

WOMEN'S EMPOWERMENT PRINCIPLES

MARCH 2020

WEPs IN ACTION



PRINCIPLE 2

Treat all women and men fairly at work – respect and support human rights and nondiscrimination

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CASE STUDY: ENEL GROUP CREATING A CULTURE OF INCLUSION

LESSONS LEARNED

- Creating a culture of inclusion and diversity calls for a range of initiatives and actions, most importantly putting in place policies which enforce equality and non-discrimination and which are supported by practical implementation guidelines.
- Recognizing the importance of a culture of diversity and inclusion at the very top of the organization generates better and more sustainable outcomes.
- Monitoring and reporting on diversity and inclusion actions and outcomes is key to building commitment and ensuring ongoing progress.
- Harnessing women's talents is not just a social good; it is good for business. It helps uncover and unleash hidden talents, increasing job satisfaction, attraction and retention, team innovation and business results.

CONTEXT

Enel is an Italian multinational energy company with a presence in over 30 countries across five continents. It has 68,000 employees, with 30,000 based in Italy.

Enel's commitment to promoting diversity and inclusion led to the implementation of a global policy in 2015. This policy was the culmination of a variety of work over several years. This included the launch of the company's human rights policy in 2013 which introduced the concept of equality and non-discrimination. It also built on the adoption of the Women's Empowerment Principles by Chief Executive Officer Francesco Starace in 2015.

The diversity and inclusion policy was the result of extensive engagement with staff, including the creation of a working group representing all parts of the business, surveys to a selected sample of colleagues, as well as focus groups and interviews with managers.

The result was a very practical policy setting out Enel's principles of non-discrimination, equal opportunities and diversity. The policy defined five main intersectional areas for action: gender, age, nationality, disability and culture of inclusion. Implementation of the policy has enabled Enel to develop projects, measures and activities at both global and country-specific levels which promote diversity and a culture of inclusion throughout the company.

The policy was launched globally, with a mandate to implement and adapt it locally. Since 2016, the overall impact has been monitored via a detailed set of internal indicators covering a range of activities.

The diversity and inclusion policy continues to provide a framework for Enel's approach even today. "Starting from the principles and the main priority areas indicated by the policy, we continuously enrich the scope of our activities as new needs emerge. We have a clear final aim: to make sure that the culture of inclusion leads to visibly inclusive behaviours," says Maria Luisa Marino, Head of People Care and Diversity Management.

ACTIONS

For the past three years, Enel has been working towards achieving balanced recruitment by shortlisting equal numbers of women and men candidates for all job functions and levels by 2021.

The diversity and inclusion policy highlights the importance of the initial stages of the recruitment process and the company regularly monitors and reports on the pool of candidates who access the last phase of the recruiting process before the actual selection.

As a result of these efforts, women made up 35 per cent of candidates on shortlists in 2017; this rose to 39 per cent in 2018 and 42 per cent in 2019.

Women made up 21 per cent of Enel's overall workforce (and 29 per cent if manual workers are excluded from this total) by the end of 2019.

More attention is now being given to increasing the representation of women in managerial positions and to address the gender pay gap at the managerial level. Enel is also utilizing succession planning to

When it comes to gender equality, there are a number of targets and goals set out, in order to increase women's access to opportunities within the company and promote work-life balance. One of the targets of the global policy is to achieve equal representation of women and men in the initial stages of the recruitment process by 2021.

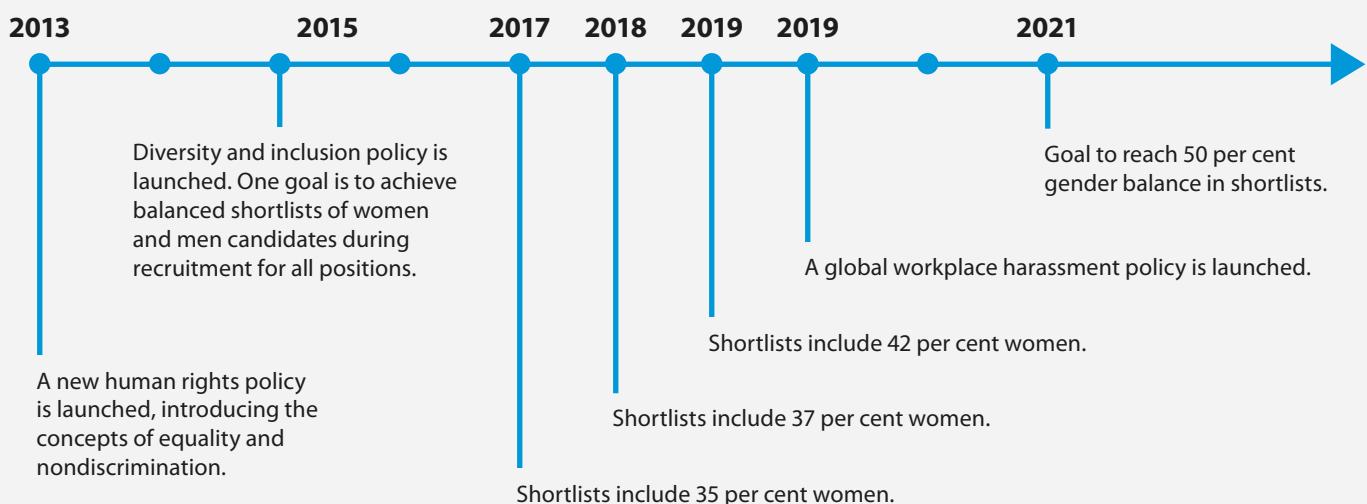
"For Enel, diversity and inclusion is also a way to express what we call an 'open power', a business approach that involves being open to more people, to technology and to partnerships," says Marino.

ensure that at least one woman is appointed for all leadership roles with the prospect of meeting its 30% women in leadership.

Mentoring and shadowing programmes for women in managerial roles have been launched to support the succession planning process. Enel's mentoring programmes are a focused action towards ensuring that women make up one third of potential successors in senior manager roles. The succession plan has had an important impact on the percentage of newly appointed women managers, who in the last years have been significantly higher than the percentage of existing women managers.

The commitment to gender equality involves the company at all levels, including the Board of Directors and Statutory Auditors where women make up one third of the membership. This percentage of women on the board was initially achieved thanks to Italian legislation on mandatory quotas in listed companies passed in 2011, but Enel has now chosen to permanently adopt a target of one-third women despite the expiration of the law.

TIMELINE



Enel is also working on the overall culture of inclusion and diversity at the company through organizing annual global diversity and inclusion days. The diversity and inclusion days have expanded in scope and attention over the years, initially starting with an overview of the concept of diversity, to the value of diversity and inclusion in business to exploring inclusive behaviour and action that individuals could adopt in their day-to-day work settings. In Italy in 2019, around 700 people participated in different events, discussions and initiatives, with the global events livestreamed to all Enel countries.

CHALLENGES

As an energy company, a major challenge for Enel is to find women to fill technical roles. The firm is working on initiatives to create a pipeline of women for these roles, by organizing, for example, various STEM-related initiatives in all Enel countries and working in partnership with universities. Events have been run in schools and on company premises, with inspirational sessions to promote technical and digital careers. In Italy, a Women in Tech event was organized for young women from local schools and colleges to hear about the career oppor-

“It was a wonderful experience, but also rather challenging to push people to think hard about what they can do personally about inclusion. The idea was to not only talk about diversity, but for everyone in the company to take action to put in practice inclusive behavior, to understand the obstacles and the elements it takes to develop inclusion,” says Maria Luisa Marino.

Finally, the company-wide adoption of digitalization and agile methodology also plays a key role in the diversity and inclusion policy, providing new tools and ways of working that facilitate accessibility and inclusion.

tunities digitalization offers, with some students offered the chance to join a shadowing programme with young Enel digital professionals.

“Our aim is to help women see the professional opportunities that will come with further technological advances, and to understand the technical education that they will need to access those opportunities,” says Maria Luisa Marino.

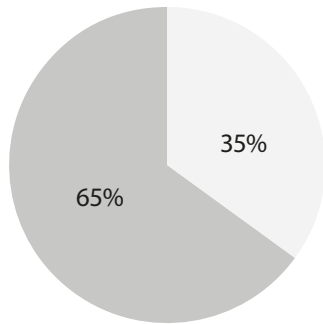


RESULTS

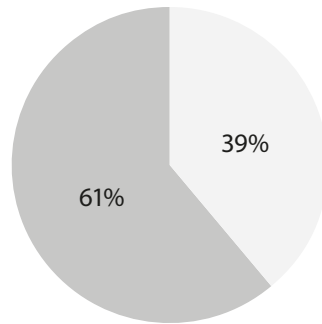
The diversity and inclusion policy has significantly helped boost women’s careers at Enel. It has also led to an overall culture of inclusion in the company, which might be difficult to measure in numbers, but is very much present, says Maria Luisa Marino.

There are, however, some clear reported improvements: women made up 35 per cent of recruitment shortlists in 2017, 39 per cent in 2018 and 42 per cent in 2019. Improvement measures are tracked and reported to senior management on a quarterly basis, raising awareness of progress on diversity and inclusion issues and maintaining the focus on them.

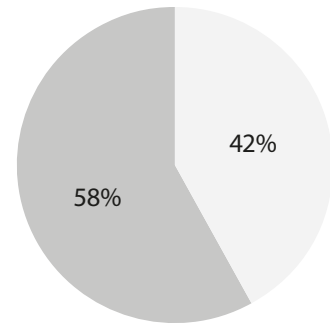
WOMEN IN SHORT LISTS DURING RECRUITMENT PROCESS



2017



2018



2019

Women
Men

RECOMMENDATIONS








Companies and management need to recognize that supporting and encouraging women's talent is not just the right thing to do; it is good for business. Enel believes that harnessing women's talent and allowing them to achieve their potential adds real value to the company.


Rather than focus on each single measure, it is important to talk about the overall culture of a company. "If you promote an overall culture of inclusivity and diversity where each individual person is valued, you can adopt a range of particular measures depending on what will meet your organization's objectives and needs," says Maria Luisa Marino.

THE ROLE OF WEPs


For Enel, the Women's Empower Principles provide a clear framework for gender equality goals within which the organization operates and grows. Signing up to the WEPs has reinforced the commitment of Enel to gender equality and represents a reference point against which to define and

manage the gender gap and to identify the priorities of their gender action plans. For example, the WEPs have led to a renewed focus on the measuring and reporting that is needed to track progress with gender equality.

- Principle 1  Establish high-level corporate leadership for gender equality.
- Principle 2  Treat all women and men fairly at work- respect and support human rights and nondiscrimination.
- Principle 3  Ensure the health, safety and well-being of all women and men workers.
- Principle 4  Promote education, training and professional development for women.
- Principle 5  Implement enterprise development, supply chain and marketing practices that empower women.
- Principle 6  Promote equality through community initiatives and advocacy.
- Principle 7  Measure and publicly report on progress to achieve gender equality.

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Funded by:

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