

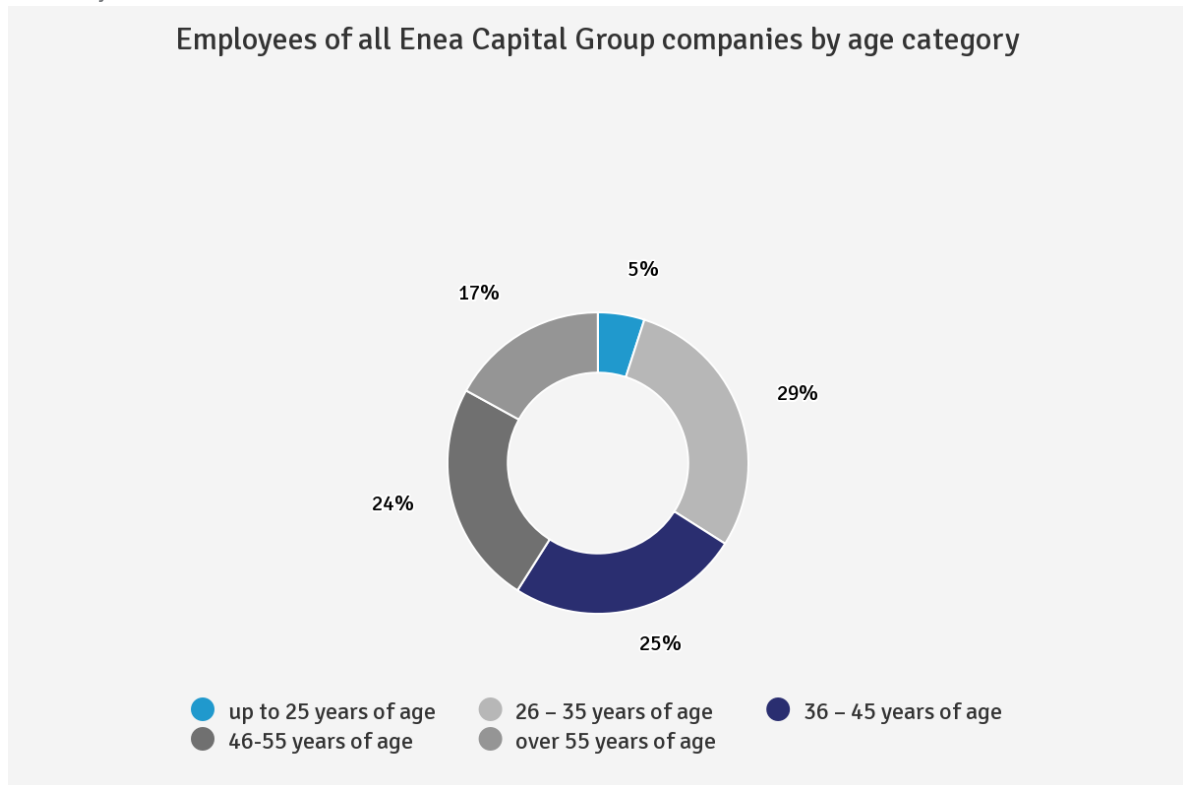
# Generation gap management

[GRI 103-1 dla Aspektu: Przeciwdziałanie luce pokoleniowej ]

[GRI 103-2 dla Aspektu: Przeciwdziałanie luce pokoleniowej ]

[GRI 103-3 dla Aspektu: Przeciwdziałanie luce pokoleniowej ]

We are committed to mitigating the negative effects of economic and demographic changes, which include the risk of a shortage of candidates for jobs with appropriate skills. We are successively preparing to face the effects of the so-called generation gap and we are strengthening the Enea brand as an attractive employer. Out of more than 16 thousand Employees employed in the entire Enea Capital Group, 41% are over 45 years old.



We implement a long-term Generation Change Programme, which aims to maintain the desired competences in the company and ensure the continuity of high standards.

## The three elements of the Generation Change Programme are:

- Competence Supplementation Programme
- New Payroll Policy
- Voluntary Leave Programme

Our main activities stemming from the Competence Supplementation Programme are as follows:

- Improving the competence of employees through training tailored to their needs
- Mentoring programmes for new employees run by experienced specialists of our Group
- Implementation of internship programmes aimed at attracting ambitious candidates
- Development of cooperation with educational centres, sectoral schools, in the organisation of apprenticeships and in the promotion of professions closely linked to the energy sector

The Voluntary Leave Programme is an offer for Employees of companies from groups specified in the

Voluntary Leave Programme Regulations. It aims to manage the departure of employees in a controlled way and to restore key competences in a timely manner.

## Internships and training periods at Enea

- 188 pupils and students took part in the internship organised by Enea.
- Students and graduates can also take advantage of the 3-month summer internship provided by the Enea Group.
- In addition, we have launched an annual internship programme 'Install yourself at Enea'.

We dedicate 'Install yourself at Enea' to young and ambitious people who care about gaining unique experience under the wings of a market leader. Under the Programme, students and graduates have the opportunity to develop their skills in business areas (including technical and operational, administrative and legal, financial and accounting, HR, IT and trading).

The programme started in 2017, when we organised meetings of ten trainees with experienced specialists in various Enea Group companies. Apart from gaining industry experience, its participants had a chance to develop their soft skills by, inter alia, taking part in workshops on self-presentation.

70% of the trainees after the end of the programme were offered a job in our Group.

The second edition of 'Install in Enea' was attended by sixteen trainees and apprentices. We are seeing a steady increase in interest in our programme.

[More information about the programme can be found here.](#)

## We cooperate with the scientific community

Examples of the Enea Group's cooperation with universities and research institutions include:

- Cooperation with the Adam Mickiewicz University in Poznań.
  - We took part in the Academy of Development and Entrepreneurship and conducted development workshops for students.
  - We supported the competition and the Energy Law conference organised by ELSA at the university.
- Cooperation with Poznań University of Technology
  - We took patronage of the conference Modern Technologies in Power Engineering at the Poznań University of Technology organised by SKN Elektroenergetyka.
  - We co-organise educational trips for students, e.g. to the Central Power Dispatch.
  - We took part in job fairs and internships organised by the University of Technology.
- Cooperation with the Poznań University of Economics
  - We organised the second edition of the Energy Market Modelling competition, the final of which was held at the University of Economics.
  - We were an active member of the Partner Club of the University of Economics.
  - We took part in job fairs and internships organised by the Career Office of the Poznań University of Economics.
- Cooperation with vocational schools
  - We have been working on a standard for patronage agreements with respect to the cooperation of

Enea with industry schools (vocational and technical) and model cooperation agreements between Enea SA and the companies in this respect.

- We organised an educational trip for students of the Złotów Technical School to the area of the training ground in Łagów.
- The Enea Foundation has equipped four studios from partner schools with electronic modules for practical vocational training.

Moreover:

- We were a partner of the sixth edition of the Energy Academy project organised by the Lesław Paga Foundation. The aim of the project is to create a platform for the exchange of knowledge between practitioners from the energy sector and people at the beginning of their careers in this sector.
- Enea Trading organised the Energy Market Modelling competition, the aim of which was to popularise the functioning of the energy market and familiarise students with the specifics of the power industry.

## We are present at job fairs

We focus on direct contact with young and ambitious students. **We took an active part in job fairs organised for them, such as:**

- Educational fairs Schools and Employers organised in Gorzów Wielkopolski
- XXI Job Fair organised by the Poznań University of Technology
- Job Spot Fair organised at the Poznań University of Economics
- Regional Labour Fairs organised by, inter alia, the Regional Labour Office in Kielce and the District Labour Office in Staszów.
- XX Job and Practice Fair for Electronics and IT Workers in Warsaw organised by the Warsaw University of Technology
- Career Days organised as part of the Poznań International Fair by the student organisation AIESEC.
- Absolvent Talent Days Fair organised by the portal absolvent.pl.
- XX Academy of Development Job fairs organised by the Career Office of the Adam Mickiewicz University in Poznań.
- Offerty Fair in Bydgoszcz.

## Our Employee Turnover

[GRI 401-1]

In 2017, our companies covered by this report employed 1.104 Employees and terminated 939 contracts of employment. Leave-overs from work were connected, inter alia, with retirements.

Find out how many people have employed our companies and what their turnover rate is like:

Number of new Employees enrolled by age category and gender

Number of Employees' departures and [departure rate](#) by gender

Number of Employees' departures and [departure rate](#) by age category

## Number of new Employees enrolled by age category and gender

Number of new Employees enrolled by age category and gender in 2017

Name of company	Number of new Employees enrolled in 2017					
	Total number	Women	Men	Age category up to 29 years old	Age category from 30 to 50 years old	Age category over 50 years old
Enea SA	59	29	30	12	42	5
Enea Centrum sp. z o.o.	404	310	94	190	195	19
Enea Wytwarzanie sp. z o.o.	132	28	104	49	78	5
Przedsiębiorstwo Energetyki Ciepłej sp. z o.o. w Obornikach	1	0	1	1	0	0
Enea Ciepło Serwis sp. z o.o.	18	0	18	5	7	6
Enea Ciepło sp. z o.o.	19	7	12	4	14	1
Miejska Energetyka Ciepła Piła sp. z o.o.	10	1	9	8	2	0
Enea Operator sp. z o.o.	242	49	193	111	118	13
Enea Oświetlenie sp. z o.o.	8	1	7	3	4	1
Enea Elektrownia Połaniec SA	49	5	44	20	26	3
Enea Bioenergia sp. z o.o.	36	0	36	17	19	0
Enea Pomiar sp. z o.o.	8	4	4	4	3	1
Enea Serwis sp. z o.o.	67	18	49	32	35	0
Enea Logistyka sp. z o.o.	18	3	15	5	12	1

**Number of new Employees enrolled in 2017**

<b>Name of company</b>	<b>Total number</b>	<b>Women</b>	<b>Men</b>	<b>Age category up to 29 years old</b>	<b>Age category from 30 to 50 years old</b>	<b>Age category over 50 years old</b>
Enea Trading sp. z o.o.	33	13	20	9	17	7

Number of Employees' departures and [departure rate](#) by gender in 2017

<b>Name of company</b>	<b>Total number of departures</b>	<b>Departure rate of all Employees</b>	<b>Number of women departing</b>	<b>Departure rate of women</b>	<b>Number of men departing</b>	<b>Departure rate of men</b>
Enea SA	18	5.07	8	2.25	10	2.82
Enea Centrum sp. z o.o.	220	14.60	181	11.90	41	2.70
Enea Wytwarzanie sp. z o.o.	140	6.56	27	1.19	122	5.37
Przedsiębiorstwo Energetyki Ciepłej sp. z o.o. w Obornikach	1	3.13	0	0.00	1	3.13
Enea Ciepło Serwis sp. z o.o.	10	7.41	0	0.00	10	7.41
Enea Ciepło sp. z o.o.	20	7.97	4	1.59	16	6.37
Miejska Energetyka Ciepła Piła sp. z o.o.	12	9.30	4	3.10	8	6.20
Enea Operator sp. z o.o.	310	7.47	64	1.52	251	5.95
Enea Oświetlenie sp. z o.o.	5	3.91	1	0.78	4	3.13
Enea Elektrownia Połaniec SA	37	7.64	8	1.65	29	5.99

Name of company	Total number of departures	Departure rate of all Employees	Number of women departing	Departure rate of women	Number of men departing	Departure rate of men
Enea Bioenergia sp. z o.o.	37	23.87	5	3.23	32	20.65
Enea Pomiarzy sp. z o.o.	25	16.34	13	8.50	12	7.84
Enea Serwis sp. z o.o.	64	11.11	22	3.82	42	7.29
Enea Logistyka sp. z o.o.	14	8.14	3	1.74	11	6.40
Enea Trading sp. z o.o.	10	9.35	3	2.80	7	6.54

Number of Employees' departures and [departure rate](#) by age category in 2017

Name of company	Employees up to 29 years old departing	Departure rate of Employees under 30	Employees aged between 30 and 50 departing	Departure rate in between 30- and 50-year-old employees	Employees aged over 50 departing	Departure rate of over-50 employees
Enea SA	2	0.56	13	3.66	3	0.85
Enea Centrum sp. z o.o.	21	1.38	58	3.81	143	9.40
Enea Wytwarzanie sp. z o.o.	3	0.13	24	1.06	122	5.37
Przedsiębiorstwo Energetyki Ciepłej sp. z o.o. w Obornikach	0	0.00	1	3.13	0	0.00
Enea Ciepło Serwis sp. z o.o.	0	0.00	1	0.74	9	6.67
Enea Ciepło sp. z o.o.	0	0.00	9	3.59	11	4.38
Miejska Energetyka Ciepła Piła sp. z o.o.	1	0.78	2	1.55	9	6.98
Enea Operator sp. z o.o.	11	0.26	29	0.69	275	6.52

<b>Name of company</b>	<b>Employees up to 29 years old departing</b>	<b>Departure rate of Employees under 30</b>	<b>Employees aged between 30 and 50 departing</b>	<b>Departure rate in between 30- and 50-year-old employees</b>	<b>Employees aged over 50 departing</b>	<b>Departure rate of over-50 employees</b>
Enea Oświetlenie sp. z o.o.	1	0.78	0	0.00	4	3.13
Enea Elektrownia Połaniec SA	1	0.21	8	1.65	28	5.79
Enea Bioenergia sp. z o.o.	15	9.68	15	9.68	7	4.52
Enea Pomiary sp. z o.o.	1	0.65	6	3.92	18	11.76
Enea Serwis sp. z o.o.	11	1.91	19	3.30	34	5.90
Enea Logistyka sp. z o.o.	2	1.16	3	1.74	9	5.23
Enea Trading sp. z o.o.	4	3.74	5	4.67	1	0.93