

Promuovere il benessere in azienda: il progetto MaCro@Work nel Bilancio di Sostenibilità 2020 di Enel

Il benessere dei collaboratori e la creazione di un clima positivo sono temi sempre più centrali per le organizzazioni. Sono ormai molte le evidenze empiriche che sottolineano come la capacità dell'azienda di diffondere e promuovere well-being abbia ricadute positive sul livello di motivazione, di identificazione con l'impresa e sui risultati di business.



Alcune imprese si stanno spingendo anche oltre, riconoscendo al tema della qualità della vita di lavoro un valore ancora più forte. È il caso di Enel che ha aderito al progetto interaziendale “MaCro@work” promosso dalla Fondazione *Lavoroperlapersona* con l'intento di accrescere il benessere e l'inclusione dei lavoratori affetti da patologie croniche. L'incidenza dei collaboratori con patologie croniche in Italia e in Europa è significativa e tenderà ad aumentare ulteriormente nel prossimo futuro, con implicazioni rilevanti sul mercato del lavoro e sulla gestione aziendale.

Il file che è possibile scaricare cliccando sull'immagine sottostante è un estratto del *Bilancio di Sostenibilità Enel 2020* e testimonia la grande attenzione che le aziende stanno ponendo sempre di più sul tema dei collaboratori affetti da una patologia cronica. Diventa essenziale, infatti, comprendere meglio le loro aspettative e iniziare rimuovere gli ostacoli che questi ultimi spesso si trovano a fronteggiare sul lavoro. In questo senso, è fondamentale prevenire il diffondersi di comportamenti discriminatori e implementare soluzioni che facilitino il pieno inserimento nel lavoro, prendendosi cura delle fragilità di ciascuno.

Il documento da conto di un percorso molto articolato realizzato dal *Centro di Ricerca EllePi* e rappresenta una importante occasione per promuovere pratiche di gestione in linea con il *lavoroperlapersona* e garantire un lavoro e una società sostenibili.



Elisabetta and the MaCro@ Work project

The awareness of the ethical and social importance of health in the workplace, and increasing attentiveness to the themes of care and inclusion are the basis of Enel's choice to address the issue of people suffering from chronic diseases at work, a topic often still unexplored in organizations.

Elisabetta, who knows this situation well because she experiences it every day, has for two years led the **MaCro@Work** project, focusing on **people with chronic illness at work**, a project long covered by Enel, with the aim of making the working environment truly inclusive for everyone, regardless of living conditions.

The project is the result of an intercompany research in which Enel is involved, and of an internal survey to over 6,000 people who are directly or indirectly affected by a chronic disease. The data highlighted cultural, organizational and managerial obstacles, but also opportunities to improve the work experience. Central themes for people involved in a chronic illness are the fear of being themselves and of being judged, of not living up to professional expectations, of showing their real personalities and explaining their needs. But at the same time there is the desire to return to the normality of work as a living space for relationships and socialization, and to escape the isolation of the disease. Hiding or not properly managing fears and desires is not only to the detriment of the people, but also to the organization as a whole.

Elisabetta's sensitivity, passion and courage are the extra "fuel" of the **MaCro@Work Caring Program**, which is intended to

create a collaborative network around the people with chronic illness, with the aim of improving the relational well-being of the entire environment in which they live. Empathy, caring for people and cohesion form part of a new corporate culture to create a positive, constructive and inclusive approach, without prejudice. The **Caring Managers' Network** is made of people and business partners who join voluntarily the project and decide to be the contact people for those with chronic diseases and their network in the workplace. In full respect of their privacy, they provide empathic listening and support at the delicate time when a disease arises, when many questions and practical issues need to be managed.

The Covid-19 outbreak was an accelerator of the project, as this scenario has had a profound impact on the lives of chronically ill people for example for the limited possibilities of access to care and the exponential complexity of the simplest daily activities for vulnerable people.

Elisabetta's entrepreneurship once again made a difference here, because she decided, in the midst of the outbreak, to take part in the challenge launched on openinnovability.com to gather ideas aimed at getting Italy going again. As one of hundreds of proposals, her idea of corporate volunteering to support the daily activities of "fragile" colleagues was selected and is now being implemented. The pilot has been launched, and the first people in the Company are benefiting from the services of shopping and medicines home delivery, as well as the practical handling service she designed. But this is only the first step, and we already know that there will be many more.

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Listening and dialogue

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In light of the digitization of relationships as a result of the Covid-19 pandemic, Enel has also decided to revisit the listening channel. While most of the listening within the Group until 2018 took the form of the **climate survey**, which takes place every two years, in 2020 the ground was prepared to lead people towards more constant and dynamic ways of listening and direct involvement in the implementation of sustainable action plans aimed at improving organizational well-being.

In late December 2020, the **"Open Listening: An Interview to build our future"** survey was launched. 70% of people responded to an invitation to imagine the future of work in the era of the "next normal", from remote working methods to workspaces, from new technologies and psychological/physical well-being to the new leadership models of the future. **The overall level of people engagement was 93.5%** (the overall engagement index result for the previous Climate Survey was 81%). To follow the results, targeted, global and specific action plans will be drawn up on the various targets.

A further essential element is **People Business Partners**, figures dedicated to listening and dialogue with people, able to grasp individual aspirations and integrate them with the organization's needs.

Finally, Enel considers **Internal communication** a mainstay in the creation of corporate culture, people growth and the growth of the organization, stimulating and promoting the exchange of information, know-how and experience. Internal communications are also the main vector to disseminate the Enel strategy and the objectives identified for the near future.

Diversity and inclusion

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Inclusion = Value is the paradigm that represents our approach to attention to people, based on the inclusion of diversity as an essential factor in the creation of sustainable value. This approach is even more relevant these days, given current circumstances where it is essential to innovate, co-create, bring out and attract talents and create a framework that enables everyone to express their

uniqueness at all times, even in new, unprecedented situations. At Enel, inclusion means **taking care** of all aspects of diversity, from the visible to the most concealed, and to enhance the multiple talents of each person. It also means **creating open contexts** that welcome diversity and ensure everyday organizational and interpersonal conditions so that everyone's potential can be expressed freely, stimulating innovation and promoting new opportunities.

Enel's commitment to diversity and inclusion started in 2013 with the issue of the Policy on **Human Rights**, followed in 2015 by the **Diversity and Inclusion Policy**, in parallel with adoption of the seven Women Empowerment Principles (WEP) promoted by the UN Global Compact and UN Women and in compliance with the UN Sustainable Development Goals. The Policy acts as a reference point for the evolution of the Group's culture of caring and inclusion, its fundamental principles of non-discrimination, equal opportunities and equal dignity for all forms of diversity, inclusion, balance between private and professional life are milestones for the development of specific initiatives that address as a priority the dimensions of gender, disability, age, nationality and the dissemination of the culture of inclusion at all levels and in all organizational contexts.

In 2019, the **Workplace Harassment Policy** was also published, which highlights the principle of respect for individual integrity and dignity in the workplace and addresses the issue of sexual and discrimination-related harassment. In 2020, the principles of the aforementioned policy were recalled in the **Statement against harassment in the workplace**, published on the Enel website. On issues related to harassment, several countries launched specific training initiatives in 2020 (Italy, USA and Canada, Peru, Colombia, Korea and Australia); in 2021, a global course will be launched for all Group countries.

The People Care and Diversity Management Holding unit, created in 2016 and merged in 2020 into the new People and Organization Innovability unit, performs governance functions globally on these issues, ensuring harmonization and monitoring of local initiatives and best practice sharing. Indicators measuring progress on diversity and inclusion are the focus of a detailed reporting process.

Enel's commitment to diversity and inclusion is also stated in public objectives in the Sustainability Plan, the progress of which is documented in the Sustainability Report. These aim to increase the **percentage of women in selection processes**, the **percentage of women managers and middle managers**, and promote the **adoption of a systemic approach to the inclusion of people with disabilities**. The **Sustainability Plan and Report** are analyzed by the Corporate Governance and Sustainability Committee and the Control and Risk Committee, and subsequently approved

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