

Good morning everyone,  
First of all let me introduce myself and my Company.

#### About me

I'm Antonella Lanaro and I work within the Industrial Relations department of Enel Green Power.

I have, for almost 12 years, dealt with the issue of Equal Opportunities and European Social Dialogue in the Enel Group. Enel, in fact, was the first Company in Italy to introduce and establish an internal bilateral committee, with the aim of improving the situation of female workers in both the Company.

#### About my Company, Enel Green Power

Enel Green Power, is the Company of the Enel Group involved in the development and management of Renewables at national and international level. It was founded in December 2008 combining :

- the traditional Italian mini-hydro and geothermal plants and the most advanced technologies based on wind, solar and biomass;
- the resources with a great and unique technical know-how and young project managers and business developers with transversal skills;
- the male and female workers from 2 different continents and almost 20 different countries, with different languages, cultures and work styles

#### Our experience in Social Dialogue.

We have worked very hard for the starting up of our Company and we are now heavily involved in the upcoming IPO. Besides, the business areas are promoting new projects day by day (from now to 2020 the total capacity installed in the Renewables sector is expected to double), our technicians ensure everyday the smooth running of the power plants (we produced 20.7 TWh/year) and while we, at the Human Resources Department keep on working with our most important partner – the Trade Unions - about the most precious resource we have: (that is) our employees.

Giving attention to people, whatever their task and job, is the “Enel way”...This forms one of the pillars of our Code of Ethics and is expressed by the social KPI and endorsed in the Sustainability Report. It is the mission of the “People Care” Unit and the core of Equal Opportunity Committee commitment. It is also the base of one of the most important part of our collective agreement, contributing towards a welfare system. It is my opinion that all this would be futile and ineffective without continuous exchanges of opinions and points of view with the Unions.

#### Some information about our Industrial Relations system

In the Enel Group, we have:

- “70% of employees unionised” (spread in 3 main Unions);
- “High quality of Industrial Relations” is due to two main reasons: our people never forget that Enel is a public service provider; the Union’ representatives usually come from the Company itself and so they have sound knowledge of the business and the organization.

We consider

- “Unions as an asset” because they are able to aggregate people in difficult situations and propose viable solutions.

In fact, we conducted together a downsizing exercise in the Enel work force (from 100.000 to 40.000 in 15 years) without any conflict and social consequences on public welfare.

This situation gave us enough allowance to build some good agreements:

- A very effective Protocol on Industrial Relations System, signed by the Social Partners in the 90's and recently renewed, that allows the Unions to express ideas, assessments and proposals with regard to corporate strategies so to guarantee every possible convergence between the social partners
- An agreement to define and regulate the activity of EWC inside the Enel Group, improving on the Unions’ rights to be informed and consulted (not bargaining).
- Two important protocols, signed in April the last year:
  - the first one regards Enel Corporate Social Responsibility (thank of it Social Partners share the principles related to the fundamental rights of workers and the commitment to respect, promote and implement them in all the States where Enel has and promotes its’ business; it requires also

- the role and the activity of the “Joint body on training and employability”, so as to enhance the “bilateral approach” to training initiatives;
- the second one, sets up an Observatory Board on Industrial, Ambiental and Occupational Policies, in a form of joint body consisting of Enel and Trade Unions representatives.

This framework makes possible and also simplify the dialogue with the Unions on different items, at different Company levels. This is very important, especially for Enel Green Power....because....

- we have People all over the world;
- we need trans-national integration;

Therefore, it is strategic for us:

- to respect different regulations and cultures;
- to respect all our stakeholders and to promote a true dialogue with each of them, first of all our workers and their representatives

It is also strategic:

- to manage changes and the consequent impact on the employees
- to build together (and share) the same Company values (Code of Ethics, Corporate Social Responsibility,)

So this is our situation but at this point I would like to (re)focus our attention on some questions raised during the conference today and more generally regarding the Wires Project.

1. What role does social dialogue play in promoting gender equality?

I believe that the propulsive role of social dialogue in every countries and in every Company is undeniable. It brings to the social partners the task of translating the intentions of the European Institutions and Governments into action (Enel's experience fully confirms the value of social dialogue and the contribution that it can give our project).

2. Do green jobs mean employment opportunities?

There are no consolidate data today but there are different reasons to think positive:

- the EU's climate change package which aims to ensure that the EU will achieve its climate targets by 2020
  - some forecast about the employment produced specifically by the renewable sector
  - the present activity in the sector and the industrial plans issued by the different green companies
- ..... justify a positive answer to this question.

However, the problems that could crop up can be the following:

- will this positive effect last long?
- is the available work force qualified enough to be employed in this sector?
- At this regard, I'd like to remind you of some positions of experts and institutional representatives that spoke in our last seminar in Rome:
- the doubts raised by Professor Calzada of Spain, who in our last conference emphasised our attention to the ephemeral and temporary value of jobs created by “green business” (“green jobs are supported by a “green rain of public incentives” so, rather than speaking of opportunities, perhaps we had better weigh “the value that this work produced in relation to what is paid out for their creation and their support .....”)
- the approach of Peter Szovics, from CEDEFOP that focused the attention on the need to find an appropriate answer to the demands of qualified workforce in the field of Renewables (renewables’ market needs of highly qualified staff (it will be increase by 34%”)
- The invitation by Lisa Rustico and by the Italian Minister for Labour to rethink the training so that employment demand and supply could match.

3. Are green jobs pink jobs?

I think that this maybe so!

First of all, the cascading effect of the previous point I mentioned can be that of: more jobs in general and also an increase in female employment; the second one the renewables energy sector needs qualified staff in the emerging green technologies (i.e. studies on the anemological potential, in biological, environmental sciences, etc and not only those with traditional and established technical knowledge (i.e. civil or mechanical engineering and industrial experts etc. ....) . This can help in putting people in a position to use new technologies and to develop 'green' skills with the result that the Company's gates will automatically open to female workers as women are more present in these training courses ).

This can help female employment, of course, but, on the other hand as, Prof. Tiraboschi reminded us "we do not need to create niche markets..."

And in conclusion...

4. Why Enel Green Power is a good case study ?

For everything we said before....and because:

- the Renewables is an important sector where investments continued and growth increased even a year of crisis like 2009
- from now to 2020 the total capacity installed in the Renewables sector is expected to double...it's strong growth where an operator, as Enel Green Power, has room to play a leading role
- Enel strongly believes in long lasting dialogue partnership with the unions
- today in Enel Green Power women are well qualified and have high expectations about professional development, they are deployed in our organization, and mostly at the starting phase of our value chain.
- I think for example to the recent recruitment of some young women graduates in the area of Business Development, with a degree in Economics of market and financial intermediation ... or specialised in permitting, etc....

Perhaps it might be interesting for our Project to listen directly from their voice what reasons drove their choices at University and how their skills are used by the Company.

Thank you all for your attention.