”** (includes Executives Manager) relative to the overall manager population by year end **2028: >27%**
- **“Percentage of women middle managers”** relative to the overall middle manager population by year end **2028: >34.4%**

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.

### 3.1.3. Valuing people with different abilities, neurodivergent conditions, vulnerabilities

Over time, Enel has worked to create conditions that allow every individual to fully express their talent, fostering an inclusive and supportive environment where people with different abilities, neurodivergent conditions, and vulnerabilities can thrive. This commitment is reinforced through the creation of accessible workplaces and processes, the provision of digital tools and aids designed according to universal design principles, and ongoing listening and support at the local level, so that every employee feels heard, supported, and valued. A central role is played by the focal point, a figure who facilitates access to inclusive tools, services and initiatives for Enel people with disabilities in all countries. The Group employs over **2,100<sup>11</sup> people with disabilities across various countries**, with more than 70% of them based in Italy.

In this context, both training and awareness-raising initiatives are implemented, including dedicated courses within the learning catalog aimed at fostering an inclusive approach across all business processes and contexts, based on the principles of Design for All, as well as initiatives promoted on occasions such as the International Day of Persons with disabilities. At the same time, Enel makes available accessible workplaces and support business travel services, catalogue of assistive hardware, software and digital tools designed in

accordance with the principles of universal design. All these efforts help establish the conditions for every person to access and advance along merit-based career development paths, while cultivating an inclusive environment where individual talents are acknowledged, valued, and fully realized. In 2025, Enel strengthened its commitment to the inclusion of people with disabilities and neurodivergent conditions globally, implementing targeted initiatives across all countries. In Iberia, awareness-raising initiatives have been promoted in partnership with Fundación Prodis, with the aim of strengthening a culture of inclusion and attention to disability. In addition, within the *Endesa Activa* sports community, the event *“Mesa Redonda Deporte e Inclusión”* was organized to promote the integration and recognition of employees with disabilities who are engaged in sports within the organization. Finally, the *“Formación Neurodivergencia”* training program was launched for People Business Partners and People Specialist teams, with the aim of deepening understanding of neurodivergence and strengthening capabilities in the field of inclusion. In Italy, several services are in place to support the inclusion of people with disabilities. These include **Pedius**, dedicated to colleagues who are deaf, **Text to Speech**,

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<sup>11</sup> As of December 31, 2025

and **Veasyt**, a professional video interpreting service in sign language, accessible via web or app, also used in Enel stores for events and training.

Italy also offers a structured **Assistive Solutions support service**, available to all colleagues with temporary or permanent disabilities, providing guidance on digital accessibility, physical or logistical accessibility, workplace adjustments, or operational arrangements, as well as general information on disability-related topics.

Argentina has long held *APADEA certification* as a company that ensures accessible and welcoming support for people with autism and neurodiversity at its business

premises. Furthermore, the company rolled out a comprehensive campaign combining webinars, partnerships with Atomic Lab, the no-profit organization specializing in social innovation for people with disabilities, and volunteering programs to produce 3D prosthetics.

In Brazil, sign language interpretation services were made available to support colleagues with hearing impairments.

In Chile, training courses on neurodiversity was launched to raise awareness among teams and prepare them to welcome colleagues with different cognitive characteristics.

### Energie FormidAbili – Italy

The initiative promotes the inclusion of young people with disabilities – focusing on **intellectual disabilities, neurodivergence, and neurodegenerative conditions** – who typically face low employability and greater barriers to accessing and sustaining stable employment, particularly within multinational environments.

The initiative is built on an **innovative employment model** that recognizes and values each individual uniqueness, placing skills, aptitudes, and personal vocations at the center, while fostering full integration within work teams. Through this project, the company goes beyond simply welcoming people with disabilities: it actively promotes and strengthens an increasingly **inclusive culture** by training work teams and equipping individuals with complex disabilities with the tools they need to build their future, be productive, feel like active members of the community, and fully realize their life projects. The project is based on strong partnerships with Third Sector organizations that act as a bridge between the company and candidates with disabilities, supporting them throughout the selection and onboarding process. In 2025, several hires were made in collaboration with Unione Italiana Lotta Distrofia Muscolare, Associazione Italiana Persone Down, Ability Garden, and Ente Nazionale Sordi.

Strictly related to Energie Formidabili there is “*Forma Formidabili*” project, focused on raising awareness within teams, particularly in welcoming new colleagues, fostering inclusive and conscious work environments.

#### 3.1.4. Leveraging on generational strengths

In a workplace where multiple generations with diverse expectations, lifestyles, and skill sets coexist, it is increasingly essential to facilitate the exchange of knowledge and experience to generate value for individuals, the company, and society at large.

Numerous initiatives for **intergenerational development** and talent development were implemented in 2025.

In Argentina, the “*Mentoring Reverso Generacional*” program was launched to strengthen relationships and knowledge transfer across generations, with a focus on technical and leadership skills. Complementary initiatives, including “*Integrando Generaciones, WE Coaching Intergeneracional*”, and the “*Lab Integrating Generations*”, support generational integration, the development of inclusive skills, and effective management of intergenerational teams.

In Italy, several initiatives have been implemented to promote intergenerational development, wellbeing, and

growth. Among these, the “*Intergenerational Mentoring program*” facilitates the exchange of experiences and skills across generations on shared interests, fully aligned with the company values. The “*Caring Pattern (degree while in service)*” further supports professional development by recognizing the completion of a bachelor degree during employment, while also offering the opportunity to participate in a 15-hour top shadowing experience to strengthen practical skills and leadership capabilities.

In Iberia, the training program “*Nuestros Mayores Valores*” is designed to recognize and leverage senior talent within the organization, acknowledging the unique contribution of experienced professionals and promoting their engagement in strategic projects. This approach strengthens corporate culture, encourages knowledge transfer, and supports the development of inclusive

leadership, creating an environment in which all colleagues, regardless of age, can grow and feel valued. Finally, in Chile, the “Programa de prácticas, pasantías y memorias” provides students with practical work

experience, while simultaneously promoting generational integration, supporting female participation, and facilitating the completion of academic studies.

### Lab Integrando Generaciones – Argentina

A training program for middle managers, designed to **develop strategic and behavioral capabilities to bridge generational gaps within teams**. The initiative encourages the exploration of diverse perspectives coexisting in the workplace, equipping participants with tools to strengthen collaboration, communication, and mutual learning. By understanding and valuing differences, these can be transformed into a **source of competitive advantage**.

The program fosters inclusive, participatory, and empowering work environments, enabling managers to effectively integrate generational diversity, enhance engagement and motivation, and improve overall team performance, while contributing to a more equitable and sustainable organizational culture.

The program engaged 122 participants, achieving a 96% satisfaction rate and delivering over **300 hours of training**.

#### 3.1.5. Promoting cultural integration

Cultural integration creates a healthy and supportive environment where people feel comfortable expressing their unique characteristics. **Cultural diversity represents a strategic advantage for innovation and sustainable growth**. By integrating diverse perspectives, experiences, and social norms, Enel fosters a collaborative environment where barriers related to ethnicity, traditions, beliefs, or personal experiences are addressed, biases and stereotypes are challenged, and new opportunities for value creation emerge across global teams, business units, and countries.

In 2025, Enel continued to advance awareness initiatives on these topics across multiple countries. In Brazil, known for its cultural diversity, the “Celebrating Uniqueness” webinar, in observance of the International Day Against Racial Discrimination, reflected on the ongoing impacts of

prejudice in society and the workplace. Also in Brazil, the “Black Consciousness and Violence Against Women” webinar addressed racism and gender-based violence, focusing on legal, educational, and social perspectives with contributions from university professors.

In Italy, the ability to leverage cultural diversity represents a strategic capability for creating inclusive, collaborative, and innovative work environments. In 2025, the webinar “Interculturality: Valuing Differences” engaged participants with an expert in preventing and combating all forms of discrimination to explore the value of interculturality beyond mere coexistence, examine the role of privilege and identity in individual awareness, and provide practical tools to foster dialogue, flexibility, and curiosity towards others.

#### 3.1.6. Affective orientation and general identity

Enel is committed to creating an inclusive and respectful workplace where all individuals are valued for who they are, regardless of affective orientation, gender identity, or gender expression. The company actively works to eliminate stereotypes, discrimination, bullying, and harassment, both verbal and non-verbal, while **promoting** the consistent use of **inclusive language and behaviors** in every aspect of work life. By embedding neutrality and fairness into human capital management processes, Enel ensures that all people can fully develop their potential, have their talents recognized, and live in a work environment that celebrates diversity. This approach reflects the Group commitment to fostering equity,

respect, and psychological safety, making inclusivity a central element of its organizational culture and daily practices.

In Italy, in 2025 the guide on Civil Unions was updated to introduce measures supporting parenthood, including for same-sex couples in civil unions who have caregiving responsibilities for minors. The guide was revised to reflect the changes introduced by the trade union agreement of November 5, 2024, and their impact on the related measures, such as parental leave, unpaid leave for child illness, and others.

## 3.2. Wellbeing

Enel Wellbeing Strategy promotes a holistic approach aimed at enhancing the wellbeing of individuals, teams, and their families by addressing physical and psychological, organizational, social and family, as well as economic dimensions. The strategy is designed to enable everyone to realize their full potential, both personally and professionally. It is closely linked to the Health and Wellbeing Policy (2025) and is informed by **active listening to individuals' needs**, ensuring that initiatives are aligned with their expectations and the evolving organizational context.

Employee wellbeing is systematically monitored through Enel annual Global Survey.

In 2025, 82.3% of employees reported being satisfied with their wellbeing. Every year, based on the results obtained,

### 3.2.1. Physical and psychological well-being

Enel recognizes that a balanced workload is essential for maintaining health, engagement, and overall quality of life. Enel Group regulates **overtime** in accordance with national legislation, local practices, and collective bargaining agreements. Moreover, through digital systems, Enel constantly monitors and tracks workloads and promotes work-life balance. Within the frequency tracking period, the employee must record overtime hours in a time management portal for payment or compensation, and these are evaluated and authorized by managers.

Within the frequency tracking period, the employee must record overtime hours in a time management portal for payment or compensation, and these are authorized by managers. At the same time, Enel encourages full use of **annual leave** entitlements to support mental and physical well-being of employees. Leave is fully paid, with no reduction in salary or loss of social protection benefits. This right is safeguarded by collective agreements and labor laws in all countries where the Group operates.

Enel focus on psychological and physical wellbeing is part of a broader culture of safety and care, fostering individual awareness, a sense of responsibility for one's own wellbeing, and contributing to the strengthening of social and organizational wellbeing.

A wide range of initiatives and services are offered across different countries, from counseling and psychological support services to the promotion of healthy and active lifestyles through medical check-ups, prevention programs, sports initiatives, and awareness campaigns.

a global action plan is defined to further strengthen employee wellbeing across the Group. These actions, carried out by internal staff specializing in creative, agile techniques and team building facilitation skills, made it possible to successfully explore the specific characteristics of different organizational contexts, giving rise to development and improvement paths. In addition, support initiatives have been implemented through off-site sessions and workshops dedicated to working groups, with the aim of promoting opportunities for reflection and alignment on organizational functioning and contributing to the improvement of internal wellbeing.

Across the Group, different approaches are implemented to promote physical well-being, covering 97% of employees. In most countries where Enel operates, there are agreements and partnerships with sports centers and discounts for nutrition consultancy. These initiatives are further supported by gym membership reimbursement schemes, available in countries such as Spain, through the "Entrénate" program, and Australia.

**Psychological support services** are available in almost all countries, covering more than 93% of the entire workforce, through subsidized prices or partial reimbursements (both for employees and their dependent family members).

Wellbeing activities are regularly held in many countries aimed at encouraging a healthy lifestyle and fostering a positive work environment. These programs reflect Enel broader commitment to employee care, offering opportunities for physical activity, social engagement, and overall wellness in the workplace.

Globally, the *CReW (Cycle, Run & Walk)* project, which began in 2017 as an informal community initiative led by a colleague, was formalized in 2022 and it had engaged by 2025 over 3,000 colleagues who collectively covered approximately 13 million kilometers by bike or on foot, resulting in an estimated CO<sub>2</sub> reduction of 2,400 tons. Since then, 32 global and local challenges have been launched to raise awareness on wellbeing, sustainability, and inclusion.

In Italy, people have access to the Fitprime platform, which offers a variety of services at discounted rates, including

access to over 3,500 fitness centers across the country with discounts of up to 60%, online courses for those who prefer to train at home, dedicated nutritional counseling, and online psychological support as well. Short wellbeing video clips are also available on the intranet site, providing practical advice on posture, physical activity, nutrition, and strengthening the immune system. In addition, a reimbursement service for psychological consultations is provided through FISDE.

Also in Italy, agreements with local public transport operators are in place to promote sustainable mobility among people. Through these agreements, it is possible to purchase annual public transport passes with an approximate 10% contribution from Enel, with the option of payroll deductions. Subscribers may also benefit from additional advantages (such as discounts and incentives) offered by municipalities for other mobility services.

Furthermore, a carpooling platform is available, enabling people to participate either as drivers, sharing their journeys with colleagues, or as passengers for home-to-work commuting. This innovative initiative helps reduce the use of private vehicles, encourages social interaction among colleagues, and lowers emissions.

An annual mandatory mobility management process is also in place. For offices with more than 100 employees located in cities with over 50,000 inhabitants (e.g., Rome, Milan, Bologna, Florence, Foggia, Cagliari, etc.), a Home-to-Work Travel Plan is developed. This detailed document analyzes employees' commuting habits (e.g.: through mobility surveys) and their openness to adopting new, innovative, collaborative, and sustainable mobility solutions (such as carpooling). The objective is to reduce the use of private vehicles, generating environmental benefits while also positively impacting employees' wellbeing.

In Iberia, the *Plan de Bienestar* promotes physical and mental wellbeing through awareness campaigns, webinars, and facilitated counseling services. Iberia has

also joined the *Healthy Cities* program, an initiative aimed at encouraging daily physical activity by motivating people to stay active through daily challenges and collective engagement activities. In addition, the program provides wellbeing monitoring tools, training sessions, and opportunities for sharing that raise awareness of the importance of physical activity for overall health. Also important is the *Sports Community* within the ERG *Endesa Activa*, which promotes a wide range of sports and engagement initiatives.

In Brazil, **Wellbeing Spaces** have been established as dedicated work environments aimed at enhancing employees' quality of life and overall wellbeing. These spaces foster a healthy and productive atmosphere that supports motivation, job satisfaction, and both mental and physical health. Additionally, **MovEnel** is a running program open to employees, interns, and their family members, that promotes sports participation, strengthens social connections, and contributes to personal and professional wellbeing. **Canal Você** is a program providing psychological, legal, social, financial, funeral, and social security support, among other services, with social workers available 24 hours a day, seven days a week.

In Colombia, a dedicated **Running Training** is offered, providing employees with up to four hours per week to develop running techniques and engage in structured training. This initiative aims to promote physical fitness, encourage healthy lifestyle habits, and foster team engagement, contributing to overall wellbeing and personal development. In addition, **Wellness Days** have been established, offering recreational spaces where people can participate in a variety of informative activities and dynamic games designed to promote social integration, learning, and overall workplace wellbeing. The **Gimnasio** program fosters both physical and mental wellbeing, encouraging healthy lifestyle habits and balanced work-life integration.

### 3.2.2. Social and family wellbeing

At global level, Enel offers a comprehensive set of initiatives, welfare services, and support measures, including financial assistance, aimed at promoting family wellbeing and strengthening the social wellbeing dimension, while supporting both childcare needs such as dedicated breastfeeding rooms at major sites and the care of family members with health conditions or special needs.

Starting with parental leave measures, which play a key role in supporting shared parenthood and promoting a balanced approach to caregiving, Enel has progressively strengthened its commitment to harmonizing maternity and paternity provisions across countries, while actively encouraging the uptake of paternity leave.

#### Parental Leave

In terms of **parental leave**, the measures offered vary greatly from one country to another. Enel Group, with

most employees based in Italy and Spain, goes beyond national legislation to support families through enhanced parental leave policies.

In Italy, primary caregivers receive five months of fully paid maternity leave, compared with the statutory 80% allowance, while non-primary caregivers benefit from 30 days of paternity leave, well above the 10 days required by law. Enel also improves voluntary parental leave compensation, ensuring 90% of salary for the first two months (vs. 80% by law), 60% for the third month (vs. 30% by law), and 45% for the remaining months (vs. 30% by law), with a maximum duration of six months for the primary caregiver and seven months for non-primary

caregiver. In Spain, employees enjoy 19 weeks of fully paid parental leave, required by law, and with equal entitlements for both primary and non-primary caregivers. Therefore, the total average parental leave (mandatory and optional) for employees in Italy and Spain is of **40.8 weeks for primary caregiver and 32.2 weeks for non-primary caregiver**.

Enel also provides additional parental and caregiving measures to further support employees in balancing work and family responsibilities.

### Main additional parental measures

	ITALY	SPAIN	BRAZIL	ARGENTINA	COLOMBIA AND CENTRAL AMERICA	CHILE	NORTH AMERICA
Flexibility	<p>Up to 20 days of paternity leave fully paid by Enel (on top by law)</p> <p>4 extra days per month of smart working for parents with children up to 3 years old</p>	<p>Both parents are entitled to 19 weeks of leave on full pay</p> <p>Flexible working hours for parents with children up to 14 years old<sup>(1)</sup></p>	<p>Up to 15 days of paternity leave fully paid by Enel (on top by law)</p> <p>3 days per week of smart work until the child's first year of life</p> <p>2 days per week of smart working until the child reaches 4 years of age</p>	<p>Up to 8 days of paternity leave fully paid by Enel (on top by law)</p> <p>4 days per week of smart working for mothers' children up to 1 year from the end of the maternity leave</p>	<p>Up to 3 days of paternity leave fully paid by Enel (on top by law)</p> <p>Up to 12 additional weeks (3 months) of unpaid leave for mothers</p>	<p>Up to 15 days of paternity leave fully paid by Enel (on top by law)</p> <p>Flexibility in smart work (12 days per month)</p>	<p>Up to +/- 26 weeks of maternity leave for new parents</p>
Parental special leave	<p>1 day of leave (also available on an hourly basis), for the enrollment of children in nursery or kindergarten</p>	<p>1 extra hour per day for 3 months beyond the legal requirement for breastfeeding</p>	<p>Pregnant employees: 2 days per week on-site, unless otherwise indicated by medical assessment</p> <p>Employees with children up to 1 year: 2 days on-site and 3 smart working.</p> <p>Employees with children from 1 to 4 years: 3 days on-site and 2 smart working</p>	<p>Flexible hours on the child's first day of school (mothers and fathers)</p>	<p>1 additional hour for breastfeeding is provided until the child is 10 months old, and 30 minutes until the child is 2 years old</p> <p>1 additional paid day off for the child's first day of school</p>	<p>Additional days for parents with sick children under 1 year old</p> <p>Flexible hours on the child's first day of school</p> <p>Free Friday for National Day of Mothers and Fathers</p>	

(1) Including early departure, skipping the lunch break, and the possibility of part-time work

### Special leave measures

	ITALY	SPAIN	BRAZIL	ARGENTINA	COLOMBIA AND CENTRAL AMERICA	CHILE	NORTH AMERICA
<b>Caregivers measures</b>	<p>Additional days per month of smart work and 2 paid days per year to care for an elderly parent<sup>(1)</sup></p> <p>5 days of paid leave, as provided by law and collective agreement, in the serious illness, hospitalization, or surgery of relatives up to the 1st-degree relatives (including in-laws)</p>	Annual financial support for parents of children with disabilities	3 additional days per week of smart working for parents of children with disabilities 3 smart working days per week for colleagues with disabilities and health conditions	<p>3 additional paid days of leave:</p> <ul style="list-style-type: none"> <li>to parents of children with disabilities</li> <li>to colleagues with disability</li> <li>to colleagues who have a dependent family member with a disability</li> </ul>	Up to 5 paid days per year for family emergencies, along with up to 30 days of smart working in the event of a serious hospitalization of a family member	3 additional days in cases of death of parents or children	Up to 12 weeks of paid leave per year to assist a family member with health issues
<b>Family events</b>	<p>Additional leave for family events<sup>(2)</sup></p> <p>Delayed entry for parents and grandparents on the first day of primary school</p> <p>2 additional days of leave in the event of the death of a family member (in addition to the 3 days provided by law)</p>	2 days of leave for grandparents upon the birth of a child 3 additional days of leave for the death of a family member (compared to 2 days provided by law)	1 paid day off on employee's birthday	1 paid day off on employee's birthday	<p>1 additional paid day off per year to spend time with family (Día de Balance), on top of the 2 days provided by law every 4 months</p> <p>1 paid day off on employees' birthday</p>	Half day off on employee's birthday	1 paid day off to celebrate birthday (or another day during the birthday month)

(1) In the absence of benefits provided under Law 104/1992.

(2) E.g. children's high school or university graduation, birth of a grandchild

In Italy, the **"solidarity leave"** is established under Article 24 of Legislative Decree 151/2015, allowing people to donate part of their annual leave or rest days to colleagues facing serious personal needs. This measure applies, for example, to colleagues who need to care for sick family members, are dealing with critical health conditions, or face other significant personal circumstances requiring immediate and extended support.

Solidarity leave provides a tangible opportunity for colleagues to support one another, transforming individual needs into shared acts of care and assistance. It

also fosters an inclusive and people-centered work environment, promoting a culture of attention, care, and reciprocal support within the organization.

From a corporate perspective, these measures not only provide practical assistance to those in need but also strengthen a sense of community, shared responsibility, and social well-being among people, complementing other welfare initiatives aimed at work-life balance.

### 3.2.3. Hybrid working and wellbeing

Enel promotes a flexible and inclusive **working environment** across all its geographies. Hybrid working<sup>12</sup> is available company-wide, allowing people to **work remotely** based on role and business needs. In Italy, Spain, and Latin America, **flexible working hours** are offered to support work-life balance. Additionally, Enel has implemented region-specific initiatives such as the “**short week**” model and a **seasonal working schedule** in many countries to better align with local needs. **Part-time** arrangements are also available in Italy and Spain, providing further flexibility for people who require

alternative working patterns. In 2025, over 31,000 people operated under hybrid work arrangements, combining remote and on-site activities. This transformation in working practices has since expanded globally, supported by the Group’s significant technological advancements, including the continuous enhancement of digital infrastructures, and the adoption of advanced collaboration tools. To date there are many flexibility measures active in different countries, as shown in the following table.

	ITALY	SPAIN	BRAZIL	ARGENTINA	COLOMBIA AND CENTRAL AMERICA	CHILE	NORTH AMERICA
<b>PART-TIME</b>	x	x			x	x	
<b>HYBRID WORKING</b>	x	x	x	x	x	x	x
<b>SEASONAL SCHEDULE</b>		x	x		x		
<b>TIME BANK</b>	x		x		x		
<b>FLEXIBLE TIME</b>	x	x	x		x	x	x
<b>SHORT WEEK</b>	x	x	x		x		

### 3.2.4. Supplementary healthcare assistance and additional pension coverage

Most 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 checkups.

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 sole expense.

Since 2021, FISDE has also introduced specific cover for cases of loss of self-sufficiency (Long-Term Care), which provides for the payment of a financial allowance for the entire duration of such conditions, with costs covered exclusively by the company.

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, 2025, 83% of employees were covered by the Enel Group pension plan.**

<sup>12</sup>Hybrid working refers to all work arrangements combining remote and on-site activities, with specified days of mandatory on-site presence.

### The level of coverage of non-salary benefits

Non-salary benefits are the series of goods and services provided by the Company in addition to monetary pay. The analysis concerns the **entire Group workforce in all**

**countries**, 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.

	2025	2024
<b>Type of non-pay benefits (% Enel workforce)</b>		
Child support initiatives	96.0	97.4
Pension Fund Membership	83.0	83.8
Medical insurance	99.2	99.3
Leisure and cultural initiatives	98.8	98.7
Life insurance	99.6	99.3
Loans	96.5	96.7
Meal allowances	90.4	89.9
Additional parental measures (maternity, paternity and parental leave)	99.5	99.3



## 4. Social metrics

	UM	2025	2024
<b>SIZE AND COMPOSITION OF WORKFORCE</b>			
<b>Size of workforce</b>			
<b>Total workforce</b>	no.	<b>61,634</b>	<b>60,359</b>
<b>Workforce by gender</b>			
- of which men	no.	48,768	47,311
- of which men (%)	%	79.1	78.4
- of which women	no.	12,866	13,048
- of which women (%)	%	20.9	21.6
<b>Average workforce</b>	no.	<b>60,657</b>	<b>60,276</b>
<b>Workforce by geographic area and gender</b>			
<b>Italy<sup>(1)</sup></b>	no.	<b>31,685</b>	<b>31,384</b>
- of which men	no.	25,237	24,901
- of which women	no.	6,448	6,483
<b>Iberia<sup>(2)</sup></b>	no.	9,371	9,365
- of which men	no.	<b>6,844</b>	<b>6,834</b>
- of which women	no.	2,527	2,531
<b>Rest of the world</b>	no.	<b>20,578</b>	<b>19,610</b>
- of which men	no.	16,687	15,576
- of which women	no.	3,891	4,034
<b>Workforce by type of contract and gender</b>			
<b>Permanent contracts</b>	no.	<b>61,384</b>	<b>60,143</b>
- of which men	no.	48,590	47,148
- of which women	no.	12,794	12,995
<b>Temporary contracts<sup>(3)</sup></b>	no.	<b>250</b>	<b>216</b>
- of which men	no.	178	163
- of which women	no.	72	53
<b>Full-time employees</b>	no.	<b>61,208</b>	<b>59,915</b>
<b>Part-time employees</b>	no.	<b>427</b>	<b>444</b>
Percentage of part-time	%	0.7	0.7
<b>Workforce by level and gender</b>			
<b>Managers</b>	no.	<b>1,215</b>	<b>1,256</b>
Managers	%	2.0	2.1
- of which men	no.	883	914
- of which women	no.	332	342
<b>Middle Managers</b>	no.	<b>12,011</b>	<b>12,013</b>
Middle Managers	%	19.5	19.9
- of which men	no.	7,861	7,933
- of which women	no.	4,150	4,080
<b>White collar</b>	no.	<b>27,805</b>	<b>28,402</b>
White collar	%	45.1	47.0
- of which men	no.	19,878	20,106
- of which women	no.	7,927	8,296
<b>Blue collar</b>	no.	<b>20,603</b>	<b>18,688</b>
Blue collar	%	33.4	31.0

- of which men	no.	20,146	18,358
- of which women	no.	457	330
<b>RELATIONS WITH UNIONS</b>			
Employees covered by collective agreements	%	91.7	91.7
<b>CHANGES TO SIZE</b>			
<b>Change in workforce numbers</b>			
New hires	no.	4,606	4,855
- of which men	no.	4,001	4,389
- of which women	no.	605	466
Changes in scope	no.	56	(1,262)
Terminations	no.	3,387	4,289
Balance	no.	1,275	(696)
Turnover rate <sup>(4)</sup>	%	5.5	7.1
Voluntary turnover rate	%	2.2	2.4
<b>Average years employed by the company</b>			
- for men	y	14.9	14.9
- for women	y	15.1	14.8
Average hiring cost	€/FTE	99.9	90.5
Open positions filled by internal candidates (internal hires)	%	36.1	50.9
<b>TALENT STRATEGY</b>			
<b>Assessment</b>			
Performance Management <sup>(5)</sup>	%	88.5	87.3
- of which men	%	87.6	86.1
- of which women	%	92.1	91.5
<b>Training</b>			
Total employees receiving training <sup>(6)</sup>	%	97.8	97.8
Total training hours	.000 h	3,369	3,202
- for men	000 h	2,797	2,660
- for women	000 h	572	541
Average hours per FTE of training and development <sup>(7)</sup>	h/pro-cap	55.5	53.1
- of men	h/pro-cap	58.5	56.6
- of women	h/pro-cap	44.5	40.7
Total amount spent on training and development	Mn €	26.6	26.6
Average amount spent per FTE on training and development	€	438.8	431.8
<b>ENGAGEMENT</b>			
Employees who responded to the Global Climate survey	%	84.8	82.6
Employees engagement	%	85.1	85.4
<b>DIVERSITY AND INCLUSION</b>			
Percentage of women in selection process	%	50.2	51.8
Percentage of women managers	%	27.3	27.2
Percentage of women middle managers	%	34.6	34.0
Percentage of women in STEM-related positions	%	19.5	20.0
Percentage of women in management positions in revenue-generating Functions <sup>(8)</sup>	%	26.6	25.8
Women in all management positions <sup>(9)</sup>	%	33.9	33.3
<b>Percentage of women in Succession Plan</b>			
- Manager	%	49.1	48.1
- Executive	%	50.2	50.3

<b>Salary</b>			
<b>Non-management level (base salary only)</b>			
- of men	€	43,783	43,236
- of women	€	41,117	40,539
<b>Management level (base salary only)</b>			
- of men	€	71,385	70,439
- of women	€	67,897	66,905
<b>Management level (base salary + other cash incentives)</b>			
- of men	€	77,168	76,473
- of women	€	72,690	71,810
<b>Executive level (base salary only)</b>			
- of men	€	142,935	143,49
- of women	€	122,016	122,848
<b>Executive level (base salary + other cash incentives)</b>			
- of men	€	185,922	183,654
- of women	€	152,845	153,133
<b>Equal Remuneration ratio (ERR) by category – Unadjusted<sup>(10)</sup></b>			
- Manager	%	82.2	82.5
- Middle Manager	%	94.2	93.9
- White collar	%	94.4	94.2
- Blue collar	%	70.6	84.0
<b>Group Equal Remuneration Ratio (ERR) – Adjusted<sup>(11)</sup></b>	%	<b>94.0</b>	<b>93.8</b>
<b>Disabled or belonging to protected categories</b>			
<b>Employees with disabilities</b>	no.	<b>2,134</b>	<b>2,040</b>
	%	3.5	3.4
<b>Workforce by age</b>			
<b>&lt;30</b>	no.	<b>7,978</b>	<b>7,857</b>
	%	12.9	13.0
<b>30-50</b>	no.	<b>35,652</b>	<b>35,081</b>
	%	57.8	58.1
<b>&gt;50</b>	no.	<b>18,004</b>	<b>17,421</b>
	%	29.2	28.9
<b>Average age</b>	years	<b>43.5</b>	<b>43.5</b>
<b>Workforce by nationality</b>			
<b>Total workforce</b>			
Italy	%	51.1	51.7
Brazil	%	18.0	15.5
Spain	%	14.8	15.1
Argentina	%	5.7	6.0
Colombia	%	3.6	3.7
Chile	%	2.7	3.1
Other	%	4.2	4.9
<b>Workforce in management positions (Manager and Middle Manager)</b>			
Italy	%	54.1	52.3
Brazil	%	4.3	4.6
Spain	%	30.5	31.0
Argentina	%	1.6	1.7

Colombia	%	2.4	2.4
Chile	%	2.4	2.7
Other	%	4.7	5.3
<b>CARING AND WELL-BEING</b>			
<b>Maternity/paternity Leave – Parental leave</b>			
<b>Employees entitled to parental leave</b>	no.	<b>2,996</b>	<b>2,614</b>
- of which men	no.	<b>2,112</b>	<b>1,807</b>
- of which women	no.	884	807
<b>Employees that took parental leave</b>	no.	<b>2,996</b>	<b>2,614</b>
- of which men	no.	2,112	1,807
- of which women	no.	884	807
<b>Fully-paid parental leave – Average</b>			
- for primary caregiver	weeks	21.9	21.5
- for non-primary caregiver	weeks	7.0	6.7
<b>Parental leave (mandatory and optional) – Average Italy and Spain</b>			
- for primary caregiver	weeks	40.8	40.2
- for non-primary caregiver	weeks	32.2	31.7
<b>Maximum period offered for leave</b>	weeks	<b>25.7</b>	<b>25.7</b>
<b>Corporate Welfare</b>			
<b>Workforce eligible for non-pay benefits<sup>(12)</sup></b>	%	<b>95.7</b>	<b>95.9</b>

(1) The value includes Dutch Finance Companies

(2) The value includes Branches of Endesa

(3) Temporary workers are used in a limited way (0.41% in 2025), to face peak of activities and projects or to replace temporarily long-leave workers (e.g. for maternity/ paternity leave, etc.). Internal temporary workers are paid equally compared to permanent workers.

(4) Turnover rate = Total terminations/Total workforce

(5) The percentage considers the entire headcount and not just eligible people for the denominator

(6) The value reported excludes exempt employees. "Exempt" refers to employees granted a temporary exemption due to prolonged absence and/or organizational position or role (e.g. CEO, Board members, expatriates, union representatives, sickness, maternity leave).

(7) The average hours calculation does not take into account external workers (does not include contractors), but it includes internal part-time and temporary workers (intern, trainee, apprentice). The training of some contractors (e-Distribuzione Customer Engagement) is tracked on the company system but is not counted towards the internal training provided annually

(8) Actual methodology considers female in manager and middle manager positions in revenue-generating functions as a % of all managers and middle managers in these functions (excluding Staff and Service functions, such as Administration, Finance & Control, People & Organization, LCRA, Procurement, ICT, etc.)

(9) Percentage women Manager and Middle Manager = women Manager + Middle Manager / total Manager + Middle Manager.

(10) Calculated as the ratio of women average pay (theoretical fixed plus short-term variable) to men average pay. The calculation is made for each professional category.

(11) The KPI Equal Remuneration Ratio (ERR) Adjusted is calculated on the theoretical Total Remuneration data as the average of the ERRs of each category weighted by the importance of each category in the population excluding blue collar workers, as the female presence is extremely limited in this category and minimal variations in the female audience lead to a high volatility of the result

(12) Weighted average value based on headcount eligible as of 31/12/2025 and 31/12/2024. It includes Pension Fund Membership; Medical insurance; Life insurance; Leisure and cultural initiatives; Meal allowances; Loans; Additional parental measures (maternity, paternity and parental leave) and Child support initiatives

