

CHARTER OF THE PERSON

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Preface

The Charter of the Person was created in a cultural context of transformation which sees individuals realising the importance of human relationships as the real driver of complete fulfilment.

This time of emergency has given us an opportunity to rethink time and the space in which each of us can appreciate ourselves.

And a rediscovered sociality has strongly emerged.

A sociality where no one is left behind, where differences are wealth, uniquenesses become values and unforeseen discontinuities an inescapable part of being.

This is a circular economy that knows no "waste".

This is the economy of caring where emotions are renewable sources of energy.

We wanted to call it a "Charter" to echo Giugni's original work, for whom conflict was a means and not an end.

A means of asserting a trade union force that today, in a context of born again participation, makes full sense in its composition.

We engage in dialogue to find a point of convergence, not to get lost in the crystallisation of standards and this gives us the privilege of designing a sustainable future.

Industrial relations, in the energy and emotional transition we are facing, actually have the governance of complexity in their hands.

And it is a complexity that starts with the person. And from the urgency of rethinking it in all its many facets and variations.

In the work carried out with the trade unions we see for the first time a worker who is not only and merely a passive subject of protection and recognition.

In a reassuring regulatory framework, in a space of growing, multilevel dialogue, a scenario opens up where people can value their abilities.

And this is an important change, where we are aware that we have given a voice to the hopes for equality, inclusion and respect for workers in a sustainable ecosystem.

A new *digi-logical* world where flexibility, presence and technological tools to connect remotely find the right balance.

At the centre of this world, the human being who with a new awareness pursues a renewed balance between all their needs and desires.

The health crisis, in addition to the pain it brought, will be seen as one of those *unforeseen events* that, in changing frameworks, gave a glimpse of new cultural and relationship horizons.

In recent years, we have learnt the value of **safety** and we must never forget it.

We have seen that **training** must, first and foremost, leave a space in the centre that each person fills as they see fit.

Knowledge therefore shared and circulated, but also reconstructed according to the personal approach of each of us.

We provide the framework, we offer the tools, but it is then up to each one of us to find our own way to fulfilment.

The disintermediation, which has emerged over the last decade, is not the answer for these times.

Those "intermediate bodies" are valued today because, in a renewed mechanism of closeness, they can help us to understand that in **participation** lies the key to evolution.

Today it is clear how we are all needed and able to contribute to and for the organisation.

The result is a rethinking of work performance, no longer an obligation of means but of result, abandoning the logic of control in favour of **productivity**.

And this leads us to consider a new management style, one that focuses on listening, self-giving and the blossoming of people's talents.

It is necessary to have the courage to trust and to be the first to promote an innovative "*successful disobedience*".

In the Charter, utopia becomes reality: people are at the centre with their **well-being**.

And by improving their motivation and passion, a new working ecosystem is designed, one that is consistent with a world that is making us used to permanent uncertainty, and in which we can only grow together.

Guido Stratta

Head of People and Organization Enel SpA

Introduction

The deep social, economic and cultural transformations that are shaping our current age, from the energy transition to the processes of digitalisation and technological innovation, also profoundly affect the world of work.

To manage change, it is essential to act inclusively, putting the Person, in both their social and working life, at the centre, with tools that are indispensable for dealing with this once in an era transformation.

In this context, the role and relationship between the Parties (the Company and Workers' Representative Organisations) take on greater importance, also in order to plan for and manage the profound changes taking place.

This document therefore represents the willingness of Enel and the Trade Unions to co-build and promote the **Charter of the Person**, a step that may mark the future of work in the Enel ecosystem and lay the foundations for a long journey together and for launching a new phase of participation and involvement.

The Parties intend to do this by listening to each other, respecting diversity, valuing and sharing experiences and awareness.

Through the Charter of the Person, we want to build a new relationship which, on the basis of shared values and principles, will accelerate the relationship with social partners, to provide increasingly more focus – through maximum involvement and participation – on people, trade unions and external stakeholders.

Work: doing and learning.

We are in the midst of a cultural evolution determined by new existential, relational and environmental needs in which the human being is the leading player. Current models need updating and we recognise this need for a rethink.

At the heart of this momentous transition, which thrives on the circularity and cross-pollination of knowledge, **work** can become the experience in which people build their own ability to express themselves and make a contribution to the well-being of society as a whole.

We have the possibility of overcoming the pursuit of an exclusive return for oneself, the domination of technology and processes that take away the meaning of labour and humanity, the conflicting vision of a life with scarce resources that perceives the other as an enemy to be defended against, in order to make room for new ways of thinking and seeing the world: **a new feeling**.

The goal must be to build an "ecosystem" for our tomorrow where the fundamental values will be to think of each other, look after the greater good and build something that will outlive us by bringing the meaning back to work. Therefore, in order to build a Charter of the Person that succeeds in creating a forward looking harmonious

system, it is necessary to identify together general principles that are shared and that take into account the protection and rights of people in a collective and individual way.

This creates the need for a gentle, caring and responsible relationship between the parts that make up the **I-us-community-environment** system, as equal players in a universal context whose good is for all. From this different perspective, work is not only **a place of one's own right**, but also of the right of others, whom we look after, and of the community, the whole including all diversity. By looking at the Us intelligently, we are setting ourselves a new goal for a now necessary evolution.

Work is, therefore, an opportunity for cultural progress, for the soul, for values and behaviour, a path towards integrity, the set of experiences that we rework, also in dialogue with others, and that **we bring meaning back to**, so that it becomes a constitutive part of our moral and spiritual personality.

In the age of **decarbonisation**, we understand that we do not only need a transformation and conversion of productive assets for a more sustainable planet, but a significant new way of thinking and new behaviour, striving to put aside selfish habits and behaviours and get in touch with the self, with others and with the world.

Working is an experience that involves the individual in a sense that "goes beyond the I", no man is an island. The experience of people's growth is an overall experience. By working, individuals are involved in daily experiences that overcome and, at the same time, qualify the individual experience.

In meeting each other so that the interest of our personal, material and cultural growth can feed into common work, we find **authentic motivation** in taking part in a corporate endeavour. We are committed to building shared corporate values that respond to the idea of good and dignity, we understand that we can contribute to a bigger picture to make the world a better place. We help talent to flourish because it is used in our shared work.

Genuine **motivation** generates **well-being and**, together, creates the positive and enabling conditions that undoubtedly lead to better **results**.

Where existence and functioning meet, we can enter a space with a new vision of organisations. Joined up living systems, inhabited by people in a community relationship, capable of living with meaning and generating value, in continuity.

We can thus regain the **courage** of active **participation**, with full willingness to **share**, so that organisations increasingly become supportive and nurturing places for people, spaces to build something together. Places to feel good, to learn and to feel safe.

Well-being, participation and productivity

Decent work in all the ecosystems in which the company operates

1. The Parties recognise that the guarantee of **decent work** is a core value that should inspire new organisational models capable of redressing the inequalities between “**more protected areas**” and “**less protected areas**”.

The company is not a closed fenced-off space, but is increasingly a complex ecosystem that interacts with other production organisations and with the environment in which it operates.

The development of the Company cannot be separated from the care and promotion, also within the entire supply chain involved in the production process, of a growth in entrepreneurship, opportunities for decent, qualified and adequately paid work and the well-being of the communities in which the Company operates.

2. To this end, the Parties agree that every Person directly or indirectly involved in the business process has the right to fair and decent remuneration with regulatory conditions and **adequate social protection**.

The Parties reiterate the need to combat the spread of so-called “pirate contracts” and the Company confirms its commitment to require contractors to apply the National Collective Labour Agreements the sectors in which they operate, signed by the most representative Trade Unions at national level.

With this in mind, the Parties share and promote cooperation with the Institutions to trial initiatives and best practices to trace the work of contractors, discouraging unfair practices to the detriment of the workers involved with regard to regular labour relations, compliance with social security **obligations** and prevention regulations.

3. The Parties also consider it necessary to promote the spread of a **cooperative approach** between companies in the same sector to create synergies for the benefit of people. In this regard, the Parties agree that initiatives such as the “Industry Academy” or Training Hubs with the active participation of the Company and the Trade Unions and local institutions, should be launched and strengthened in order to support quality training also dedicated to the unemployed and young people with no work experience. Such initiatives, in addition to creating a bank of skilled jobs, foster the employment of suitably qualified personnel, social and cultural growth and systemic improvement.

Employability and an inclusive labour market

4. The Parties consider that **employability** is a value to be protected at all stages of working life, from school guidance to entry into the world of work. In this context, actions should be taken to promote **the inclusion of young people, women and the most vulnerable groups**, who are currently less integrated into the world of production, including when compared with other European countries.
5. To this end, it is important to ensure opportunities for skills improvement and solid work experience. With this in mind, **quality curricular and vocational traineeships** should be relaunched, with **fair remuneration**, as opportunities for growth and experience to add to one’s CV and help with work placements. It is necessary to set up a database to record and trace internship experiences and to provide for **certificates** attesting to the knowledge, skills and soft skills gained during the internship, thus promoting their practical expendability and accessibility for the labour market.
6. The Parties intend to promote training and placements with **apprenticeships**, favouring a path of employment consolidation and introducing loyalty and **social protection** systems for all forms of work starting from re-employability, so as not to lose the indispensable knowledge and professionalism necessary to manage the extraordinary objectives that Italy has set for the electricity system, starting from the assumption that all People within the Enel ecosystem will continue to invest in skills to accompany the entire energy transition.

Productivity: results, well-being and motivation

7. The Parties recognise that in the new context, characterised by a transformation of work and of the relationship between the company and its people, well-being, motivation, responsibility and participation are essential components of work that are closely interrelated, intertwined and mutually reinforcing. They enable the full expression of each person’s potential and have a positive impact on results, as well as on the sense of belonging to the corporate community, **involvement, attractiveness and loyalty of people**.
8. For this reason, the Parties recognise that the interaction of these areas and the corresponding economic value, is also expressed through a **new “metrics”** measurement, to be defined within the collective bargaining to supplement the provisions already provided for at corporate level regarding performance bonuses. In this perspective, it is not only the achievement of the result that is relevant, but also the **way** in which it is achieved. The pursuit of the company’s objectives can never be achieved at the expense of the safety, environment, mental and physical well-

being and work-life balance of each person involved and of the working community as a whole. The results to be pursued must be intrinsically sustainable both for the people involved and for the communities and areas in which they operate.

9. They also share the importance of implementing an **integrated model of well-being** in the company which, by enhancing the Social Institutes built and grown in Enel (in Italy Arca/Fisde/Fopen), considers the working and personal aspects of the life of the person, from physical and mental well-being to ethical and social, economic and cultural well-being. This model will be defined through the involvement of the people themselves and social partners, through the shared identification of actions, tools and achievable and measurable objectives.

The need that emerges is a redesign of the future of work that focuses on the individual, their needs and aspirations, and that enables the worker to be seen as an individual, and to make this happen, a cultural change is needed.

10. The objective will be to extend this integrated model of well-being to the entire **ecosystem** in which the company operates, through a **virtuous circle** of initiatives aimed at the well-being of all its People (e.g. suppliers, customers, inter-company systems).

Flexibility, work-life balance and responsible time management behaviour

11. Work-life balance – one of the pillars of the integrated model of people's well-being – is one of the areas in which actions to ensure **sustainable management of working time** should be implemented and strengthened.

In this context, the Parties see agile working as a major impetus towards a less pyramid-shaped and more goal-oriented organisation of work, which promotes a better **work-life balance**. In the future, we need to talk about sharing family burdens and shared parenting in order to achieve a fairer and more equal world of work, contributing also to close the gender pay gap.

In this framework, a reasonable **right to disconnect**, for example, is considered by the Parties as a lever to support people in safeguarding a healthy work-life balance, the well-being of individuals and the possibility to profitably devote oneself to one's family commitments, interests and passions. It is important to put in place a shared etiquette of responsible behaviour to guide the work organisation without undermining the company's mission and objectives, and to regulate the exercise of the right to disconnect.

The value of the uniqueness of the person in an inclusive context

12. The Parties recognise that putting the individual at the centre and caring for their well-being also means working towards the creation of an inclusive and **unbiased** environment, in a **non-judgemental** context, in which everyone can feel fully welcomed in their uniqueness and encouraged to express their talents.

Valuing diversity and individual talent are the fundamental prerequisites for creating an inclusive corporate culture where everyone can feel accepted, regardless of race, ethnicity, religion, gender, age, sexual orientation and ability.

An inclusive environment – where the generation of new ideas can find fertile ground that favours the development of the individual – is an essential condition for the creation of sustainable value in the organisation, as inclusion generates **innovation** and increases the organisation's ability to **attract** and **value** people.

The Parties undertake to continue to work jointly in this direction on a path that favours the implementation of inclusive policies and the development of an increasingly inclusive culture, continuing to implement initiatives and projects aimed at enhancing the uniqueness of the person with the further objective of building a system that promotes the prevention of disputes and does not create situations that require the adoption of sanctions.

Participation in redesigning a challenging and sustainable future of work

13. The Parties recognise that participation, in its **individual and collective** forms, is of fundamental value in a new context characterised by the need for cooperation for sustainable development.

With this in mind, tools and forms of active participation and **involvement of people** – enhancing subjectivity, professionalism, inclusion, empowerment and sharing of results and objectives – act as an incremental factor of individual and at the same time organisational and collective well-being.

Similarly, the promotion of the **collective dimension**, the active participation of social partners and the discussion through an inclusive social dialogue based on joint and constant analysis of current issues, which the Parties will carry out in the spirit of the widest possible sharing of strategic and organisational choices, is key to growing and managing the challenges of the future, from digitalisation to energy and climate transition, from the generational challenge to labour transition.

14. To this end, the Parties consider the Group European Works Council to be one of the essential tools for extending and strengthening a fully trustworthy and high-quality Group **social dialogue** involving people and their representatives in the Group's strategic objectives.

Finally, also at European level, within the Sectoral Social Dialogue Committee on Electricity, the Parties have signed a joint declaration on a **“Just Transition”**, which reinforces the need to work concretely and jointly for a European strategy for the electricity sector to ensure the transition of its workforce, by promoting social dialogue at all levels and company and collective bargaining.

In this sense, the role of social representation of workers in the system of company labour relations must be consolidated and improved.

Knowledge and continuous learning

Continuous learning throughout People’s working lives

15. In order to involve people in this cultural and systemic transition requiring new skills, professionalism and flexibility, the Parties intend to promote a continuous learning experience that accompanies people throughout their personal and professional life cycle on a **“circular path”**, starting from school before entering the world of work, up to the final period of employment where the “return” of consolidated knowledge to new generations and the ecosystem will be predominant, in a **virtuous circle** that is self-sustaining. In order to set up training courses in line with the needs and requirements of workers, it is agreed that there is a need to periodically provide for preventive surveys that allow people to grow individually and at the same time help them achieve individually, but within the Group. The growth of the person within the Group is fundamental.

Linking the world of education and the world of work - dual training- STEM- Apprenticeships

16. The Parties promote the creation of training courses in which companies are involved in the design of specialised training courses in cooperation with academic partners (universities, ITS, technical institutes, etc.).

In this context, the Parties intend to promote **dual training** initiatives where “traditional” education courses are supplemented by in-company training and on-the-job experience, in order to adapt student training to the **preparation required in the world of work and the technological development** of organisations. As trialled in several dual apprenticeship experiences already regulated by specific trade union agreements, bringing the world of education closer to the actual needs of companies, besides being a key factor in combating youth unemployment, involves a virtuous exchange between the company and the training institutions, in terms of **know-how, knowledge, skills, methodology, applied research, innovation and attention to safety**.

It is also important to encourage and support the legitimate aspirations for professional growth and development of workers who intend to undertake a course of study for a tertiary education qualification (ITS, degrees, specialist degrees, master’s degrees, etc.) in line with the needs and opportunities for development within the company.

17. Technological innovation is irreversibly revolutionising the labour market, leading to an increase in the search for **STEM** – Science, Technology, Engineering and Mathematics – professionals. To this end, the Parties consider it essential to promote activities aimed at redressing the strong imbalance between men and women in the number of those enrolled on such training courses, continuing to encourage initiatives that promote the **presence of women** in STEM study and professional paths to overcome gender stereotypes and spread the importance of **technical and scientific culture**. It is necessary to support female students in their preference towards their choice of a **study and career path**, through initiatives to raise awareness of technological innovation and sustainability issues relating to the world of energy, informing and encouraging girls about job prospects related to STEM disciplines, continuing to foster a virtuous cultural process by organising, also together with trade union organisations, information events, company visits to schools, internships and guided company visits.
18. The Parties also intend to improve the company’s openness to young people who are not yet in the labour market (students or young people who have just graduated) by offering **internships with a high educational value** aimed at boosting their CVs with significant experience in the company, with the aim of guiding future professional choices and encouraging the employability of young people in the Enel ecosystem during the delicate stage of transition from education to work.

Company lifetime training: retraining and professional updating (up/reskilling), self-learning and knowledge transfer

19. In order to support green and digital transition, boost innovation, economic growth, promote economic and social inclusion and ensure quality employment, the Parties shall encourage the implementation of programmes to upgrade **existing skills** for access to more advanced professional paths (upskilling) and the **learning of new** ones (reskilling), also improving cross-cutting and soft skills, in cooperation with dedicated bilateral bodies.
20. The Parties consider that it is essential to invest in skills in order to contribute to socially responsible approaches, accompanying people in change, without leaving anyone behind, with a view to **guiding and protecting people’s career paths** in the direction of their present and future development.

21. The improvement of **individual training** as a subjective right of the person was a key point in the last renewal of the national collective agreement for the electricity sector, as a strategic lever to meet the challenges of energy transition and digital innovation. In the context of the momentous change that the energy sector will have to face in the coming years, the Parties intend to support the dissemination of a culture that takes an enterprising and proactive approach to work, including through measures that support people in bringing out their potential and undertaking training according to their passions and aptitudes, through the implementation of the provisions of the National Collective Labour Agreement. To this end, **“self-learning”** paths allow people to manage part of their own training autonomously, choosing the content and timing, thanks to increasingly advanced and customisable e-learning platforms and the option to enrol in and attend external courses offered by the company in collaboration with high-profile training institutions.

In this context, special “learning time” may be planned, during which staff may engage in skills development, personal growth or participation in community empowerment initiatives.

For this reason, training takes on an even greater role for the growth of the individual and for work, as it contributes to the growth of skills and to stimulating interest and motivation, with benefits for a calmer and more collaborative working environment and therefore for corporate well-being. It also represents an opportunity for **vulnerable and differently abled** people, as it allows for real labour inclusion.

22. With a view to passing on knowledge, generosity and **sharing in the intergenerational exchange**, the Parties promote Train the trainer initiatives to strengthen the involvement of people with greater seniority as internal trainers, valuing their experience and capitalising on their skills with a view to developing the corporate community.

23. In the same vein, the Parties welcome initiatives aimed at improving the exchange and **“circularity of knowledge”**, facilitating the intergenerational transmission of specific knowledge and skills, which are often difficult to find on the labour market. To this end, they also encourage the involvement of **senior people**, who are approaching retirement, as external trainers in educational institutions or as reference figures (masters of the trade) within the supply chain, in institutions or other public/private organisations.

Openness towards the ecosystem: cooperation with the outside world for quality training

24. The Parties believe that **cooperation with the outside world** (e.g. with companies in the same chain, suppliers, contractors) in support of quality training for the unemployed, unemployable and young people who still lack work experience, as well as creating a pool of qualified workers, who

can also be drawn on for induction into the company, favours growth and mutual improvement at system level and reduces the time it takes for staff to become fully operational. In this context, the Parties intend to improve and promote cooperation initiatives with certified training providers in order to support contractors in the search, selection and training of a **pool of qualified professionals** trained in both technical and safety training.

25. In a perspective of sharing and **generous openness** towards the outside world, the Parties agree on the opportunity to make the **wealth of corporate digital training** available to people outside the company (e.g. family members of employees, employees of contractors and their children), through the creation of **“open learning”** platforms where enabled users will be able to benefit from a vast range of training content on different topics such as safety, languages, energy transition, respect for the environment and biodiversity, circular economy etc.. This will extend the new culture to Enel's whole ecosystem and create opportunities for inclusion in the Company.

26. In the midst of this historic transition, which is based on the circularity and cross-pollination of knowledge, the Parties believe that it is fundamental to collaborate in **the co-creation of events and training and information sessions** on issues of particular interest and impact for the world of work and the communities in which Enel operates (e.g. energy transition, technological evolution, innovation), also involving various stakeholders such as institutions, experts, academics, etc.

Safety culture and behaviour

Personal integrity, health, safety and well-being: the most valuable assets to be protected

27. The health, safety, well-being and mental-physical integrity of people are the most precious assets to be protected at all times of life, at work, at home and during leisure time. At Enel, we work as a community to guarantee **physical and moral integrity** for people, in working conditions that respect personal dignity, individual needs, confidentiality in the processing of personal data (privacy) and the personal area of each person's life, as well as safe and healthy working environments. The Parties undertake to adopt measures to ensure there is no hierarchical pressure or intimidation aimed at inducing people to act against the law, collective agreements, the code of ethics or internal policies in the workplace, guaranteeing adequate protection for those who report illegal or improper conduct. With respect to the external context, they share the need for solid measures and initiatives to protect workers against threats or aggression from customers or third parties during or in connection with their work.

Working together for safety: an extraordinary commitment to change everyday life

28. The Parties share a commitment to work together for the safety, health and welfare of people. While recognising the quality of the results, the ongoing focus, and the high safety standards achieved, they will not be satisfied as long as accidents with fatal or permanently disabling consequences still occur. To this end, they agree that it is essential to launch a process of **change in the culture** and behaviour of the organisation and of individuals for a further perceptible and appreciable improvement in levels of safety, health and well-being. A change that requires a revolution and calls for everyone to be involved. Workers' safety representatives, social partners, the regions and workers.
29. Collaboration in a constructive spirit, in order to acquire awareness and to overcome limits and difficulties, is the lever to transform **change into behaviour** with targeted projects, at all organisational levels of responsibility, listening more to people's voices. The Parties undertake, also through the Group Committee and the dedicated Bilateral Bodies, to work together to ensure the best protection and safeguarding for all people working for Enel, including beyond the guarantee of full compliance with legal and contractual regulations.
30. The Parties recognise that Workers' safety representatives and Trade Union representatives in the country have an important role in the correct application of safety rules, within the scope of their powers under the law, and in raising the level of **safety culture and education in the workplace**.

They agree on the opportunity to design a qualified and innovative training course for these roles, also with the contribution of bilateral bodies, aimed in particular at the most recently appointed representatives, as an enabling factor for the implementation of joint projects and initiatives.

The Parties also recognise the role of Workers' Safety Representatives and Trade Union representatives in the country in promoting safety at work for employees of contractors.

Skills, awareness, responsibility for safety

31. The Parties agree that technical competence and knowledge of regulations are the basis for the safe performance of work. People in Enel are not mere executors but **leaders** of their work, promoters of the improvement of safety performance. In a context in which the levers of action and the tools available to people are increasing, everyone is called upon to implement behaviours that are consistent with the culture of safety, and for which they have been informed, trained, equipped with a system of tools/processes and procedures. Awareness of the impact that the actions of the individual and the team can

have on our health and of those working alongside us is the essence of a **responsible approach** to performing work. In this perspective, stopping activities in case of danger is a moral, ethical and personal duty as well as a right, a form of respect for oneself and others. It is also about stopping when you are tired and unable to carry out activities safely, learning to recognise and respect your limits, without fear of consequences, knowing that timely intervention can save your life and the lives of others.

The Parties recognise that it is a common objective to promote natural compliance with safety rules, the conscious choice to comply with the processes the Company has defined to ensure the protection and safeguarding of all. They also encourage autonomous and proactive guidance for individuals and groups to challenge themselves to do ever better, supporting the **constant improvement** of procedures. To this end, the Parties shall promote the adoption of programmes that encourage the reporting of near misses and safety observations and promote their analysis, aware that all events, even minor ones, can provide useful indications to improve prevention.

32. In the event of accidents, first and foremost serious or potentially life-changing accidents, they undertake to share a process that starts with a thorough analysis of the causes of the accident, and to support the adoption of initiatives to prevent it from happening again and to restore confidence in the organisational system's ability to ensure safety.

People involved in serious accidents that are not able to resume their previous work activities are guaranteed training courses so that they can continue to work in Enel, carrying out other activities that meet their physical and professional needs.

The Parties agree that an adequate distribution of workloads within normal working hours, the use of rest periods to restore mental-physical energy and the organisation of activities in such a way as to ensure the management of stress factors and work pressure, constitute safety factors that must be constantly monitored.

Innovative tools and approaches for lifelong learning and safety education

33. The Parties are aware that it is increasingly necessary to integrate health and safety into training processes and activities and towards **suppliers/contractors**, using the most advanced experience in this field as a benchmark. The processes of innovation under way and the presence of people of different generations in the company call for reflection on the effectiveness of the approaches and training and learning assessment tools used to date, and a commitment to explore new ideas. Particular focus will be given to projects aimed at changing behaviour and adopting innovative training and communication methods.

The Parties are aware that safe skills and behaviours are not only learned in classrooms, and that adequate consideration should be given to the fact that the way of working and skills, including **attention to safety**, are also learned from more experienced colleagues and consolidated in the work group.

In the implementation of projects to improve safety culture, new innovative communication methods will also be assessed and tested for the future. The Parties support and promote the adoption of **innovative solutions** and **technologies** that combine efficiency with the reduction of health and safety risks (robots, drones, automation), a data-driven approach to risk analysis and assessment, and the continuous improvement of tools, equipment and company procedures.

34. The safety culture is an integral part of Italy's culture. For this reason, the importance of collaborating on a fruitful **exchange of knowledge and experience** with schools, research institutes and universities is recognised, with joint projects and programmes, investing primarily in school education in the areas that constitute a potential recruitment pool for future recruits.

Co-evolution of safety culture with contractors and suppliers

35. The Parties are committed to developing and disseminating a strong safety culture throughout our business perimeter and **production ecosystem**, so as to ensure a working environment where health and safety risks are minimised, and the **best protection and prevention measures** are taken. There is support for promoting risk awareness and responsible behaviour by all, including contractors and suppliers in development and awareness programmes. Every person must feel responsible for their own health and safety and that of others.
36. The involvement of the business community is essential to work and grow together. In addition to ensuring the protections and responsibilities provided by law and contract for company workers, the Parties share a commitment to ensuring that **best safety practices and procedures** are adopted in the Enel ecosystem. The Parties therefore undertake to support initiatives in this area, improving training and information as a fundamental tool to ensure the safety and mental-physical integrity of people and the involvement of the Workers' Safety Representatives.

Ilvo Sorrentino

When Guido Stratta, prompted by our urge to make progress in the area of labour relations, proposed that we freely discuss what became the "Charter of the Person", we immediately felt that we were about to venture into uncharted territory.

The word "charter" is a solemn, demanding, in some respects almost cumbersome term. It raises high expectations and at the same time gives rise to significant responsibilities.

However, we felt from the outset that a discussion of this magnitude, given the times we are living in, was unavoidable, even in spite, it must be said, of the general scepticism that initially surrounded this project on both sides.

Today we are confident that we have done the right thing. The "Charter of the person" is the result of in-depth awareness-raising work on many social issues that we have carried out across the board.

It is a solid example of inclusive bargaining.

For the first time, in these terms, the aim is to improve working conditions throughout the Enel ecosystem, including with contractors and suppliers, also to facilitate the recruitment of qualified personnel, the lack of which is the real bottleneck in the realisation of planned investments.

Extending the culture of training and safety, and increasing the resources allocated to this purpose, even outside the traditional company perimeter is a source of genuine pride for us.

Today we are aware that we have defined an answer to what should be an ethical and moral duty for all the Parties involved: to provide an adequate tool to manage this historical phase of the energy transition, which, beyond the many slogans, will see Enel play a leading role in Italy and abroad with a volume of investments never seen before.

Now the new task for everyone will be to apply it consistently on a daily basis.

Ilvo Sorrentino
National Secretary of FILCTEM/CGIL



Beyond Sustainability.

Language always has a meaning, and so do individual words, if we know how to read them in the wider context in which they originate. Speaking of work, in the post-war period we created an important “Workers’ Charter”, and today, fifty years later, we could have simply decided to add an individual dimension to the collective charter, one that highlighted and specified the rights and dignity of the individual worker vis-à-vis their employer. But, we consciously began talking about the **“Charter of the Person”** showing that we intended to go further.

Possibly the strategic nature of this difference is not perceptible at first sight. But it is structural, it marks a potential new historical phase for the culture of work and enterprise. Talking about the “person” instead of simply “worker” implies seeing worker and enterprise in their entirety, an objectively strong shift in vision, not seen in Italy, apart from a few rare exceptions, since the days of Olivetti’s revolutionary experience, and not often seen in the rest of the world. This is such an intense change that some of us, even in the trade union world, have been long uncertain about whether to give such a meaningful concept more time to mature in the common consciousness of trade unions, companies, workers and society at large. But in the end we made a considered decision to “take the plunge”. **The person is a whole person even when working:** The simple “work factor” is not particularly important or more important than other factors, it is the means but also the end itself.

At first sight, this approach may seem a little “intellectual”. But the fact is that today, in the 21st century, after two centuries of industrial society, we are not only faced with the sometimes melancholic and often dramatic spectacle of the schizophrenic, if not disastrous, results of the neo-capitalist economy that has dominated the world since the end of the Second World War, but also with the growing and by now imperious objective need to **bring some unity to the fragmented individual and collective life.**

The reality is that the growth of the wealth produced is not increasing its distribution, the growth of the average personal income is not increasing the happiness and balance of the life of the individual, nor of the worker nor the employer, and the growing power of technology is not being matched by a reduction in environmental risks, and so on. Everything points to a breakdown in a situation of abundance rather than harmony in solidarity. So we broke the deadlock and... here we are with the Charter of the Person.

A very important step in this discussion is that this has brought together not only Flaei and other long standing trade unionists, but also a “handful” - limited for now, but seemingly growing - of managers from companies in the electricity sector and also company managers from different sectors. In short, we are citizens who share direct responsibilities in the world of work and a common perception of the now

inescapable need to proceed towards a new work humanism that goes beyond **the simple modernisation of industrial relations.**

Those who heard the report I gave at the Flaei national meeting were introduced to a real **“platform for participatory enterprise”**, i.e. a negotiating tool, which is specific to trade unions, for their workers and their company counterparts. This kind of content has actually always been a part of our trade union organisation, so not unexpected to hear about it at our national meeting. What is new, is that this platform was deliberately preceded and based on the “Charter of the Person”, which outlines a total and shared vision of human and social values of work and enterprise shared by us and our companies, in particular us and Enel.

An enterprise is not the capital employed, nor the organisational and technological structures, nor the market in which they operate, but the people who work there. A true community, as Olivetti actually called it. A “community of destiny”, as I said in my report to the meeting. **A more integrated and broader horizon than the current - albeit already well developed - concept of “sustainable enterprise”.** Sustainable simply means compatible, which is a well-known but still transitional concept.

In technical terms, the tools of such an advanced company could range from sharing economic results to joint participation in supervisory bodies, transparency of balance sheets and all those institutions which, in different forms from case to case, are already in place in a number of companies in Germany, the Netherlands, Scandinavia and even in some isolated cases in our country.

Perhaps the most convincing side of this view for those with remaining reservations is that, by putting an end to the sad history of the clash of interests between labour and capital, the world of shareholders, entrepreneurs, investors themselves, find a further guarantee of success - and of lasting success - in this approach. Not only do workers fully share the interest in the success of the enterprise itself and its results, and the responsibilities and duties, but they don’t have to face this change with any sudden or risky revolution in management. The method that underpins and secures this “humanistic revolution” is that of **“continuous improvement” through concrete individual steps** tailored to each individual situation, without haste, but at the same time without delay.

We don’t feel like we are inventors of new ideas. We feel we are citizens, workers, trade unionists and company managers, who have been able to firmly decide that **Art. 46 of the Italian Constitution** - which dictates precisely the right of workers to participate in the management of companies - is finally being implemented and with it the true social responsibility of business and work. This is a “common good” in the fullest sense of the expression.

Amedeo Testa

General Secretary of FLAEI CISL

Andrea Bottaro

The “New deal” of the Charter of the Person in Enel.

We can look forward with confidence and vision. The agreement between the employers and trade unions in the Enel sector, concerning the ‘Charter of the Person’, signed at the end of March, came from the need to revitalise industrial relations in the company and has hit the mark. In this specific case, the positive choice of the participatory system, which is essential for responding to the growing discomfort in people’s professional and private lives, has been resolutely undertaken. In short, the good things expected of the labour and production system have found their way into a highly worthy text. We are aware that this moment of history has put the issues of providing a satisfactory response to widespread energy needs at the heart of the industry. This is especially true in the electricity sector. The agreement in question between the country’s most important energy company and the trade unions reaffirms the primary role of the participatory system, which is fundamental to be able to look to the future, despite the crisis situation as a result of the two-year pandemic period and the consequences of two-months of armed conflict between Russia and Ukraine, the war on Europe’s doorstep. If we want to bring about an economic and social turnaround in coming times, we must focus on the emancipation and well-being of the individual. The participatory system that can lead to real progress of the ecological transition must be relaunched from these foundations. This must be based on a balanced approach to health, safety at work and all social policies, leading to the development of a truly sustainable and competitive economy. A new impetus must be given to the aforementioned reality of good practices that are often talked about, but poorly applied, by implementing the participation of workers and trade unions in company dynamics. That is why the person must be placed at the centre of the business system.

In an era marked by international competition, people are the only real competitive advantage in the corporate landscape. It is therefore necessary to look for all those solutions that allow the creation of corporate welfare, understood as the possibility of the worker to give the maximum professional ‘performance’. Industrial relations can only play a virtuous role in the final result through wise trade union agreements and real change.

It is necessary to value all the resources that make up the person, going beyond the concept and definition of ‘corporate resource’, looking not only at the capacity to produce manual and intellectual work but also at the horizon of the emotional and relational sphere. This propensity can make the difference and enable the achievement of increasingly ambitious goals.

In addition to the traditional safeguarding of the person, with this agreement, care and attention for the individual are added, ushering in a new trade union era. This is a real ‘new deal’ that can contribute to the evolution of the Italian labour market, built on ancient foundations that are not particularly compatible with modern needs.

The “Charter of the Person” is a tool that will help the world of work in the electricity sector to manage the phenomena of energy transition and digitisation processes. In practice, a new trajectory has been mapped out that will allow the difficulties experienced by Enel workers to be addressed and resolved, completing the union work begun in the final part of 2019. The social content of the agreement has high political value and should therefore be reaffirmed: defining how the entire Enel galaxy will work; focus also on those who work for Enel and not only in Enel; the use of services provided by the company also to the children of contract workers; the assurance of the social protections contained in the national contracts signed by Cgil, Cisl and Uil; increased focus on safety issues. The text, which bears the signatures of the company and the trade unions, marks the beginning of reformist participation in a large company that will be a key player in the energy transition and industrial renaissance. This is the only way the country can emerge from the crisis and look forward to recovery. We have said and written this many times: trade unions and big business must be committed in unison to ensuring efficiency and sustainability of the production system. The participatory system, featuring advanced and shared industrial relations, is the key to opening up the phase of relaunching industrial production that we so badly need.

UILTEC is proud to have actively taken part in the writing of such an important document for the Italian labour world.

Andrea Bottaro
National Secretary of UILTEC

Prof. Michel Martone

The pandemic experience has made it clear that companies are complex organisations which, in addition to generating profit for shareholders, can develop new cultures of work, coexistence and sustainability to contribute to the pursuit of broader objectives, including those of general interest, such as protecting public health or combating climate change.

And this is probably why, now the pandemic seems to be loosening its grip, some companies are beginning to think about how to structurally incorporate the ethical practices that have emerged to meet the new challenges of the coming years, starting with the revolution of work in the digital age.

The experience of the Enel Group is emblematic of this approach. As a result of a fruitful dialogue with its social partners, the Group recently signed a “Protocol for valuing the individual in the company” that proposes the institutionalisation of a new system of values that is more inclusive and sustainable, in social, environmental and economic terms.

This is an innovative and extremely ambitious business organisation model that, to move from industrial modernity to digital post-modernity, proposes putting the worker at the centre, replacing the old watchwords of efficiency, power and hierarchy, with the new principles of sustainability, trust, collaboration, responsibility and results.

A new system of values that, far beyond the narrow confines of the old discipline of employment relations in companies with more than fifteen employees, aims to penetrate work as a whole – no longer only for activities in the workplace but also those carried out remotely, no longer only for salaried staff but also those who are self-employed or freelance professionals – and, on a wider scale, relations with suppliers, customers, contractors and, more generally, all stakeholders.

In this context, dignity of work and well-being become the driving values of a path of cultural transformation on which the human dimension becomes an elective tool for the transition towards a new model of labour relations that aims to combine participation, productivity and inclusion to satisfy the existential, relational and environmental needs of the individual.

In this way, the workplace becomes a “centre of sharing” where the worker can actively participate in the life of the company, within a space where performance can be rendered and at the same time value generated through building well-being, for the company but also for all involved stakeholders.

Measures that protect multiplicity through recognising the different “uniqueness” that makes up the working community is particularly significant and represent a fundamental vector of cultural transformation, which ultimately makes the company more competitive.

Everyone recognises that valuing diversity fosters the creation of a more stimulating work environment, ensuring the flow of ideas and ethical behaviour to promote organisations that are not primarily or only focussed on the dichotomy between power and obedience, but rather on collaboration.

A consequence of this approach, and a common goal of the signatory parties, is the creation of a working environment that guarantees equal access and training opportunities, through “open learning” platforms, where people of all ages, genders and cultural backgrounds are actively involved in the corporate ecosystem to acquire the knowledge that strengthens their identity.

And the same spirit also inspires the measures that aim to strengthen employability at every stage of working life, on a “circular path” of continuous learning that goes from guidance at school to joining the world of work, through the adoption of measures capable of fostering the inclusion of young people, women and more vulnerable groups, who are under represented in manufacturing and STEM disciplines.

Involving, attracting and retaining people thus becomes crucial in building a sense of belonging to ensure, with the full expression of the individual's social and work potential, the improvement of company productivity, monitored through new “metrics” for measuring results to be used as the basis for more generous performance bonuses.

This is an ambitious goal also to be pursued through a rethinking of how working time is regulated and the use of all available work-life balance tools to support and promote the family life of workers.

It is difficult to say whether this crucial experiment will be successful because much depends on the ability of companies, trade unions and workers to translate these values into new and more advanced contractual disciplines. It is certainly a “new common understanding” that, building on the experience gained during the pandemic, unites an entire corporate community in the face of the immense challenges of the digital age.

Prof. Michel Martone

The document signed by Enel and the three main Filctem, Flaei and Uiltec unions has an unusual form and content, but is appropriate to current times and supported by the objectives shared by the parties.

The form and content are those of a charter of principles, rather than an agreement on rules, because the parties are convinced that the historical moment, marked by epochal transformations, calls for a rethink of all the categories and concepts of work and enterprise, and not simply an adaptation of the instruments of their regulation.

The fundamental principles to inspire the new vision of both work and enterprise are explicitly stated in the document. The person and their work must be at the centre, hence the design and functions of labour relations in and around the enterprise.

Work is understood not only as a person's own right, but as a common development opportunity for individuals and the business community.

The functions of collective labour relations in the enterprise are also changing compared to the past. Now they are aimed at anticipating and managing change, not just regulating exchanges between parties and distributing the resources produced.

Another fundamental idea in the text is that the principles detailed and their implementation in tangible work experience must be shared by all stakeholders.

The recurring theme of the entire document is, in fact, participation, not formal participation, but substantial and active participation that must involve all stakeholders. This includes actors inside the company but also those outside, operating in the environment in which the company is increasingly immersed.

This participatory and open approach to enterprise is all the more significant because it is an essential part of the sustainability that underpins the future development of our countries, as set out in all national and European documents. This approach must inspire the policies of the various public and private players if they are to respond to the increasingly profound interdependence between the destinies of people and countries that marks the present time.

Apart from official declarations, this approach, in general, is far from being agreed upon, let alone accepted, because company and trade union policies, like public policies, have traditionally focused on the direct interests of their reference constituencies.

Opening up to the outside world, as envisaged by the Charter of the Person, will require adapting the content and prospects of corporate and trade union action, with difficult balancing acts between the interests of insiders and those of the various

external, social and economic components, all the more so as these increasingly extend beyond national borders.

The general view of the document gives indications on the main features of the relations between the parties.

First and foremost, there is the need to guarantee the regulatory and social protection conditions of 'decent work' required by ILO (International Labour Organisation) documents and the European Social Pillar.

The company's commitment to guarantee these conditions does not only concern its own employees and collaborators, but must extend to the chain of contractors and suppliers in which production is increasingly structured, also on an international scale.

Such an extension of decent work guarantees is a central objective of the best public policies, but companies, especially the largest ones, are also directly affected by a proposal for a European directive requiring them to monitor compliance with these rules throughout their value chain.

According to the document, the conditions for decent work should be understood in broader terms than in the past, including pay, because they require a new metric to measure people's contribution to company results, which includes respect for the dignity of work.

The culture of results must also be nurtured with shared commitment, all the more so in an international economic context that is set to become increasingly competitive, but not at the expense of the safety of people and the environment.

Here the document's emphasis is particularly strong because of the dramatic topicality of the issue in both its aspects. Constructive cooperation between all stakeholders in the corporate ecosystem is more decisive than ever, with a view to a responsible approach not only to work performance, but also to analysing the causes of old and new occupational accidents and illnesses, and to disseminating a culture of protection and prevention.

In addition, the content of decent work is extended to include a new work-life balance and sustainable time management, particularly but not only in remote services. In Enel's experience, the recent agreement on smart working is an advanced and effective way of understanding, before organising, work.

The rules for developing decent work are challenging for both sides of the relationship, because they also directly involve the rights and responsibilities of workers.

At the same time, these are rules that go beyond the conditions of the individual. They include creating an inclusive environment that values people and their diversity, and not only for reasons of benevolence but because, as the Charter states, inclusion creates innovation.

On the other hand, the new digital and green economy requires a quantum leap in investment in people's knowledge and learning throughout their lives, from youth to old age. Such investments are increasingly decisive for the employability of people and the very survival of companies. They must be accompanied by innovation of the content and objectives of training, which are co-designed between the company and the people with a view to common needs and which are defined with foresight.

These training offers should again be made accessible to employees and their families, as well as to the company's external supply chain, to build up pools of skilled jobs available to all.

The document envisages that the company's commitment on these fronts should be broadened to promote beneficial exchanges between schools and the world of work, especially in the more future-oriented subjects, and to support joint initiatives useful for the employability of young people, from guidance to apprenticeships and the certification of knowledge and skills.

Expressed in the document is the common conviction of the parties that the value of labour policies shared in this way is measured in their ability to stimulate responsibility, motivation and therefore conditions of well-being among all members of the corporate community.

Another new feature of the model of relations outlined is that it is based on cooperative forms that have both a collective dimension, social dialogue in its various forms, and an individual dimension that directly values people's uniqueness.

The integration of these aspects and the different values they express constitutes an unprecedented challenge for labour relations because the two perspectives have historically been seen and practised as alternatives if not as openly conflicting positions.

As can be seen, the vision in the 'Charter of the Person' agreed between Enel and the unions opens up an innovative area for labour relations. It is a project that needs to be cultivated, deepened and made operational on many of the issues mentioned. From the rules on remote work, already defined by the parties themselves, to the arrangements for the participation of individuals and trade unions, the new configuration of work organisation in the digital environment, the organisation of working hours, guarantees of safety and privacy and many other topics that are appropriately addressed in a document that can be a source of inspiration for many other companies.

Prof. Tiziano Treu