



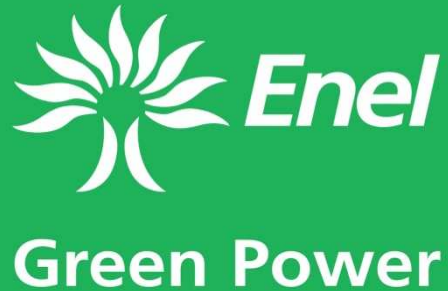
Women in the Renewable Energy Sector The Enel Green Power case study

Brussels – November 23rd 2010

Enel Green Power S.p.a.

H.R. Department-Industrial Relations Unit

Enel Green Power- our Company



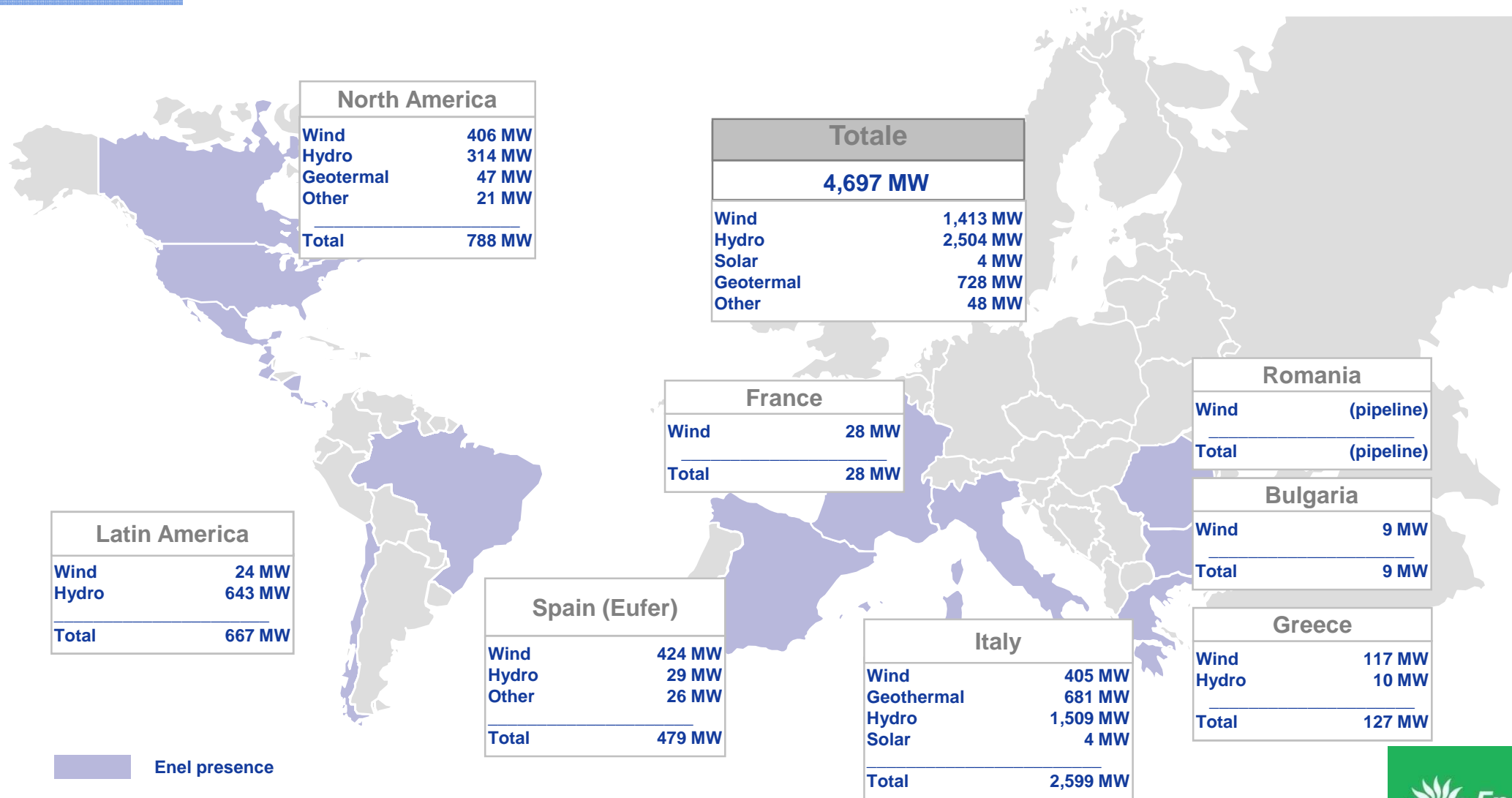
EGP is the company of the Enel Group involved in the development and management of Renewables, at national and international level, with a presence in Europe and the American continent

It was founded in December 2008, combining:

- the historical Italian hydro and geothermal experiences 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 workforce from 2 different continents and from almost 20 different countries, with different languages, cultures and life₂style...



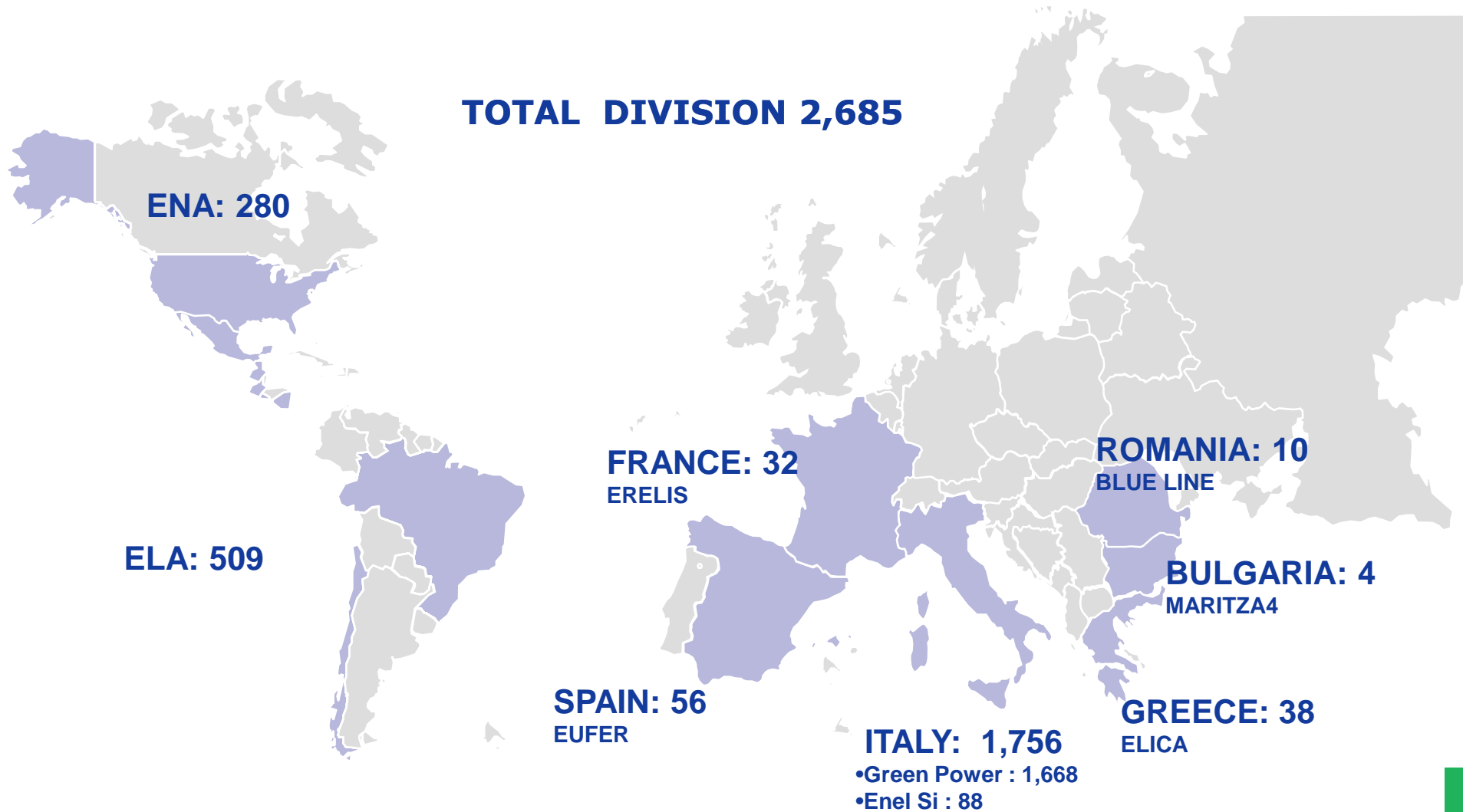
Enel Green Power- our sites in the word(*)



Note: Endesa presence NOT included
 (*) Installed capacity (MW), 9M2009



Enel Green Power- our people (*)

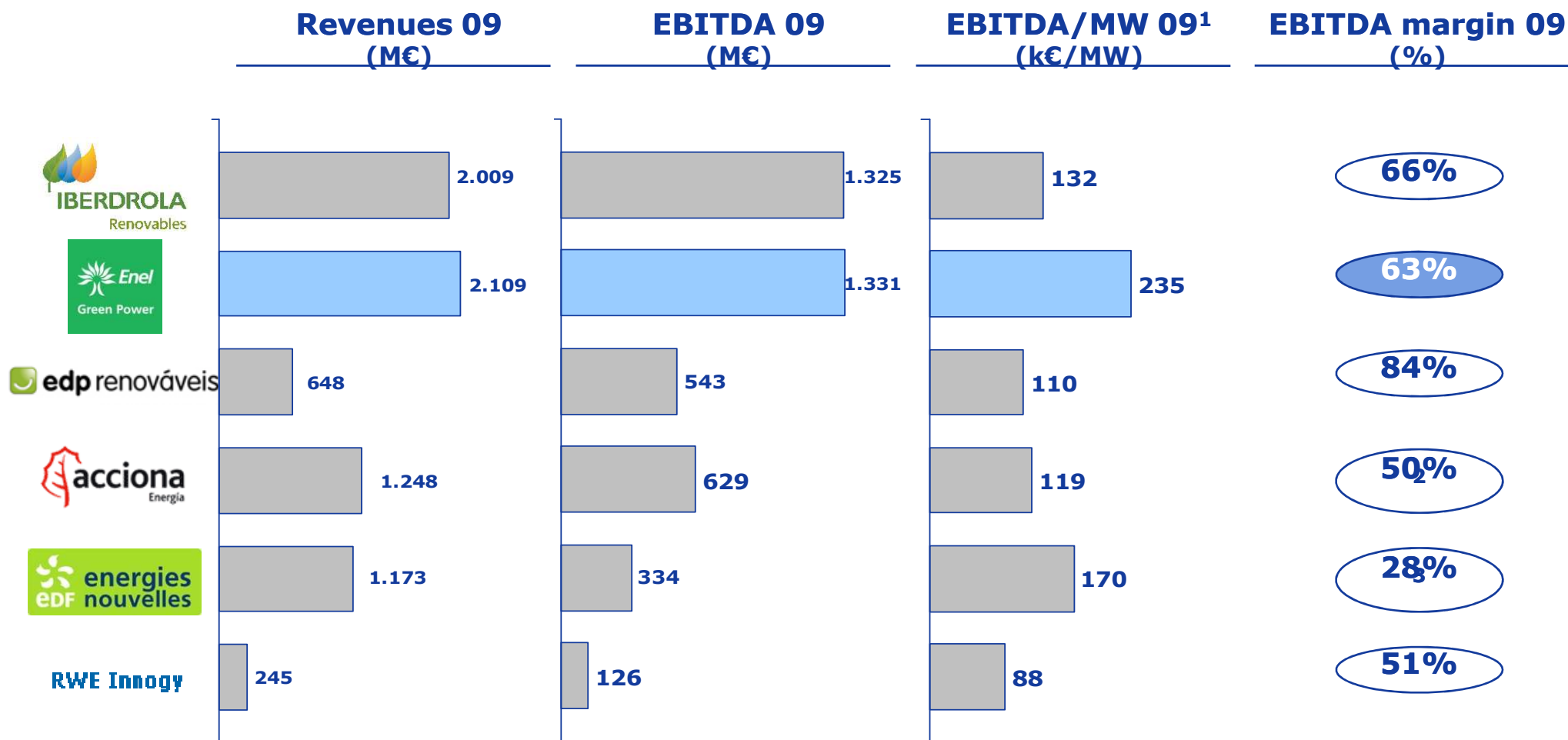


 Enel presence

(*) Headcount 2009



Renewables- Comparables Financial KPIs



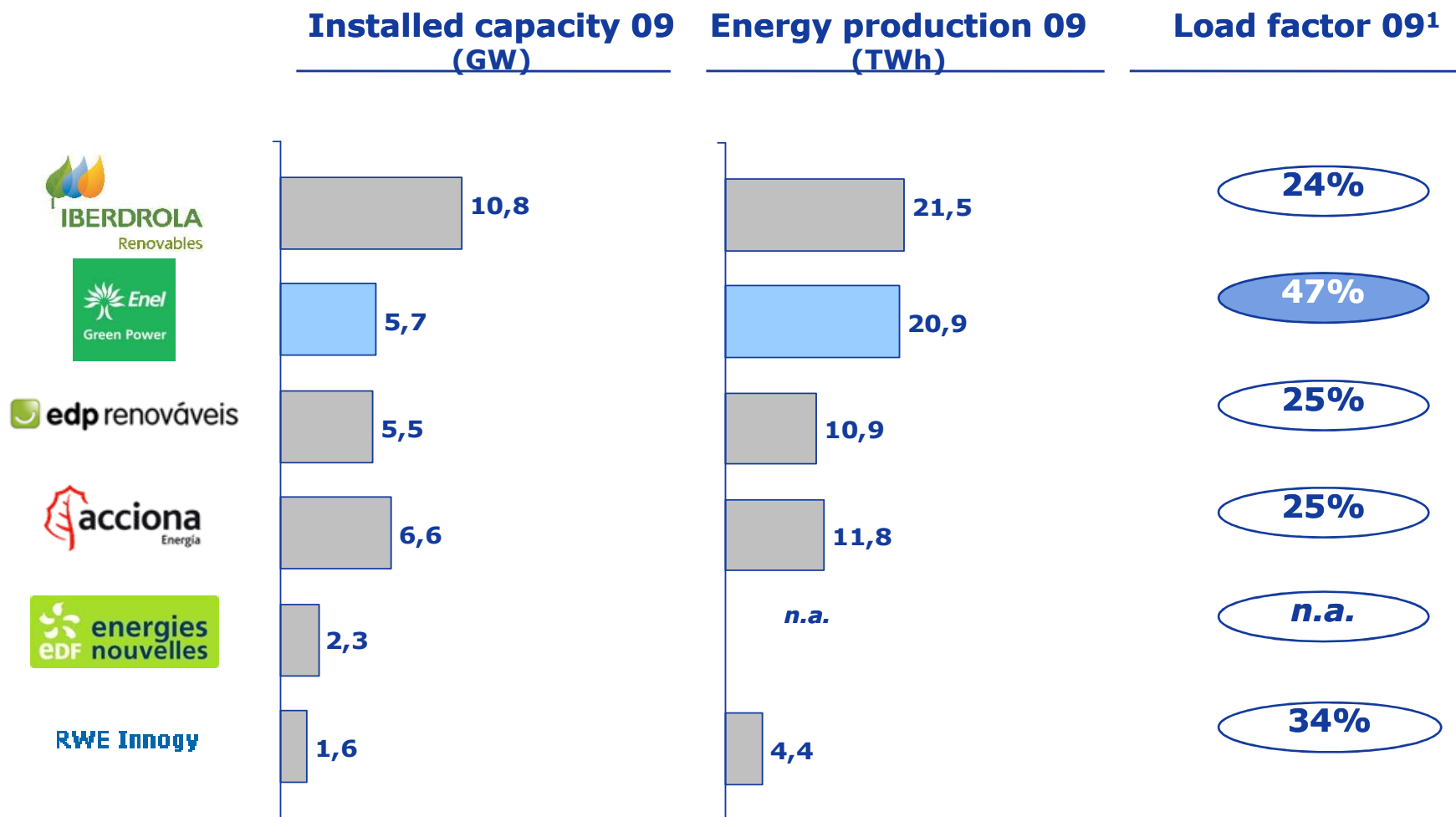
1. EBITDA/MW is calculated on average installed capacity between 2008 and 2009
2. EBITDA margin from generation activities: 63%; EBITDA margin from other activities: 2%
3. Average EBITDA margin includes both generation and development and sale of structured assets (DVAS), the last one accounting for 42% of total revenues

Source: Company reports

December 2009



Renewables- Comparables Operational KPIs



1. Load factor is calculated on average installed capacity between 2008 and 2009

Source: Company reports

December 2009



Equality and diversity in Enel

**Corporate Social
Responsibility**

**Code of
Ethics**



**Welfare system
& People care**

**Equal Opportunity
Committee**

Enel Group- the Joint Commission for Equal Opportunities

- Enel was the first Italian cCompany to transpose and implement the European guidelines about “Equal Opportunities” within a productive enterprise
- In agreement with the Unions, the Enel Top Management had concretely supported the idea of a Commission, focused on organizational issues of gender
- The collective agreement of 1989 establishes and regulates the activities and operations of a National Joint (6 members by Company - 6 members by Unions) Commission for Equal Opportunities, as a good example of bilateralism in the landscape of Industrial Relations, in Italy and in the European electricity sector



Enel Group – the dialogue with our partners

The most recent agreements

2003- Industrial Relations System

Allowing the Union to express ideas, assessments and proposals with regard to corporate strategies to guarantee every possible convergence between the social partners

2008-European Working Council

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)

2009-Social Responsibility

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

2009- Observatory Board on the Industrial, Ambiantal and Occupational Policies

Setting up the role and the activity of the "Joint body on training and employability", so as to enhance the "bilateral approach" to training initiatives

It sets up an Observatory board on the Industrial, Environmental and Occupational Policies, in a form of joint body consisting of Enel and Trade Unions representatives.

Enel Group - our industrial relations system

Industrial Relations in Enel: overview

70% employees unionised

Two out of three of our employees are members of the Union

"High quality " relations

Our people always remember that Enel is a public service provider

The Union's representatives usually come from the company itself and so they have sound knowledge of the business and the organization

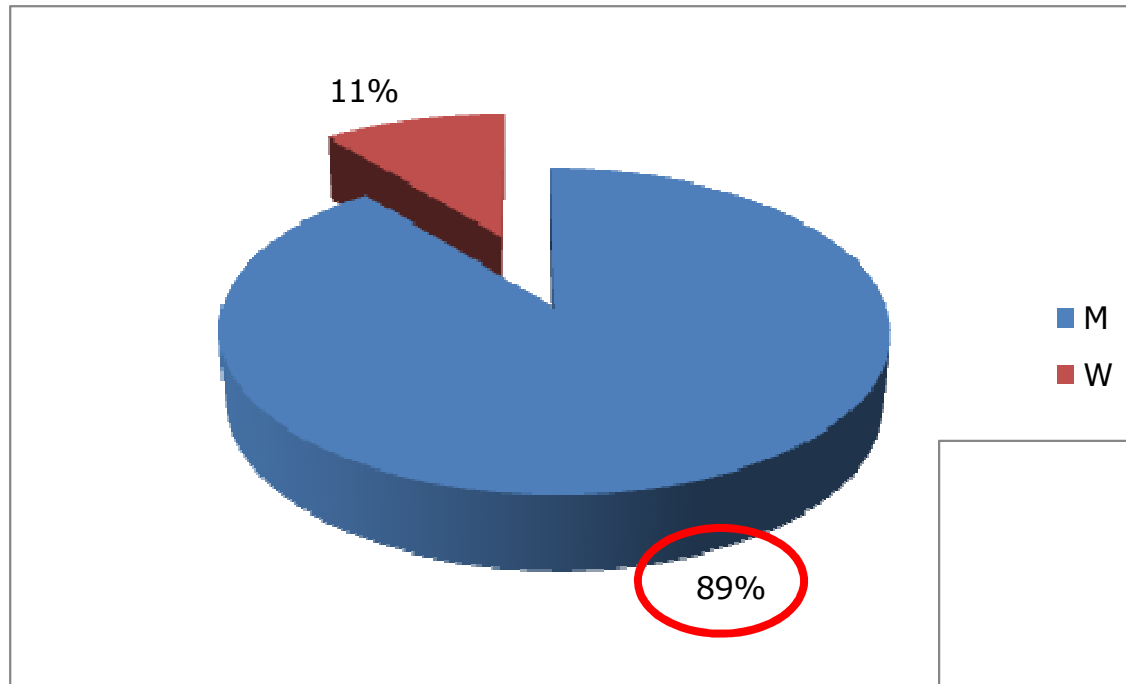
Union like an "asset"

The Union expresses ideas, assessments and proposals with regard to corporate strategies and their impact on the people

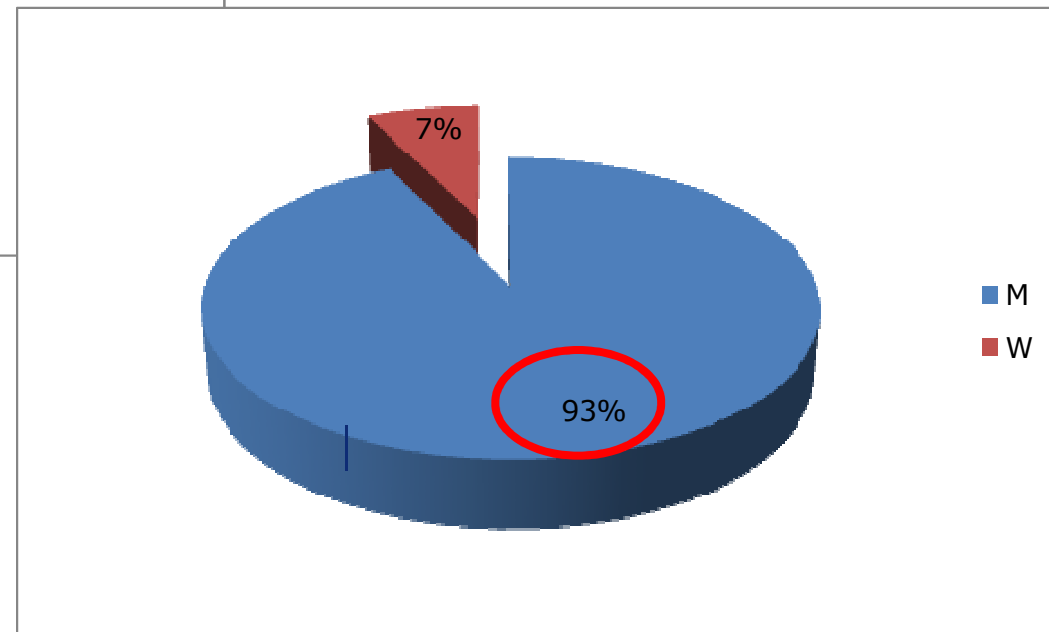
They are able to aggregate people in difficult situations and propose viable solutions

Enel Green Power – headcount allocation

▶ the EGP staff consists mainly of men...

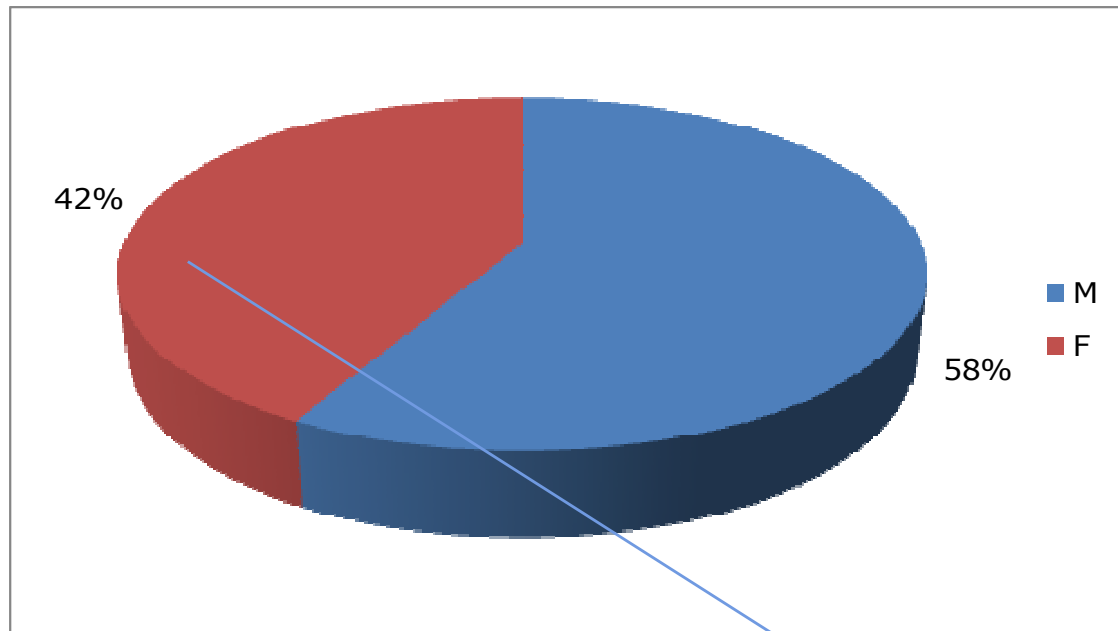


they are more concentrated in technical areas...



Enel Green Power – headcount positions

Women cover more prominent positions in the “staff” area than in the “line”



LINE

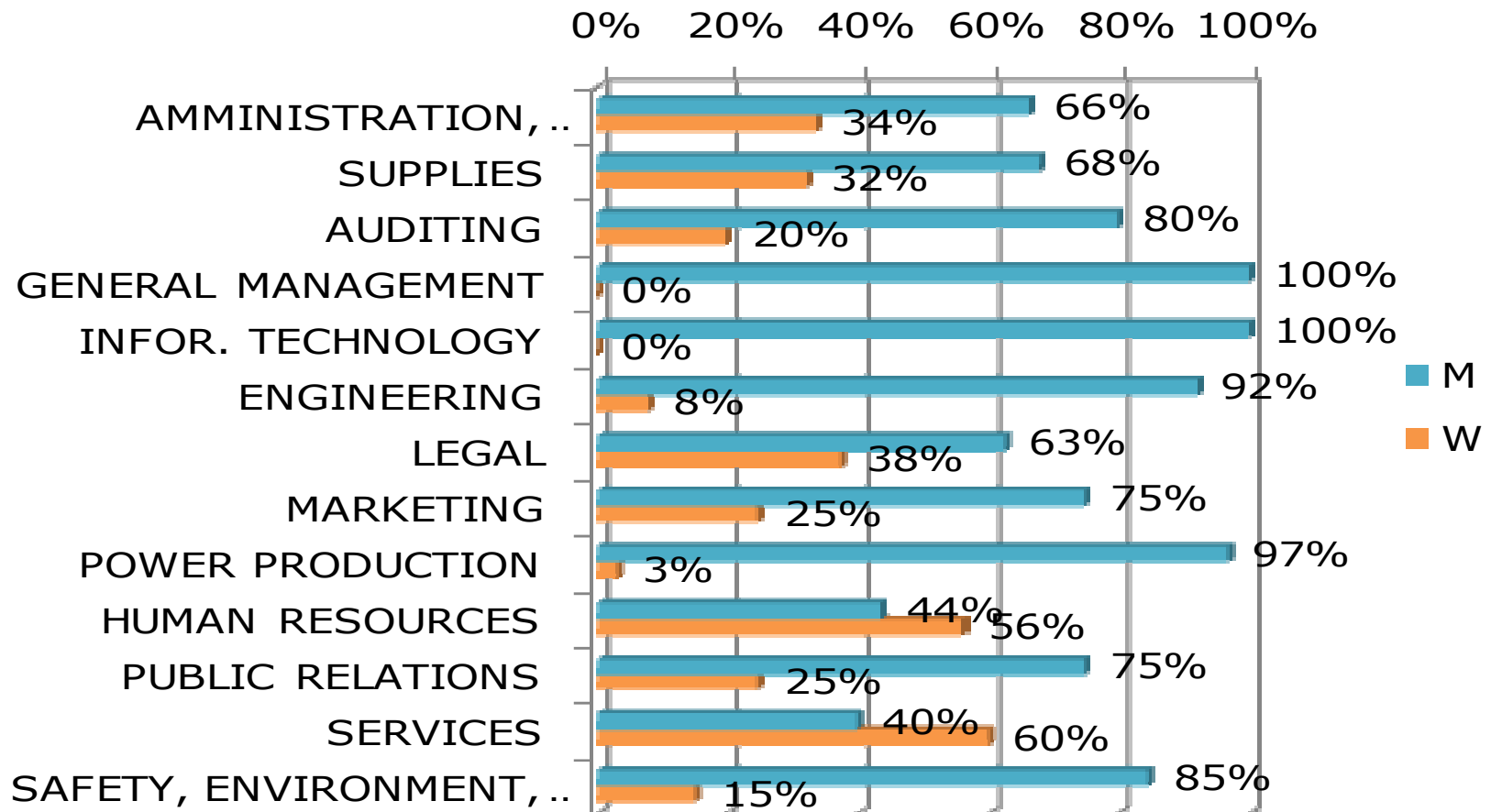
	M	W
Executives	97%	3%
Managers	88%	13%
Salaried	88%	12%
Workers	99%	1%

STAFF AREA

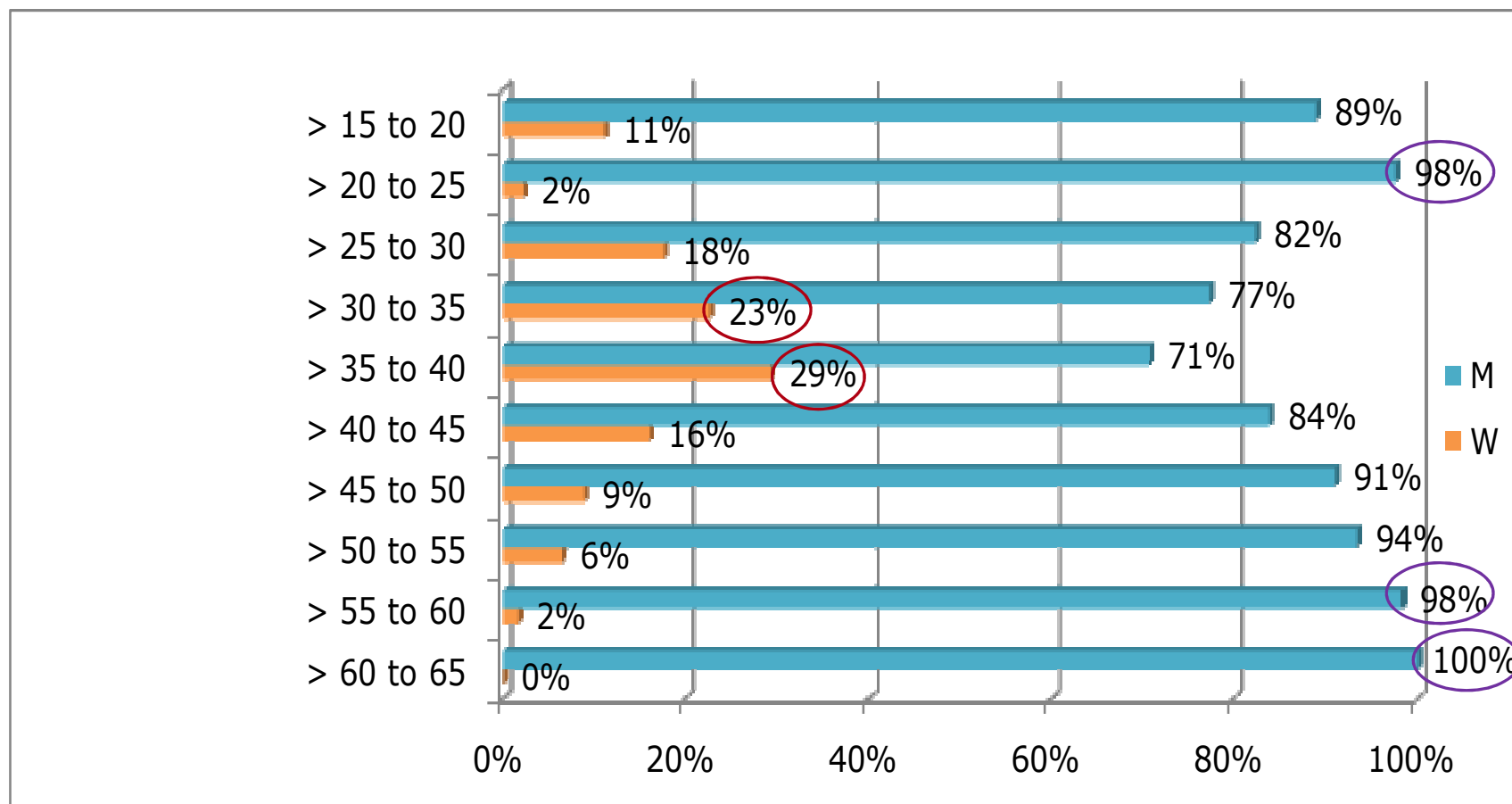
	M	W
Executives	79%	21%
Managers	70%	30%
Salaried	45%	55%
Workers	0%	0%



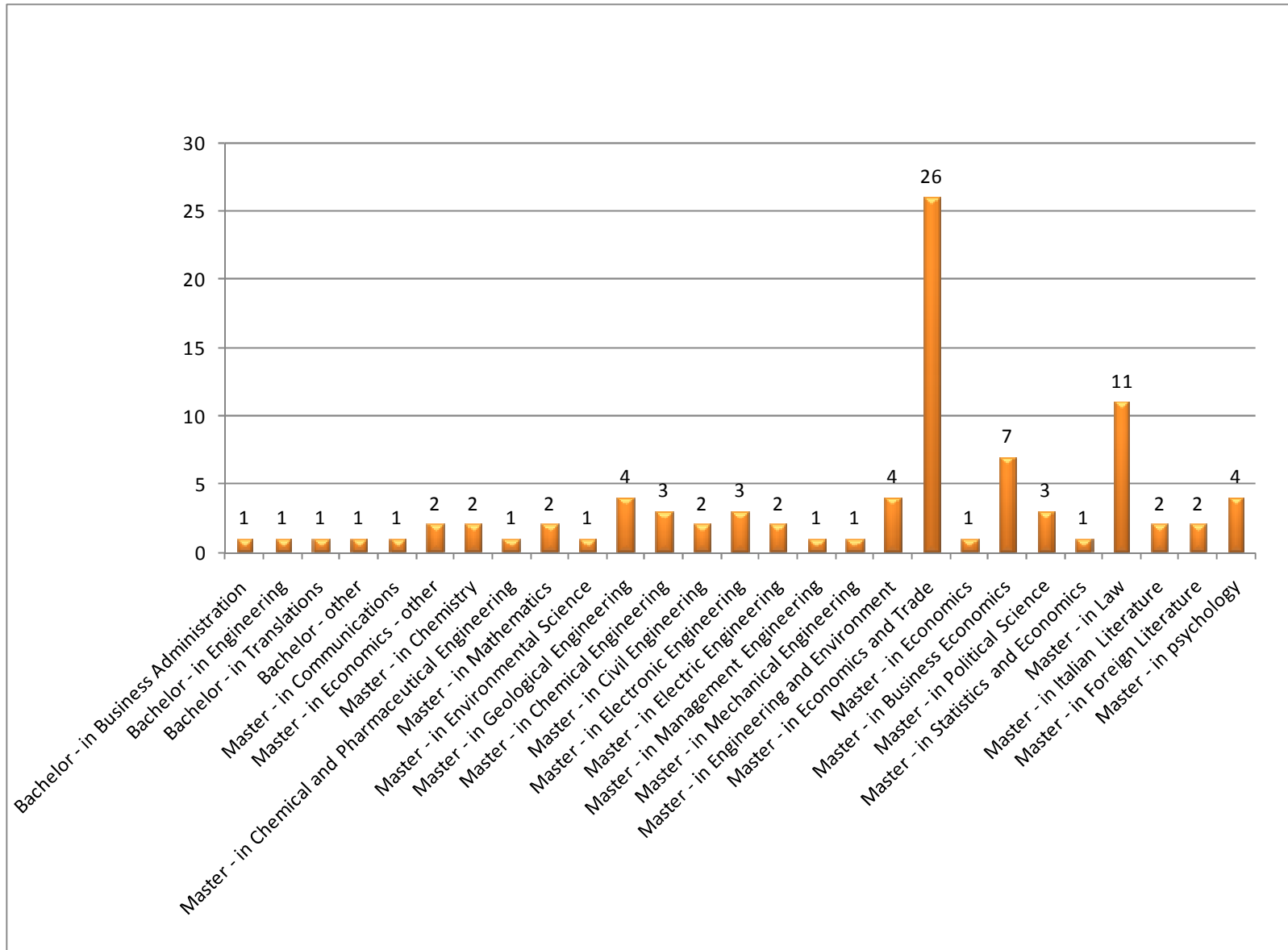
Enel Green Power– professional families



Enel Green Power – headcount age classes



Enel Green Power– headcount academic education



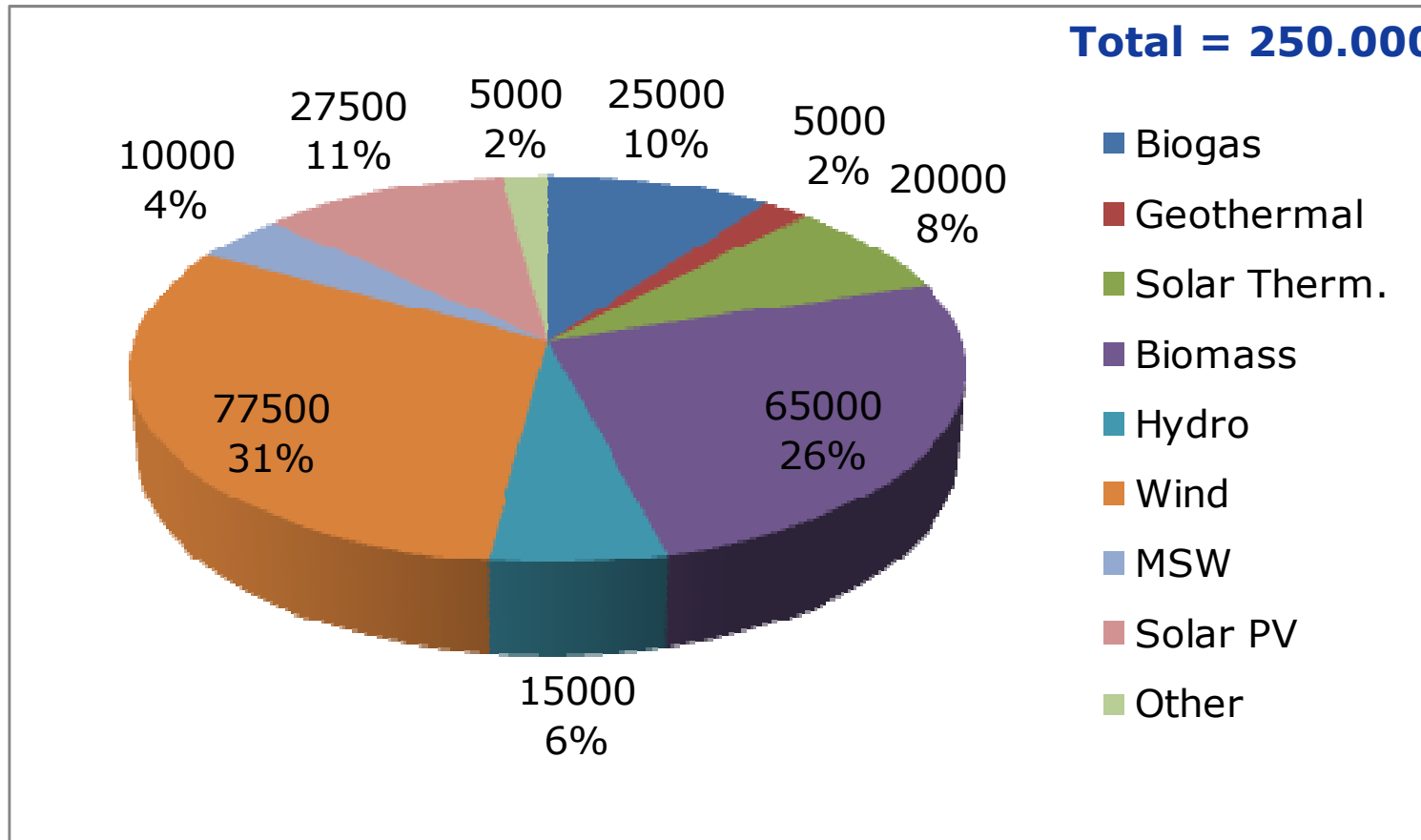
Italy 20-20-20 EU target - GWh

Source	Generation 2008 (TWh)	Capacity 2008 (MW)	Government Position Paper	
			Generation 2020 (TWh)	Capacity 2020 (MW)
Hydro	42.90	17,623	43	20,200
Wind	5.84	3,537	23	12,000
Solar PV	0.19	431	13	9,500
Solar CSP	0.00	0		
Geothermal	5.52	711	10	1,300
Biomass	5.97	1,555	14	2,415
Tidal & Wave	0.00	0	1	800
Total	60.42	23,857	104	46,215

~ 30 % of energy by renewable sources by 2020:

- +40 TWh of renewable generation
- +50 bn € of new investments in energy production equipment
- +250.000 new employees in the RES sector

Italy 20-20-20- potential employment by sources



The potential employment in 2020 will be related mainly to:

- wind (~78,000 units)
- solar (~50,000 units)