

## Training and education

We support the development of our employees through the system of organised trainings, as well as through subsidies for the forms of education undertaken by them outside of Enea. We are aware that a team of competent employees is the basis for the effective operation of our Group.



Enea Centrum supports and organises training processes of other companies in the Group. The training profiles are carefully selected to meet the needs of the employees and, at the same time, in line with the development directions of Enea.

In 2017, Enea Centrum implemented a new version of the e-learning platform, which facilitates the training process for its users. Thanks to it, the Group's employees have access to a detailed summary of future, ongoing and completed training.

### See the subject of obligatory training provided by the e-learning platform:

- Enea Group Compliance Policy
- Enea Group Gift Acceptance and Giving Policy
- Rules of processing information on the Enea Group
- Protection of personal data
- REMIT (training dedicated to Enea Trading employees)
- Enea Operator Compliance Programme (training dedicated to Enea Operator's employees)

## Manager's Academy

[GRI 404-2]

In 2017, 195 employees took part in the Manager's Academy. They took part in a series of training courses aimed at, inter alia:

- Better understanding of one's role in shaping the team
- Learning more motivating ways, without the use of manipulation techniques, to involve employees in the management process in order to strengthen the key role of the employee in the development of each enterprise

- Learning practical ways to work together in a team and communicate more effectively
- Learning to delegate tasks in a way that is appropriate to the employee's level of development
- Learning to monitor the tasks performed on an ongoing basis in order to encourage the Employee to carry them out
- Learning to plan well in the short and long term – one's own and as part of the team's work
- Learning constructive ways to discuss problems: developing ideas and constructive criticism

## Talent Development Programme

The objective of this programme is to develop soft skills in managerial employees and potential candidates for such positions. In 2017, **47 employees** were trained under this programme.

In addition, our companies individually provide employee training in managerial skills.

In 2017, the subjects of such training included:

- Communication in team leadership and conflict resolution
- Training in employee appraisal
- Development of competencies related to project management



As part of all managerial skills development programmes carried out in our Group, we trained a total of

**300**

employees in 2017.

## Examples of other subjects of non-compulsory training

The companies provide e-learning and classroom training, as well as wider educational programmes in line with the identified needs for competence development. In 2017, in Enea SA alone, 94 training projects were implemented, including external trainings and closed projects, in which 456 participants participated, including 422 in specialist trainings and 38 in conferences.

See examples of training provided by the companies

Name of company	Topics of non-compulsory training
Enea SA	Training in team leadership communication and conflict resolution Training in project management 'Project Manager Essential,' 'Project Risk Management Training in effective project management AIDDA Active sales training workshop (basic module, advanced model)
Enea Centrum sp. z o.o.	Training for staff in managerial skills (Manager's Academy) Customer service training: Negotiations, interpersonal skills, sales training for Customer Service Representatives Stress management training (under the New Energy programme)
Enea Wytwarzanie sp. z o.o.	Technical, financial, legal training Training in negotiation, communication, project management, law, public procurement
Przedsiębiorstwo Energetyki Ciepłej sp. z o.o. w Obornikach	In 2017, no employees were assigned to non-compulsory training.
Enea Ciepło Serwis sp. z o.o.	Training on the company's environmental reporting obligations and on the most common errors arising during an EIA inspection Training entitled: Opportunity to improve the professional power and heating sector to meet the requirements of the <a href="#">BAT</a> conclusions wymagań konkluzji <a href="#">BAT</a>
Enea Ciepło sp. z o.o.	Training in the regulation of rights to real property occupied for the purposes of industrial equipment in the heating industry Training in the analysis of changes in the VAT Act in 2017. Training in the regulation of the new Energy Efficiency Act and their impact on the development of heat tariffs Training in information on Company Social Benefits Fund 2017 Training in innovative geospatial solutions 2017 Training in TIG welding Training in acetylene oxide welding Preparatory training for the CISSP examination Training on mandatory documentation of data processing in the IPO Industrial cyber security training Academy of Management and Supervisory Board Office Training in the scope of salary documentation adjustments and consequences for settlements with Social Insurance Institution (ZUS) and Tax Office (US). Training in managing working time in 2017
Miejska Energetyka Ciepła Piła sp. z o.o.	Management training on employee appraisal Welding courses for Employees

Name of company	Topics of non-compulsory training
Enea Operator sp. z o.o.	<p>Training related to acquisition and development of specialist, technical and IT competencies</p> <p>Sense-Making training, Team Building training, interpersonal skills</p> <p>Training for Social Labour Inspectors</p> <p>Training in project resource management, logistics, communication, energy law, construction law.</p> <p>Training in the Code of Commercial Partnerships Companies and in the Civil Code</p>
Enea Oświetlenie sp. z o.o.	<p>Training relating to the acquisition and development of technical competence, particularly the profession of electrical fitter</p>
Enea Elektrownia Połaniec SA	<p>Talent Development Programme – addressed to managers and employees preparing for promotion. In 2017, 43 people took part in the programme.</p>
Enea Bioenergia sp. z o.o.	<p>Training in technical competence, e.g. efficient, safe and environmentally conscious work with construction machines</p> <p>Excel Training for Intermediate skiers</p> <p>Training in managerial skills, among others: management in a changing environment, prevention of professional burnout, employee appraisals, management of a production team</p> <p>Training in professional management of the company's management office</p> <p>Training in interpersonal skills: discrimination and harassment in the workplace</p> <p>English language classes</p>
Enea Pomiary sp. z o.o.	<p>Training in metrology – monitoring measurement equipment in laboratories.</p> <p>Training in communication in the company</p> <p>Training in the field of information systems in the energy sector</p>
Enea Serwis sp. z o.o.	<p>Technical and specific training – especially for electrical fitters</p> <p>Training for managerial staff</p>
Enea Logistyka sp. z o.o.	<p>Accounting training – year-end tax and accounting training, tax review</p> <p>Course of the Data Protection Officer</p> <p>Training in logistics to obtain a certificate of professional competence</p> <p>Energy training gr. II and III, TDT</p> <p>SQL and analyst training databases</p> <p>Training in environmental law</p> <p>Training in pre-medical assistance</p> <p>Periodic SIP training</p> <p>Training in public procurement law</p>
Enea Trading sp. z o.o.	<p>Training related to the ability to use Excel</p> <p>Training in managerial skills</p>

[GRI 404-1]

Average number of training hours per employee in 2017 - by gender and employment structure

Name of company	Average number of training hours per							
	Employees in total	Women	Men	Highest managerial staff	Directors	Lower-level management	Operational employees	Office employees
Enea SA	16.01	12.08	20.34	16.00	28.00	14.23	0.00	14.39
Enea Centrum sp. z o.o.	2.69	2.70	8.44	2.67	21.05	11.33	0.00	2.71
Enea Wytwarzanie sp. z o.o.	15.76	14.95	15.88	145.33	48.42	39.07	12.46	16.65
Przedsiębiorstwo Energetyki Ciepłej sp. z o.o. w Obornikach	4.68	24.00	2.69	0.00	24.00	6.40	2.50	17.00
Enea Ciepło Serwis sp. z o.o.	15.48	4.80	15.89	0.00	0.00	5.33	17.58	10.00
Enea Ciepło sp. z o.o.	13.69	11.24	14.23	0.00	10.00	19.28	15.17	9.75
Miejska Energetyka Ciepła Piła sp. z o.o.	6.80	6.56	6.84	73.25	69.50	19.33	2.11	8.11
Enea Operator sp. z o.o.	2.15	2.52	2.32	16.00	10.28	3.12	3.09	1.35
Enea Oświetlenie sp. z o.o.	0.63	0.00	0.82	0.00	0.00	2.00	0.13	1.71
Enea Elektrownia Połaniec SA	45.54	61.51	42.21	0.00	103.21	88.11	58.90	32.56
Enea Bioenergia sp. z o.o.	41.95	57.33	41.29	32.00	36.75	83.18	37.34	54.26
Enea Pomiary sp. z o.o.	2.53	4.34	1.99	0.00	12.00	15.00	1.34	10.83
Enea Serwis sp. z o.o.	3.83	2.84	4.14	0.00	10.67	4.96	4.53	3.97
Enea Logistyka sp. z o.o.	10.24	11.11	11.11	0.00	5.80	11.02	9.07	8.60
Enea Trading sp. z o.o.	14.58	11.87	15.96	168.00	14.67	24.00	0.00	6.75

Average number of training hours provided through the e-learning platform per Group Employee in 2017

<b>Average number of e-learning training hours per Employee</b>								
	<b>Employees in total</b>	<b>Women</b>	<b>Men</b>	<b>Highest managerial staff</b>	<b>Directors</b>	<b>Lower-level management</b>	<b>Operational employees</b>	<b>Office employees</b>
Enea Group - total of all companies covered by the reporting	2.69	3.18	2.13	1.19	1.91	2.74	0.14	3.00