

Good afternoon everybody and thanks for being here today.

First of all, I would like to add to my personal greeting the one from my CEO, Mr Francesco Starace, and from the Industrial Relations Responsible for Enel Green Power (EGP), Mr Giuseppe Capitani.

A special thanks goes to Lisa Rustico, not only for her invaluable role in the Project, but also because “she is a best practice herself”. She gives us the most exact representation of what a young woman should do to enter with a compelling strength in the world of work.

Finally, let me give a personal thanks to the European Institutions. Thanks to their decades-long focus on the issues of equal opportunities and gender diversity, they have allowed the most careful Organizations (and the persons too) to deal proactively and effectively with women's issues ... also thanks to the financial support integrated system made available to Member States.

Exactly to this game belongs the WIRES Project, which ADAPT proposed to us to be involved in around a year ago, with the challenging goal of closely analyzing an organizational and particularly lively corporate reality, as the one of EGP (slide 1).

EGP, I remind you, is the Enel Group company committed to the development and management of power generation from renewables sources.

Well, "challenging target" - I said - because EGP embodies **in itself** several features that make it a very interesting "laboratory".

- founded in 2008 as a consequence of a spin-off of Enel, EGP inherited not only production facilities but also people ... predominantly male workers (around 84%) provided with sound technical knowledge gained and consolidated during the years... true niches of excellence.
- in the months following the start up, the company faced the challenge to put together and manage facilities and people coming from 23 different countries and from two different continents (Europe and the Americas) (slide 2 and 3)

Moreover, EGP has some "must":

- to ensure for the time being:
 - ✓ the efficiency of the plants (inherited and acquired)
 - ✓ the integration between people and between different ways of working
 - ✓ the compliance with the national legal frameworks, the respect of different corporate cultures, and of the personal “organizational histories”
- and, at the same time:
 - ✓ to quickly capture, and quickly consolidate a slice of the market in presence of several respectful competitors, both in terms of quantity produced (slide 4) and financial capacity (slide 5)
 - ✓ to reach the final goal to be quoted on the Stock Exchange after having gained the respect of the financial analysts, and having attracted the interest of big and retail stakeholders.

Thus, ADAPT found, under the magnifying glass of the WIRES Project, a very complex organization that daily operates and manage a plurality of variables. It is through this reality that, during the Project, ADAPT explored:

- within our organization:

- ✓ how many women are employed
- ✓ which job position they are placed in
- ✓ what concrete possibilities are available for their development
- outside the organization (with a focus on the labour market and on "green jobs"):
 - ✓ the real employment opportunities offered by the green economy and Renewables
 - ✓ skills mostly required by companies
 - ✓ present and future employment opportunities that renewable energy sector could give to women in the labour market.
- and finally:
 - ✓ what is the role of social dialogue inside and outside the organization.

Ambitious, isn't it?

Well, in Enel Green Power, we decided to face this challenge, being reinforced by the strong tradition that Enel has in the field of:

- a) Equal Opportunities
- b) Social Dialogue

Indeed over the years Enel has made the history of Equal Opportunity in Italy. In 1986 the company set an internal Commission on Equal Opportunities, whose juridical nature, tasks and functions were integrated in the Company Collective Agreement signed 1989 (slide 6).

When Enel decided to expand its business activities abroad, becoming an international reality, it made a clear choice of keeping "people" at the core of its management and, consequently:

- a) on the side of equal opportunities: Enel extended the principles of "equal opportunities" and "mainstreaming approach" by adopting a management approach based on "diversity management", which contributes to effectively achieve more business hubs (slide 7);
- b) on that of social dialogue: the company reaffirmed the validity and effectiveness of social dialogue and BILATERAL approach, precisely experienced inside the Equal Opportunities Commission (which in 2000-2001 won the Oscar for bilaterality) by signing a series of important broad-based agreements

Briefly, I recall the most significant features (slide 8) of them:

- ✓ In 2003, the Parties signed the Protocol on Industrial Relations. This clarifies the levels, the procedures and the objects of the interlocution with Trade Unions. Apart from the regulatory value, it is important to note that, in its overall structure, it allows our Trade Unions to express ideas, assessments and proposals regarding corporate strategies with the mutual engagement of seeking the possible maximum convergence. "
- ✓ Five years later, the Parties signed the agreement on the EWC (European Works Council). It is a real important agreement because it extends the rights of information and consultation, already established in the Protocol of Industrial Relations signed in 2003. National regulations concerning the rights of information and consultation have not been affected by the EWC Agreement.
- ✓ In this way we come to 2009. On 27th April two very important agreements were signed. They are both wide-ranging agreements not only for the subjects concerned, but also because their contents are shared and signed by the Confederations CGIL, CISL and UIL, as well as by the Federations of the electrical sector.

The first agreement established the Observatory on Industrial, Environmental and Occupational Policies. It is a bilateral body, with a mixed composition of Company / Union (6 +6) with the task of issuing statements and notices of intent to bring to the competent institutions at local, national and European level.

The second one is a Protocol concerned with the Corporate Social Responsibility. This Agreement undeniably contributes to consolidating the Integrated CSR system of Enel. Moreover, it expressly confers to SOCIAL DIALOGUE the task of pursuing the concrete commitments that derive from an effective CSR.

It is important to recall and emphasized that this Agreement strengthened Social Dialogue on an international scale, by delegating to bilateral bodies (e.g. the Commission for the training and employability) its development and "exercise".

Taking these considerations into account, the early establishment of bilateral bodies as well as the continuous strengthening of social dialogue have been possible thanks to the cooperation of the counterpart, which is expected to be an authentic actor of a well functioning system of industrial relations. ... I am glad to state that the industrial relations system of ENEL is considered as a "high-level system" by professionals and jurists.

There are many reasons behind this (slide 9):

- ✓ Overall union density among the Enel Group's employees is 70%. Proportion of employees in Trade Unions is a little bit lower in EGP (about 63%). Nonetheless it is still a significant percentage considering that, according to FedEE -The Federation of European Employers, the four most populous countries in Europe register low levels of union density which ranges from 9% in France to 29% in the UK (Germany is around 28-29% and Italy 30%)
- ✓ Most of our Trade Union representatives come from the electricity sector and, notably, from Enel. This means that they already have wide knowledge about industrial development plans, corporate policies, leadership approach as well as the organizational and functional strategies adopted. This ensures that union's claims are reasonable and, therefore, they can be addressed under the best possible circumstances.

Our employees are deeply aware of their task, that is providing energy – a service of general interest – to the country.

- ✓ Enel recognizes the Trade Union as a real stakeholder since so far its action has been aimed at:
 - bringing people together;
 - proposing ideas and solutions;
 - managing critical situations together with the management (we have been able to reduce our staff from 100,000 to 45,000 units in 15 years without social conflict and without affecting social welfare)

In short, this is the EGP industrial relations scenario which ADAPT has been studying so far.

Therefore:

on the one hand:

- a strong corporate history is closely linked to the history of the country;
- strong skills linked to a model of technical leadership, made up by true technical excellence.

on the other hand:

- a young company, which the Enel group decided to bet on
 - a bright company, focused on maximum efficiency of its plants, that in few months has become “leader in a leader sector”.
- ✓ a company entered into a complex business context, which is expected to create, by 2020, 250,000 jobs including the satellite industries and import-export of renewables, with a concentration on wind and solar business.
- ✓ a company looking for technical knowledge, but also for:
- knowledge of financial markets (i.e. the Business Developers)
 - regulatory standards (i.e. Lawyers)
 - management of assets and people (i.e. the Project Manager, that plays a very important role in EGP)
 - geological knowledge concerned with administrative permissions (e.g. Permitting activity)
 - knowledge necessary to assess the wind potential (i.e. the Anemological assessment)
 - know how to use new equipment (the Drillers)

in the middle:

our management and the daily work of those who, like me and my colleague Giuseppe Capitani, take care of the most precious resource – namely the PEOPLE – by dialoguing with the Trade Unions, giving the necessary attention to employees’ present and future life.

Well, all the above mentioned considerations make EGP a really interesting case study, I think, irrespective of the data that, however, I would like to show you in brief.

Also in EGP most of the staff is male. Indeed men are 89% of our staff (slide 10).

The proportion of women (11%) is slightly below the average of the Group (just over 13% in December 2009), despite the connotation of EGP is more technical-operative than the Group as a whole.

Absolute male presence is also confirmed in the technical areas (93%) and, as it can be seen in slide 11, an interesting representation of women is confirmed in the non-technical areas (42%).

Now, let’s have a look at the employees classification (slide 11). Let me highlight, in the areas of staff, an interesting 21% of women managers, a positive 30% of high level female officials and a 55% of women employed. This is a reverse trend compared to the "polarization of skills" that Mrs Elisabeth Schroedter underlined during the skype connection.

I think it is also important to highlight the 3% of women “technical managers”. This is a positive fact given the small number of women in the “line”.

It is not a surprise to find 34% of female presence in Administration-Finance and Control, 56% in HR and 60% in the Services.

On the other hand, it is interesting that 32% of female presence is in the supply area, as well as 25% is registered in the marketing activities that includes "engineering development". Finally, it is also worth noting, even if this is not enough, a percentage of 8% of women in the Engineering area.

If we match these data with those related to age (slide 13), we find that there is a good – and promising – presence of women between 30 and 40 years.

I described these data using the word “Promising” because they are “young women”, generally with a good level of education, that are likely to stay in the company for their professional development and career.

As you can see there is room to make the green sector a pink sector. Definitely this could be achieved through common efforts.

To this end, social partners are called to play a crucial role and I believe that social dialogue is the most appropriate tool to ensure that the "green revolution" will not remain just an evocative slogan for a better world.

I am also convinced that a gender oriented Social Dialogue might not only increase the number of women in the “green sector”, but also accelerate their professional development within the organization and consolidate their presence in prominent positions of leader companies.

Thank you for attention