

4 EMPLOYEES

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A total of 9968 people, including 2418 women and 7550 men were employed on a contract of employment in the ENEA Capital Group companies in 2013.

The success of the ENEA Capital Group is the result of experience, commitment and the potential of its employees. Relationships based on respect, ensuring safety of employees in the workplace and equal opportunities for professional development are crucial in companies of the Capital Group.

A prestigious "Employer friendly to employees" certificate granted to ENEA Wytwarzanie SA in a competition organized by the National Commission NSZZ "Solidarity" is a confirmation of this approach. The title is granted to organizations which obey the labour laws and ensure its employees freedom of association in trade unions. The Polish President Bronisław Komorowski is a patron of this competition.

Key documents

Labour Code, Occupational Safety and Health Policy, Collective Labour Agreement (CLA) and procedures, rules of procedure, rules of bonuses and salaries for individual companies are documents governing the workplace management in the ENEA Capital Group.

Moreover, "Equal treatment in employment" document is valid in the BHU company, which helps to prevent gender discrimination practices.

In ENEA SA functions the "Internal policy for dealing with the application or detection of unacceptable behavior in ENEA SA."

Collective bargaining agreements

100% employees of ENEA SA, ENEA Operator, ENEA Centrum, Elektrociepłownia Białystok, ENERGOBUD Leszno, Energomiar and Energo-Tour is covered by collective bargaining agreements.

Table. Percentage of employees covered by collective bargaining agreements in 2013.

Company	Percentage of employees covered by collective bargaining agreements in 2013	Trade unions in which the company's employees were associated in 2013
ENEA SA	100%	<ul style="list-style-type: none"> • NSZZ Solidarity Inter-enterprise Organization • Inter-enterprise Employee Organization of ENEA Capital Group • Trade Union of Engineers and Technicians – Inter-enterprise Trade Organization in ENEA S.A. • „KADRA” Inter-enterprise Trade Union of ENEA Capital Group Employees
ENEA Operator	100%	<ul style="list-style-type: none"> • NSZZ Solidarity Inter-enterprise Organization • Inter-enterprise Employee Organization of ENEA Capital Group • Inter-enterprise Trade Union of Continuous Maintenance Employees of ENEA Capital Group • Trade Union of Engineers and Technicians – Inter-enterprise Trade Organization in ENEA S.A. • „KADRA” Inter-enterprise Trade Union of ENEA Capital Group Employees
ENEA Wytwarzanie	78.38%	<ul style="list-style-type: none"> • Independent Self-Governing Trade Union "Solidarity" Organization in ENEA Wytwarzanie SA • Inter-enterprise Trade Union of Power Engineers in ENEA Wytwarzanie SA • Trade Union of Shift Employees in ENEA Wytwarzanie SA
Elektrownie Wodne	98.79% for employees covered by the Collective Bargaining Agreement	<ul style="list-style-type: none"> • Inter-enterprise Employee Organization of ENEA Capital Group MZZ PGK ENEA Trade Union in Bydgoszcz • ENEA NSZZ Solidarity Inter-enterprise Commission • Inter-enterprise Trade Union of Continuous Maintenance Employees of ENEA Capital Group • „KADRA” Inter-enterprise Trade Union of ENEA Capital Group Employees
PEC Oborniki	97.36% of employees is covered by the Collective Bargaining Agreement	<ul style="list-style-type: none"> • The National Union of Heat Engineers, (60% of employees are associated)
Elektrociepłownia Białystok	100%	<ul style="list-style-type: none"> • NSZZ Solidarity Inter-enterprise Organization in Elektrociepłownia Białystok SA • Independent Trade Union of Engineering, Technical, Administrative and Support Employees of Elektrociepłownia Białystok SA
Miejska Energetyka Ciepła Piła	0	<ul style="list-style-type: none"> • The National Union of Heat Engineers
Annacond Enterprises	0	Not applicable
ENEA Centrum	100%	<ul style="list-style-type: none"> • NSZZ Solidarity Inter-enterprise Organization • Inter-enterprise Employee Organization of ENEA Capital Group

		<ul style="list-style-type: none"> • Trade Union of Engineers and Technicians – Inter-enterprise Trade Organization in ENEA S.A. • „KADRA” Inter-enterprise Trade Union of ENEA Capital Group Employees • Inter-enterprise Trade Union of Continuous Maintenance Employees of ENEA Capital Group
ENE A Trading	17.72%	<ul style="list-style-type: none"> • Inter-enterprise Trade Union of Power Engineers in ENEA Trading • NSZZ Solidarity ENEA No. 2 Organization in Poznań
ENERGOBUD Leszno	100%	<ul style="list-style-type: none"> • NSZZ Solidarity • Inter-enterprise Employee Organization of ENEA Capital Group in Poznań
Eneos	98%	<ul style="list-style-type: none"> • Inter-enterprise Employee Organization of ENEA Capital Group, NSZZ Solidarity Inter-enterprise Commission
Energomi ar	100%	<ul style="list-style-type: none"> • NSZZ Solidarity Inter-enterprise Trade Union
BHU	63.4%	<ul style="list-style-type: none"> • NSZZ Solidarity
Hotel EDISON	Not applicable	<ul style="list-style-type: none"> • NSZZ Solidarity of ENEA Capital Group • MZZP of the ENEA Capital Group
Energetyka Poznańska Zakład Transportu	97%	<ul style="list-style-type: none"> • Inter-enterprise Employee Organization of ENEA Capital Group • NSZZ Solidarity ENEA SA No. 2 Organization
ITSERWIS	0	Not applicable
Centrum Uzdrowiskowe ENERGETYK	0%	<ul style="list-style-type: none"> • MZZP Trade Union of the ENEA Capital Group in Bydgoszcz • NSZZ Solidarity Inter-enterprise Organization
Energ o-Tour	100%	<ul style="list-style-type: none"> • Inter-enterprise Employee Organization of ENEA Capital Group • NSZZ Solidarity

4.1 Goals and priorities

Improvement of employee access to corporate information

There is a system of internal communication in the ENEA Capital Group. Eight multimedia kiosks, that provide access to current information to employees who due to the nature of work have a difficult access to the computer, are accessible to employees of Kozi enice Power Plant which belongs to ENEA Wytwarzanie S.A. company. Modern IT tools allow employees to use the corporate intranet and intranet of Kozi enice Power Plant, phone book of the ENEA Capital Group and ENEA Wytwarzanie and ENEA SA websites.

Preparation for a Shared Services Centre launch

Shared Services Centre (SSC) project was one of the priority actions undertaken in the workplace in 2013. Implementation of the SSC involves changing the work organization and transfer of a large group of employees between companies. This applies in particular to employees of finance, accounting, customer service and IT areas of the largest companies of the Capital Group.

In order to prepare employees for a change, a series of meetings of the Management Board with the employees was conducted, in particular with the employees from the Client service and ITC area of ENEA SA, ENEA Operator, ENEA Wytwarzanie and ENEA Trading companies in 2013 and 2014. Directors and SSC project managers organized nearly 80 meetings with managers, employees and trade union representatives till the second half of 2014, during which assumptions and goals of the SSC project were presented as well as the rules for the transition to the new employer.

Moreover, ENEA Centrum has launched a dedicated intranet site devoted to the creation of the Shared Services Centre. The Company has released a brochure for employees and created a mailbox where they could address their questions. In total, more than 300 questions asked by employees were answered.

4. Employment

96.56 per cent of employees was employed on full-time basis, 147 employees on executive positions out of whom 15 percent were female.

Table. Number of employees employed in the reporting companies on a contract of employment by gender in 2013 (as at 31 December 2013).

Company	Total number of employees	Number of women	Number of men
ENEA SA	411	243	168
ENEA Operator	5175	1147	4028
ENEA Wytwarzanie SA	2239	338	1901
Elektrownie Wodne*	165	23	142
PEC Oborniki	38	4	34
Elektrociepłownia Białystok	185	45	140
Miejska Energetyka Ciepła Piła	156	25	131
Annacond Enterprises	2	1	1
ENEA Centrum	187	140	47
ENEA Trading	79	34	45
ENERGOBUD Leszno	608	141	467
Eneos	117	29	88
Energomiar	191	56	135
BHU	153**	41	112
Hotel EDISON	20	15	5
Energetyka Poznańska Zakład Transportu	58	8	50
ITSERWIS	84	46	38
Centrum Uzdrowiskowe ENERGETYK	76	63	13
Energio-Tour	24	19	5

* Total number of employees of Elektrownie Wodne and Dobitt Energia companies. Takeover of Dobitt Energia employees by Elektrownie Wodne company took place on 31 December 2013.

** The number also includes one person on a parental leave.

Table. Number of employees employed on a contract of employment broken down into posts and gender (as at 31 December 2013).

Company	Top management		Directors		Middle level managers		Operational employees		Office personnel	
	No. of women	No. of men	No. of women	No. of men	No. of women	No. of men	No. of women	No. of men	No. of women	No. of men
ENEA SA	0	0	4	9	24	35	0	0	215	124
ENEA Operator	0	1	10	63	96	479	37	2556	1004	929
ENEA Wytwarzanie SA	0	1	1	10	21	68	123	1460	193	362
Elektrownie Wodne	0	1	0	2	5	13	2	112	16	14
PEC Oborniki	0	1	1	1	0	0	0	28	3	4
Elektrociepłownia Białystok	0	0	0	2	7	13	30	125	8	0
Miejska Energetyka Ciepła Piła	0	1	0	2	1	8	11	98	13	22
Annacond Enterprises	0	1	0	0	0	0	0	0	1	0
ENEA Centrum	0	0	1	3	6	4	0	0	133	40
ENEA Trading	0	0	0	3	4	7	0	0	30	35
ENERGOBUD Leszno	2	2	1	15	11	62	62	296	65	92
Eneos	0	1	0	2	7	15	1	47	21	23
Energomiar	1	1	1	4	6	17	32	109	16	4
BHU SA	0	0	2	6	8	25	17	69	14	12
Hotel EDISON	1	0	0	0	2	0	2	5	10	0
Energetyka Poznańska Zakład Transportu	1	1	0	0	0	3	0	40	7	6
ITSERWIS	0	1	2	1	0	5	36	30	8	1
Centrum Uzdrawiskowe ENERGETYK	1	1	0	0	3	1	53	9	6	2
Energio-Tour	0	1	0	1	0	0	0	4	17	1

Table. Number of employees employed on a contract of employment broken down by type of employment contract in 2013 (as at 31 December 2013).

Company	Total number of employees employed on a contract of employment	No. of employees in division to type of employment contract			No. of employees in division to working time	
		Trial	Fixed-term	Indefinite	Full time	Part time
ENEA SA	411	0	28	383	408	3
ENEA Operator	5175	0	76	5099	5156	19
ENEA Wytwarzanie SA	2239	0	111	2128	2238	1
Elektrownie Wodne	165	0	3	163	162	3
PEC Oborniki	38	0	1	37	38	0
Elektrociepłownia Białystok	185	0	0	185	184	1
Miejska Energetyka Ciepła Piła	156	0	8	148	156	0
Annacond Enterprises	2	0	1	1	2	0
ENEA Centrum	187	0	20	167	186	1
ENEA Trading	79	1	5	73	77	2
ENERGOBUD Leszno	608	0	53	555	564	44
Eneos	117	0	4	113	114	3
Energomiar	191	0	1	190	186	5
BHU SA	153	0	13	140	150	3
Hotel EDISON	20	0	6	14	20	0
Energetyka Poznańska Zakład Transportu	58	0	0	58	57	1
ITSERWIS	84	1	11	72	82	2
Centrum Uzdrowiskowe ENERGETYK	76	0	0	76	76	0
Ergo-Tour	24	0	0	24	22	2

Table. Number of employees employed on a contract of employment and under civil-law in 2013 (as at 31 December 2013)

Company	Number of employees employed on a contract of employment	Number of employees employed under civil-law agreement
ENEA SA	411	9
ENEA Operator	5175	16
ENEA Wytwarzanie	2239	2
Elektrownie Wodne	165	14
PEC Oborniki	38	0
Elektrociepłownia Białystok	185	2
MEC Piła	156	0
Annacond Enterprises	2	0
ENEA Centrum	187	10
ENEA Trading	79	0
ENERGOBUD Leszno	608	47
Eneos	117	10
Energomiar	191	73
BHU	153	4
Hotel EDISON	20	4
Energetyka Poznańska Zakład Transportu	58	2
ITSERWIS	84	0
Centrum Uzdrowskowe ENERGETYK	76	27
Energo-Tour	24	5

Table. Number of employee leaves and churn rate broken down by gender in 2013.

Company	Total number of leaves	Churn rate of all employees	Number of women leaves	Women churn rate	Number of men leaves	Men churn rate
ENEA SA	40	10%	12	3%	28	7%
ENEA Operator	178	3.44%	42	0.81%	136	2.63%
ENEA Wytwarzanie	106	4.71%	16	0.71%	90	3.99%
Elektrownie Wodne	4	2.42	1	0.61	3	1.82
PEC Oborniki	0	0	0	0	0	0
Elektrociepłownia Białystok	7	3.78	4	2.16	3	1.62
MEC Piła	9	5.68	3	1.89	6	3.79

Annacond Enterprises	4	200%*	2	100%*	2	100%*
ENEA Centrum	13	7%	9	5%	4	2%
ENEA Trading	14	22.81%	3	4.89%	11	17.92%
ENERGOBUD Leszno	34	5.59%	5	0.82%	29	4.77%
Eneos	6	5.12%	1	0.85%	5	4.27%
Energomiar	3	1.56	1	1.79	2	1.47
BHU	16	10.46	5	3.27	11	7.19
Hotel EDISON	7	2.86	6	2.5	1	5
Energetyka Poznańska Zakład Transportu	4	6.8%	0	0	4	6.8%
ITSERWIS	12	14.28	8	9.52	4	4.76
Centrum Uzdrowiskowe ENERGETYK	2	2.63%	1	1.59%	1	7.69%
Energo-Tour	2	8.3%	2	8.3%	0	0

* There were two employees in the Annacond Enterprises company as at 31 December 2013. In total there were 6 persons employed during 2013 and with four of them the employment relationship was terminated. Churn rate of employees was calculated on the basis of the employees number as at 31 December 2013, and as such it is high.

Table. Number of employee leaves and churn rate broken down by age in 2013.

Company	Employees leaves till 29 years old	Churn rate of employees below 30 years old	Employees leaves from 30 till 50 years old	Churn rate of employees from 30 till 50 years old	Employees leaves above 50 years old	Churn rate of employees above 50 years old
ENEA SA	4	1%	32	8%	4	1%
ENEA Operator	14	0.27%	28	0.54%	136	2.63%
ENEA Wytwarzanie	7	0.31%	17	0.75%	82	3.64%
Elektrownie Wodne	1	0.61	2	1.21	1	0.61
PEC Oborniki	0	0	0	0	0	0
Elektrociepłownia Białystok	0	0	3	1.62	4	2.16
MEC Piła	0	0	2	1.26	7	4.42
Annacond Enterprises	0	0	3	150%*	1	50%*
ENEA Centrum	7	4%	6	3%	0	0
ENEA Trading	2	3.26%	9	14.66%	3	4.89%
ENERGOBUD Leszno	2	0.3%	10	1.6%	22	3.6%
Eneos	1	0.85%	0	0	5	4.27%
Energomiar	1	11.11	1	0.89	1	1.43
BHU	2	1.31	9	5.88	5	3.27
Hotel EDISON	3	2.33	3	2.33	1	7
Energetyka Poznańska Zakład	0	0	1	1.7%	3	5%

Transportu						
ITSERWIS	3	3.57	8	9.52	1	1.19
Centrum Uzdrowiskowe ENERGETYK	1	33.33%	0	0	1	3.57%
Energo-Tour	0	0	0	0	2	0

* There were two employees in the Annacond Enterprises company as at 31 December 2013. In total there were 6 persons employed during 2013 and with four of them the employment relationship was terminated. Churn rate of employees was calculated on the basis of the employees number as at 31 December 2013, and as such it is high.

Table. Number of new employees hired, broken down by age groups and gender.

Company	Number of employees hired in 2013					
	Total	Women	Men	Age category up to 29 years of age	Age category from 30 to 50 years of age	Age category above 50 years of age
ENEA SA	51	28	23	17	33	1
ENEA Operator	113	34	79	71	39	3
ENEA Wytwarzanie	24	9	15	10	11	3
Elektrownie Wodne	3	1	2	1	1	1
PEC Oborniki	1	0	1	1	0	0
Elektrociepłownia Białystok	2	1	1	0	2	0
MEC Piła	2	1	1	0	0	2
Annacond Enterprises	1	1	0	1	0	0
ENEA Centrum	45	33	12	13	23	9
ENEA Trading	33	16	17	6	19	8
ENERGOBUD Leszno	32	7	25	10	16	6
Eneos	3	2	1	2	1	0
Energomiar	3	2	1	3	0	0
BHU	3	0	3	1	2	0
Hotel EDISON	6	6	0	5	0	1
Energetyka Poznańska Zakład Transportu	2	0	2	0	2	0
ITSERWIS	11	8	3	8	3	0
Centrum Uzdrowiskowe ENERGETYK	0	0	0	0	0	0
Energo-Tour	0	0	0	0	0	0

4.3 Health and safety

Safety of the employees is the ENEA Capital Group invariable priority. Principles of this important area management are governed by the provisions of law, internal instructions and regulations, for example: "Live-line working regulations" in ENEA Operator or "Procedure for the identification of potential accidents and emergency situations, and responding in the event of their occurrence in ENEA Wytwarzanie SA in Świerże Górne". Occupational safety is also regulated by the provisions of the Collective Bargaining Agreement.

OSH trainings

Initial and periodic occupational health and safety trainings, trainings in first-aid or in the field of occupational risk evaluation were carried out in 2013.

Furthermore, i.e. trainings in new technologies and update of safety regulations were carried out in ENEA Operator. Employees were equipped with high quality equipment and tools for live-line working. A new Safe Work Organization Manual for operating electrical devices is binding from 24 October 2013. The training on the Manual was attended by 3421 employees. In turn, Central OSH Unit emerged in ENERGOBUD Leszno in 2013.

Competitions that promote safety

Activities that promote safety in the workplace were carried out in the ENEA Capital Group.

Employees of the ENEA Capital Group could compete in the competition of power knowledge "1 of 10,000". Moreover, ENEA Operator organized the "Live-line working" competition, which allowed to find the best specialists in the field of safe live-line working. ENEA Operator in Zielona Góra employees won in the third edition of this competition.

Live-line working

Wide-spreading Live-line working as a standard in ENEA Operator brings positive effects:

1. It increases the quality of distribution services. Our Clients have access to electricity during various operating procedures and investments. We also use live-line working while connecting new customers to the network without a necessity to cut off the existing ones.
2. It significantly improves safety of installation electricians, among others, through investment in tools and equipment, training of more than 1,500 employees and introduction of the uniform principles of organization and responsibility of installation electricians and managers.
3. We promote among installation electricians and managers rules of safe work organization through "Live-line working" competition and "Potential – power without interruptions" magazine.
4. More than 24 thousand in 2013 and since the beginning of the of the Project implementation around 90 thousand live-line works were performed without a single accident.

Injury rate

There was no fatal accident among the ENEA Capital Group employees employed on a contract of employment.

Table. Total number of injuries and injury rate in ENEA Capital Group in 2013.

Company	Total number of injuries	Injury frequency rate*
ENEA SA	2	4.87
ENEA Operator	37	9.02
ENEA Wytwarzanie	2	0.87
Elektrownie Wodne	2	12.12
PEC Oborniki	0	0
Elektrociepłownia Białystok	1	44
MEC Piła	1	6.17
Annacond Enterprises	0	0
ENEA Centrum	0	0
ENEA Trading	0	0
ENERGOBUD Leszno	9	14.74
Eneos	0	0
Energomiar	5	26.46
BHU SA	3	19.7
Hotel EDISON	0	0
Energetyka Poznańska Zakład Transportu	0	0
ITSERWIS	0	0
Centrum Uzdrowiskowe ENERGETYK	2	26.31
Energio-Tour	0	0

* *accident frequency rate = 1000 × number of accidents / number of employed*

Accident at the Power Plant in Kozenice

A tragic accident took place during demolition works of the chimney no. 3 at the Power Plant in Kozenice on 4 December 2013. During the accident four people were killed - employees of a contractor executing works inside the chimney. The modernization works were stopped and relevant services under the supervision of the prosecutor began to examine the circumstances of the tragic accident. Psychological assistance was provided to other persons working at the demolition of the chimney and to the families of the victims.

4.4 Support and benefits

ENECA Capital Group companies aspire to be a highly-regarded employer. The top management realize that the quality of the actions taken and the success of the strategy depends on the employees motivation. Employees are offered a wide range of additional benefits resulting from the Social Fund and the Collective Labour Agreement (CLA). The range of benefits is determined separately for each company and depends on the employees needs and possibilities of a given company.

Main benefits

Most popular benefits from the Social Fund: monetary or material assistance to employees in a difficult financial situation or affected by random accidents, financing or subsidizing holidays for children and young people, funding children's Christmas gifts, or support of sport, recreation, culture and education activities. In addition, all employees of the ENECA Capital Group may participate in the Employee Pension Program.

Preventive care

In many companies (i.e. ENECA SA, ENECA Operator, Elektrociepłownia Białystok, ENECA Wytwarzanie, ENECA Centrum, Energomiary) employees may benefit from additional preventive health benefits, for example: influenza vaccination, tumor markers test, preventive treatment in a sanatorium, or medical subscriptions.

Development of competences

Companies care about the development of employees skills. Employees of such companies like ENECA SA, Elektrociepłownia Białystok, MEC Piła, or ITSERWIS could take advantage of English lessons or studies funding in 2013.

Cheaper electricity

Preferential conditions for electricity use is another benefit granted to employees of the Capital Group. According to the Collective Bargaining Agreement employees are entitled to a reduced fee for electricity for household needs in an amount up to 3,000 kWh a year.

Other benefits

- higher than generally applicable additional remuneration: (I) for working overtime; (II) for night work; (III) for working on Saturdays, Sundays and public holidays; (IV) for technical emergency service, (V) for sick leave;
- allowance for working in conditions harmful to health, particularly arduous or dangerous;
- monthly seniority allowance, entitlement for the period of employment in the power industry, i.e. companies listed in the Nationwide Collective Bargaining Agreement;
- gratuity related to retirement or disability pension in the form of gratification in cash;
- award on the occasion of the Power Engineer's Day in the value not lower than 25% of the average basic salary in ENECA S.A.;
- prizes for the detection and elimination of illegal consumption of electricity and energy intake not in conformity with the agreement;

- annual, mandatory bonus paid from the annual bonus fund, which amounts to 8.5% of payroll budget from the previous year;
- jubilee awards - their value depends on employment time in power sector and in other employees, and value of received remuneration;
- subsidizing employees travel to work (ENE Wytwarzanie SA);
- subsidizing catering (MEC Piła).

AWARDS FOR EMPLOYEES OF MERIT

200 employees from all companies were awarded "Employee of merit to the ENE Capital Group" during the celebration of the Power Engineer's Day in August 2013.

Departmental awards ceremony was held for employees of merit to power industry during the celebration of 45th anniversary of Power Plant in Koźienice in September 2013.

Work satisfaction

Employee satisfaction in the ENE Capital Group is regularly monitored. A most recent study was carried out in 2012. Its purpose was to examine satisfaction and loyalty of employees of major companies of the ENE Capital Group and evaluate quality of internal communications. Internal Communications Office of ENE SA which cooperated with the external research company was responsible for the implementation of the study.

Results of the study were collected and presented in 2013 to the Management Board of ENE SA, representatives of Trade Unions, and then made available to employees on the intranet.

Within the study individual and group interviews were conducted and electronic or paper questionnaires were distributed. The study included all employees whose job satisfaction was 3.7 on a scale of 1 to 5.

Atmosphere and working conditions were considered as major advantages in the companies of the Capital Group. System of remuneration (excluding wages) was identified as a weakness. The survey also shows that 85 per cent of employees identifies themselves with the company or organizational unit in which they work.

A series of 20 workshops for representatives of the largest companies and trade unions was another initiative of measuring the work satisfaction level of employees in the Capital Group. Workshops for representatives of the largest companies and trade unions were carried out in November. The workshop discussed issues relating to working conditions, employee satisfaction factors and their identification with the Group.

4.4 Trainings and education

Trainings which develop skills of the Capital Group employees are tailored to a specific business profile of each company. Training policy is governed by internal procedures, such as: "The principles of training policy in ENEA Operator" or "The rules of training initiatives implementation in ENEA SA" adopted in 2013. Moreover, the training program at universities and high schools define "General Principles of employees training in the ENEA Capital Group".

In ENEA SA, Elektrociepłownia Białystok, MEC Piła, or ITSERWIS companies employees had an opportunity to participate in an English language course.

Education in ENEA SA

In accordance with the newly adopted "Principles of training initiatives of ENEA SA" training plans are adjusted to the individual needs of employees.

A new Competence Model was developed and implemented in ENEA SA, which is designed to effectively select key competencies of employees. Out of concern for the service quality and Client satisfaction, skills assessment was carried out and actions were implemented to support and supplement competency gaps among employees responsible for sales and Client service. Results of the assessment were the basis for the implementation of the development program.

Furthermore, fast and efficient training of new employees is possible thanks to developed standards of new team members adaptation process.

Education in ENEA Operator

ENEA Operator carries out a number of specialized classroom trainings and e-learning courses for their employees. They may expand their skills through such trainings like: project management methodology (260 participants), training for drivers within off-road driving and periodic training for drivers (433 participants), or compulsory training in the field of ICT Security Policy and Data Protection. 3615 employees took part in the training in 2013.

Table. Average number of training hours per year per employee according to the employment structure.

Company	Average number of training hours per:							
	Total employees	Women	Men	Top management	Directors	Middle level managers	Operational employees	Office personnel
ENEA SA	40.2	33.8	49.5	0	79.1	67	0	34
ENEA Operator	46.77	20.4	54.29	10.66	11.84	21.37	58.76	20.6
ENEA Wytwarzanie	8.88	9.82	8.71	60	32.73	19.55	6.7	12.79
Elektrownie Wodne*	22.86	19.37	23.42	16	20	13.78	23.28	27.38
PEC Oborniki	18	16	17	16	32	0	10	41
Elektrociepłownia Białystok	no data	no data	no data	no data	no data	no data	no data	no data
MEC Piła	17.8	13.7	18.6	28	59	32.2	16.9	14.2

Annacond Enterprises	no data	no data	no data	no data	no data	no data	no data	no data
ENE A Centrum	17.32	21.77	28.43	0	64	45.48	0	10.5
ENE A Trading	25.49	30.94	21.37	0	28	40	0	21.6
ENERGOBUD Leszno	14**	no data	no data	no data	no data	no data	no data	no data
Eneos	16.35	8.75	18.86	20	20	15.5	16.54	16.34
Energomi ar	10.46	8.64	11.21	28	33.6	21.57	6.87	15.5
BHU	10	10	10	20	20	22	30	10
Hotel EDISON	12	12	0	0	0	0	0	12
Energetyka Poznańska Zakład Transportu	6.1	3	6.6	8	0	14.7	6.2	3.7
ITSERWIS	1224	368	856	8	48	40	1096	32
Centrum Uzdrowiskowe ENERGETYK**	no data	no data	no data	no data	no data	no data	no data	no data
Energ o-Tour	0	0	0	0	0	0	0	0

* (Elektrownie wodne):

- without hours of English lessons,
- without hours of studies funding.

** Companies don't carry statistics in the above-mentioned range.